Processes Of
Strategic Management

A paper on process analysis and implementation

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1. Introduction

Managing a business is not a simple task; it's an art that has been developing itself over the years, especially with the increase of size, range and approach of companies and as a natural reaction to survive to external threats such as increasing competition and globalization of the markets.

As such, for a company to be successful, it must first identify what are their objectives and goals and then implement a series of strategies to achieve them. That is what strategic management consists of.

1.1 What is strategic management

“Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives.” [1]

As stated above, in strategic management, a company must follow a set of processes if it wants to successfully attain its objectives. It prepares the company for the challenges that it encounters, exploiting new opportunities that appear in its scope and also tries to optimize internal strategies for this challenges.

A strategic plan is developed from a series of though managerial choices, and it commits this company to specific procedures, policies, operations and markets in lieu of others, which are considered to be “less desirable” for the company’s future development.

1.2 Stages of strategic management

There are three different stages that we can differentiate in the strategic-management process. They intend to describe what are the most important points, activities and questions the company should follow throughout the whole managerial process.

During the strategy formulation stage, the company should focus on developing a vision and a mission, identifying its external opportunities and threats and internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies and choosing specific strategies to pursue. Issues such as deciding what business to enter or abandon, how to allocate resources, choose what is the target market sector are discussed in this stage.

In the strategy implementation stage, the company should focus on establishing annual objectives, creating an effective organizational structure that suits the company’s aims, preparing budgets, motivating employees and developing and utilizing information systems. This is where the strategies generated and selected in the previous stage are put to use. This requires a lot of discipline, commitment and sacrifice by both the managers and the employees for these strategies to be successfully implemented, as formulated but not implemented strategies serve no useful purpose to the company.
In the **strategy evaluation** stage, the company analyses and evaluates the effects of the implemented strategies and revise them according to the effectiveness and performance of the company, changes in the external and internal factor that serve as basis for this strategies and then take corrective actions. There can be no guarantee that what is working for today is going to work tomorrow.

These three stages occur in all the hierarchical levels of a company, so it is extremely important to promote communication and involvement between all the levels. This helps the company function as a competitive team. Many companies fail in this aspect, which leads to bad managerial decisions and employee demotivation. This then has a direct impact on the company’s success to achieve its goals.

“"The strategic-management process can be described as an objective, logical, systematic approach for making major decision in an organization. It attempts to organize qualitative and quantitative information in a way that allows effective decisions to be made under conditions of uncertainty."

Time has been that for a company to be successful, had to have a pure “intuitive genius”. Strategic management as stated as above, relies on a more analytical approach to information, rather than just based on intuition. This doesn’t mean that intuition is not important in decision making, but should be considered as a small aid rather than a big help. As a matter of fact, strategic management helps those companies which don’t have these “intuitive geniuses” to make decisions, supporting it with more analytical processes that help the decision making.
2. Vision and Mission

One of the first and more important starting points for the strategic management process is developing a vision and a mission statement. When a new business owner starts a company it believes that its management philosophy of the new enterprise will be favourable to the public and its business concept will be accepted by all intervening parts. When this beliefs and ideas are put into writing, the resulting document will be the company's vision and mission.

As the business grows larger, for a company not to deviate from the principles for which it was created, its vision and mainly mission must be revised accordingly. It is of utmost importance that they correspond to the current ideals of the company, because many times this will be the connection point with the future stakeholders of the company.

A company’s vision statement should answer the question, “What do we want to become?” Without a clear vision, it will be hard to develop a good mission statement, so it should be established first and foremost.

A company’s mission statement should answer the question, “What is our business?” This statement should distinguish the company from other similar ones, since it represents the “reason of being” of a particular company. It is important to have a clear mission statement for effectively establishing objectives and formulating strategies.

These both statements help maintain the business motivation, and should not be overlooked.

2.1 How to develop a good mission statement

To create a good mission statement the managers must first have in mind that this will affect not only how the exterior sees the company, but also how the employees see the company and what are its primary objectives. It will also affect the company’s strategies and tactics.

So a good mission statement should:

- instigate an emotional and motivational response in the company’s employees
- be understandable and can be transferred into any individual action
- be measurable and a tangible goal
- be firmly enrooted in the competitive environment the company operates

A company’s mission statement is also influenced by the company’s history and tradition, the management preferences, distinctive competencies of the company, company resources and competitive strengths and weaknesses.

It is also important that it contains these important components:

- Customers
- Products or services
- Markets
• Technology
• Concern for survival, growth and profitability
• Philosophy
• Self-concept or major competitive advantage
• Concern for public image
• Concern for employees

And also a good way to write a good mission statement is to study various examples of actual mission statements and try to identify all these characteristics stated here.

3. External Assessment

Before the information age, the markets were very small and predictable. Companies didn’t need to monitor their external environments, except maybe their competitors. As the communication between countries increased, new competition and new external forces that influence the market emerged.

An external audit is the process of identifying and evaluating these influential forces, to develop a list of threats and opportunities that a company should prevent or take advantage of. External forces can be divided into five categories:

• Economic
• Social, Cultural, Demographic and Environmental
• Political, Governmental and Legal
• Technological
• Competitive

Changes in these forces translate into changes of the consumers’ needs. They will affect the product development process, the marketing and segmentation strategies, the type of services offered and the choice of business to acquire or sell.
In sum, identifying and evaluating external opportunities and threats enables the company to develop a clear mission, design strategies and develop policies and also review existing processes against the results obtained.

### 3.1 How to perform an external audit

The process of performing an external audit should involve as many people as possible, not only the top managers of the company, but also the employees. Apart from stimulating communication between both parts, it also leads to understanding and commitment of this managerial process.

Then a company must gather competitive intelligence about all influential forces described before. This information can be gathered from various sources such as magazines, newspapers, trade journals, suppliers, customers and of course the internet. Although this is not a one-time process, these sources of information must be periodically monitored and reports about the changes should be delivered to the managers charged with performing this external audit.

![Fig 3 – The process of performing an external audit](image)

After this information is gathered, it must be separated into variables that map into opportunities and threats for the company. This evaluation is carried out through meetings between the managers responsible for this process, where they identify each piece of information, and prepare strategies depending on the results obtained.

These strategies can be developed by using Michael E. Porter’s five forces model. It consists on identifying the nature of competitiveness in the target industry. The five forces can be described as follows:

- The threat of the entry of new competitors
- The intensity of competitive rivalry
- The threat of substitute products or services
- The bargaining power of customers (buyers)
- The bargaining power of suppliers

After these five forces are identified, the managers can then choose which opportunities should the company take advantage of and what threats should it avoid or prevent.

### 4. Internal Assessment
“All organizations have strengths and weaknesses in the functional areas of business. No enterprise is equally strong or weak in all areas.” [1]

As stated above, all companies have strong and weak points. It is the responsibility of the managers to monitor and evaluate these points, so they can decide which strategies they should use. Managers should take advantage of a company’s strong points without discarding its weak points.

In order for a company to have **competitive advantage** over others, it must take advantage of its distinctive competences. That’s why an **internal audit** is important, because the company must first identify its strengths in order to find its distinctive competences which will enable it to better define its strategies.

### 4.1 How to perform an internal audit

The process of performing an internal audit is very similar to performing an external audit. It should involve both managers and employees from throughout the firm in this search for the company’s strengths and weaknesses. This gathering of information, will greatly improve communication between both parties, and also better understanding of how their company works.

This information must be gathered from all the functional business areas, such as management, marketing, finance/accounting, production/operations and research and development. Of course these are general areas, it may differ on different types of business, which some of these areas may be present or not, and additional ones may be added.

After the information is gathered it must be evaluated and reports with the results must be handed to the managers responsible for the audit. These results are then reviewed, and relations between them and the strengths and weaknesses are identified.

### 4.2 Using the Value Chain Analysis to identify strong and weak points

A company can separate its business into a series of value-generating activities, such referred as a company’s **value chain**. Porter states that in order for a company to be profitable, its total revenues minus the cost of the activities undertaken to develop the product/service must be a significant value. After identifying the costs of each activity, the managers can then identify the areas in which they should improve, by reducing costs or by differentiation to gain competitive advantage.

By using a **cost advantage** strategy, a company can try to reduce the cost of some activities or reconfigure the entire value chain.

By using a **differentiation** strategy, a company can try to find inputs in this value chain that are unique and not widely available to the competitors. This may result in increasing the costs in some activities, leading to a greater overall cost.
Managers should also be aware that a company’s value chain is a part of larger value chain system, which may directly or indirectly influence these activities.

5. Strategies

In order for a company to succeed, it must have a well-defined strategy, which enables it to accomplish its objectives. It is important to differentiate these different types of objectives.

Financial objectives are the objectives associated with revenues, the company’s profit margin, the stock price, cash flow and so on;

Strategic objectives are the objectives associated with the company’s market share, the competitiveness of the company facing its competitors, achieving certain certifications, achieving technological leadership and so on;

Both types are important and must be balanced, so that no one outshines the other. It is very common that a company focuses only on the financial objectives, harming its strategic objectives. Since we can map financial objectives into to short-term objectives and strategic objectives into long-term objectives, failing to accomplish one’s long-term objectives leaves it at drift and more prone to risks.

5.1 Types of Strategies

There are different types of strategies a company can pursue to attain its objectives. Their selection depends on the company’s key internal strengths and external opportunities and threats.

These strategies can be divided into two groups: offensive and defensive. It’s better for a company not to pursue more than two or three different types of strategies otherwise they may be difficult to manage. A priority for choosing the best strategies must be established based on the company’s limited resources.

5.1.1 Offensive strategies

Offensive strategies are especially useful when a company wishes to expand its boundaries, increase its competitiveness and take advantage of the market. There are several types of offensive strategies:

- Integration strategies
- Intensive strategies
- Diversification strategies

Each one of these types’ description and when they should be used are explained below.

Integration strategies
These types of strategies are used when a company wants to gain control of its distributors, suppliers, and competitors. They mainly consist of acquiring or performing an activity that it’s done by external sources in its value chain system, such as supplying or selling the products or obtaining ownership of a rival company in order to create economies of scale.

**Vertical integration – Forward Integration**

Forward integration consists in gaining ownership or control over a company’s distributors or retailers. This can be implemented by acquiring the retailers and distributors companies, franchising or by establishing an independent distribution system, eliminating the middleman. This strategy is very useful, especially when:

- Distributors are expensive, unreliable or incapable of meeting the distribution needs
- Distributors availability is limited
- Distributors are having high profit margins
- A company wants to increase the predictability of demand for its product
- A company has enough resources (capital and human) to manage the distributing process

Of course this kind of strategy implies that a company has a quite amount of resources to spend. But if the process of distributing its own product gives it a competitive advantage over rival companies, it’s a good option to consider.

**Vertical integration – Backward Integration**
Backward integration consists in gaining ownership or control over a company’s suppliers. This can be implemented by acquiring some of the companies that produce the inputs for the production of the product, once again eliminating the middleman in the value chain. This strategy is very useful, especially when:

- Suppliers are expensive, unreliable or incapable of meeting the need for inputs for the production
- Suppliers availability is limited and the number of competitors is large
- Suppliers are having high profit margins
- A company wants to stabilize the prices of the inputs for the production
- A organization needs a resource to be available quickly
- A company has enough resources (capital and human) to manage the supplying process

As the forward integration process, this also implies that a company has a quite amount of resources to spend, but if it gives a competitive advantage over rival companies, it’s also an option to consider.

**Horizontal integration**

Horizontal integration consists in gaining ownership or control over a company’s competitors. This can be implemented by merging, acquisition and takeover of rivals. This strategy is very useful, especially when:

- An organization wants to gain monopolistic characteristics in a certain market or region
- Increased economies of scale provide a major competitive advantage
- A competitor is lacking managerial expertise or a need for a particular resource that a company possesses
- A company has enough resources (capital and human) to manage an expansion of the organization

**Intensive Strategies**

These types of strategies are used when a company wants to win a competitive position over existing products. They require intensive efforts from a company to improve its existing products.

**Market Penetration**
A market penetration strategy consists in increasing a company's market share through greater marketing efforts. This can be implemented by increasing the number of salespersons, increasing advertising expenditures, offering extensive sales promotion items and increasing publicity efforts. This strategy is very useful when:

- The markets are not saturated with the product or service
- The usage of the product by present customers could be increased
- The market share of major rival companies has been declining

**Market Development**

A market development strategy consists in introducing the company's present products in new geographical areas. This can be implemented by opening new stores/offering services in pre-selected areas. This strategy is very useful when:

- The means of distribution that are available are reliable, inexpensive and of good quality
- The market in the new geographical area is not saturated with that product or service
- The company has excess of production capacity
- The company's product is rapidly becoming global
- A company has enough resources (capital and human) to manage an expansion of the organization

**Product Development**

A product development strategy consists in improving or modifying an existing product to increase sales. This can be implemented by testing, researching, analysing the product against market's expectations. This strategy will require large expenditures in the Research and Development area. This strategy is very useful when:

- The customers had a positive experience with a company's current products and it wishes to attract them with new products
- A company competes in a rapid technological development industry
- A company has a strong Research and Development field
- Competitors offer better-quality products at similar prices

**Diversification Strategies**

These types of strategies are used when a company wants to expand its name to other areas, create a cross-business collaboration to create a new competitive aspect, combine separate business to achieve lower product costs. They normally consist in partnerships and corporate acquisitions.
Related Diversification

A related diversification strategy consists in introducing new products that are not common in the company but still maintain the same target market. An example of this could be a personal computer company selling music playing devices, televisions, etc. This strategy is very useful when:

- The competing industry is slow-growing
- The introduction of related products increases the sales of current products
- The new products could be sold at competitive prices
- The current products are in the declining stage of its life cycle

Unrelated Diversification

An unrelated diversification strategy consists in competing in different target markets with products that are not in the original company’s market. This requires careful analysing of sectors that could prove to have a good return on investment and a good management team, because the new company division will be a whole different industry sector, with different processes, customers and competitors. This strategy is very useful when:

- The competing industry is highly competitive or/and slow-growing and new unrelated product introduction would increase profit margins
- The company’s basic industry is experiencing a decline in annual sales and profits
- The opportunity of purchasing an unrelated business that is an attractive investment arises
- The market for the company’s current products is saturated

5.1.2 Defensive Strategies

Defensive strategies are especially useful when a company wishes to contain costs and risk management against a continuous decline in sales. There are 3 types of defensive strategies:

- Retrenchment
- Divestiture
- Liquidation

Each one of these types’ description and when they should be used are described below.

Retrenchment

A retrenchment strategy is used when a company wishes to contain costs derived from declining sales and profits. This can be implemented through cost and asset reduction. This strategy is useful when:
• The company has distinctive competence but failed to meet its objectives and goals over time
• The company is one of the weakest competitors in his industry
• The organization failed to take advantage of external opportunities, minimize external threats, take advantage of internal strengths and overcome internal weakness over time
• The organization has quickly grown so large that major internal organization is needed

Divestiture

A divestiture strategy is used when a company wishes to raise capital for strategic acquisition or investments by selling a division or part of the company. It can be part of a retrenchment strategy to help on cost reduction. This strategy is useful when:

• The company pursued a retrenchment strategy and failed to accomplish the objectives
• A particular division is responsible for an organization’s overall poor performance
• A particular division doesn’t fit with the rest of the organization (different market, customers, managers, employees)
• A large sum of money is needed and cannot be obtained from another source

Liquidation

A liquidation strategy is used when a company wishes to minimize the loss of bankruptcy. It consists on selling all of the company’s assets, in parts, for their tangible worth. It’s normally used when a company recognizes its defeat. This strategy is useful when:

• A company pursued a retrenchment and a divestiture strategy but neither were successful in accomplishing its objectives
• A company’s only alternative is bankruptcy
• Stockholders wish to minimize their losses by selling the company’s assets

5.1.3 Michael Porter’s Five Generic Strategies

Michael Porter states that strategies allow companies to gain competitive advantage from three different bases: cost leadership, differentiation and focus. They are the three basic generic strategies. They can be applied to two different scopes (market sizes), large or small, and are completely industry independent. They can be separated into 5 different types depending on the scope.

In terms of cost leadership, there are two different subdivisions: low cost and best value. In terms of a low-cost strategy (type 1) the company offers products or services to a wide range of customers (large scope/market) at the lowest price available. It is especially useful when the customers are price-sensitive and there is little ways of obtaining differentiation.

In a best value strategy (type 2) the company offers product or services to a wide range of
customers at the best price-value available. It is especially useful when the company has a big customer base and wishes to build a good loyal relation with them and influence future customers with their good service.

In terms of a **differentiation strategy** (type 3) a company aims at producing products or services unique in its industry. It is especially useful when the customers are price-insensitive and a company has the ability to use its resources to produce these products.

In terms of a focus strategy, there are also two different subdivisions: low cost and best value. In a **low-cost focus strategy** (type 4) a company offers products or services to a small group of customers (small scope/market) at the lowest price available. Like type 1, it is especially useful when the customers are price-sensitive.

In a **best value focus strategy** (type 5) a company aims its products at a small niche of the market, meeting all their needs at the best price in the market. It is especially useful when that market niche is very demanding and don’t really care about the price that they pay for the products or services.

Fig 7 – Diagram illustrating the five generic strategies and their organization

### 5.2 Strategy Analysis

After clearly defining the company’s strengths, weaknesses, opportunities and threats along with the clear statement of the company’s mission, objectives and previous used strategies, it is possible to define a new strategy based on these aspects. This requires careful analysis of all the data obtained from the External and Internal audit process, Vision and Mission development process.

The selection of which strategy is best for the company is a complicated and sometimes a subjective task, not because it’s not based on values, but rather because there are, sometimes, too many strategies to choose and an infinite number of possibilities to apply them. Neverthe-
less, these strategies and their use should be prioritized and taken in to account as well as their benefits, costs, advantages, disadvantages and trade-offs.

The process of generating and selecting strategies consists in the following: it receives as input the information gathered in the external audit process and internal audit process, as well as the company’s mission statement and objectives; the managers and, if possible, the employees as well, who participated in the previous choices (vision, mission, internal audit, external audit) analyse the inputs received and through a series of meetings propose several alternative strategies to choose from; after the proposed strategies are identified they must be given a rank, which states the order of attractiveness. These ranks and their correspondent meaning are stated in table 1; the output of this process is a “prioritized list of best strategies that reflects the collective wisdom of the group” [4].

<table>
<thead>
<tr>
<th>Rank</th>
<th>Possibility of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>None</td>
</tr>
<tr>
<td>2</td>
<td>Possibly</td>
</tr>
<tr>
<td>3</td>
<td>Definitely</td>
</tr>
<tr>
<td>4</td>
<td>Surely</td>
</tr>
</tbody>
</table>

Table 1 – Table illustrating the ranks of the strategies by their order of attractiveness

5.2.1 SWOT Matrix in strategy analysis

A SWOT matrix, which stands for Strengths-Weaknesses-Opportunities-Threats matrix, is a good method for matching key external and internal factors to formulate alternative strategies. This matrix helps managers developing four types of strategies: SO (strengths-opportunities) strategies, which consist in using the company’s internal strengths to take advantage of external opportunities; WO (weaknesses-opportunities) strategies, which consist in improving the company’s internal weaknesses by taking advantage of external opportunities; ST
(strengths-threats) strategies, which consist in using the company’s strengths to avoid, prevent or reduce the impact of external threats; WT (weaknesses-threats) strategies, which consist in developing defensive strategies to reduce internal weaknesses and avoid external threats.

The analysis made with this matrix is subjective, because there’s no right way to do it. It depends on the managers doing the analysis. The resulting matching strategies done from the strengths, weaknesses, opportunities and threats can be based on the types of strategies described in section 4.1 of this article.

Fig 9 – Diagram showing the constitution of SWOT matrix

5.3 Strategy implementation

The strategy implementation process is always a difficult one. Many companies analyse and choose what strategies suit them the best, but fail to implement them altogether. The job of efficiently implementing these strategies now falls on the divisional and functional managers. It is because of this that they should accompany the entire process of evaluating and generating strategies, so there would be no surprises in the formulated strategies that are chosen.

The strategy implementation process requires or may require:

- the establishment of annual objectives
- the creation of policies
- allocation of resources (both human and assets)
- altering an existing organizational structure
- restructuration and reengineering
- revising reward and incentive plans
- minimize the resistance to change
- adapting production/operations processes
• downsizing

Motivation is the key of strategy implementation. Managers should motivate their employees, like said before, by letting them participate in the early stages of this process, instead of only letting them be an spectator. Communication is another important aspect of minimizing the resistance to change. If everyone knows what they are supposed to do, evaluate their work and try to improve it, then there should be no problem in putting the strategies devised to good use.

## 5.4 Strategy Evaluation

Since no strategy is everlasting and even the best ones become obsolete as the company’s external and internal environment changes, it is essential that the company systematically reviews, controls and evaluates its strategies.

The process of evaluation consists in questioning if the actual performance of the strategies applied meets the proposed objectives and values, and what should be done to generate alternative strategies or formulation criteria of the evaluation. These questions should be presented on regular short intervals, rather than at the end of the year or when a problem arises.

By evaluating the strategies on a regular basis, allows the company to have a continuous and more stable amount of benchmarking information, leading to a better generation of alternative strategies based on the values.

If the results gathered from the evaluation are deviating from the set objectives and values, then a corrective action must be taken. A meeting to decide on what’s the best way to avoid/correct the problem is done, again with both the managers that chose the current strategy and the ones that implemented it. That way, they can better identify the problem, supplied with good benchmarking information gathered.

## 6. Case Study – A general university

The following case analysis doesn’t apply to any specific university, but rather the university as an institution. It will be a very subjective case analysis since it won’t be based on any particular values, and it’s the result of the author’s perception on what the university is in general and what services it offers.

### 6.1 Vision

A general university’s vision is to be a reference in education and training of qualified professionals in its area of teach (medicine, engineering, economics, etc…) and also to be ahead in these areas of investigation.
6.2 Mission

A general university’s mission is to educate and train professionals in its area of teach and provide them with a recognized certificate. This education is sustained with research and development of excellence, recognized in a global level (countrywide or worldwide).

6.3 Objectives

Since in its mission it’s stated that it wishes to educate and train professionals in its area of teach, then the objectives should be:

- provide updated courses, that attract students not only in the contents, but also in the cultural environment related to the training
- provide a continuous training, not only during the time of the course, but also in post-graduation
- try to attain a good position not only on the education field, but also on the research and development part

6.4 External Assessment

As like any other organization, a university external environment depends on several different factors. Probably the most influential are: demographic, economic, technological and political aspects. By examining these forces, we can reach the following opportunities and threats:

**Opportunities:**

- A recent rise in the need for qualified professionals
- A budget increase on the education department
- The establishment of companies related to the field of study, around the geographical area of the university
- A new policy of the government to increase the number of educated people in their overall population
- A recent increase of development in the city where the university is stated in (better accessibility)

**Threats:**

- European crisis leads to reduction in government budget expenses
- Saturation of qualified professionals
- Population aging
- Education abandonment
- Emigration
6.5 Internal Assessment

This analysis is more subjective, since resources (human and assets) differ from university to university, having a great impact on the definition of particular strengths and weaknesses. Nevertheless, we can identify the following:

**Strengths:**
- A good research and development area within the university
- A good location within the city
- Good infrastructures
- A qualified team of teachers

**Weaknesses:**
- Out-dated learning software
- Lack of scholarship budget
- High tuition
- Indifferent treatment between different status students (normal, part-time workers, workers)

6.6 Strategy Formulation and Choice

Since the university’s strengths, weaknesses, opportunities and threats are identified, as well as the university’s mission, vision and objectives, we can then proceed to the formulation of the alternative strategies.

6.6.1 SWOT Analysis

**SO strategies:**
- Pursue partnerships with the surrounding companies, to provide internships for the students
- Promote the university’s field(s) of study in the city’s schools, by appealing to accessibility and good infrastructures.
- Motivate and reward developments succeeded by individuals in the university’s research and development sector

**WO strategies:**
- Develop a partnership with the city’s transport companies to provide students a larger discount on certain lines.
- Ask for an audit from the government, to help with the renewal of learning software and
equipment

**ST strategies:**
- Resize the research and development sector in the university to allocate more students
- Pursue partnerships with foreign companies, to provide internships for the students

**WT strategies:**
- Develop a program or course that enables an ease of access for the education directed to older people or people in the working class

### 6.7 Strategy Implementation and Analysis

After careful analysis, we chose some strategies that could definitely be implemented. We should remind that this is completely subjective, and other options could be considered, but to simplify the explanation, we will focus on these:

1. Pursue partnerships with the surrounding companies, to provide internships for the students
2. Develop a partnership with the city’s transport companies to provide students larger discount on certain lines
3. Pursue partnerships with foreign companies, to provide internships for the students
4. Develop a program or course that enables an ease of access to learning directed to older people or people in the working class

In case of strategy nº 1, the university could establish as annual objectives the following: to have internship partnership with at least 2 large companies that have their offices near the city; to have at least 5% of students attending these internships. The policies that it needs to implement are the promotion of these internships and the benefit it could have for both parties. For example, it could pursue the companies with the idea that they would be providing qualified professionals that would be less expensive, especially for research works, where normally the salaries are very high.

In case of strategy nº 2, the annual objectives could be the following: to have at least 75% of the transport lines to the university, with student discount, these lines being bus, trolley, metro, tram, train. It could for example pursue the transport company with a monthly price that the students would pay that would be low for them but profitable enough, as a consequence of giving those lines more transit.

Strategy nº 3 is similar to strategy nº 1, so it could be treated the same way.

In case of strategy nº 4, the annual objectives could be the following: to have at least 2% of students that are in a working class. This could be attained by establishing a policy of education after the age of 23, like in many countries, where students that didn’t had university level of education are motivated and pursued to take a university course.

In order to evaluate strategy nº 2 effectiveness, the university could monitor how many stu-
Dents renew their transport pass per month, to see if the service provided is meeting the needs of the students. If not, it could perform survey’s to see which line interests them the most, so they could reach a trade-off with the transport companies. Other surveys could be performed to monitor the cost and performance satisfaction.

In order to evaluate strategy nº1 and 3, surveys could be performed sometime before the renewal of partnership with the companies, to see what would the students that attended the program think of it and what companies are students that intend to take the program interested.

In order to evaluate strategy nº 4 we could monitor the working class students’ performance in the course, to see if parameters like difficulty reduction and financial aid could be added to enhance the results.

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