##### Workbook (2015)

Name: Date:

The task is

1. To identify and analyse the most important strategic factors for the growth of a specific Hungarian or European business (or non-business) organization in the context of EU.
2. Provide a strategic analysis, and describe the proposed strategy for a business or non-business organization of your choice.

The structure of the workbook follows the process of strategic management:

1. Introduction of the organization.

## 2. Analysis of the external environment.

## 3. Analysis of the resources and competences

## 4. SWOT analysis

5. The identification of the strategic challenges

## 6. Analysis of the stakeholders and stockholders.

## 7. Structure of the corporate management and governance

8. Identification of the strategic alternatives

9. The portfolio modell of the organization

10. The factors of the strategic decision

11. The elements of the choesn strategy and hierarchy of the goals.

12. The factors of implementation

The overall assessent of the workbook:…………….

Introduction of the organization

Basic data (turnover, assets, workforce, profit)

Description of the activities and legal form

The most important products and services

Market share

The most important competitors

The „milestones” of the corporate history (foundation, stages of development, new owners)

The most important owners

##### Analysis of the remote environment (PESTEL analysis)

The political tendencies

The economical tendencies

The social tendencies:

The technical tendencies

The environmental tendencies

Legal and regulatory tendencies

The Porter’s five force analysis

The suppliers

Buyers:

The potencial entrants

Substitutes

Competitors:

Analysis of the strategic group

The strategic map

Consumer value analysis

The analysis of the internal resources

Financial resources

Human resources

Physical resources

Technological resources

Reputation

Analysis of the value chain of the industry and the company

Position of the company on the industry value chain.

The elements of the company’s value chain.

SWOT analysis

Strengths

Weaknesses

Opportunities

Threats

The analysis of the interest groups

The owners and their interests

Interest-groups within the organization:

Competitors:

Consumers:

State institutions, and other interest groups:

The interest/power matrix

|  |  |  |
| --- | --- | --- |
|  | Small interets | High interst |
| Small power |  |  |
| High power |  |  |

The overall assessment of the interest groups

The analysis of the government structure

(Board, executive commities, supervisory board, independent auditors)

The most important strategic challenges

The most important strategic problems:

The perception of the strategic problems by interest groups

Strategic alternatives from Ansoff-matrix

Market penetration:

Market development

Product development

Diversification

Other possibilities

Porter’s strategies

Global strategies

The analysis of the company portfolio (if possible)

Identification of strategic problems of the company and the possible alternatives

The most important strategic problems:

1.

2.

3.

4.

5.

6.

The possible alternatives

1.

2.

3.

4.

The assessment of the alternatives

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| The strategic alternatives | Suitability  (min:1 - max:5) | Feasibility  (min:1 - max:5) | Acceptability  (min:1 - max:5) | Overall assessment |
| 1. alternative |  |  |  |  |
| 2. alternative |  |  |  |  |
| 3. alternative |  |  |  |  |
| 4. alternative |  |  |  |  |

Description of the proposed strategy

# Gap analysis

The hierarchy of the goals

Mission

Strategic goals (2015-2018)

Goals for 2015

The new structure and culture fitt to the new strategy

The steps and activities of the implementation