## Assignment 2: Implementation of Strategy

All of you have performed the SBU analysis in Part I: Environmental SCAN and Strategy Formulation of your capstone project. That included identification of attractiveness and importance of each SBU for the company via BCG matrix or GE matrix. You also designed the corporate strategy and business-level strategy for each SBU. NEXT, you will continue your work on the capstone project in the course in accordance with the outline. However, you will focus ONLY on ONE SBU selected by you and design all functional strategies for this SBU in Part II: Implementation of Strategy and in Part III: Evaluation and Control. Please make sure you select the most interesting and promising SBU, that is worth investing in by the company.

You will determine if you recommend continuing with the firm's corporate or generic strategy (Porter, etal) and then develop the business level strategy that will help you solve the strategic problem. Business level strategies help you identify ways to implement your corporate strategy. For example if you recommend a differentiation strategy, then you might want to look at being first to market at the business level. On the other hand if you recommended a cost-based strategy, the a business level strategy might be to achieve economies of scope or scale or even use an international or global strategy when competing in the world market.

The first step in developing the firm's strategy is the analysis of the business environment, this includes not only the competitive environment but also the customers, government/legal, technology, and the competencies and resources of the firm. Once this environmental analysis is complete the firm can then decide on its **competitive positioning strategy** and subsequent **world market strategy** . To gain an understanding of each of the four strategic types will be defined in this module, you should go to the mini-lecture titled: Types of World Market Strategies.

After you decide on the strategy then you must decide on how to **allocate the resources of the firm to implement the strategy via relevant functional strategies and with the organizational structure changes** **with time focus**.

**Do Not Use Action Plans That Are Already In Progress But Ones Created By You To Move Forward For The Next Five Years Based On Part One Of The Strategic Plan.**

To implement your solution or business level strategy you need to consider how to allocation your resources. These include the organizational (including marketing, operations, and innovations- can be R&D or IT or both), financial, human resources, and other requirements that will go into making sure the organization has the competencies for sustainability (think about how Barney and other strategists talk about making sure that resources are rare, valuable, not imitated, and that processes are complex) . You will also want to consider the characteristics of both your leaders and employees needed to support your solution. I would suggest looking at the Competing Values Framework and the culture of the organization to optimize you implementation of your strategy. The final part of your implementation plan will also include **the full organizational structure and design** needed to support your corporate and business level strategies.

### **INCLUDE EACH OF THESE SECTIONS IN THE PAPER**

**(Choose an SBU from Assignment 1) Please make sure you select the most interesting and promising SBU, that is worth investing in by the company**.

1. Restate Strategy (Please view Assignment 1 to complete this section): **Begin With Corporate and Then Move to Business Level for Each Sbu and if Serving Markets Beyond Domestic What World Market Strategy Will You Use - show how synergistic with SWOT, VRIO** and Porter's Five forces
2. Identify Markets to be served for your SBU for which you will be describing the implementation of the strategy above (be clear which sbu you plan to be the focus for this part of the strategy plan) - be consistent with strategy and mission
3. Allocation of resources: financial and human
4. Functional Strategies: Marketing, Operations, R&D, Finance, HR, IT/MIS (Include all of these) - how these strategies support your Corporate Strategy - include brief action plans for each function
5. Organizational structure (with changes suggested highlighted).

\*Assignment 1 has the organizational structure, you will add any suggested changes\*

* The final part of your implementation plan will also include the full organizational structure and design needed to support your corporate and business level strategies (think of how you will structure the organization based on its corporate/generic strategies, business level and world market.)
  + Types of employees and managers
  + Culture of the organization and how it is impacted by the competing values framework

1. **Strategy Implementation**: Now that you have defined your strategy, you need to think about how to implement that strategy. This is not what the firm has already been doing but how you plan on moving forward with the strategy that you have identified to solve the strategy problem. Thus this assignment should demonstrate your ability to critically evaluate the situation, allocate human capital, and apply decision making tools. For example, you may have been working on a multi-attribute problem for which the trade-offs (more profit, less risk, better strategic fit, better strategic platform for the future, etc.) are not well defined. In that case, you may want to offer multiple solutions, each better at achieving different sub-goals, and choose the optimum choice using decision making theory. You may also want to apply decision making theory to help narrow down multiple and equally good solutions to the problem.

Please remember to apply theoretical models (as frameworks) for presenting relevant functional strategies, For Marketing - I am not interested in the tactics of the 4Ps but the strategies that you would use for your 4Ps, do not describe the tactics. HR functions for HR strategies, sources of financing, investments, capital structure, working capital for finance...