

HFT 4295 Strategic Analysis Exercise Project

Problem: Hospitality and tourism companies need to strategically analyze their external and internal environments and make strategic decisions accordingly. It is evident that many organizations fail to strategically analyze their external and internal environment and as a result make wrong decisions. It is therefore important for hospitality and tourism organizations to be able to strategically analyze their internal and external environments and make good strategic decisions.

Purpose: The purpose of this project is to strategically analyze a hospitality and tourism business, draw conclusions and offer strategic and tactical recommendation.

Audience: Students will write this project for the board members, owners and senior managers and executives.

Approach: Students can work on this project individually or in a group. Students individually or in groups (3-4 students) will prepare a strategic analysis report on a hospitality and tourism organization. Students are required to select one organization in the hospitality and tourism industry on which contemporary published information is widely available. Where possible, students may approach this company to **interview** their managers and executives. If possible, you should choose a company for which you are currently working, have worked for in the past or you know the company and managers personally. The following companies and their brands under these corporations cannot be chosen for group projects: **Rosen Hotels, Universal, Disneyland, SeaWorld, Southwest Airlines, Hilton Hotels, Marriott Hotels and Resorts (including Ritz Carlton), InterContinental Hotels, Starwood Hotels, Hyatt Hotels, Darden Restaurants and Starbucks. NO TWO GROUPS SHOULD WORK ON THE SAME COMPANY.** Therefore, as soon as you choose your company, inform the professor. The following issues should be covered in your project:

- Executive summary, introduction and methodology
- Company's history, vision, and mission.
- Analysis of the company's macro (general) environment (PEST analysis)
- Analysis of the micro (industry) environment (Porter's Five Forces Framework)
- Analysis of the internal environment (operations, marketing, HRM, finance, IT)
- Distinctive competencies, competitive advantage of the company and its sustainability
- Overall strategy and strategic direction of the company
- Conclusions emerging from your report
- Recommendations for this company
- Your learning from this project

Structure of the Project

1. **Front page:** This page should include the following: The University and the College names, course title, name of all team members, name of the professor, submission date.
2. **Executive summary:** One page summary briefly explaining aim(s) of the project, methodology, key findings of the project, emerging conclusions and recommendations.
3. **Table of contents:** This should show main sections and their page numbers.
4. **Introduction and methodology:** This section should introduce the project aims and sub-sections. Concerning the methodology, you should explain how you collected the data about this company.
5. **The history of the company, its mission, vision, values and goals:** In this section, you should explain the company's history, mission, vision, values and goals. You should also critique the company's history, mission, vision, values and goals.

6. **Analysis of the general environment:** In this section, you should clearly present your **PESTE** analysis' findings. In other words, you should be able to explain and evaluate how developments in the general environment may now and in the future influence the company. In this section, you should be able to list and discuss main opportunities and threats to this company.
7. **Analysis of the task environment:** In this section, you should clearly present **Porter's Industry Structure** analysis findings. In other words, you should be able to explain and evaluate how developments in the task (industry) environment (competitors, suppliers, buyers-customers, substitutes and new comers) may impact the company. Overall, in this section, you should be able to list and discuss main opportunities and threats to this company from the task environment.
8. **Analysis of the internal environment:** In this section, you should explain and evaluate the internal environment of the company. In particular, you should discuss strengths and weaknesses of the company in terms of operations, marketing, HRM, finance and IT. In this section, you should discuss main strengths and weaknesses of this company.
9. **The company's resources, competencies, distinctive competencies, competitive advantage (if any!), and its sustainability:** In this section, you should explain the company's strategic resources, competencies, and distinctive competencies. Finally, you should be able to identify and discuss whether the company has any competitive advantage and whether it is sustainable.
10. **The company's overall strategy, its strategic direction, leadership, main problems, and challenges:** In this section, you should explain what the company's overall generic corporate, business, and functional strategies (where appropriate) are and explain the company's overall strategic direction and leadership. Here you should also discuss and evaluate strategic problems and challenges that the company currently faces or may face in the future.
11. **Conclusions and Recommendations:** In this section, you should draw several conclusions from your project, and based on your conclusions you should provide *specific* tactical and strategic recommendations for the company. If you suggest specific recommendations, you should provide suggestions about potential challenges and barriers when implementing such recommendations.
12. **Your learning from this project:** This section is more personal. You may explain what you have learned when preparing this project. Some examples may include your learning about leadership and strategic management theories and concepts, your learning about applying these theories and concepts into practice, providing recommendations for strategic change, working in a group, time management, preparing a business report, and impact of this project on your career plans (if any). Each member of your team can write about her/his learning separately or all members of your team can write your learning as a team from this project.
13. **References:** Please list here all those reports, articles, books, and other material you have used when preparing this report. You should show your references in the report either using footnotes, endnotes, or APA style. Let me know if you need help for this.
14. **Appendices:** In this section, you should include minutes of your (weekly) face to face or online meetings, interview notes and documents you collected from the company. You may also include here your detailed SWOT, PEST, Industry Structure and Internal Environment Analyses.

Your project should be about 3000 to 5000 words excluding appendices. Please submit your project electronically by the due date.

Schedule: Every week students will be asked to work on one or two sections of the project. They should finish the project by Week 10 and meet with the professor during Week 11 to show him their draft projects.

Suggestions:

- Be careful when choosing your team members and forming your team
- Start working on your project as early as possible (start today)
- Choose a company on which published information is available
- Have regular face to face or online meetings (weekly)
- You must get along well with your teammates
- Be critical, creative, and precise
- Apply strategic management theories and models into practice
- Each report should be about 3000 to 5000 words
- Have several drafts before you submit
- Each report should be submitted on time
- Practice before you present

Your projects will be graded using the following criteria

	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
Content (180 points)												
Executive summary, introduction and methodology (15 points)												
Company’s history, vision and mission 15 points)												
Analysis of the general environment (20 points)												
Analysis of the task environment (20 points)												
Analysis of internal environment (20 points)												
Identification of problems and challenges (15 points)												
Identification and evaluation of resources, distinctive competencies, and competitive advantage (15 points)												
Evaluation of strategic options and the company’s strategic direction (15 points)												
Drawing conclusions from the case study (15 points)												
Proposing specific recommendations (15 points)												
Reflection of their learning (15 points)												
Style (20 points)												
Appropriate format – report style (5 points) The paper is not ‘cut and paste’ from various sources												
Explanation of methodology - how data is collected and analyzed (5 points)												
References and citations (5 points)												
Proper grammar, spelling, and syntax (5 points)												
Total 200 points												
Other Comments												