



Strathmore Business School

# Strategic options (Corporate level and business Level strategies) and evaluation of strategies

Dr. Fredrick Onyango Ogola

Friday August 15, 2014

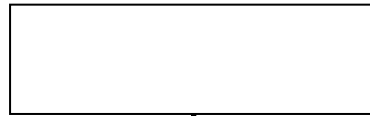
*Venue: SBS, Jacaranda room*



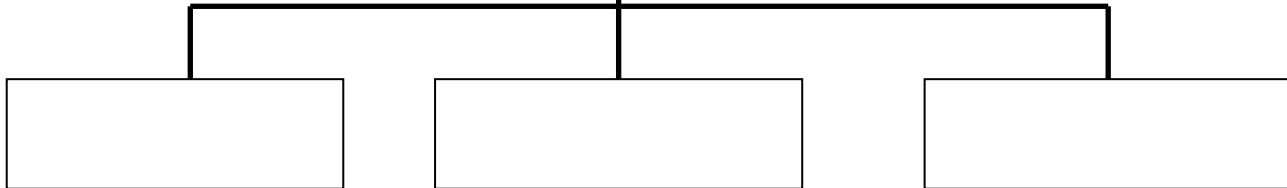


# Three Levels of Strategy in Organization

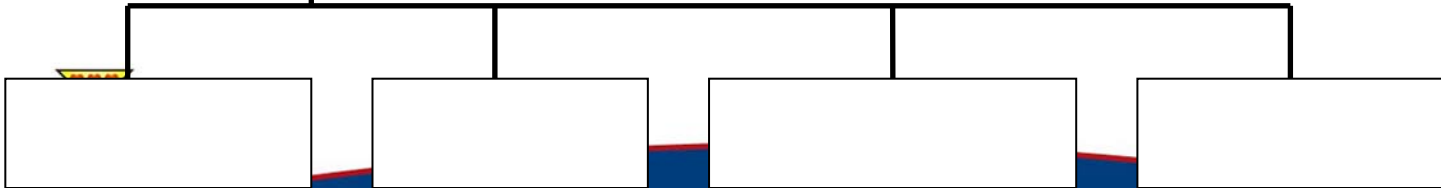
**Corporate-Level Strategy:**  
What business are we in?



**Business-Level Strategy:**  
How do we compete?



**Functional-Level Strategy:**  
How do we support the business-level strategy?



# The BCG Matrix

- A concept developed by the Boston Consulting Group that evaluates SBUs with respect to the dimension of business growth rate and market share.





## Question Marks

- Low relative market share – compete in high-growth industry
  - Cash needs are high
  - Case generation is low
- Decision to strengthen (**intensive strategies**) or divest





# BCG Matrix

## Stars

- High relative market share and high growth rate
  - Best long-run opportunities for growth & profitability
- Substantial investment to maintain or strengthen dominant position
  - **Integration strategies, intensive strategies, joint ventures**





# BCG Matrix

## Cash Cows

- High relative market share, competes in low-growth industry
  - Generate cash in excess of their needs
  - Milked for other purposes
- Maintain strong position as long as possible
  - Product development, concentric **diversification**
  - If weakens—**retrenchment or divestiture**





# BCG Matrix

## Dogs

- Low relative market share & compete in slow or no market growth
  - Weak internal & external position
- **Liquidation, divestiture, retrenchment**





# Session 6: Needs, Challenges and Opportunity analysis of a market.....

Dr. Fredrick Onyango Ogola

Monday June 23, 2014

*Venue: SBS, Acacia room*







# Questions of the day

- Suppose you are a consultant for a European Pharmaceutical Company that already has a presence in SA and wants to expand into Sub-Saharan Africa in around 5 countries.
- Which countries, in order of priority will you recommend to your customer?
- Justify with your answer with facts and figures.





Strathmore Business School

# COUNTRY RECOMMENDATION





**MARKET  
IMPLEMENTATION PROPRIETARY? –  
LET ME HEAR WHAT YOU THINK!!!!!!!**

**ACTION PLAN**





Strathmore Business School

# Thank Qs & Comments

