

# Strategic Analysis and Action

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### Strategy Analysis and Choice

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- Group Members
- Chandan Prigade
  - Anandha Aravindhan
  - Bharath Kumar
  - Harshita Srinivasan



### Agenda

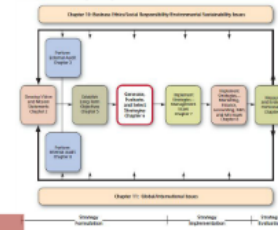
The Nature of Strategy Analysis and Choice  
Strategy-Formation Framework  
Input Stage  
Working Stage  
Decision Stage  
Cultural Aspects of Strategy Choice  
The Politics of Strategy Choice  
Governance Issues  
Conclusion



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### Where are we now?



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### The Nature of Strategy Analysis and Choice

Determine alternative courses of action that could best enable the firm to achieve its mission and objectives.

#### Alternative strategies:

Represent incremental steps that move the firm from its present position to a desired future position

Derived from firm's present strategies, objectives & mission, coupled with the external and internal audit information.

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### Process of Generating and Selecting Strategies

Should involve managers & employees who earlier assembled the organizational vision & mission statements, performed the external audit, & conducted the internal audit.

Alternative strategies proposed should be considered & discussed. Proposed strategies should be listed in writing.

Strategies should be ranked in order of attractiveness by all participants.

- 1= should not be implemented.
- 2 = possibly should be implemented.
- 3 = probably should be implemented.
- 4 = definitely should be implemented.

Output is a prioritized list of best strategies that reflects the collective wisdom of the group.

# Strategy Analysis and Choice

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## Group Members

- Chirantha Pitigala
- Danushka Jeyasuriya
- Ilhavanchi Kanaganayagam
- Manesha De Silva



# Agenda

The Nature of Strategy Analysis and Choice

Strategy-Formulation Framework

Input Stage

Matching Stage

SWOT Matrix

SPACE Matrix

BCG Matrix

IE Matrix

Grand Strategy Matrix

Decision Stage

QSPM

Cultural Aspects of Strategy Choice

The Politics of Strategy Choice

Governance Issues

Conclusion

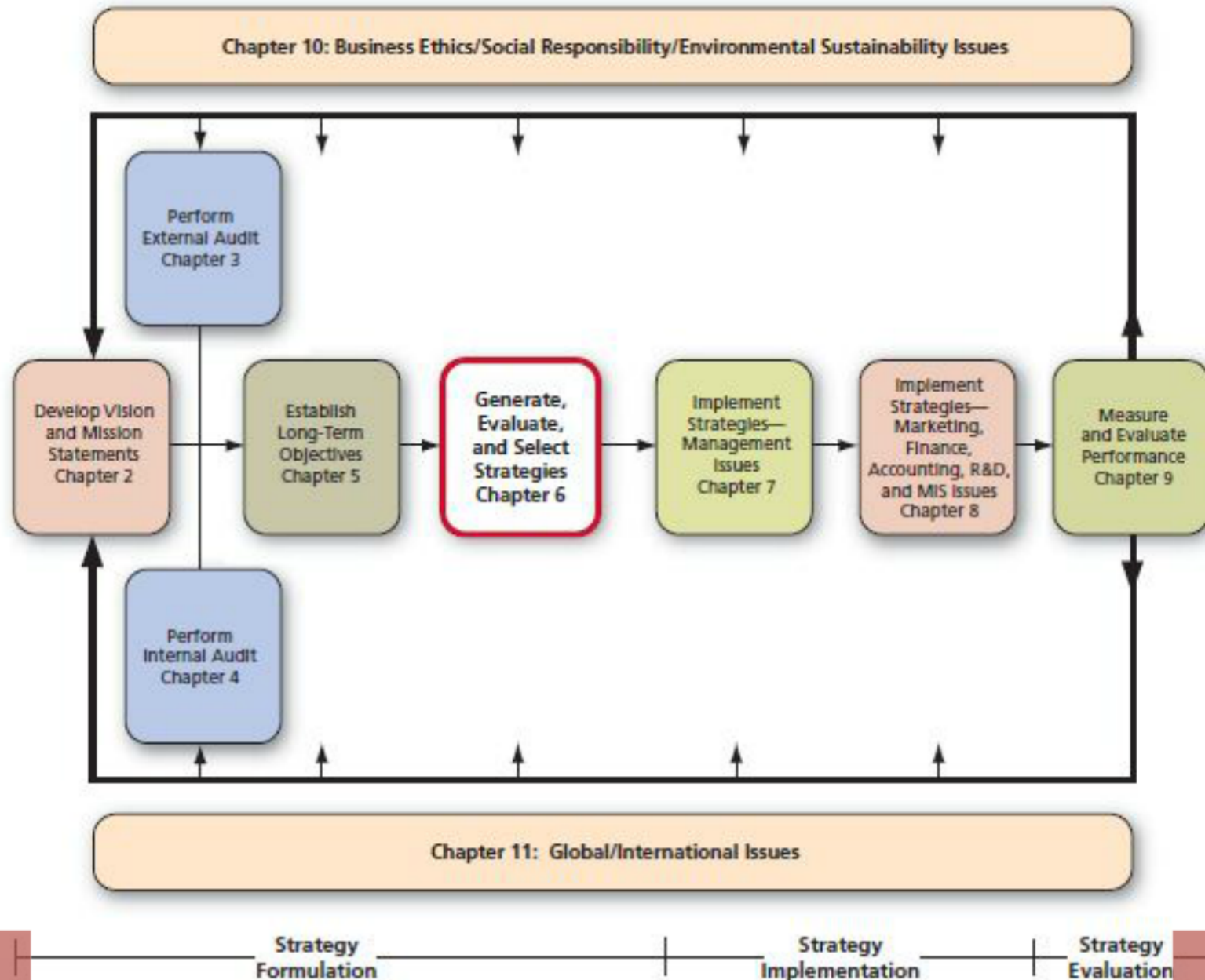


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## Where are we now?

A Comprehensive Strategic-Management Model



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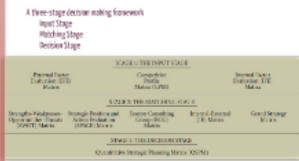
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## Strategy-Formulation Framework



## Input Stage

Summarizes the basic input information needed to formulate strategies.

Consists of:  
External Factor Evaluation (EFE) Matrix  
Internal Factor Evaluation (IFE) Matrix  
Competitive Profile Matrix (CPM)

Input tools require strategists to quantify subjectively during early stages of the strategy-formulation process.

Good intuitive judgment is always needed in determining appropriate weights and ratings.

## SWOT Matrix – Aitken Spence

### Threats

- Damage of country image during war situation
- Competition from John Keells, Hayleys and Vallibel holdings
- Increase of fuel, electricity and commodity prices in Sri Lanka hit the hotel industry badly.
- Land is expensive in India compared to Sri Lanka.
- Local competition is huge in India.
- Domestic tourism is not actively used in India.
- Sustainable concepts may not like by average Indian people.
- Political instability in India.
- Multi-branding and HR management is difficult in Oman.
- Low frequency flights to and from overseas markets

## SWOT Matrix - Aitken Spence

### SO Strategies

- Establish new hotels in the heritage regions (S1, O1, O2)
- Target tourists from international markets (S3, O3)
- Launch new hotel concepts by implementing ecological concepts all over Sri Lanka (S6, O10)

### WO Strategies

- Build a Human Resource management centre which is acting as a central place for Aitken Spence's hotels all over the world and switch employees based on their interests among countries (W2, O2)
- Involve the community people more in the operations of the resorts to get more customer loyalty (W4, O5)
- In India, target for different types of tourism such as mass tourism, geo tourism, adventure tourism, etc. (W10, O6, O8)

## SWOT Matrix - Aitken Spence

### ST Strategies

- Establish business relationships with travel agents and air services to increase the tourists who fly overseas to ASSE (S7, T10)
- Create joint ventures with existing local competitors in India (S7, T5).
- Diversify into different segments in India such as government, manufacture, elevator agency and infrastructure development (S5, T6, T8).

### MT Strategies

- Provide employment opportunities in between ASSE's Sri Lanka branch and ASSE's overseas branches (W2, T1)
- Target the high-yield domestic tourists to some specific resorts (W4, T3)
- Introduce some efficient employee performance audits in the ASSE resorts to improve the employee performance to compete with competitors. (W8, T2)