

Instructions for the final group assignment

Overall instructions

Your task is to apply the concepts, theories and frameworks discussed during the course to analyze and evaluate a company. The analysis should be comprehensive and cover both internal and external aspects of the company, provide an assessment of the situation of the company, and offer concrete recommendations for the company to sustain or increase its performance and/or survival.

The assignment is done in groups of max. 5 students. Enrolment to groups is done through Mycourses by **11.10. @ 23.55**.

Please note that by signing up for a specific group, you declare your willingness to contribute to the group's joint work by doing your share. All possible conflicts should be resolved first within the group. ***If there are any serious problems within your group and you cannot resolve them please contact the course lecturer.***

The DL for submitting the assignment via Mycourses is **8.11. @ 23.55**. No late submissions will be accepted. Please note that your submissions will be automatically checked for plagiarism.

I will assign you a company for analysis. I will post the assigned companies a few days after the DL for group registration in Mycourses.

A more detailed description of the assignment

Your task is to perform a ***strategic analysis*** of a company and to ***identify the key problems*** the company is facing and ***develop and justify recommendations*** that address these problems. To be able to identify problems you first must have a thorough understanding of the company including its strategy and business model, the competitive environment it confronts and the key trends and external influence factors that affect the company.

Your analysis will consequently consist of four parts:

1. business model (internal analysis)
2. competitive situation (external analysis)
3. key trends and external influence factors (external analysis)
4. the key problem(s) and your recommendations to address them: synthesis and recommendations

To get a comprehensive view you will need to do several analyses and ***integrate your findings***.

- The business model analysis will point you to critical inputs and the value proposition to customers whereas competitive analysis (Business model canvas, Five Forces) will require identifying and analyzing input suppliers and buyers/customers
- The business model analysis will help identify potential strengths and capabilities (SWOT, VRIO framework) and competitive analysis (Value curve, competitor profiles) will help map and compare competitors with respect to these

- When analyzing trends and influence factors in the external environment (e.g., PESTEL, trends) understanding the business model and competition allows distinguishing relevant trends and influence factors from less relevant ones
- Identifying key problems and developing recommendations requires synthesizing all of the analyses

Structure and format of the report

Your final report should have the following structure:

- Title page (1 page)
- Executive summary (1 page)
- Company/business description (max. 1 page)
- Business model (about 4 pages)
- Competitive situation (about 4 pages)
- Key trends and external influence factors (about 3 pages)
- Synthesis and recommendations (about 3 pages)
 - Key problems faced
 - Recommendations
- References and data sources (not included in the page count)
- Appendix (not included in the page count)

Your assignment (report) should not exceed **15 pages**. In addition, use 1 page for executive summary and 1 page for the title. There is no page limit for references and appendices. No need to include a table of contents.

Please use Times New Roman font size 12 with 1.5 spacing.

Additional information and analysis can be added to the appendix and does not count against the page limit.

Evaluation criteria

Max. 30 points are given. Points are given for each of the sections of the report as well as for the executive summary and style & presentation.

For the report itself you can get 30 points as follows:

- Executive summary 2p
- Business model 7p
- Competitive situation 7p
- Key trends and external factors 6p
- Synthesis and recommendations 6p
- Style and presentation 2p

Good luck!