

STRATEGY AND STRATEGIC MANAGEMENT

Chapter 5

Mission, Values and Objectives



- **Mission**
 - .

- **Stakeholders**
 - Individuals and groups that an organization interacts with regularly and are directly affected by organization performance
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 - .
 - .
 - .

- **Strategic constituencies analysis**
 - Analyzing how well the interests of stakeholders are being valued by the organization.

Values



- .

- **Organization culture**
 - The system of values that has been developed for an organization, by which each acting member exercises in daily routines.
 - .
 - .
 - .

Levels of Organizational Culture

Observable Culture

- .
- .

Identified by four distinct aspects of organization life:

- Heroes
- Ceremonies, rites and rituals
- Legends and stories
- Metaphors and symbols

Core Culture

- Underlying beliefs surrounding what is and is not acceptable behaviour in organizations.

- .
- .

Think about these organizations

Identify the observable and core culture of the following organizations:

- Sandwich Secondary

- Starbucks

- McDonald's

- Roots Canada

- Detroit Tigers

Strategic Management

Competitive Advantage

- Developing the ability to outperform rivals

- .
- .
- .
- .

Sustainable Competitive Advantage

- Developing the ability to outperform rivals for an extended period of time – long term

- .

Think About These Companies... ..

- Identify a competitive advantage the each of the following companies/organizations has over its rivals:
 - Walmart
 - Nike
 - Apple
 - Toms
 - IKEA
 - Kraft foods
 - Google

Strategy and Strategic Intent

- A **strategy** is a comprehensive plan that outlines long term direction for an organization
 - .
 - .
- Henry Ford – *“The customer can have any colour he wants as long as it is black.”*
- _____ and _____ are making it more difficult for companies to develop long term strategy

Levels of Strategy

- **Corporate**
 - .
 - .
- **Business**
 - .
 - .
- **Functional**
 - .
 - .

Strategic Management Process

- The process of devising and implementing strategies to accomplish long term goals

- The process is separated into three sections:
 - .
 - .
 - .



SWOT Analysis

- Assesses an individual/organizations internal and external abilities to perform in business operations.

- .

- .

Strengths and Weaknesses

Strengths

- Reflecting on specific skills that have been mastered.
 - Manufacturing efficiency
 - Skilled workforce
 - Reputation
 - Market share
 - Customer loyalty
 - Competitive advantages

Weaknesses

- Reflecting on areas that require improvement and the plan for improvement.
 - Unsuccessful product lines
 - Management issues
 - Obsolete technology
 - Ineffective marketing
 - Poor customer service

Opportunities and Threats

Opportunities

- Analysis of opportunities available to take advantage of in the industry and mechanisms of taking ownership of them.

Threats

- Analysis of barriers and challenges faced by the organization and how to overcome them.

Evaluate These Organizations

(Identify 2 for each example)

Strengths

- Zehrs Markets
- Sandwich Secondary

Opportunities

- Tim Horton's
- Sandwich Secondary

Weaknesses

- Research in Motion
- Sandwich Secondary

Threats

- Target Canada
- Sandwich Secondary



Complete SWOT Analysis Worksheet
