

Marks: 62%.

Feedback to the Team:

- Overall Comments
 - Review the guidelines more carefully and follow them more closely.
- External Assessment
 - Introduction paragraph
 - Good job stating the industry name and major segments.
 - Geography should be about the locations covered.
 - Be more concise.
 - Each opportunity and threat should be at the industry level for any company in the industry.
 - Separate each opportunity and threat in a paragraph.
 - Within each paragraph, include the name of the opportunity/threat and state whether it is an opportunity or a threat.
 - Each paragraph should have 2 key success factors on how to successfully address the O/T.
 - High entry barrier is usually a threat. You seem to be arguing that a low level of threat is an opportunity.
 - The other two factors that you bring up are also threats. Are there big opportunities in the industry?
 - Missing key success factors; key success factors should be the resources and capabilities to successfully address the opportunity/threat, not strategies.
 - Exhibit: Good format but missing conclusion. You mention the key success factors in the exhibit. Why not bring them up in the writeup? Also, think of different key success factors for each O/T so you have several resources and capabilities to examine in the internal assessment.
 - Hotiya or Kotiya?
- Internal Assessment (Resources and Capabilities)
 - Introduction paragraph
 - Should clearly state company name, business segment, geography location.
 - This part should be written to explain about how the analysis of resources and capabilities are VRIO.
 - You should state the name of the value chain activity, specific attribute of the R/C, state whether it is valuable, rare, inimitable (and their rationales), whether it is W/S/DC/SDC, organization and its rationale, and its competitive implication in each paragraph for the R/C.

- For the weakness part, please address the special caveat mentioned in the guidelines. That is, you need to discuss whether you believe it will be VRIO if they make investment into it to make it a strength, distinctive competence, or sustainable distinctive competence. Also, what will be the competitive implication.
- VRIO written in text and the exhibit should be consistent.
- Exhibit
 - Good format but missing conclusion.
 - Look more carefully at the guidelines about how to do the VRIO analysis. There are several errors in the exhibit.
 - Be sure to cover other resources and capabilities such as human resource management and leadership.
- Internal Assessment (Financial Assessment)
 - Good analysis and interpretation but need to state the overall financial condition and whether they have the capacity to execute future strategies.
 - Financial Ratios Exhibit: Good format.
 - NPV Assessment
 - In this part you are only supposed to provide the process on how you get to the NPV and its conclusion for the assumed strategy. You don't need two alternatives. You can assume a strategy and do NPV analysis and show the NPV table. See Exhibit 14 of the Westover Inn case.
 - Be mindful of the dollar and euro signs depending on which currency you use and use it where it is needed.
 - Use dots and commas to separate the numbers so it will be easier to read.
 - The one that you wrote is an exhibit for criteria and alternatives.
 - Assumptions and Justification
 - This exhibit should provide your assumptions and their justification. Should use numbers so it can be used to be a cross reference for the NPV Assessment part. See Exhibit 12 of the Westover Inn case.
- Overall Format
 - Reference should be after the Exhibits and should have a better format, fonts and size should be consistent.
 - Number the exhibits.