**DIRECTIONS FOR PAPER**

Read the case carefully before you start your paper. A well-written case is characterized by **clear organization of information, thoughtful analysis, and realistic**, workable solutions to the problems presented in the case. Make sure that your paper is not merely a rehash of the case: **do not** copy sections from the case into your paper.

Your paper should include the following:

1. **What are the company’s vision/mission and objectives?**
   1. Mission statement answers the question “Why do we exist?”
      1. Customer Needs: What is being satisfied?
      2. Customer Groups: Who is being satisfied?
      3. Distinctive Competencies: How are customer needs being satisfied?
   2. Vision statement focuses on FUTURE.
   3. Companies may have mission or vision or both.
      1. Both are often accompanied by a company values statement
2. **Corporate strategy and business (or competitive) strategy**

What have been the key elements of the company’s corporate strategy up until the time of the case? What is the company’s business strategy? What role does corporate culture play in the implementation of the company’s strategies?

* 1. Corporate Strategy (CEO)
     1. What business(es) should we be in?
     2. CEO and senior executives HQTS.
     3. To establish a strategy for managing a set of businesses in a diversified, multi-business company.
  2. Business Strategy (Division Heads)
     1. How do we compete in our business?
     2. General Manager of business division(s)
  3. Functional Strategy
     1. How do we allocate our resources to functional areas (R&D, HRM, FIN, MKTG,OPER, ETC.)?

1. **Industry analysis**

Define the industry to which the company belongs. Using Porter’s five forces model, analyze the competitive forces in this industry. Discuss those factors or problems which are most important for this industry and why they are important.

* 1. 5 competitive forces
     1. Rivalry
     2. Bargaining power of buyers
     3. Threat of new entrants to the marketplace
     4. Bargaining power of suppliers
     5. Threat of substitutes

1. **Company situation analysis**

Make lists of internal strengths, internal weaknesses, external opportunities, and external threats. Be sure to include analysis of financial information in examining the company’s internal capabilities. Based on your analysis, summarize the major strategic issues facing the company and industry.

* 1. SWOT
     1. Internal – Strengths & Weaknesses
        1. financial position: relative & changes over time
        2. functional capabilities: sustainable? distinctive?
     2. External – opportunities and threats
        1. demographic & socio-cultural changes
        2. economic & political/legal changes
        3. industry & technological changes

1. **Recommendation**

Select and describe a strategy for this company. Your strategy recommendations should be justified in terms of how well they deal with environmental threats, take advantage of opportunities, minimize internal weaknesses, and utilize the organization’s competitive strengths.

* 1. Where do we go from here?
  2. Shift from analysis-🡪 synthesis (integrate, combine, fuse)
  3. How do your recommendations line up with your SWOT analysis?
  4. Is there a fundamental shift in strategy required or not?
  5. Is this a feasible, (creative) solution that is supported by your analysis?

**Paper format**

Write down the number of the question and give your answers.

For example:

1. Your answers
2. Your answers
3. Your answers
4. Your answers
5. Your answers