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8☼ 0 ___PPT10 p p X◀ Session 6 Selecting
Strategies F▼┌┌0┌ Comprehensive
thinking about: internal and external environments requirement of business portfolio Then to select
the most suitable strategies from all possible
alternatives. P▲┼ E┌┼ M┌┼E¶┘┐┐5 QAnalysis models: SWOT Matrix
of strategy selecting model Strategy-category model &◀A┌◀A┘┘ SWOT
Model┼ Aexternal opportunities and threats internal strength and
weakness ″B┼ A┐↑┌┘┐┘↑ ┐┘┌ external opportunities and threats
Opportunities→from the macro view Case: micro-soft Threats→from the macro environment case: tax
rate Case: IBM The relation between opportunities and threats internal strength and weakness
Strength: HR, technical, brand, etc. Weakness: #"┌◀┐#┌├/┌▼/┌#┐└"┘┐┘↑◀┐┘¶#◘┐◘↑├◘┐◘¶/ ┐ ↑▼ ┐ └/
┐ ↑ ,O┌┌,┌┌ ┌ Evaluation of
SWOT┼ A little simple: opportunities and weaknesses always coexist. The best choice are
not easy to find A little static: trying to find a way from current situation SWOT is suitable for

broad judge Strategy graph┼ ;Opportunities(2.2) threats(1.2);Strength(3.4);weakness(1.3) <┼ <┐¶ Matrix for selecting strategies┼ sStrategic goals: strengthen the advantage and avoid the weakness Approaches : to use internal or external resources t┼ t┌┐┌↑

Strategy-category model┼ Developed from BCG matrix Speed of the market development The average growth rate Position in the market Relative market share `:┼ :┌┐┌└↑┌┐┌↑↑┌┘┐┌┘└┬┌◘┐┌◘↑

(Factors influencing strategies selection))┐(┼ Current or former strategies characteristic of entrepreneur : risk-aversion, risk-preference The reactions of competitors Characteristics of industries (competitive market, monopoly, etc.) .z┼ C┌┼ z┐¶C┘┐┘↕

V┌Interested groups Share-holders→USA vs. Japan managers→personal goals and company├ s goals employee customers suppliers Investors/loaner: venture capital Government Society .↕┼n n↕┐└ ,▼┌┌┬┌┌u Organizational structure→ Influence the strategic decision-making→information transfer Influence the strategy implementation .→┼ c┌┼ c┘┐┘↑ ,↑┐┌'┌┌; € 0☼┘&┌☼┐ 0◘ 鴝☼┘ (┌ 饉↕ s *┘◘┘€ 4▼┘ 餒↕

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Session 5 Selecting Strategies▲┘q▲┘q▲┘8▲└Microsoft Office PowerPoint@p] #├@悧S ☼ ┌@皏 < b┌G g ┌ └^┌|%┘└┌◘| ┐| ┐y -┌◘ -┌┌♬$└|

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.┌┘-┌┘┘ 胀諟.←┼搬◘+, 0 在屏幕上显示▲┘ └3 ┌└s└☼└└└└ Arial|宋体┼Times New Roman 默认设计模板 Session 6 Selecting Strategies 幻灯片 2 幻灯片 3 SW┌┘|

0T Model 幻灯片 5 幻灯片 6‼Evaluation of SWOT☼Strategy graph Matrix for selecting strategies 幻灯片 10↑Strategy-category model 幻灯片 12) Factors influencing strategies selection 幻灯片 14 幻灯片 15 ┼ ▲ 已用的字体└└▲◀演示文稿设计模板└┌▲幻灯片标题└☼|%┘└┌◘| ┐| ┐y _鋙 USER◘USER┌♬$└| x x -┌┐┘-┌┘'┌