

Contents

Preface.....	5
1. Introduction.....	9
1.1. The origin of strategic management	9
1.2. Schools of Strategic Management.....	10
1.3. Biography notes of some representatives of the schools of strategic management.....	15
2. Strategic planning	23
2.1. Strategic planning as a phase of Strategic Management	23
2.2. Company vision, mission and objectives.....	27
2.2.1. Vision and mission.....	27
2.2.2. Enterprise objectives.....	30
2.3. Strategic analysis.....	33
2.3.1. Methods to analyse macroenvironment	34
2.3.1.1. Trend extrapolation	36
2.3.1.2. Delphi method	38
2.3.1.3. Strategic gap analysis.....	40
2.3.1.4. Scenario methods	44
2.3.2. Methods to analyse competitive environment.....	53
2.3.2.1. Structural analysis of the sector	53
2.3.2.2. Sector attractiveness analysis.....	60
2.3.2.3. Strategic group map	62
2.3.2.4. Effect of experience analysis	66
2.3.3. Methods for analysing the potential of an organisation.....	72
2.3.3.1. Product life cycle	72
2.3.3.2. Technology life cycle	75
2.3.3.3. Strategic analysis of the company's portfolio.....	80
2.3.3.4. Key success factors	85
2.3.3.5. Value chain	88
2.3.4. Integrated methods.....	92
2.3.4.1. SWOT-type analysis	92
2.3.4.2. SPACE method.....	103

3. Crafting the strategy.....	108
3.1. Levels of strategy	108
3.2. Corporate level strategies	111
3.3. Business unit strategy.....	113
3.4. International strategy	115
3.5. Functional strategies.....	117
4. Implementation and execution of the strategy	120
4.1. Areas of change to align with the strategy	120
4.2. Monitoring and regulation of the strategy	124
5. Case study	127
5.1. SmartBuild.....	127
5.1.1. The origin, legal status and specialization	127
5.1.2. The employment and organization structure	129
5.1.3. Product portfolio	129
5.1.4. Research and Development	131
5.1.5. Implemented technologies	132
5.1.6. Sales	135
5.1.7. Financial performance	137
5.1.8. Marketing	137
5.2. Business macroenvironment in Poland	140
5.2.1. Political and regulation segment.....	140
5.2.2. Economic segment	140
5.2.3. Social and demographic segment and natural environment.....	143
5.2.4. Technological segment.....	145
5.3. General characteristics of the sector	147
5.3.1. International players.....	147
5.3.2. Market of building constructions, intelligent, and zero-energy buildings in Poland	150
5.4. Industry environment	153
5.4.1. Customers.....	153
5.4.2. Suppliers and subcontractors	154
5.4.3. Barriers to entry	157
5.4.4. Substitute products.....	157
5.4.5. Competitors.....	160
List of Tables	162
List of Figures.....	164
Reference	334