**BUSINESS STRATEGY AND DECISION-MAKING**

**Learning outcome 3: Activity 10**

**Apple option development**

Review the case study on Apple and its products from the last session, including your answers to activity questions (Session 3). *This case will form the basis for the activities in this session.*

**In agreed groups**

TASKS

**Phase 1: strategic analysis -** Capability assessment

1. Analyse macro, industry and market
2. Develop opportunities and threats
3. Analyse internal resources and competences
4. Identify strengths and weaknesses
5. Summarise and justify SWOT

**Phase 2: Purpose and basis of strategy -** Alternative business models

1. Devise a mission statement (vision, values, scope)
2. Discuss and agree the most appropriate generic strategy and business model (market-led/ resource-based)

**Phase 3: Strategic direction options -** SBU and product/market

1. Discuss and agree appropriate directional strategies for each product/market in the portfolio

**Phase 4: Strategic approach choices** – Invest, manage, harvest, divest

1. Discuss and agree appropriate approach strategies for each directional option, based on products and markets

**Phase 5: Strategic alternative methods** – generic and directional growth methods

1. Discuss and agree a range of suitable methods for organisational development to suit business model and directional strategy options

Give presentations and feedback from activity.