

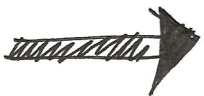
3.2.3. Value Chain Analysis (4-6 pages): For the value chain analysis, you may refer to **Figure 4.1 on page 74 of the textbook** (5th Ed.). A complete value chain analysis includes examination of the company and at least **one** of the competitors or industry average statistics so that you can assess the company's cost competitiveness in relation to its rivals. Be sure to identify major primary and support activities undertaken to deliver value to the customer, and value chain activities that firm does more or less well (or more or less efficiently/cost effectively) than competitors. Your analysis should help you understand the internal cost structures of the firm (vs. competitors), and the resources and capabilities of the firm. Please also refer to **Table 4.1 on page 72** of your textbook (5th Ed.).

3.3. PART III: Strategic Fit Analysis

➤ **Page limit:** 5-10 pages total, excluding figures or tables which should be included at the Appendix section.

3.3.1. Strategic Opportunities and Threats (1-2 pages): Based on Part I analysis, these section lists 2-4 external opportunities and 2-4 external threats. Please refer to **Table 4.2 on pages 72** of your textbook (5th Ed.).

- Identification of an opportunity or threat depends on the level of company capabilities to respond to them. With a relevant and strong internal capability, the company may see an external challenge as an opportunity. However, when a company lacks the necessary capabilities to properly respond to a strategic challenge then that challenge becomes a threat.
- The potential benefits of pursuing each opportunity should be identified.
- The consequences of failing to address each threat should be identified.



3.3.2. Core competencies (1-2 pages): Based on Part II analysis, this section lists 2-4 internal strengths and 2-4 internal weaknesses. Please refer to **Table 4.2 on pages 72** of your textbook (5th Ed.).

- Using the 4 tests framework (**Chapter 4, Pages 68-69** in your textbook), you need to justify which of the internal strengths may be considered as the most important core competency of the company.

3.3.3. Strategic Fit (SWOT) Analysis (3-6 pages): This section explains the link between **Strategic Challenges** (O&T) and the **organizational competencies** (S&W).

- You need to provide a "SWOT summary table" (in the appendix) that recaps the strengths, weaknesses, opportunities, and threats.

SWOT Summary Table	
A. List of Opportunities (external)	B. List of Threats (external)
C. List of Strengths (internal)	D. List of Weaknesses (internal)