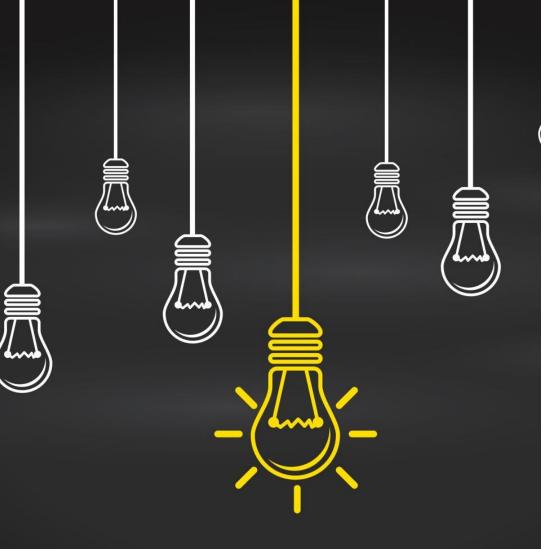




Strategic management

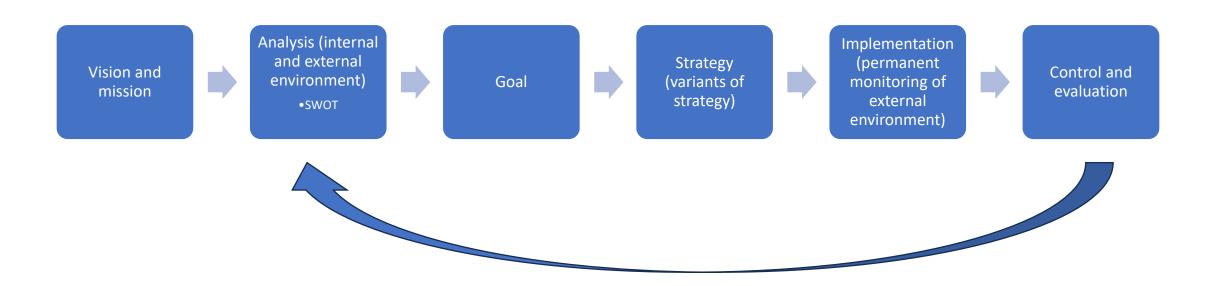
• The process where top management defines long-term strategic goals and the overall strategy of the entire organization in order to fully utilize the organization's resources while reflecting market opportunities.



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 macro 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, tech-nology, machinery and

equipment, ...), human resources (potential employees), banks and

other financial institutions,

The micro 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 socalled 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, knowhow, patents, licenses, ...), and others.

SWOT analysis



Porter's five forces model

RIVALRY AMONG EXISTING COMPETITORS:

- Number of competitors
- Diversity of competitors
- Industry concentration
- Industry growth
- Quality differences
- Brand loyalty
- Barriers to exit
- Switching costs

POWER OF SUPPLIERS

BARGAINING POWER OF SUPPLIERS:

- Number and size of suppliers
- Uniqueness of each supplier's product
- Focal company's ability to substitute

THREAT OF SUBSTITUTE PRODUCTS:

- Number of substitute products available
- Buyer propensity to substitute
- Relative price performance of substitute
- Perceived level of product differentiation
- Switching costs

THREAT OF NEW ENTRANTS



THREAT OF SUBSTITUTE PRODUCTS

THREAT OF NEW ENTRANTS:

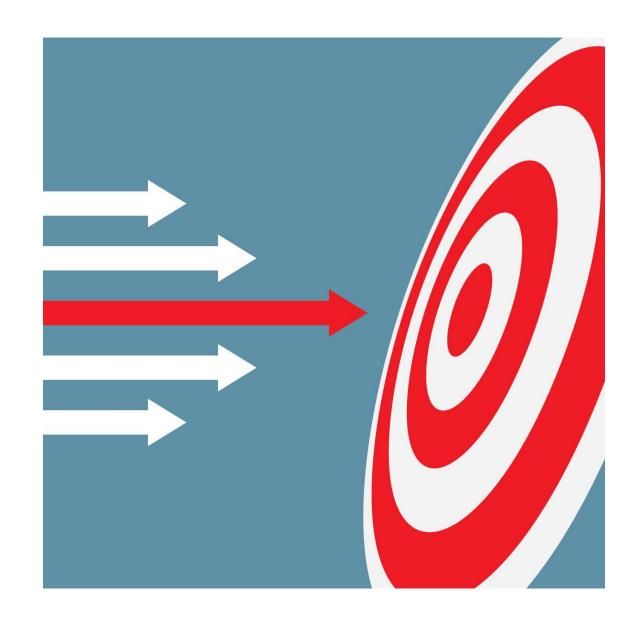
- Barriers to entry
- Economies of scale
- Brand loyalty
- Capital requirements
- Cumulative experience
- Government policies
- Access to distribution channels
- Switching costs

POWER OF BUYERS

BARGAINING POWER OF BUYERS:

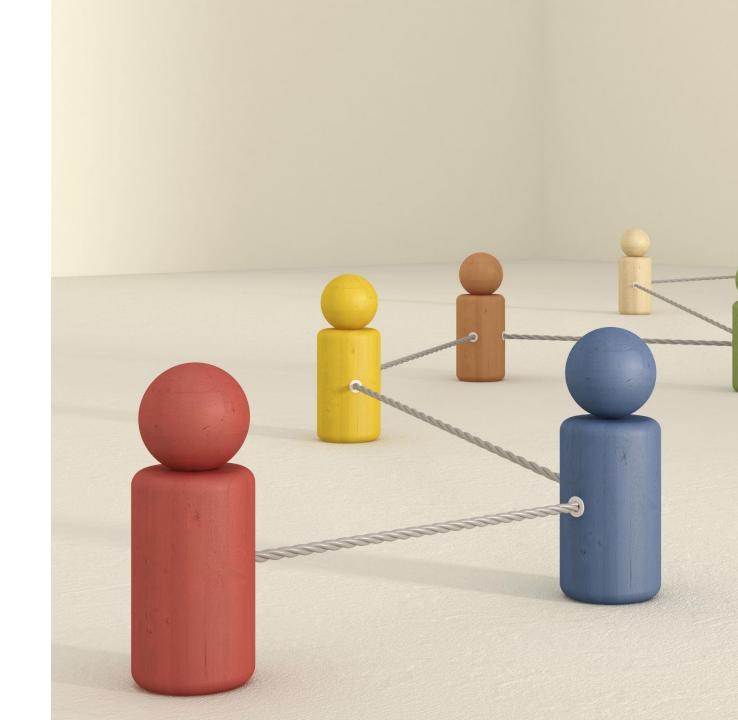
- Number of customers
- Size of each customer order
- Differences between competitors
- Price sensitivity
- Buyer's ability to substitute
- Buyer's information availability
- Switching costs

Competitive advantage



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.



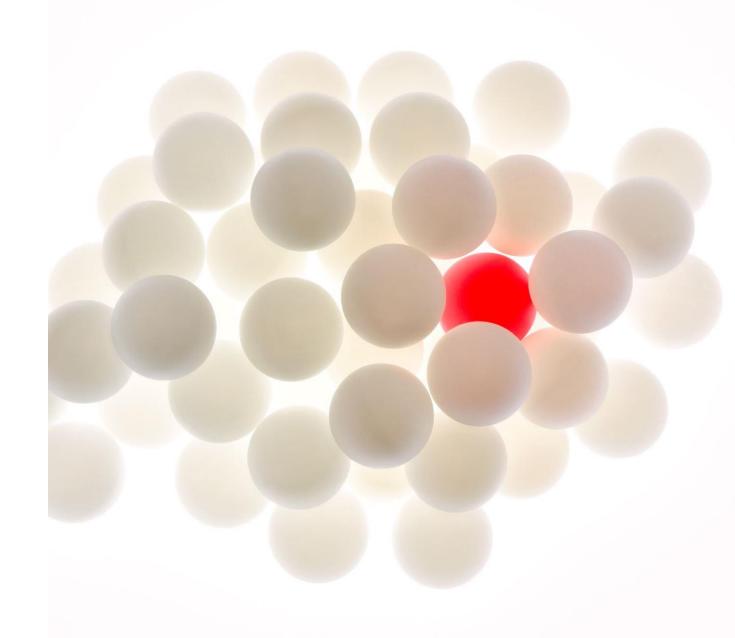
Super product

- Products with surprising quality (socalled 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



Strategic marketing

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



Extended marketing mix

People

- Customers
- Employees
- Social interactions
- Roles & Scripts
- Relationships

Physical evidence

- Facilities, equipment
- Uniforms
- Livery & artefacts
- Signage
- Symbols

Place

- Access
- Location
- Delivery services
- Electronic delivery

Customer

Process

- Service design
- Standardization
- Customization
- Operational efficiency

Price

- Cost-based
- Demand-based
- Operations-based
- Competition-based
- Relationship-based

Promotion

- Internal marketing
- Direct marketing
- Advertising
- Other promotional methods

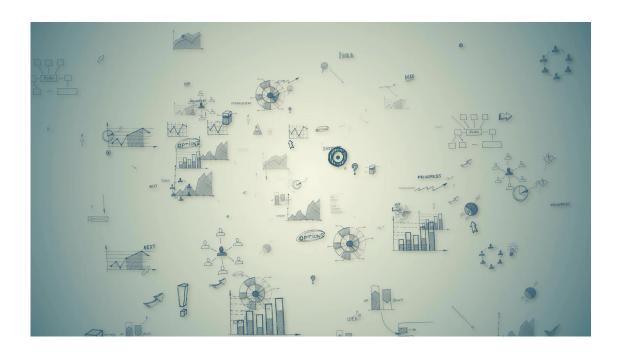
Product

- Total service product
- Core product
- Supplementary services
- Facilitating services
- Supporting services

The 7 Ps of Services Marketing

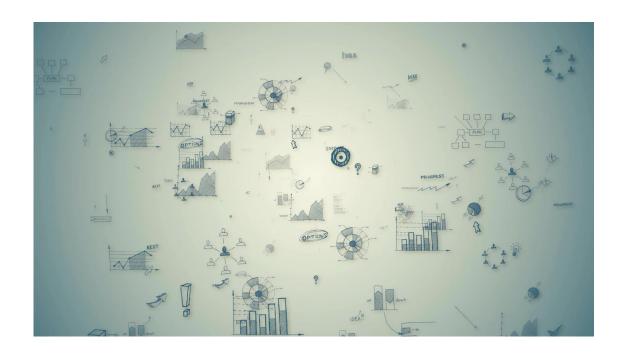
Summary

• What have you learned today?



Homework

• Create SWOT analysis of your business Deadline: 13.11.2024, 23:59



Thank you for your attention

Mgr. Dagmar Halová dagmar.halova@mvso.cz

