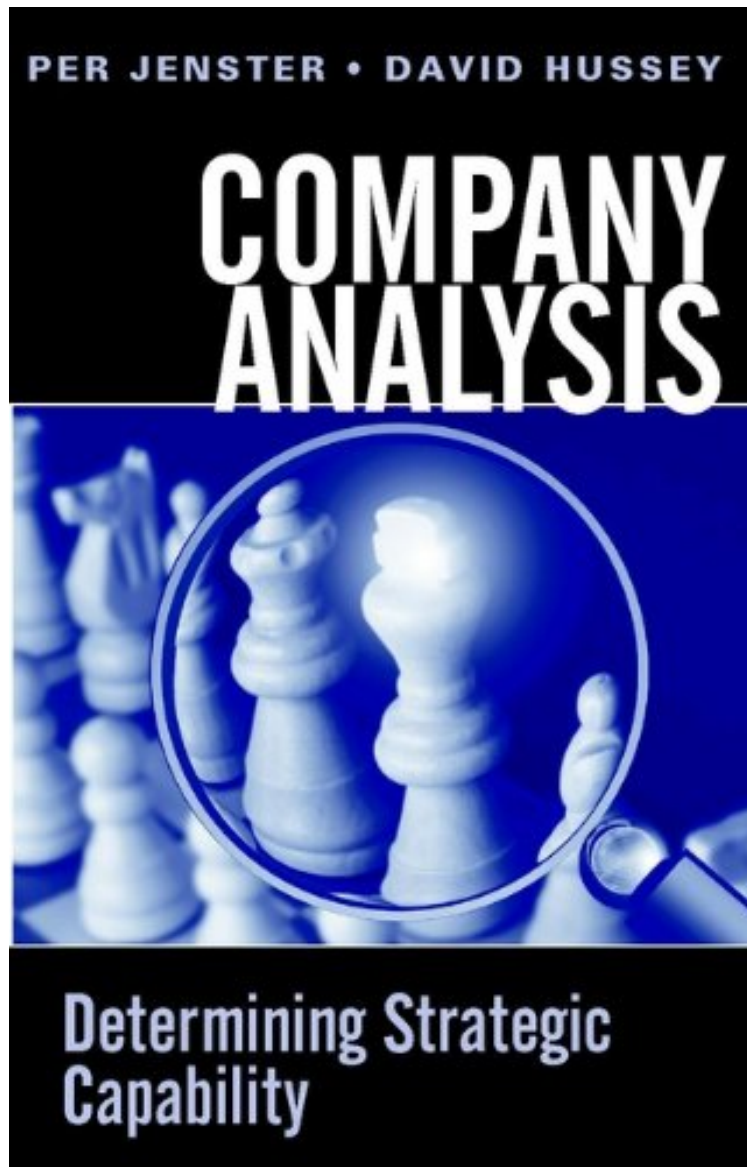


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## Company Analysis: Determining Strategic Capability

*Per V. Jenster, David Hussey*

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**Per V. Jenster, David Hussey : Company Analysis: Determining Strategic Capability** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Company Analysis: Determining Strategic Capability:

3 of 3 people found the following review helpful. Overall, this book is illuminating...useful even in a due diligence study! By Lee Say Keng Most businessmen professionals are familiar with the concept of internal or position audit, better known as SWOT or SPOT Analysis in management/marketing books. To recap, the purpose of an internal audit is to appraise the strengths, weaknesses, capabilities, resources vulnerabilities in an organisation. Personally as well as

professionally, I prefer SPOT Analysis as the "Problems" in SPOT are psychologically easier to solve than the "Weaknesses" in SWOT. The latter is seemingly more inherent in the system. In this wonderful book, the author puts internal audit into the spotlight with a comprehensive book-length treatment. Probably due to space, there is only a relatively broad brush on industry analysis. What I like about the book is the broader context in which the author has put internal audit - synconvergently (thanks to Michael Gelb) with creative strategic thinking, strategic decision making implementation. The author has dedicated one full chapter each to illustrate the key results areas to be considered in an internal audit, with a checklist of critical questions:- Finance;- Marketing;- Production;- Technology Production;- Human Resource Management;- Management Effectiveness;- Culture Structure;- Information Systems; The writing is crisp clear. Examples are well illustrated. The track record of both authors, particularly David Hussey, certainly helps in making the book useful in even a due diligence study of acquisitions, mergers, strategic alliances divestments. Overall, this book is illuminating. I would recommend this book to be read in conjunction with any of the following books, to make your appraisal of core competencies, core capabilities, critical success factors value chains a more complete exercise: 1) 'Scanning the Business Environment', by Francis Aquilar (my personal favourite!); 2) 'Strategic Issues Management: A Comprehensive Guide to Environmental Scanning', by John Stoffels; 3) 'Information Management for the Intelligent Organisation: The Art of Scanning the Environment', by Chun Wei Joo; 21 of 23 people found the following review helpful. HOW TO DISCOVER ORGANIZATIONAL STRENGTHS AND WEAKNESSES By Gerry Stern This book shows how to conduct an appraisal of an organization's strengths and weakness for purposes of strategic planning that goes beyond the "ask the managers" approach. It tackles the subject in an in-depth, thorough and holistic way, providing a basic framework, evaluative approaches and guidelines, and numerous questionnaires. The major subject areas covered are: finance; marketing; production; technology and innovation; human resource management, management effectiveness, culture and structure; and information systems. The authors also take a process orientation that cuts across departments or functions, avoiding the trap of thinking that optimizing performance in each part will lead to an optimal performance of the whole. The book also explores benchmarking, comments on reengineering, and examines the value chain approach. Another approach that is explored is core competencies and their related critical success factors and core capabilities, all cutting across the whole organization. Additionally, a chapter is devoted to conducting an industry analysis. The book concludes with insights about involving managers and drawing all findings together. This book is very rare, if not wholly unique work. Well written and organized, its potential value is enormous. Very highly recommended.

It is vital for organisations to use company analysis to gain understanding of their limiting and enabling factors and strategic capabilities. Profits can then be maximised by selecting the most effective strategies, and through successful implementation of mergers, acquisitions and divestment opportunities. In this book Jenster and Hussey move away from the opinion based SWOT analysis commonly used, to provide a more objective step-by-step approach to objectively analysing an organisation. This important task is clearly explained, with information helpfully displayed in diagrams, and checklists of critical questions provided. In addition to the key, functional areas of management, corporate-wide approaches such as core competencies, critical success factors, industry analysis and the value chain are also examined. The book is illuminated with examples from the authors' own experiences, resulting in a practical and effective approach which will provide a foundation for corporate strategy and add a strategic dimension to a due diligence study - and so prove invaluable to MBA students and lecturers in strategic management. Every manager will be asked to participate in assessing strengths and weaknesses at some time in their career, and this book enables a considerable improvement to be made to many commonly used methods - and for those responsible for the development of strategies, it offers even more.

From the Inside Flap Do you need to analyse your own and other companies? If you have to: \* prepare a strategic plan \* review a strategic situation as a newly appointed chief executive or manager \* consider a candidate in an acquisition, merger or strategic alliance situation \* enhance your profits \* plan a divestment situation Then the answer is yes, and this is the book to show you how best to do so. From the Back Cover It is vital for organisations to use company analysis to gain understanding of their limiting and enabling factors and strategic capabilities. Profits can then be maximised by selecting the most effective strategies, and through successful implementation of mergers, acquisitions and divestment opportunities. In this book Jenster and Hussey move away from the opinion based SWOT analysis commonly used, to provide a more objective step-by-step approach to objectively analysing an organisation. This important task is clearly explained, with information helpfully displayed in diagrams, and checklists of critical questions provided. In addition to the key, functional areas of management, corporate-wide approaches such as core competencies, critical success factors, industry analysis and the value chain are also examined. The book is illuminated with examples from the authors' own experiences, resulting in a practical and effective approach which will provide a foundation for corporate strategy and add a strategic dimension to a due diligence study - and so prove invaluable to MBA students and lecturers in strategic management. Every manager will be asked to participate in assessing strengths and weaknesses at some time in their career, and this book enables a considerable improvement to

be made to many commonly used methods - and for those responsible for the development of strategies, it offers even more. About the Author DR PER V. JENSTER is Research Professor and chairman of the MBA board at Copenhagen Business School and also on the marketing faculty of IMD (The Institute of Management, Switzerland). He was previously on the faculty of the University of Virginia and gained his doctorate at the University of Pittsburgh. Per Jenster has extensive industry experience including consulting to senior managers on strategic management, marketing planning, competitive analysis and cost evaluation studies. He is appointed advisor and member of the Virginia Export Council, US Department of Commerce and has served on the boards of international companies and his award winning research is widely published in more than 88 articles, books and case studies. DAVID HUSSEY is a renowned international authority on strategic management with both practitioner and consulting experience across a range of industries. Formerly Managing Director of Harbridge Consulting group Ltd, director of the Japan Strategic Management Society and a co-founder of the strategic management society, he has published extensively on strategy and related subjects and gained the 1999 Ansoff Award of the Japan Society of Strategic Management, a BCom from the University of South Africa, a DLitt from Nottingham Trent University and the professional ACIS qualification. He is currently visiting Professor at Nottingham Business School.