**Business 478**

**Section D ???**

**STRATEGIC Formulation ANALYSIS FOR:**

**[NAME OF ORGANIZATION]**

[You should take all the [brackets] out!]

**[Some]**

****

**[Graphics]**

**Student Name: [Jerry Sheppard]**

**Student ID Number: [77777-7777]**

**Date: [Month, Day, Year]**

**INTRODUCTION**

**Background in Brief**

Short Old History stuff. Just the basics are required. The ultimate page limit on this is eight without title page, Table of Contents (which you do not need to provide), or references. New Times Roman, 12 pt 1 and 1½ spaced (tables can be single space) with no more than .3 compression. One-inch margins (*Word* is not set for inches? It is 2.54 cm.)

I had a prof. that insisted that paragraphs had to have more than two sentences. This should be in understandable language. Notice how every non-header sentence ends with a period. I expect that even lists of points will end in a period (if not I will lower, at leas, the form grade). The faux Latin included throughout this paper is just filler to show where text should be. A table showing a timeline of history can save space and make events more understandable at a glance.

**The Organization Today**

This is where I want information updates. This should be longer than the old stuff. This should always be longer than the old history. Bring us up to date. Do not forget, proper writing ~~doesn’t~~ does not use contractions.

Three paragraphs is good here. Time lines or tables work too. On the other hand, if you have a sentence that goes on for three or four lines, it is too long.

Don’t forget to give me some updated financial material. The latest 20XX sales and profits. Maybe a % increase in sales and ROE. It’s always nice in the last paragraph here.

**Mission**

The company’s stated mission is:

* *Num me Vexo. Morituri te salutant. Abundans cautela non nocet. Illegitimi non* carborundum. Te reque luptatum per, vocibus gloriatur definitiones no duo. Vim nibh laboramus no, pri et prima utamur, cu pertinacia argumentum eam. Dicant conceptam repudiandae usu in, virtute menandri an per.

In addition a few comments on what you think this mission means for the direction in which the company is going would be cool. Three sentences would be fine. And so on. The mission statement should guide employees and executives how to act. Goals and objectives are based on this mission statement.

**Goals and Objectives**

A few comments on what you think this mission means for the direction in which the going.Also do not orphan the next header. It should go with the next paragraph or list of items. A table would save you some space here. Point form (full sentences) would also be OK. The goals and objectives should be focused to show what the largest benefits are to stakeholders.

**Stakeholders** [NONE OF THIS!No orphan headings! Keep headings with the paragraph that follows them.]

A few short introductory sentences would be great as introduction to a table. The table can be single spaced and save some room. It is always good to title your table and refer to it in the text (e.g. please see Table 1).

**TABLE 1: Organizational Stakeholders [[1]](#endnote-1)**

|  |  |
| --- | --- |
| **Stakeholder Group** | **Group Demands / Attributes** |
| Product Market* Blaa
* Blaa
 |  |
| Capital Market * Blaa
* Blaa
 |  |
| Organizational* Blaa
* Blaa
 |  |

**EXTERNAL ANALYSIS**

**General Environment**

A few short introductory sentences would be great as introduction to a table. This you could do as single spaced and save some room. It is always good to title your table. I have done this section to show the next two levels of outline. While you do not have to use all seven forces in the general environment, try to use most of them. If I get four or less, I’ll suspect you missed something.

*Demographic Segment:*

The age structure is something you can talk about. This is important to who the customers are. See you can have a fourth level of outline and not add lines of text.

The ethnic make-up of the population may be important for segmenting the market. And so on. Population attributes other than the above can also important here.

*Political/Legal Segment*

Notice that numbers that are ten or less, get spelled out in the text, as do numbers that begin a sentence. I will take off marks for not remembering this! Export/Import tariff could be one of the political segments. In addition, environmental regulation is another legal segment.

*Economic Segment*

If you do not have sub-sub-sub-headings, a normal paragraph is fine. How does the industry market affect the company’s performance?

*Socio-cultural Segment*

*Technological Segment*

*Global Segment*

*Physical Environment Segment*

**Industry Environment**

*Bargaining Power of Suppliers*

The bargaining power of suppliers is relatively high because suppliers’ goods are of a commodity type, or not. See how I got right to the point about how strong an influence this force is. I could even be quicker about it if I just put a colon after the heading and followed it with "High," Moderate," or "Low."

*Bargaining Power of Buyers*

Your word processor may try to substitute the word “bargain” for “bargaining.” Do not let it.

*Threat of Entry*

Is this threat high or low? What are the factors that influence it? Are there barriers to entry?

*Threats from Substitute Products*

Heaven help you if you discuss their competitors! Substitute product makers may be competitors. Things like laptops and tablets are substitutes and are produced by companies in both industries. Aluminum foil and plastic wrap are substitutes but the companies that make them are not really direct competitors (Stocking & Mueller, 1955).[[2]](#endnote-2) Notice how the period comes after the end parentheses (never before it).

*Industry Rivalry*

Is this threat high or low? What are the factors that influence it? Are there barriers to exit?

**Competitor Analysis**

Introducing the names of their top three competitors with one sentence each here (see Table 2)

**TABLE 2: Competitor Analysis**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Company A** | **Company B** | **Company C** |
| **Future Objectives** |  |  |  |
| **Current Strategy** |  |  |  |
| **Assumptions** |  |  |  |
| **Capabilities** |  |  |  |
| **General Notes** |  |  |  |

**Analysis of Dynamics of External Forces**

A summary discusses the likelihood of first mover attack s and likely responses on the part of competitors in the industry.

**INTERNAL ANALYSIS**

**Resources**

Tangible

The company’s physical assets are something you can talk about. Yes, I expect sub-sub-sub headings here.

Intangible

**Capabilities**

The company’s functional (value chain) abilities are something you can talk about. Yes I expect sub-sub-sub headings here.

**Core Competencies**

 There is a four-part test for deciding what core competencies are. You could apply it using a table with the most important of resources and/or capabilities. Are they valuable, rare, costly to imitate, organized to be exploited?

**Performance**

 Here is another place that, after some general remarks about how well the company is doing you could provide a table that compares important financial data to either industry averages or main competitors. Some financial ratios are preferred. If you cannot find them any type of performance measurement would help here.

**STRATEGY**

**Business Level Strategy**

 Start off by telling me their generic business level strategy. Then support the statement.

**Corporate Level Strategy**

 Start off by telling me their level of diversification or vertical integration. Then support the statement.

**International Strategy**

 Here I’m particularly interested in weather they are multidomestic, global or transnational. Support your view.

**Cooperative Strategies**

 Are their any joint ventures, important long-term arrangements.

 If you do not have at least seven pages at this point , you are not covering it all and your grade will be below the mean.

 **REFERENCES**

Stocking, G.W. and W.F. Mueller. 1955. The Cellophane Case and the New Competition. *American Economic Review.* 45 (1): 29-63.

**NOTES[[3]](#endnote-3)**

1. Try not to let tables break across more than one page. [↑](#endnote-ref-1)
2. You could also use endnotes instead of citations and save some space in the text. These notes can be single spaced with an extra ½ space between each. This is also not part of the page limit! Putting it on Separate page is best. Doing these as endnotes may save some room in the text as well. [↑](#endnote-ref-2)
3. Normally Notes come after references when you have both. However, Word**™** forces them to the end of the document. Really you should not have both Notes and References. It’s best do one or the other. [↑](#endnote-ref-3)