Business Consultation

Business Plan Project

Scenario:

You are a senior consultant for an organization. You are asked to develop a detailed strategic plan and business plan. (50,000 words +/- 10%)

The word count in your work is important because it reflects the amount of academic work and your valuable effort. For that, there is an academic part in each section frames the work as applied research into strategic and operational business planning for the chosen company.

Instead of writing two separate documents, the student will structure the dissertation so each research stage feeds directly into the business plan:

Academic Component (DBA requirement)	Business Plan
Literature review & frameworks justification – why PESTLE, VRIO, BCG, etc. were chosen	*Not included directly* → refined into the **Industry & Internal Analysis** sections of the business plan
Data collection & analysis (market reports, financials, interviews)	Summarized into **Market Trends, Competitor Analysis, and Forecasts**
Application of models (PESTLE, Porter, EFAS/IFAS, etc.)	Converted into **Opportunities, Threats, Strengths, Weaknesses, and strategic insights**
Critical evaluation & discussion	Becomes the **Strategic Objectives, Implementation Plans, KPIs**
Reflection & contribution to knowledge	Kept at the end of the dissertation for academic component, *not in the business plan*
Dissertation appendix (can include detailed model outputs, survey results, raw data)	In the business plan itself shows only the summarized insights

As a DBA researcher specializing in business consultations, your task is to produce a comprehensive analysis, actionable strategies, and detailed implementation plans that address the company's long-term goals, operational strategies, and business growth. This project integrates key business concepts such as strategic management, financial planning, market analysis, organizational behavior, and change management. You can use all the below mentioned tools but not only.

(It is recommended to use the same data from the previous assignment)

Instructions

Section 1: Executive Summary (2000 words)

Objective: To provide a clear and concise overview of the entire plan.

Content:

- Academic Component: Explain research aim (to design a strategic business plan for [Company X]) and summarize methods (frameworks, data sources)
- Business Plan Output: Concise consulting-style executive summary highlighting opportunity, strategy, and financial highlights

Section 2: Introduction and Literature Review (4000 words)

Objective: To present a discussion based on the previous literature on the importance and proper use all used frameworks in your plan.

Content:

- Review literature on strategic management, entrepreneurship, business planning, and applied frameworks (PESTLE, VRIO, BCG, etc.). Justify why these tools were chosen.

Section 3: Methodology (3000)

Objective: To provide a research model and clarify the main research tools that are used in the plan.

Content:

- Explain research design (qualitative/quantitative/secondary data), data collection (market reports, financials, interviews), and analytical approach.

Section 4: Industry Analysis (2000 Words)

Objective: To present a detailed analysis of the industry. A comprehensive evaluation of an industry's structure, competitive landscape, and potential for growth

Content:

- Industry Definition: Defining the industry and its scope, specifying the types of products or services it offers.
- Market Size and Trends: the industry's overall size, growth rate, and key trends shaping its future. This includes factors like market size, historical trends, and future projections.
- Industry Structure: Examining the industry's organization, including the roles of different participants (e.g., manufacturers, suppliers, distributors, retailers) and the relationships between them.

Section 5: Company Profile, Vision, Mission, Core Values (2000 Words)

Objective: To provide a clear and detailed description of the chosen company and its industry.

Content:

- Briefly introduce the chosen company and explain why it was selected.
- Company Background: History, ownership, product/service offerings, and market reach.
- Mission, Vision, and Core Values: Discuss the alignment of the company's mission and vision with its strategic goals.

Section 6: External Environmental Analysis (4000 Words)

Objective: A comprehensive evaluation of an industry's structure, competitive landscape, and potential for growth

Content:

- External Analysis: Perform a PESTLE analysis to evaluate external factors influencing the company’s business environment.
- Industry and Market Analysis: Use Porter’s Five Forces to examine industry dynamics and competitive positioning and Issue Priority Matrix.
- External Factor Analysis Summary (EFAS): evaluating a company's external environment to identify opportunities and threats that could impact the organization's success.

Section 7: Internal Environmental Analysis (4000 Words)

Objective: A comprehensive evaluation of the company's internal resources, capabilities, and core competencies to identify its strengths and weaknesses.

Content:

- Internal Analysis: Perform a Porter’s Value Chain, Mackinsey’s 7 S, Financial Analysis tools and VRIO to get the main strengths and weaknesses.
- Internal Factor Analysis Summary (IFAS): evaluating a company's internal environment to identify strengths and weaknesses that could affect the organization's success.

Section 8: Matching Models (4000 Words)

Objective: A comprehensive evaluation of the corporate strategies to be used by the company based on its scores on both EFAS and IFAS.

Content:

- Analyze the company's product portfolio using BCG Matrix.
- Analyze the company's competitive position within its industry using both SPACE Matrix and IE Matrix.
- With rationale kindly, Link the outcome of the 3 models to make sure that all of them are compatible with each other’s.

Section 9: Strategic Objectives, Strategy Formulation (4000 Words)

Objective: To establish a clear strategic direction and set specific, measurable objectives.

Content:

- Strategic Objectives: Develop SMART Corporate Objectives (Specific, Measurable, Achievable, Relevant, Time-bound) that support the strategic vision.
- Develop a strategic plan that outlines specific actions and initiatives to improve the organization's competitive position and financial performance.
- Critically evaluate possible strategic directions, such as market penetration, market development, product development, diversification, and strategic alliances

Section 10: Strategy Implementation and Key Actions (4000 Words)

Objective: To ensure that the strategic plans are executed effectively to achieve the desired outcomes.

Content:

- Use Change Management & Implementation frameworks (Kotter).
- Develop a clear action plan: This plan should break down the strategy into actionable tasks and set timelines.
- Allocate resources: This involves ensuring that the necessary resources, such as budget, personnel, and technology, are available and distributed effectively to support the strategic initiatives.
- Establish roles and responsibilities: Clearly defining who is responsible for what ensures accountability and that tasks are completed on time.

Section 11: Strategic Actions Evaluation and Monitoring (3000 Words)

Objective: To assess the effectiveness of the strategy in achieving organizational goals.

Content:

- Discuss measurement frameworks (Balanced Scorecard, KPIs, thresholds).
- Set Targets and Thresholds: Establish specific targets for each KPI. These targets should be ambitious yet realistic and define what success looks like.
- Cascade Scorecards: Translate the high-level corporate scorecard into scorecards for different business units, departments, and even individuals. This ensures that everyone in the organization understands their role in executing the strategy.

- Set Corrective Actions: This could involve revising strategic initiatives, reallocating resources, or even updating the strategic objectives themselves if the business environment has changed significantly.

Section 12: Detailed Business Plan (10000 Words)

This section requires developing an actionable business plan, focusing on implementing the strategic vision and objectives outlined in the previous sections. Include the following components:

12.1 Organization and Management Plan:

- Management Team: A description to the key members of the management team, highlighting their skills, experience, and responsibilities.
- Outline the HR strategy, including staffing, training, and development plans.
- Define roles, responsibilities, and a performance management system.
- Address organizational culture and leadership development.
- Organizational Chart: A visual representation of the company's chain of command.
- Ownership Structure: Details about who owns the company and their respective stakes.

12.2 Marketing and Sales Plan:

- Perform a target market analysis and define customer segments, points of difference, points of parity and frame of reference.
- Develop a comprehensive marketing plan (including product, price, promotion, and place).
- Outline sales strategies, including distribution channels, partnerships, and sales projections.
- Promotional plan with budgeting for each promotional tool you will use.

12.3 Financial Plan:

- Present detailed financial forecasts, including income statements, cash flow projections, and balance sheets.
- Estimate startup costs, operational costs, and funding requirements.
- Conduct break-even analysis and ROI projections to support financial viability.

- Funding Request: If applicable, a detailed explanation of how much funding is needed and how it will be used.

12.4 Products or Services Plan:

- Product/Service Description: A clear and detailed explanation of the products or services, including their unique features and benefits.
- Pricing Strategy: A breakdown of the pricing structure and how it compares to competitors.
- Production and Manufacturing: Information about the production process, any patents or proprietary technology, and research and development activities.

12.5 Technology and Digital Transformation Plan:

- Business Systems: Technological integration in the business and process
- Cybersecurity: How will you protect your company and customer data? This is a major concern for investors and customers alike.
- Scalability: Does your technology infrastructure have the capacity to grow with your business? What are the plans for upgrading systems as you scale?
- Website and E-commerce Platform: Details about your web hosting, e-commerce software, and online payment processing.

12.6 Risk Analysis and Mitigation Plan:

- Identify Key Risks: What are the top 3-5 internal and external risks that could derail your business?
- Market Risks: A new competitor, a shift in consumer tastes, or an economic downturn.
- Operational Risks: Supply chain disruptions, key employee departure, or technology failure.
- Financial Risks: Running out of cash, inability to secure future funding, or unexpected cost increases.
- Contingency Plans: For each identified risk, what is your plan to mitigate it? This is your "Plan B." For example, "If our primary supplier fails, we have already vetted and established a relationship with a backup supplier."

12.7 Sustainability and Corporate Social Responsibility (CSR):

- Propose CSR initiatives and sustainability practices that align with the company's goals.
- Discuss how sustainability can enhance brand image and customer loyalty integrating **ESG (Environmental, Social, Governance)** indicators to align with modern investor expectations.

Section 13: Recommendations and Reflection (4000 Words)

Objective: Recommend the anticipated impact of the strategic and business plan on the company's growth and sustainability.

Content:

Impact Assessment: Discuss the potential impact of the plan on the company's market position, revenue, and competitive advantage.

Success Metrics: Define metrics for evaluating the plan's success in both the short and long term (through balance score card tool)

Future Recommendations: Provide recommendations for continuous improvement and future strategic considerations.

Business Plan Submission Requirements

➢ Supporting Materials:

Include any supplementary charts, tables, financial statements, and timelines in the appendices.

Assessment Criteria

➢ Depth of Analysis and Strategic Insight:

Demonstrate a comprehensive understanding of business analysis tools and strategic planning models.

Provide well-justified recommendations that align with the company's long-term goals.

➢ Practical Application:

Show practical application of concepts in developing a detailed, actionable business plan.

Contextualize recommendations within the chosen industry and company environment.

- Financial and Operational Viability:

Present a realistic and financially viable plan, supported by detailed financial forecasts and operational steps.

- Critical Reflection and Evaluation:

Reflect thoughtfully on the anticipated impact of the plan and the insights gained.

Demonstrate awareness of potential risks and provide realistic mitigation strategies.

- Professional Visualization:

Submit a well-organized, clearly written, and professionally formatted document.

Ensure adherence to academic standards, including referencing and proper citation of all sources.

Submission Guidelines:

-Formatting:

Word Document, 12-point Times New Roman, double-spaced, with APA referencing.

Total Word Count:

<u>50,000 words</u>, divided across sections as outlined above (+\- 10%) excluding references and tables of content

- Include references to academic and industry sources.
- Adhere to APA style for citations and references.
-Similarity rate less than 20%, Ai usage less than 40%
- Use professional formatting for headings, sections, and diagrams or tables as needed.

Grading Rubric – Integrated DBA Dissertation & Business Plan (100 Marks)

Academic Component (50 marks)

Focused on theory, analysis, methodology, and research contribution

Section	Criteria	Marks
1. Introduction & Literature Foundation	Depth of literature review, justification of frameworks, clarity of research problem & objectives	**8**
2. Methodology	Research design appropriateness, data sources, reliability & validity, ethical considerations	**6**
3. Industry & External Analysis	Application of PESTLE, Porter's Five Forces, EFAS; critical interpretation	**8**
4. Internal Analysis	Application of VRIO, Value Chain, McKinsey 7S, IFAS; strong link to strategic implications	8
5. Matching Models	Correct application of BCG, IE, SPACE; integration and alignment	6
6. Strategic Formulation & Objectives	SMART objectives, evaluation of alternative strategies, alignment with mission/vision	**6**
7. Reflection & Contribution to Knowledge	Critical reflection on insights gained, limitations, and DBA-level contribution	8
	Subtotal Academic Component	50

Applied Business Plan (40 marks)

Focused on practical, business plan consulting output (clarity, feasibility, financial soundness, etc)

Section	Criteria	Marks
1. Executive Summary (Consulting Style)	Clarity, conciseness, impact; communicates value proposition effectively	**3**
2. Company Profile & Context	Clear presentation of company background, mission/vision, and relevance to strategy	**3**
3. Consolidated Business Plan	– Organization & Management Plan	3
	– Marketing & Sales Plan	5
	– Financial Plan (forecasts, ROI, funding)	7
	– Products/Services Strategy	2
	– Technology & Digital Transformation	2
	– Risk Analysis & Mitigation	3

	– CSR & Sustainability (incl. ESG)	3
4. Implementation & Monitoring	Action plans, KPIs, timelines, accountability mechanisms	5
	Subtotal Business Plan	40

Professional Standards (10 marks)

Covers writing quality, clarity, structure, and adherence to DBA academic expectations

Criteria	Marks
Academic writing style, clarity, grammar	3
Professional report format (consulting visuals, charts, tables)	3
Referencing (APA accuracy, breadth of sources, academic + industry)	4
Subtotal Professional	10