

COURSE: BUS 478, Sections D300, D500
TITLE: Strategy
SEMESTER: Summer 2022 (1224)
CLASSROOM: D500 WMC 2210 Wednesday, 9:30
 D300 WMC 2210 Thursday, 11:30

INSTRUCTOR: Jerry Sheppard
 Office: WMC 4387
 Hours: Wednesday: 12:40 - 1:20
 Thursday: 10:40-11:20
 Phone: 778-782-4918
 E-mail: sheppard@sfu.ca

Pre-requisites:

Bus. 207, 312, 343, 360 & 374 or 381 & 90 credits.

Objectives

1. Develop a capacity to think strategically about a firm, its business position, how a firm can gain a competitive advantage.
2. Conduct strategic analyses in a range of industries, firms and situations to develop a grasp of the competitive trials of a global environment.
3. Get acquainted with managerial tasks related to strategy formulation, and what managers can do to promote competent implementation.
4. Integrate knowledge from other courses to see how business functions fit together and why all parts of a firm need to be managed in harmony.

Required Textbook

Hitt, Ireland & Hoskisson, *Strategic Management, Competiveness and Globalization, Concepts*, 12th edition or later.
 Cengage. ISBN: 9781305502208 or 9780357033838.

Grades

Individual Written Grades	
Strategy Formulation	16%
Integrate- Recommend- Implementation	16%
Written Executive Summary	16%
Individual Participation Grades	
Participation	11%
Presentation Performance	7%
Peer Evaluated Group Contribution . . .	6%
Group Work Grades	
Written Case Synopsis	8%
Case Presentation	10%
Written Executive Summary	10%

Class participation

Group participation and a positive contribution to class discussion are integral parts of the course; *coming to class is not enough!* Attendance accounts but contribution to discussion accounts more. The best way to contribute is to be prepared by reading the material in advance and saying something in class. Keep in mind that the quality of your contribution will also be evaluated.

Individual Analyses & Executive Summary

Individual firm strategic formulation and implementation analyses, along with an Executive Summary are on the *Unifrutti* case. The case is an introduction to the firm; you should do additional research to update and complete, as much as possible, information on the business. Your analyses should use the doc. files linked to “Blank strategy formulation template” & “Blank integration, recommendation and implementation template” available on the class Business 478 Canvas website.

Group work

You'll form groups of four to six people in the first week. Groups should have folks who have a range of skills, and can work well together.

You will be evaluating others in the group. The average grade for the group is to be 3.1. If you choose not to fill out a grade form, all group members will receive a 3.15.

Groups also write a 5-8 page synopsis of a firm of your choice covering firm history, environment, current state & main strategic challenges. At the term's end groups present a 30-min. analysis of the firm. Groups then have two days to complete a written Executive Summary of their analysis.

Session Breakdown

Most sessions include a short 'Essentials' lecture on main chapter points, a strategy based exercise and / or a case (a 20%, 40% 40% split).

Full lectures of concepts chapters are available online in Power Point if needed. These are Power Point presentations with audio that plays once you start the slide show and, when requested, you have to click 'NEXT' to get to the next point.

Schedule

	Week	Topic Detail and Cases	Read	Do
Formulation & Integration	May 11-12	Strategic Management, & Cases	Chapter 1 & Case Power Points	
	May 18-19	External & Internal Environment & The IMI Case	Chapters 2 & 3 & The IMI Case	The IMI Case
	May 25-26	Bus. & Corp Level Strategy & The Tom's Case	Chapters 4 & 6 & The Tom's Case	The Tom's Case
	June 01-02	International Strategy & The Carlsberg Case	Chapter 8, The Carlsberg Case & Slides	Critique of The Carlsberg Analysis
	June 08-09	Competitive Rivalry & Dynamics Exercises A & B: RVs & Unifrutti	Chapter 5, Exercises. A & B: The RV Industry & Unifrutti	Individual Formulation Analysis for Unifrutti & Exercises A & B
	June 15-16	Cooperative Strategy, Organization Structure & Controls & The Deepwater Horizon Case	Chapters 9 & 11 & The Deepwater Horizon Case	Deepwater Horizon Case
	June 22-23	Restructuring, Exercise C (A to Z) & Unifrutti	Chapter 7, Ex. C (A-Z) & Unifrutti	Individual Integration, Recommendation and Implementation Analysis for Unifrutti & Exercise C
Implementation	June 29-30	Strategic Entrepreneurship & The Interface Case	Chapter 13 & The Interface Case	The Interface Case
	July 06-07	Corporate Governance, Exercise D: Bayer & Unifrutti	Chapter 10, Exercise D & Unifrutti	Individual Exec. Summary for Unifrutti & Exercise D
	July 13-14	Leadership & Exercise E: The Future	Chapter 12 & Exercise E	Group Case Synopsis & Exercise E
Ends	July 20-21	Case Presentations (Exec. Summary due July 23)		
	July 27-28	Case Presentations (Exec. Summary due July 30)		
	Aug. 03-04	Case Presentations (Exec. Summary due Aug. 06)		

Ethical Considerations

You must do your own work on individual assignments. Failure to do so, plagiarism, or insufficient citation may result in a zero for the assignment.

Course Coverage

The onus is on students for discussion; the prof.'s role is to facilitate. To this end the goal is to expose you to many organizations and strategies.



Bus 478 Group Selection

COURSE: BUS 478-3

TITLE: Strategy

INSTRUCTOR: Dr. J. Sheppard

Office: WMX 4387

E-mail: sheppard@sfu.ca

NOTES: <http://www.sfu.ca/~sheppard/index.html> Phone: 778-782-4918

Title	Name	Last 4 Digits of Student ID #	Concentration
<i>Chief Executive Officer</i>			
<i>Chief Operations Officer</i>			
<i>Chief Marketing Officer</i>			
<i>Chief Financial Officer</i>			
<i>Chief of Human Resources</i> <i>If you have one</i>			
<i>Chief Information Officer</i> <i>If you have one</i>			

Preferences

<i>First Choice</i>	July 20-21	July 27-28	August 03 - 04
<i>Second Choice</i>	July 20-21	July 27-28	August 03 - 04
<i>Third Choice</i>	July 20-21	July 27-28	August 03 - 04

Comments

http://www.sfu.ca/~sheppard/478/forms/Group_Selection.doc

Bus 478 Group Evaluation

Group _____

<i>Grades range from 0.0 - 4.4.</i>	<i>Fill in only the column that applies to your group</i>			<i>Comments</i>
	<i>4 Person Group</i>	<i>5 Person Group</i>	<i>6 Person Group</i>	
<i>Title</i>				
<i>CEO:</i>				
<i>COO:</i>				
<i>CMO:</i>				
<i>CFO:</i>				
<i>CHR:</i>				
<i>CIO:</i>				
<i>Total:</i>	<i>12.4</i>	<i>15.5</i>	<i>18.6</i>	

Formulation Analysis Evaluation

<i>Section of report</i> <i>Range is 0.0–4.4</i>	Form	Content
Mission, Objectives, Goals, stakeholders	<ul style="list-style-type: none"> ◆ Updated Information ◆ Current Mission ◆ Goals & Objectives ◆ Stakeholders 	<ul style="list-style-type: none"> • If case info. needs updating, update it and bring the audience/reader up to speed. • Provide the firm’s current Mission & Goals. • Who’re the stakeholders & what do they want?
General and Industry Environment	<ul style="list-style-type: none"> ◆ Macro Environment (Demographics, Economy, etc.) ◆ Industry Environment (Porter’s 5) ◆ Competitors (top 3 or so) ◆ What are the industry dynamics 	<ul style="list-style-type: none"> • Clearly outline these elements. • Industry dynamics include the likelihood of competitor attack and response and the form these attacks and responses are likely to take given conditions in the environment
Resources and Capabilities / Core Competencies	<ul style="list-style-type: none"> ◆ Resources (Tangible / Intangible) ◆ Capabilities (by Functional Area) ◆ Core Competencies (VIRO) ◆ Performance 	<ul style="list-style-type: none"> • Details will be needed (e.g. you should say “Their physical plant is the most modern and efficient in the industry and it allows them to....” rather than simply listing “physical Plant” under a list of tangible resources).
Business, Corp. and International Strategies	<ul style="list-style-type: none"> ◆ Business Level Strategy ◆ Corporate Level Strategy ◆ International Strategy ◆ Cooperative Strategy 	<ul style="list-style-type: none"> • Tell me what is their: <ul style="list-style-type: none"> - Generic Bus. level strategy is (Cost Leadership, Diff, Focus, etc.) - Corp. level strategy (Conglomerate, Vert. Integration Single bus., etc.) - International Strategy (Global, Transnational, Multidomestic). - Any Joint Ventures, etc.
Average		


Integration, Recommendation and Implementation Analysis Evaluation

<i>Section of report Range is 0.0–4.4</i>	Form	Content
Synthesis	<ul style="list-style-type: none"> ◆ Firm Strengths & Weaknesses ◆ Enviro. Opportunities & Threats ◆ SWOT Matrix ◆ Does the strategy fit the SWOT 	<ul style="list-style-type: none"> ● Summarize not only the strengths & weaknesses / opportunities & threats but relate them to each other – how does all that you’ve said so far fit together.
Selecting a Course of Action	<ul style="list-style-type: none"> ◆ Criteria by which you will evaluate a good recommendation. ◆ Recommendation. ◆ Targets and Goals ◆ Evaluation of Recommendations. 	<ul style="list-style-type: none"> ● Tell me what challenges a good recommendation will address. ● Have a definitive recommendation. ● Tell me what are the targets of your recommendations. ● Tell me how your recommendations meet your criteria and potential targets.
Implementation	<ul style="list-style-type: none"> ◆ Describe an Action Plan for implementation ◆ Discuss the logic of Action Plan ◆ Are any new organizational structure or controls needed ◆ Criteria to evaluate change success. 	<ul style="list-style-type: none"> ● Logical & appropriate Action Plan for implementing your recommendations (1st this, then) ● Review any new organizational structure or controls needed ● Criteria by which you will evaluate whether the change was successful.
Remaining Considerations	<ul style="list-style-type: none"> ◆ Cover ◆ References ◆ Figures (like organization charts or time lines) ◆ Tables. 	<ul style="list-style-type: none"> ● Cover has all the relevant elements (ID’s, Art). ● Sufficient consistently properly presented alphabetical references. ● Sufficient labeled clearly presented figures. ● Sufficient labeled clearly presented figures.
Average		

Executive Summary Outline

<i>Section of report</i> <i>Range is 0.0–4.4</i>	Form	Content
Introduction	<ul style="list-style-type: none"> ◆ Format allows quick access to info. ◆ Compelling statement of interest. ◆ Analysis goals and objectives. ◆ Recommended strategy. 	<ul style="list-style-type: none"> • Explains what the firm does. • There's a compelling interest statement. • Does it note goals of the analysis? • Does it include a recommended strategy?
The Problem or Challenge	<ul style="list-style-type: none"> ◆◆ Opportunities & threats (competitor, industry and macro environment). ◆◆ Strengths & limitations (resources, capabilities & core competencies). 	Clearly discuss these elements: <ul style="list-style-type: none"> •• Opportunities & threats (competitor, industry and macro environment). •• Strengths & limitations (resources, capabilities & core competencies).
The Solution	<ul style="list-style-type: none"> ◆ Obvious & clear action statements. ◆ Clear outline of action steps. ◆ Clear timeline. ◆ Clearly stated goals. 	<ul style="list-style-type: none"> • What do you want to the firm to do? • What steps need to be taken (logical & appropriate action plan for implementation). • How soon do we start; with what steps? • How will we measure success (criteria by which you evaluate success of changes).
Why Now	<ul style="list-style-type: none"> ◆◆ External circumstances driving change. ◆ Internal resources for recommendation. ◆ Compelling statement of urgency. 	Explain: <ul style="list-style-type: none"> •• External circumstances driving change. • Internal resources for recommendation. • Why change now?
Average		

Executive Summary Outline

No more than one page, no cover, citations, or table of contents, no less than 11 point, New Times Roman, no less than ½-inch margins, and 1.25 spacing (in *Word*, Home → Paragraph →  → Line Spacing → Multiple → type in 1.25). Mix any tables and figures into the text as they are mentioned.

INTRODUCTION

- Explain what the firm does.
- There's a compelling interest statement.
- Does it note goals of the analysis?
- Include a recommended strategy?

THE PROBLEM / CHALLENGE

Clearly discuss these elements: □

- Opportunities & threats (competitor, industry and macro environment).
- Strengths & limitations (resources, capabilities & core competencies).

THE SOLUTION

- What do you want to the firm to do?
- What steps need to be taken (logical & appropriate action plan for implementation).
- How soon do we start; with what steps?
- How will we measure success (criteria by which you evaluate success of changes).

WHY NOW



Explain:

- External circumstances driving change.
- Internal resources for recommendation.
- Detail the need for change now.

Strategic Management: Competitiveness & Globalization

Introduction Slides:

Business 478: Strategy Course & Delivery


PART 0 Help with Strategy

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Learning Objectives

Studying this material should provide you with the strategic management knowledge needed to:

1. Know how to pass this class.
2. Know how to find the resources to perform an acceptable strategic analysis in this class.
3. Know that you could maybe not possibly ask for more!



Essential Info: 10/04/2022

[Course Information](#)
[Title & Course Description](#)
[Grade & Grading](#)
[Group Structure](#)
[Class Assignments](#)
[Strategic Analysis](#)
[Group Peer Evaluation](#)
[Self-Evaluation & Summary](#)

Intro. to Bus. 478: Strategy / '22-Summer (1224)


Prerequisites: Bus. 207, 312, 343, 360 & 374 or 381 & 90 credits.

INSTRUCTOR: Jerry Sheppard

CONTACTS: 📞 778-782-4918 ✉️ Sheppard@sfu.ca

OFFICE: 😊 WMC 4387

HOURS: 🕒 Wed. 12:40-1:20, Thur. 10:40 -11:20 & by Appt.
For an appointment contact me in person, by phone or E-mail & we'll set-up an appt.



The Web page includes cases & exercises.

Essential Info: 10/04/2022


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Group Selection Form

Name	Student ID #	Title	Concentration
Steve Jobs	20311-1234	CEO	Marketing
Andy Grove	20302-1415	COO	Mgmt. Science
Phillip Kives	20210-1234	CMO	Marketing
Mike Milkin	20311-5678	CFO	Finance
Mark Wexler	20102-1234	CHR	H.R.M.

You need to find a group in the 1st week & a company to analyze by the 2nd week.

I'll put you in a group if you can't find one.




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Class Assignments: The Basics

Date	Topic	Class Details	Readings
May 11-12	Strategic Mgmt.	Strategic Mgmt. & Cases	Ch. 1, Case Powerpoints
May 18-19	External / Internal Environment	Enviro, & the IMI Case	Ch. 2 & 3, IMI Case
GROUP LISTS DUE			
May 25-26	Bus. / Corp. Strat.	Strategies & Toms Case	Ch. 4 & 6, Toms Case
Jun. 01-02	International Strat.	International & Carlsberg	Ch.8, Carls. Case / Slides
Jun. 08-09	Rivalry / Dynamics	Rivalry & Exercises	Ch.5 & Exercises A & B
Individual Formulation Analysis Due on Unifruitti			
Jun. 15-16	Coop. Strategy & Struct. & Control	Coop. Strategy, Structure and Control & Deepwater	Ch. 9 & 11 & Deepwater Horizon
Jun. 22-23	Restructuring	Restructure & Exercise C	Ch. 7
Individual Int. Rec. Imp. Analysis Due on Unifruitti			

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[Self Evaluation & Study](#)

Class Assignments: Applications & Ends

Date	Topic	Class Details	Readings
Jun.29-30	Strategic Entrepreneurship	Strategic Entrepreneurship & The Interface Case	Ch. 13
Jul. 06-07	Corp. Governance	Corp. Governance & Exercise D	Chapter 10 & Exercise D
Individual Executive Summary Due on Unifruitti			
Jul.13-14	Leadership	Leadership & Exercise E	Ch. 12 & Exercise E
Group Case Synopsis Due			
Jul. 20-21	Case Presentations	(Written Analysis due Jul. 23)	
Jul. 27-28	Case Presentations	(Written Analysis due Jul. 30)	
Aug.03-04	Case Presentations	(Written Analysis due Aug. 06)	

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Essentials in Preparing a Case


- + **Cases force you to confront reality:**
 - **The absence of needed information;**
 - **An imbalance among needs & resources;**
 - **Conflicts among competing objectives.**
- + **Cases require you to:**
 - **Relate analysis and action.**
 - **Develop realistic and concrete actions, despite complexity & partial knowledge.**
- + **The primary responsibility for learning is yours.**
 - **The quality of discussion entails some mastery of case facts & some analysis.**
 - **Read & think carefully about each case.**

Essential Case Slides 4/21 | Essentials of Preparing a Case | Preparing for a Case | Producing a Good Case Analysis | Producing Good Analyser Papers | Producing a Good Firm Synopsis | Other Useful | Producing a Good Presentation

Essentials in Preparing a Case

Essential elements include preparation:

- Careful reading and thinking about case facts,
- Reasoned analyses,
- Development of alternative solutions to case problems.




Recommended alternatives should flow logically from core problems identified through study of the case.

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Preparing for a Case

- 1. Gaining Familiarity**
 - In general, determine who, what, how, where & when (the critical facts in a case).
 - I.D. situation's places, persons, activities, & contexts.
 - Recognize informational certainties & uncertainties.
- 2. Recognizing Symptoms**
 - List all indicators (including stated "*problems*") that something is not as expected or as desired.
 - **Ensure symptoms are not assumed to be a problem (symptoms lead to identifying problems):**
 - You may want to correct symptoms, not true problems.
 - True problems are states or situations requiring solution before firms' or persons' performance can improve.



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Preparing for a Case

3. Identifying Goals

- > Identify critical statements by major parties.
- > List all goals of the major parties that exist or can be reasonably inferred.

4. Conducting the Analysis

- a. Decide what ideas, models, theories are useful.
- b. Apply these conceptual tools to the situation.
- c. As new info. is revealed, go recycle back to 'a.'

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Preparing for a Case

5. Making the Diagnosis

- Identify predicaments (goal inconsistencies).
- Identify problems (goal performance divergence).
- Prioritize problems by timing, importance, etc.

6. Doing the Action Planning

- Specify & prioritize criteria used for alternatives.
- Discover or invent feasible action alternatives.
- Examine likely consequences of alternatives.
- **Recommend a course of action.**
- Design an implementation plan / schedule.
- Create a plan to assess implemented actions.

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Producing a Good Case Analysis

1. Mission, Objective, Goals & Stakeholders

FORM

- Updated Information
- Current Mission / Goals & Objectives
- Stakeholders & what they want

- If the case info. needs updating, you should update it & bring the audience up to speed.
- Provide what you think are the firm's current Mission & some goals.
- Provide a list of stakeholders & what you think they each desire from the firm.

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Producing a Good Case Analysis

5. SWOT & Synthesis

FORM
CONTENT

SWOT Synthesis (with SWOT Matrix)

	Strengths	Weaknesses
Opportunities	What strengths allow the firm to uniquely take advantage of opportunities	What weaknesses prevent the firm from taking advantage of opportunities
Threats	What strengths allow the firm to defend against threats.	What weaknesses exacerbate threats to the firm.

How does all that you have said so far fit together.

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▶

Producing a Good Case Analysis

6. Criteria, Evaluations & Recommendations

FORM

- Criteria for Evaluation of Recommendation.
- **Recommendation.**
- **Targets and Goals.**
- Evaluation of Recommendation.

- What are the criteria for a good recommendation.
- **Recommend a course of action.**
- **Tell me what you seek to achieve through your recommendations.**
- Evaluate your recommendation based on the criteria.

CONTENT

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Producing a Good Case Analysis

7. Implementation

FORM

- Plan of Action (What to do 1st, 2nd, etc.)?
- Are new Organizational Structures & Controls needed (If so, What types?).
- Criteria by which we Evaluate Changes.

- Generate a list actions needed for change and explain your logic for them.
- Evaluate whether new Organizational Controls are needed & if so what types.
- Discuss how we will know whether the change has been effective.

CONTENT

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▶

Writing Good Formulation & Integration- Recommendation-&-Implementation Analyses

The Individual Analyses:

- **Formatting:**
 - One and 1/2 spaced (I will check).
 - Page limit is eight pages, excluding cover and citations.
 - NO Table of Contents needed.
 - Min. 12 point Times New Roman with max. .3 compression.
 - Minimum margins of 1 inch or 2.54 centimeters.
- **Tables:**
 - They save space (avoid cut & paste).
 - Short term memory rule: 7 ± 2 for lists.
- **Citations:**
 - Cite in any consistent format; only for quotes & odd facts.
- **Grammar: No incompressible misspelled sentences.**

The course outline says what individual analyses are & when they are due!

The Web Page has a blank analyses with very useful advice.

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For a Good Executive Summary

- **INTRODUCTION**
 - Explain what the firm does.
 - Give a compelling interest to read.
 - Does it note goals of the analysis?
 - Include a recommended strategy.
- **THE PROBLEM / CHALLENGE**
 - Opportunities & threats (competitor, industry and macro environment).
 - Strengths & limitations (resources, capabilities & core competencies).
- **THE SOLUTION**
 - What do you want to the firm to do?
 - What steps need to be taken (logical & appropriate action plan).
 - How soon do we start; with what steps?
 - How will we measure success (criteria by which you evaluate).
- **WHY NOW**
 - Explain external circumstances driving change.
 - Note internal resources for recommendation.
 - Detail the need for why change now.

One page, 11 pt., New Times Roman, 1/2-inch margins, 1.25 spacing

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For a Good Company Synopsis

Groups will write a 5-8 page company synopsis.

- **This is a mini-case to familiarize the rest of the class with the firm your group will analyze.**
 - It will be posted on-line for everyone in class to read.
- **Your synopsis should cover:**
 - Firm history.
 - Environment.
 - Current situation.
 - Main strategic challenges.
- **I will need a Word™ AND a pdf version of your groups' synopsis e-mailed to me in good form.**
 - Without student ID numbers on the cover.
- **There is a link to previous terms synopses on the Groups page of the Business 478 Webpage.**

Essential Case Slides 18/21 | Essentials of Preparing a Case | Preparing for a Case | Producing a Good Case Analysis | Producing Good Analysis Papers | Producing a Good Firm Synopsis | Other Useful | Producing a Good Presentation

Other Important Material ★

Your group decides on your meeting software.

When on bb Collaborate have Video On.

Check Canvas often to keep up on assignments intended to keep you current on the material.

Essential Case Slides 13/21
Essentials of Preparing a Case
Preparing for a Case
Producing a Good Case Analysis
Producing a Good Analysis Paper
Producing a Good Film Synopsis
Other tasks
Producing a Good Presentation

For a Good Presentation ★

Over the Last Three Classes


- > A presentation should include all parts of an exec. summary.
 - Evidence all analysis parts were done.
- > Presentations should be about 30 minutes, & 10 mins for Qs.
 - You all present, but its a group grade.
 - Consistent written look so it seems like the group coordinated what's shown.
 - This means the same typeface, same system of typeface sizes & bullets, etc.
 - Minimum 18 point type.
 - Spelling & Grammar count.
- > The Word™ Exec. Summary is due two days after presenting.

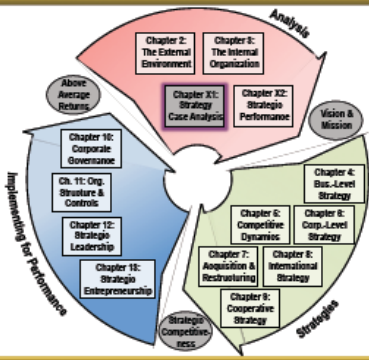
Section of report range in 8.8-8.13	Grade	Form	Content
Introduction			
The Problem			
The Solution			
Why now?			
Average			

Section of report range in 8.8-8.13	Covered	Section of report range in 8.8-8.13	Covered
Mission, Objectives, Goals, Stakeholders	✓	SWOT & Systems	✓
General & Industry Environment	✓	Criteria, Assessment, Targets & Evaluation	✓
Resources, Capabilities & Core Competencies	✓	Implementation	✓
Bus., Corp., Co-op. & International Strategies	✓	Emerging Considerations	✓

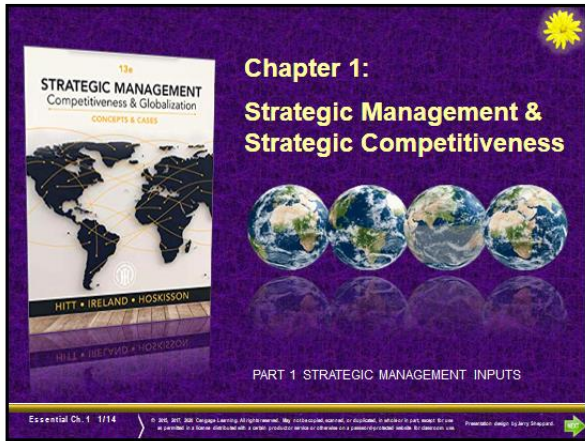
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Producing a Good Analysis Paper
Producing a Good Film Synopsis
Other tasks
Producing a Good Presentation

The Strategic Management Process ☀

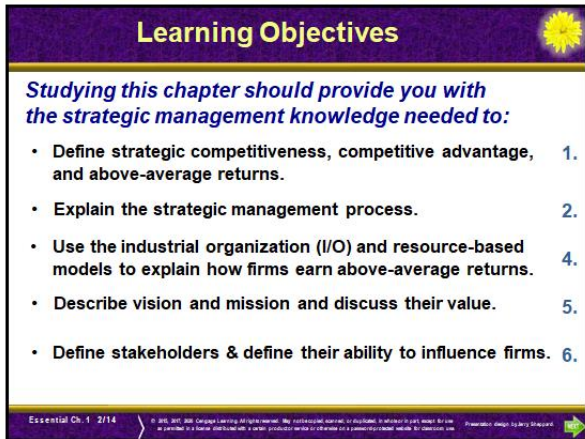




Essential Case Slides 25/19
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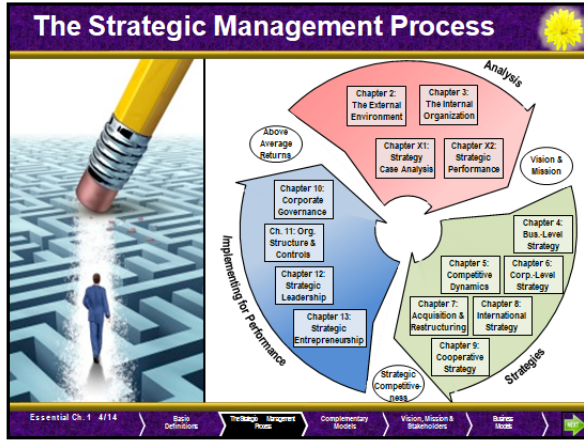
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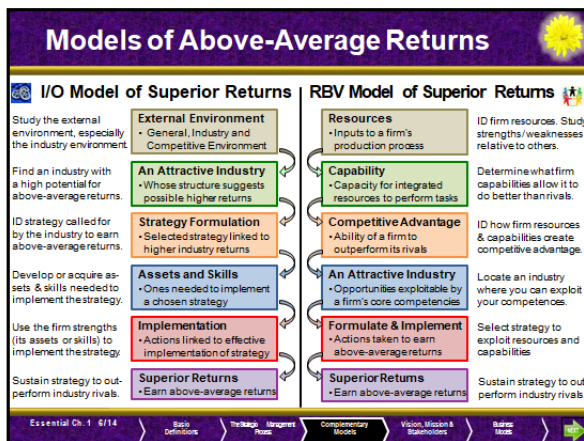
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Vision Statement

- **A Successful Vision is:**
 - An enduring word picture of what the firm wants to be and expects to achieve in the future.
 - One that stretches and challenges the firm's people.
 - One that reflects the firm's values and aspirations.
 - Most effective when its development includes all stakeholders.
 - One which recognizes the firm's internal organizational and external competitive environments.
 - Supported by upper management decisions and actions.

"Our vision is to be the quality leader in everything we do."

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Mission Statement

- **An Effective Mission:**
 - Specifies business or businesses in which the firm intends to compete & customers it intends to serve.
 - Has a more concrete, near-term focus on current product markets and customers than the firm's vision.
 - Should be inspiring and relevant to all stakeholders.

"Our guiding mission is to deliver superior quality products & services for our customers & communities through leadership, innovation & partnerships."

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Stakeholders

Primary stakeholders
(individuals, groups, and organizations)

Can affect development of the firm's vision and mission

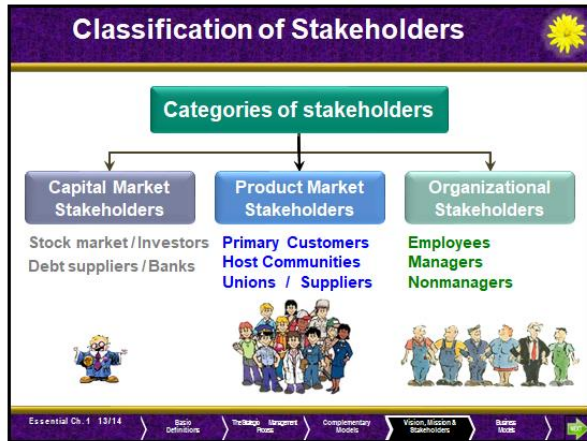
Are affected by the strategic outcomes achieved by the firm

Can have enforceable claims on the firm's performance

Are influential when in control of critical or valued resources

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