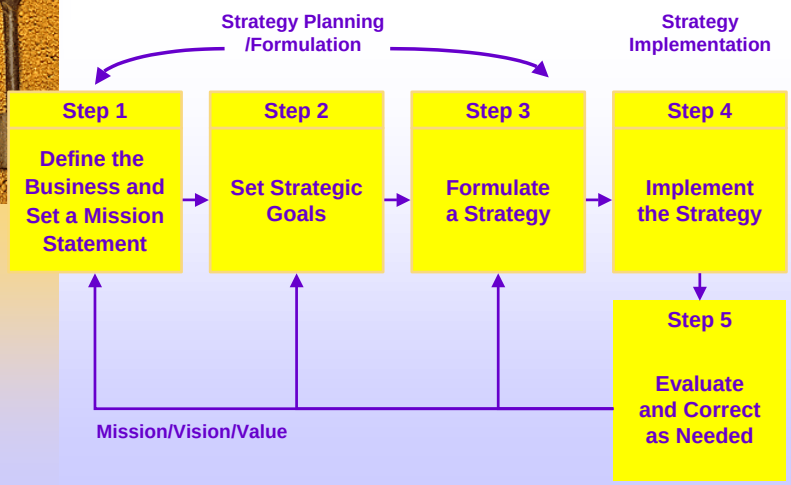
Strategic Planning and Management

- ❖ 策略規劃程序
- ❖ 策略層級與內涵：C/B/F
- ❖ 策略規劃工具：A/B/C
- ❖ SWOT與策略適配

李 吉 仁 副教授

國立台灣大學國際企業學系

The Strategic Management Process



Scope and Hierarchy of Strategy

Where to Invest ?

Corporate-level Strategies

Scope Decision / Growth Strategy
- Vertical Integration
- Horizontal Expansion (Product/Market)
- Diversification
  - Related / Conglomerate
- Internationalization

Technology Strategy

How to Compete ?

Business-level Strategies

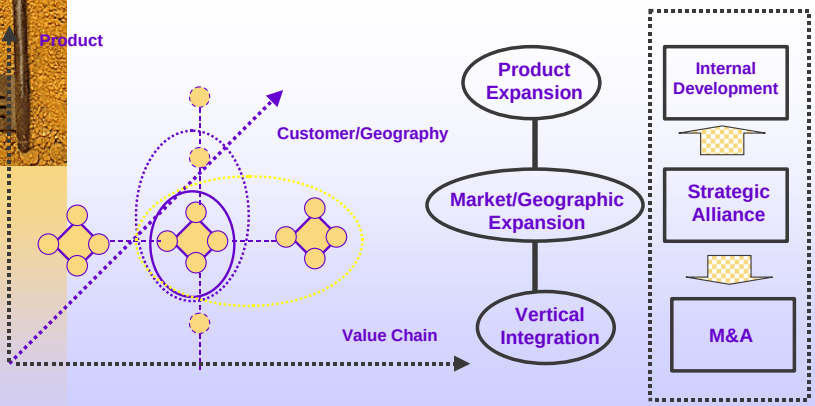
Competitive Strategy

How to Implement ?

Functional-level Strategies

Marketing Strategy
Manufacturing Strategy
Financial Strategy
Human Resource Strategy

Corporate Strategies: Scope and Mode Decisions



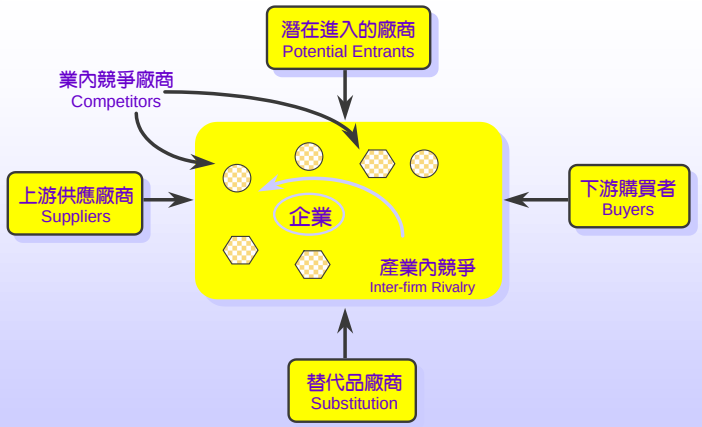
Ansoff's Growth Matrix

	Present Product	*New Product*
Present Market	Market Penetration	Product Development
New Market	Market Development	Diversification

Portfolio Analysis: BCG's Growth-Share Matrix

	High Share	***Low Share***
High Growth	**"Star"**	**?** **"Question Mark"**
Slow Growth	**"Cash Cow"**	**"Dog"**

Industry Structure and Five-Force Model



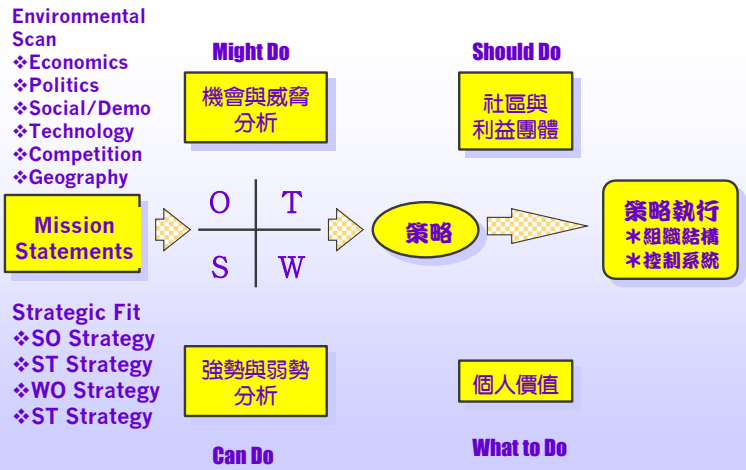
Source: Porter (1980)

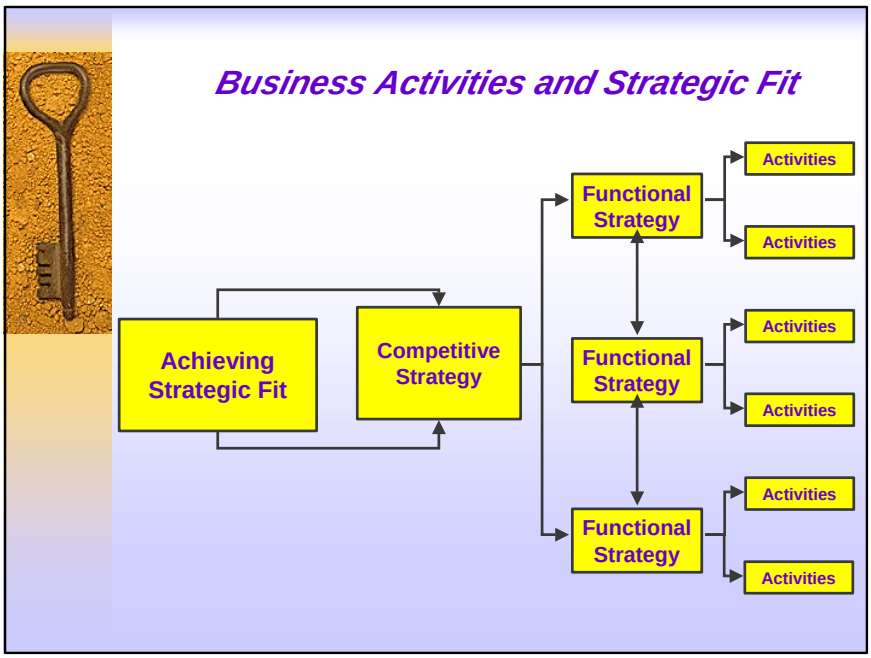
SWOT Analysis and Strategic Fit

Environmental Scan
- ❖Economics
- ❖Politics
- ❖Social/Demo
- ❖Technology
- ❖Competition
- ❖Geography

Mission Statements

Strategic Fit
- ❖SO Strategy
- ❖ST Strategy
- ❖WO Strategy
- ❖ST Strategy




Business Activities and Strategic Fit
Achieving Strategic Fit
Competitive Strategy
Functional Strategy
Functional Strategy
Functional Strategy
Activities
Activities
Activities
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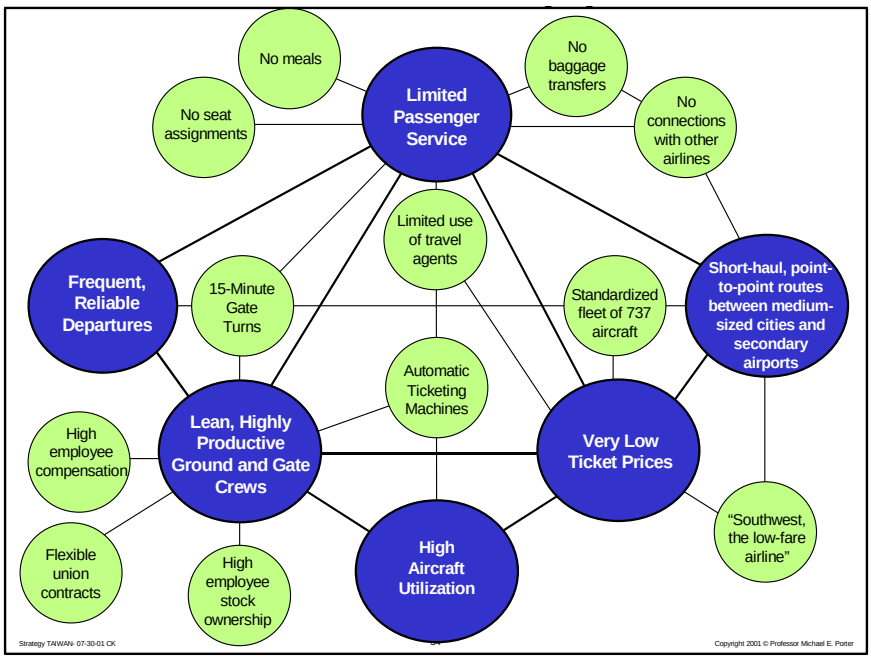
Activities


No meals
No seat assignments
Limited Passenger Service
No baggage transfers
No connections with other airlines
Limited use of travel agents
Frequent, Reliable Departures
15-Minute Gate Turns
Standardized fleet of 737 aircraft
Short-haul, point-to-point routes between medium-sized cities and secondary airports
Automatic Ticketing Machines
High employee compensation
Lean, Highly Productive Ground and Gate Crews
Very Low Ticket Prices
"Southwest, the low-fare airline"
Flexible union contracts
High employee stock ownership
High Aircraft Utilization
Strategy TAIWAN- 07-30-01 CK
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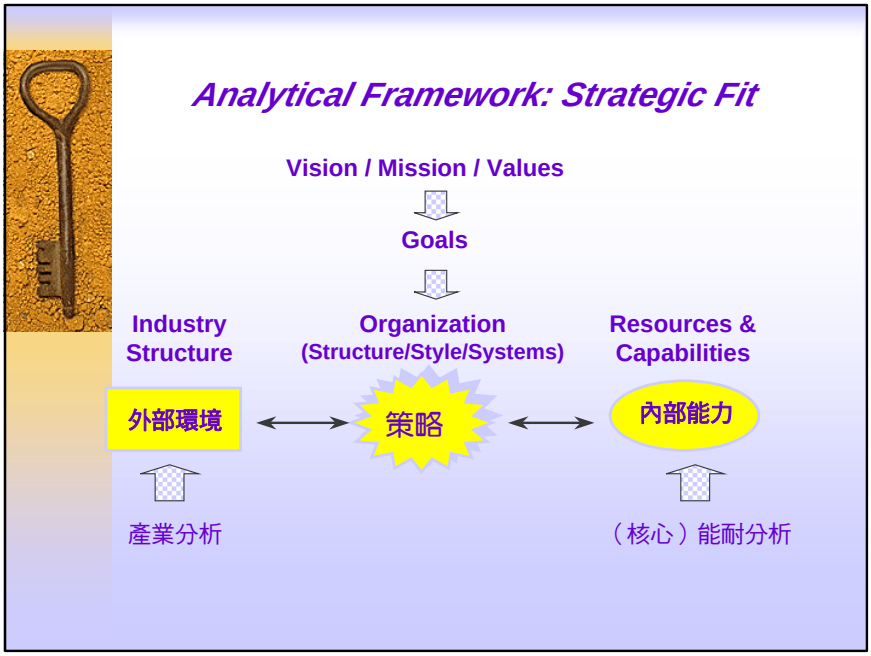
Analytical Framework: Strategic Fit
Vision / Mission / Values
Goals
Industry Structure
Organization (Structure/Style/Systems)
Resources & Capabilities
外部環境
策略
內部能力
產業分析
（核心）能耐分析