

Summary of Five Forces Analysis	
Buyer Leverage	
Supplier Leverage	
Threat of New Entrants	
Threat of Substitutes	
Intensity of Rivalry	
Profit Potential	
Rating Key: VL = Very Low; L = Low; M = Medium; H = High; VH = Very High; N/A = Not applicable	

3.1.4. Industry Competitors Analysis and Analysis of their Anticipated Strategic Moves (2-3 pages): In this section, the focus is on the competitors. This section explains all **strategic groups** in the industry. Please refer to **Figure 3.1** and textbook **pages 55-57** (5th Ed.). Please include a strategic group map in the appendix. In addition, this section explains competitors' anticipated Strategic Moves. Please refer to **pages 58-59** of your textbook (5th Ed.).

● **3.1.5. Industry Key Success Factors (1-2 pages):** This section provides an examination of 3-5 key success factors (KSFs) you identify in the industry. A KFS may be defined as what *any* firm in the industry must have to survive and grow. Please refer to **Table 3.3** and **pages 59-61** of your textbook (5th Ed.).

3.2. PART II: Internal Analysis

➤ **Page limit:** 10-15 pages total, excluding figures or tables, which should be included at the Appendix section.

3.2.1. Organizational Strategy Analysis (4-6 pages): This section examines the company's current strategy and its components. For analyzing a company's current strategy at the business level, **Figure 5.1 on page 90** of your textbook (5th Ed.). is useful. Please use this table as a framework for analyzing the current business strategy for the company. For example, if you think the company is pursuing a cost-leadership strategy, your analysis should include a rationale based on market segmentation and key functional areas (basis of competitive advantage). This section also includes analyses of mission statement, core values, organizational culture and leadership.

3.2.2. Financial Analysis (2-3 pages): Please provide an interpretation of the financial ratios. This section explains completely what the numbers mean in terms of the financial health of the company. Please refer to **pages 228-229** of your textbook (5th Ed.). The financial review includes the past 3-5 years. Industry average ratios and 1-2 major competitors' ratios need to be included in the comparative analysis. Please select at least one competitor, which is a public company to make sure you can find its financial data. Please include summary tables in the appendix.

One competitor is — MCDOR Group.

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I will attach pages 228-229

Take Note.

