Description Section 3. Organizational analysis (5+ full content pages) Pricing actions/trends (how do competitors use price as a competitive weapon, etc.) Factors that influence cost structures and profitability Stage of the product life cycle. (Stage of the product life cycle affects pattern A. Basic description of the company. Include in your discussion the following: 1.The company’s mission. How has the mission evolved over time? 2.Characteristics of the company – leadership, culture, size in sales, number of employees, total assets, geographical locations, age. 3. The company’s pattern of past objectives and strategies. How successful has the company been with its chosen strategies? 4. The company’s an improvement/change initiatives (e.g. Six Sigma, SQM, TQM, Lean Manufacturing, JIT, Process Reengineering, High-Performance Work Teams, Assessment using Malcolm Baldrige National Quality Award Criteria, ISO 9000, ISO 14000, Benchmarking, Balanced Scorecard, etc) What are firm’s previous & current impact/success of improvement initiatives? How do these improvement initiatives align with the strategic leadership of the firm?

B. Financial analysis will include: 1. Financial ratios will be calculated in this section. Other financial analyses may also be appropriate. Include financial trends. 2. Ratios must be compared to industry averages. 3. Don’t just list the ratios, explain what they mean. 4. Financial analysis may help you to identify strengths or weaknesses, which may be discussed in this section or the next. C. Strengths. A thorough review of company strengths should be developed. May include (examples): 1. Adequate financial resources 2. A good reputation 3. Being the recognized market leader 4. Economies of scale 5. Proprietary technology 6. Product innovation and development skills 7. Proven management