

A complex hand-drawn diagram on a light blue background, filled with various business-related sketches. It includes multiple line graphs, bar charts, pie charts, and circular diagrams. Key labels scattered throughout include 'PLAN', 'PROGRESS', 'MANAGEMENT', 'IDEA', 'MAX', 'OPTIONS', 'SUCCESS', 'NEXT', 'START', 'up', 'down', and 'IDEA!!!'. The sketches are interconnected with arrows and lines, suggesting a flow of ideas and processes. The overall theme is business strategy and performance.

# Strategy and Performance of SMEs

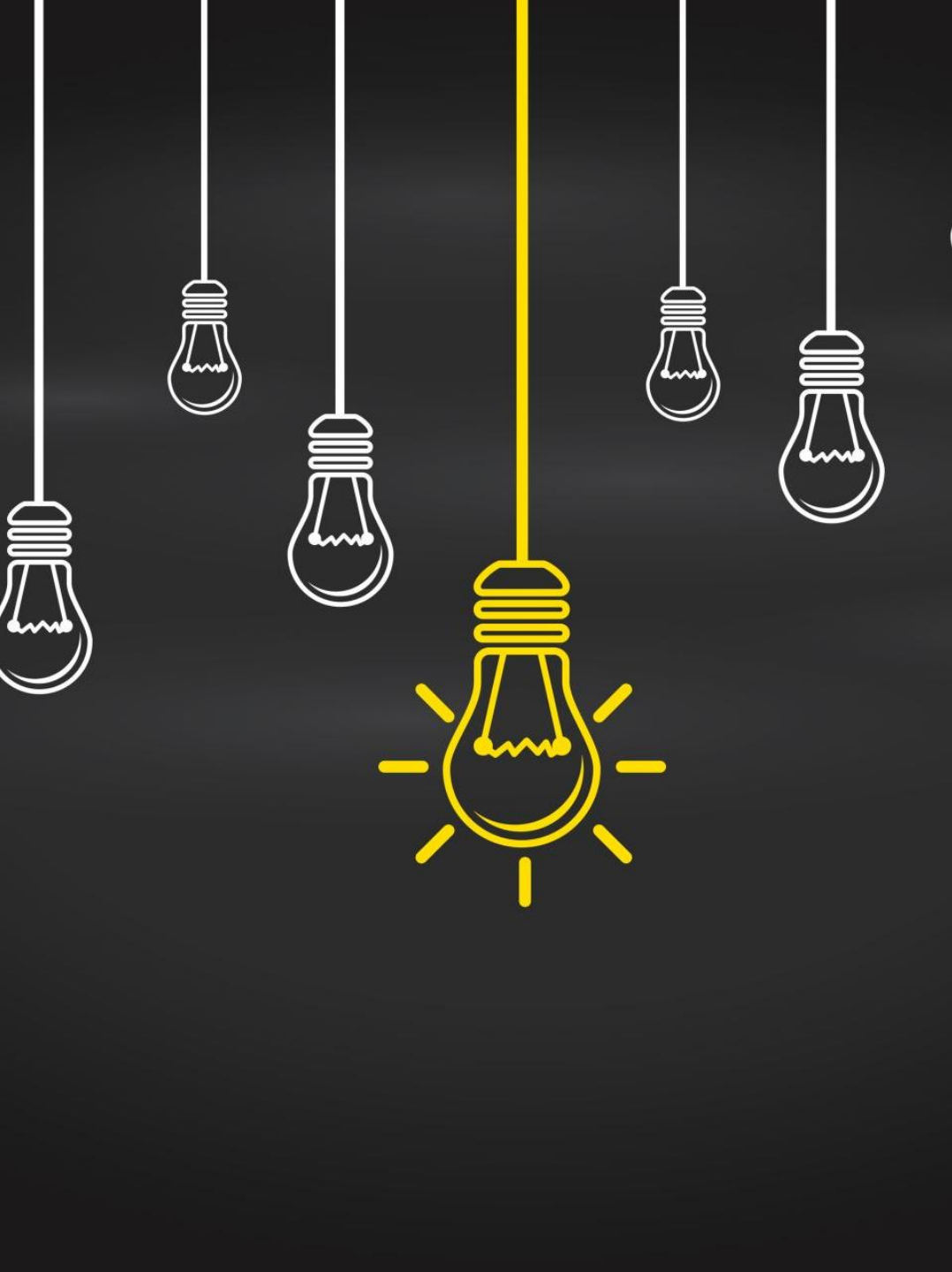
XASMB Small and Medium-Sized Business



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## Strategic management

- The process where top management defines long-term strategic goals and the overall strategy of the entire organization in order to fully utilize the organization's resources while reflecting market opportunities.

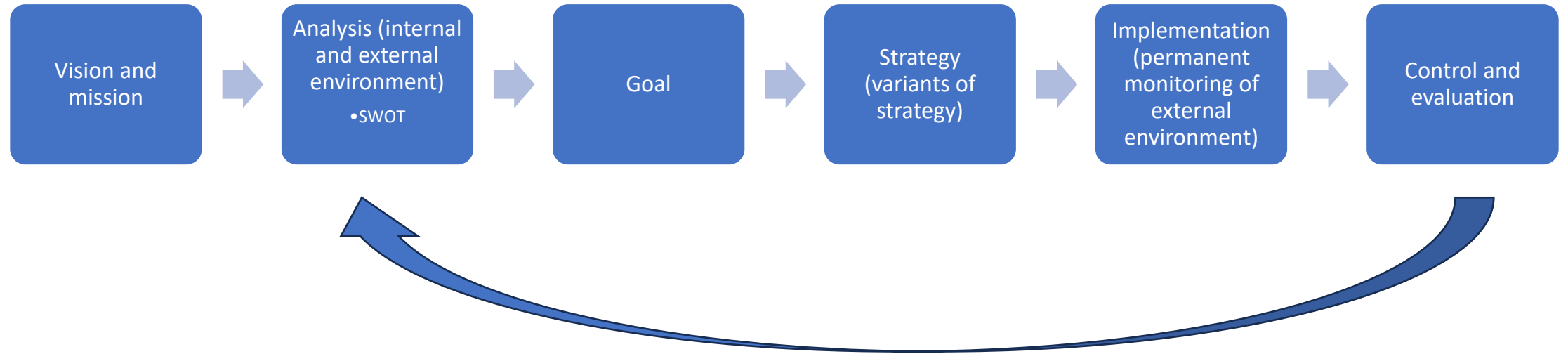


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# Principles of strategic thinking

- Principle of thinking in variations,
- The principle of thinking in time,
- The principle of permanence,
- The principle of global systems thinking,
- The principle of interdisciplinary thinking,
- The principle of creative thinking,
- The principle of synthesis of exact and intuitive thinking,
- The principle of feedback thinking,
- The principle of aggregate thinking,
- The principle of concentration,
- The principle of working with risk and
- The principle of ethical thinking

# The process of strategic management



# Strategic analysis

## External

### The micro environment

customers/subscribers (final consumers, wholesalers, manufacturing companies, students, citizens, patients, ...), competitors (direct competitors, substitutes, current position of the organisation in relation to competitors, development of competitors, ...), the organisation's product sectors (product life cycle stages, profitability of the sector compared to other sectors, barriers to entry/exit to/from the sector...), suppliers (availability and cost of materials, supporting processes, capital, energy, technology, machinery and equipment, ...), human resources (potential employees), banks and other financial institutions,

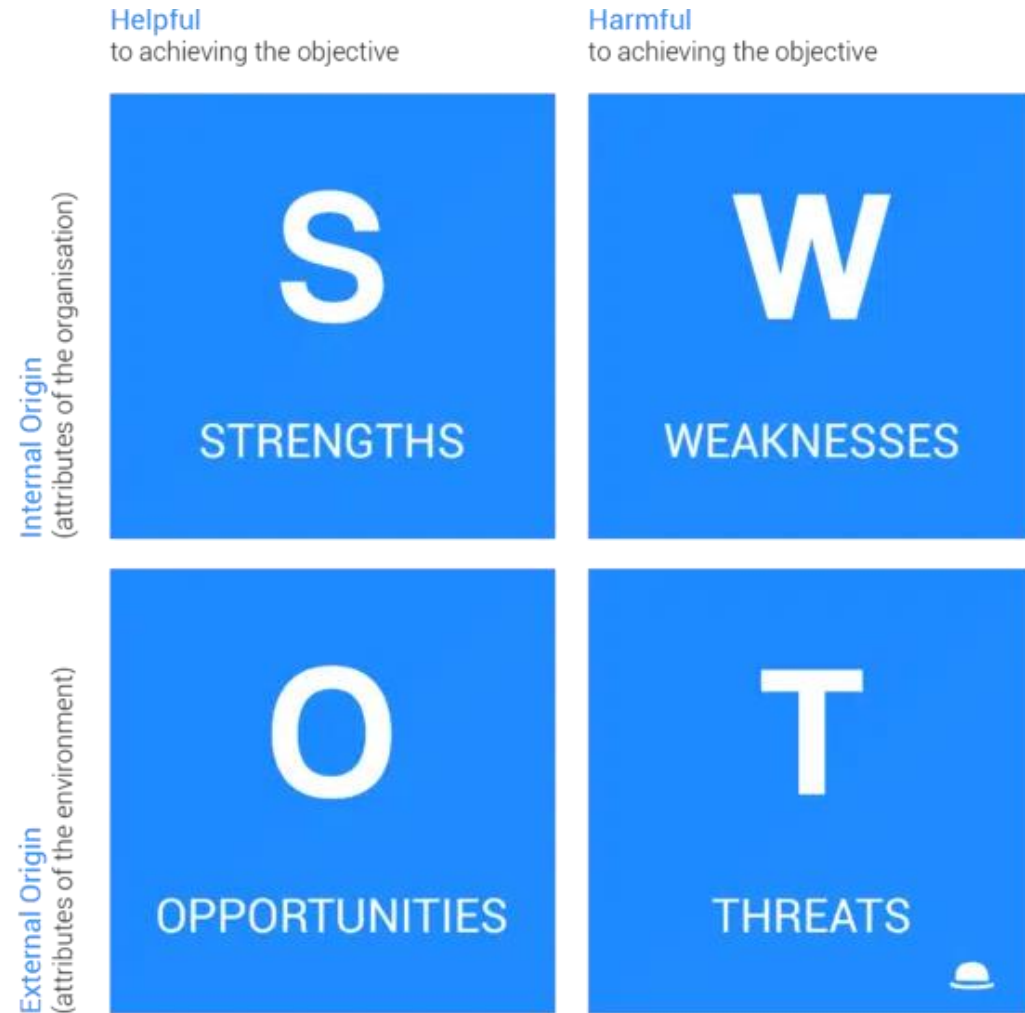
### The macro environment

available technologies, demographic indicators (population decline/growth, age structure, income distribution,...), geographical factors (urban/rural distribution, transport, possible distribution routes,...), political situation (national territory, global situation, terrorism, ...), legislative measures, social policy, social trends (lifestyle of potential customers), macroeconomic indicators (the so-called magic quadrilateral: economic growth, unemployment, inflation, external balance), environment, climatic factors, labour market, culture, customs and traditions of the region,

## Internal

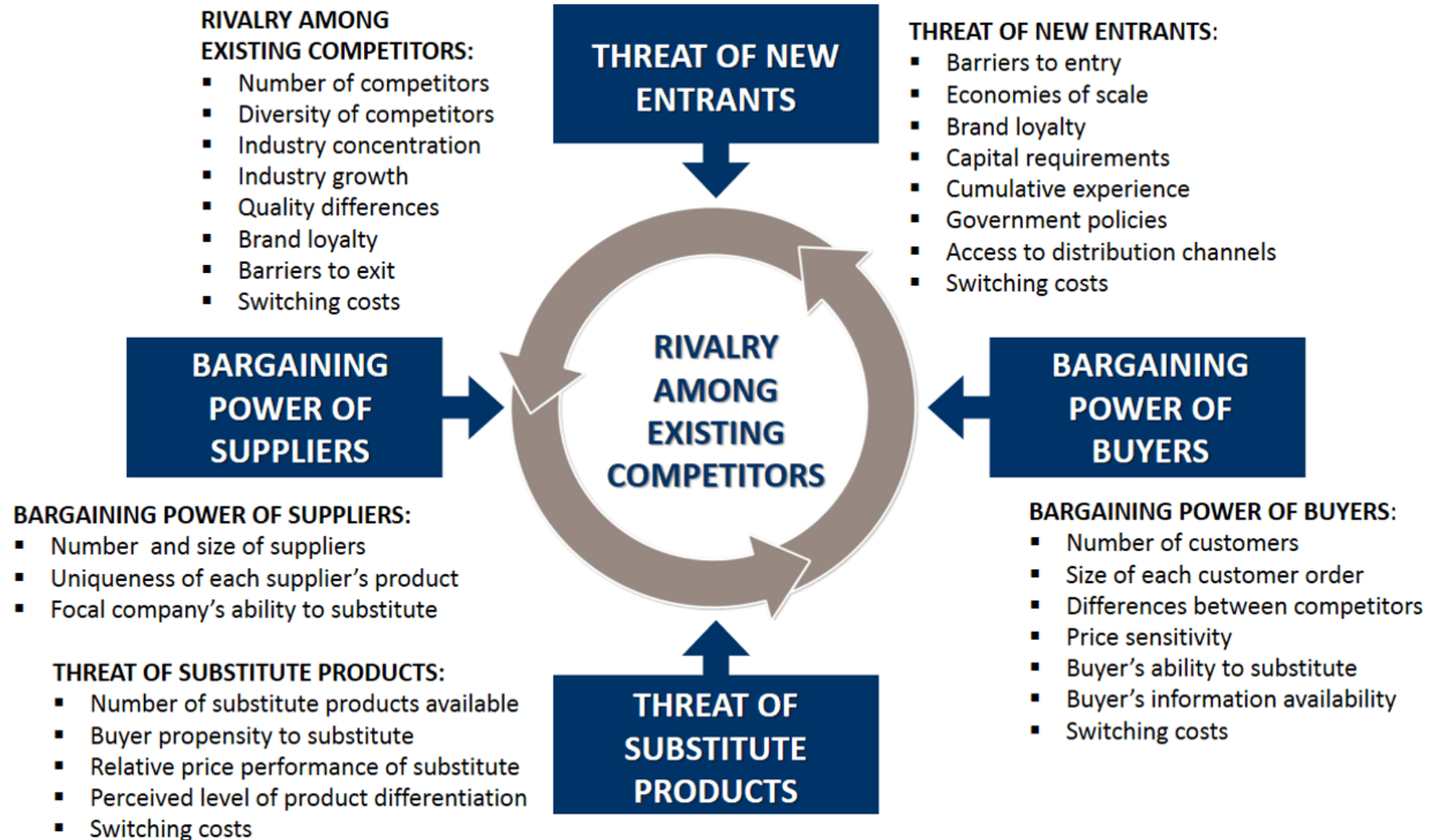
the management of the organisation itself, strategy, specific strengths, resources (financial, human, technological, ...), corporate culture, organizational structure, marketing, value chain, economic and financial indicators, production factors, information system, know-how, patents, licenses, ...), and others.

# SWOT analysis



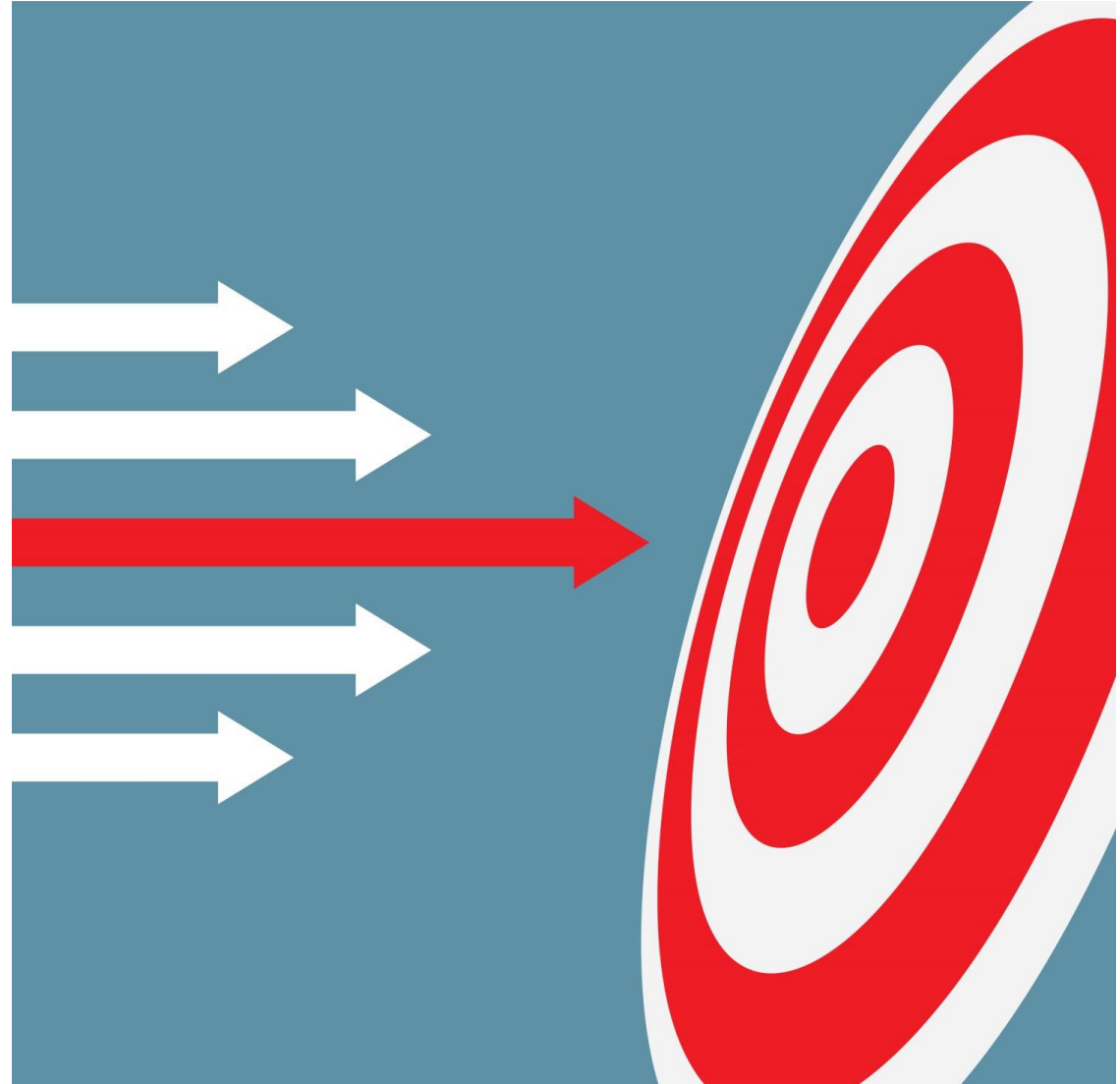


# Porter's five forces model



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Competitive  
advantage

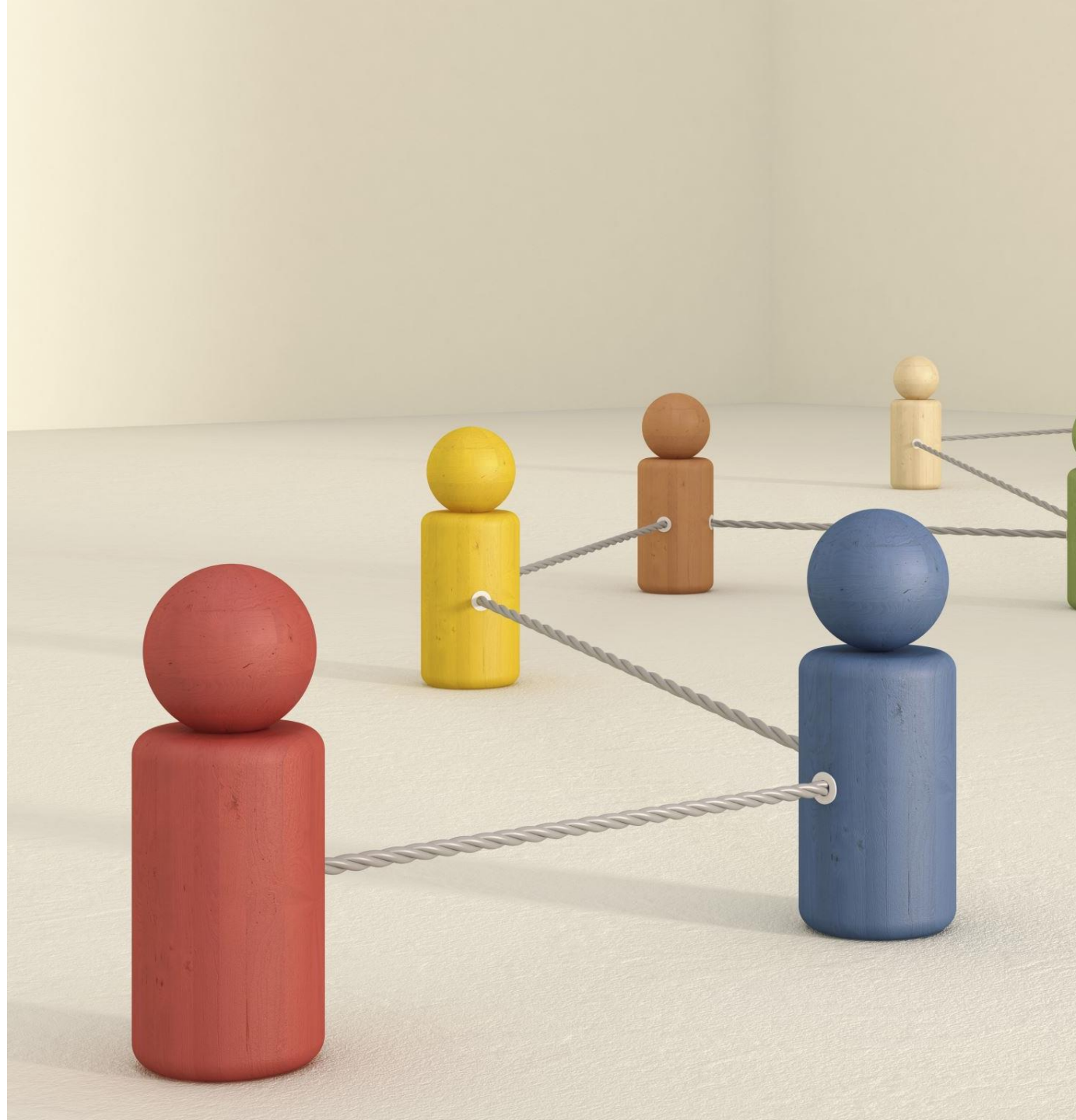




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# Specific advantage

- A specific advantage is a distinctive characteristic of an organisation that differentiates it from other organisations, especially competitors, and that enables it to perform above average in a certain area over the long term, thus ensuring its global competitiveness.
- In general, therefore, the following requirements are placed on a specific strength:
  - It must be something unique that competitors do not offer/have/possess,
  - The customer is able to recognise this uniqueness,
  - The customer is interested in this uniqueness and is willing to pay for it/switch from the competitors to the organisation because of it.



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## Super product

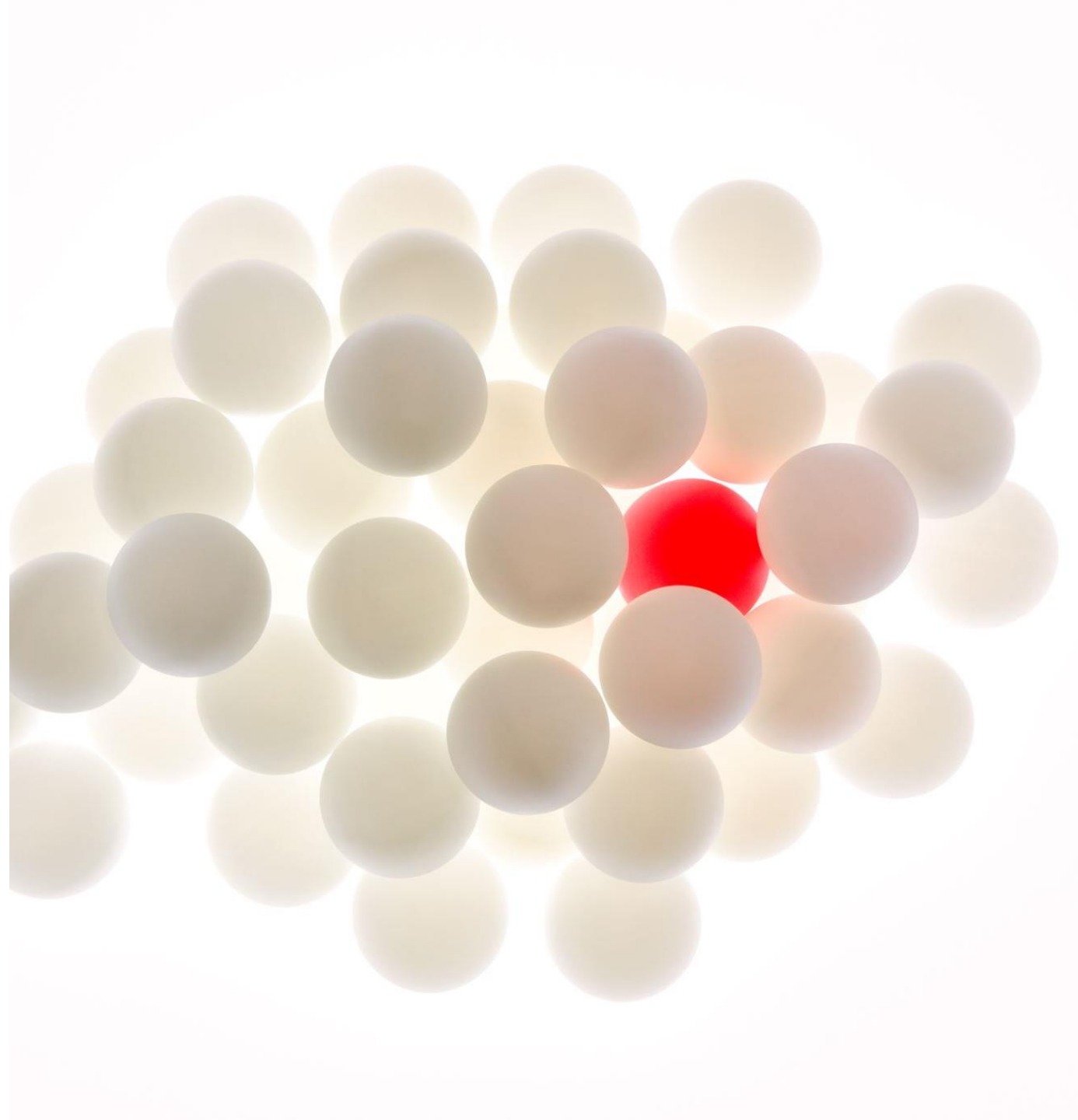
- Products with surprising quality (so-called super products) have unexpected features, i.e. features that the customer does not expect from the product.,
  - Meets the new needs of the existing target group
  - Addresses new target groups
  - Satisfies existing needs in a new way
  - Satisfies existing target groups in completely new situations



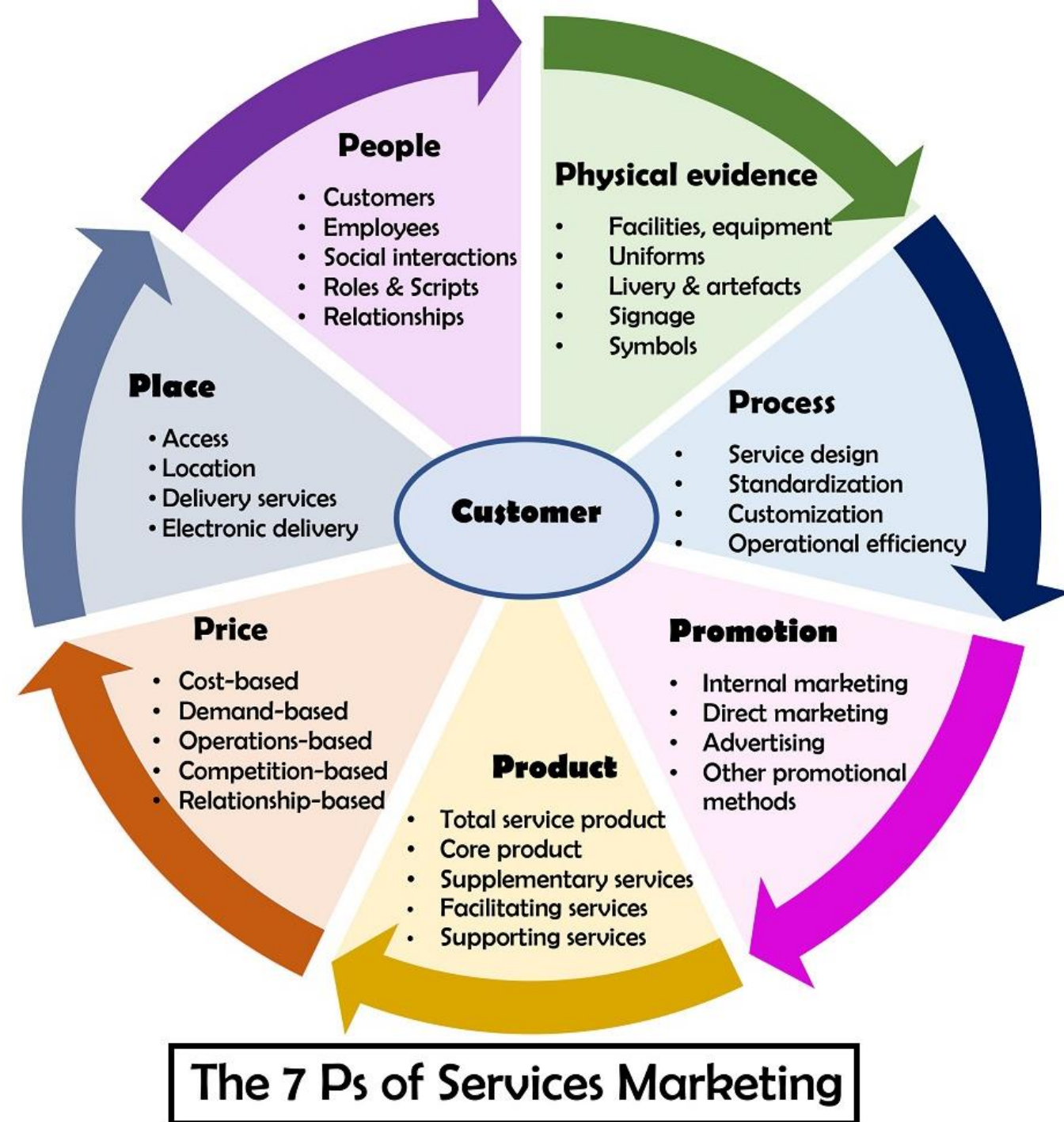
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# Strategic marketing

- Market Focus
- Differentiation and Market Positioning
- Marketing Mix Strategy
- Customer Relationships
- Flexibility and Innovation
- Performance Measurement

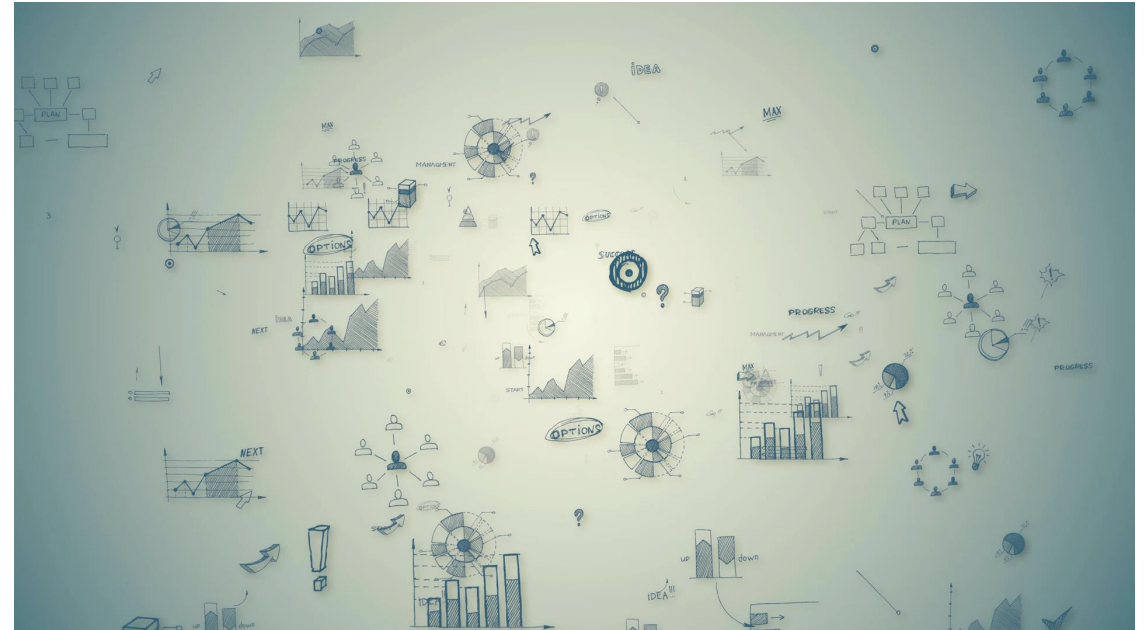


## Extended marketing mix



# Summary

- What have you learned today?









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# Thank you for your attention

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