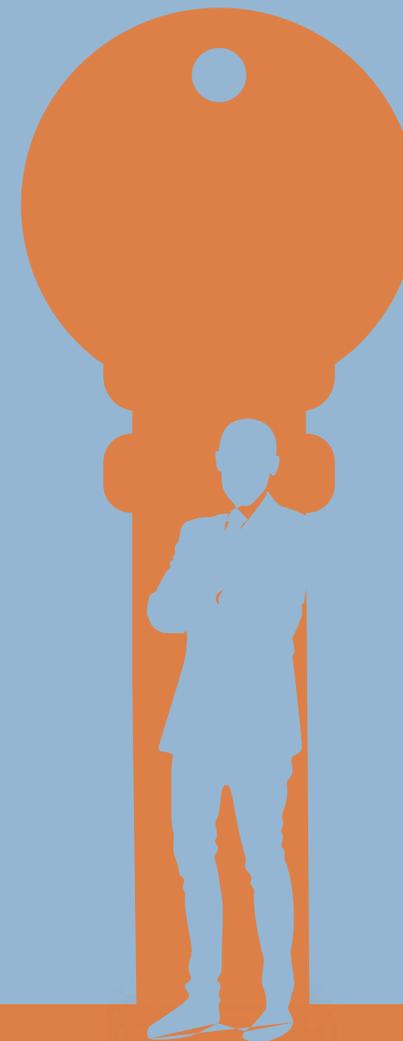


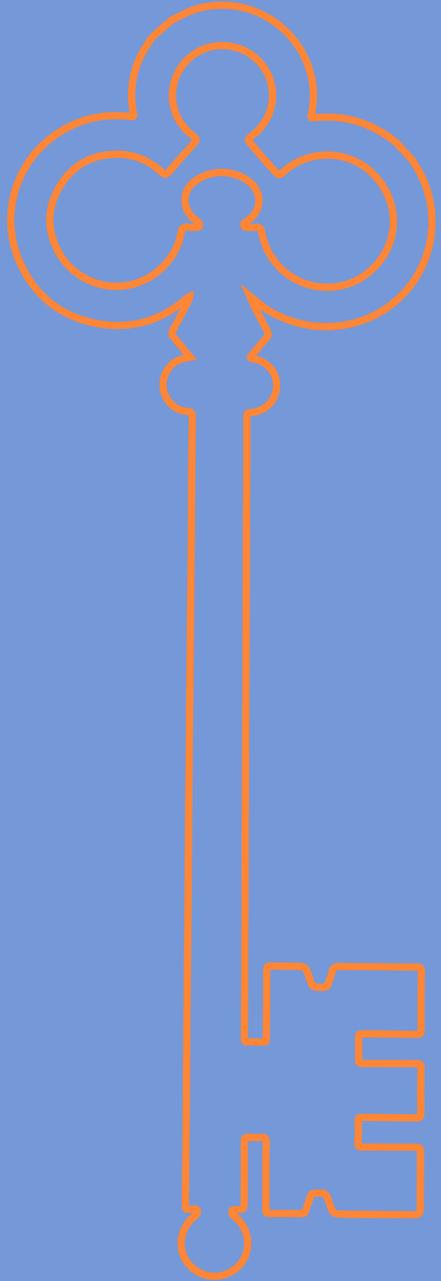
2.1 Key Issues of Social Enterprise Management



ReinFORCE SOCIAL Entrepreneurial Spirit through setting up Innovative Support Structures in the cross-border Territory
“Social Forces”

4.9.2: Design and Development of the Training Material





Contents

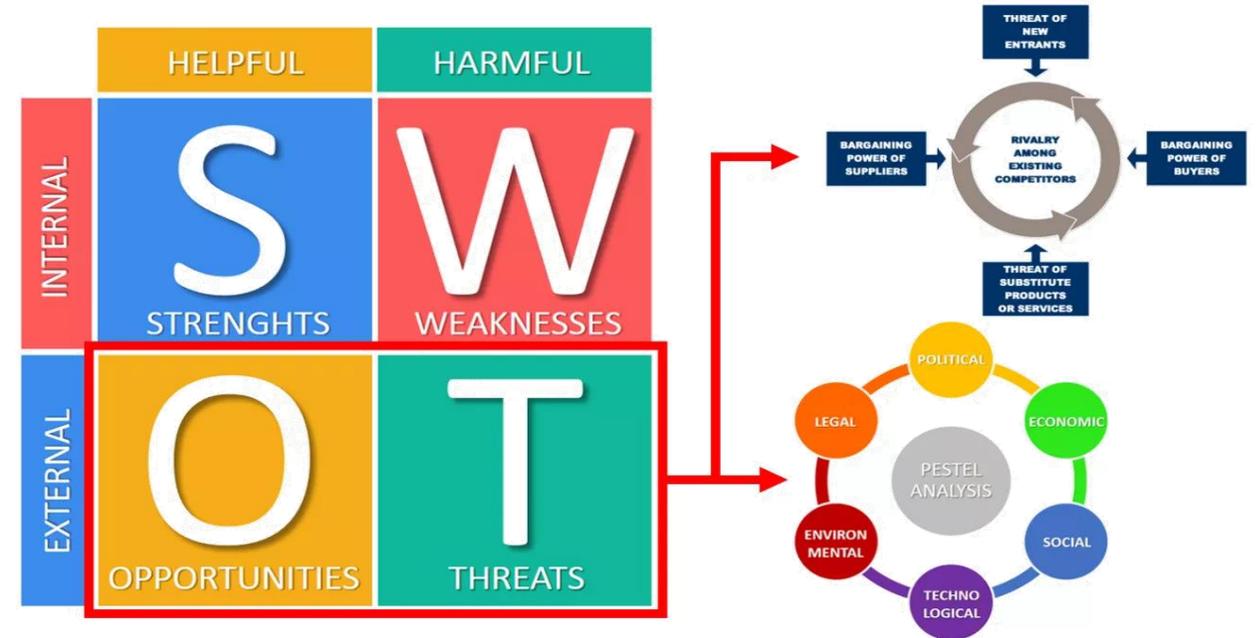
- ❑ Basic Strategic Management Concepts
- ❑ Phases of Strategic Management

Phases of Strategic Management (1)

1. Analysis of the business environment

Purpose

- ☑ identifying the opportunities and risks of the external environment
- ☑ identifying the forces and weaknesses of the internal environment

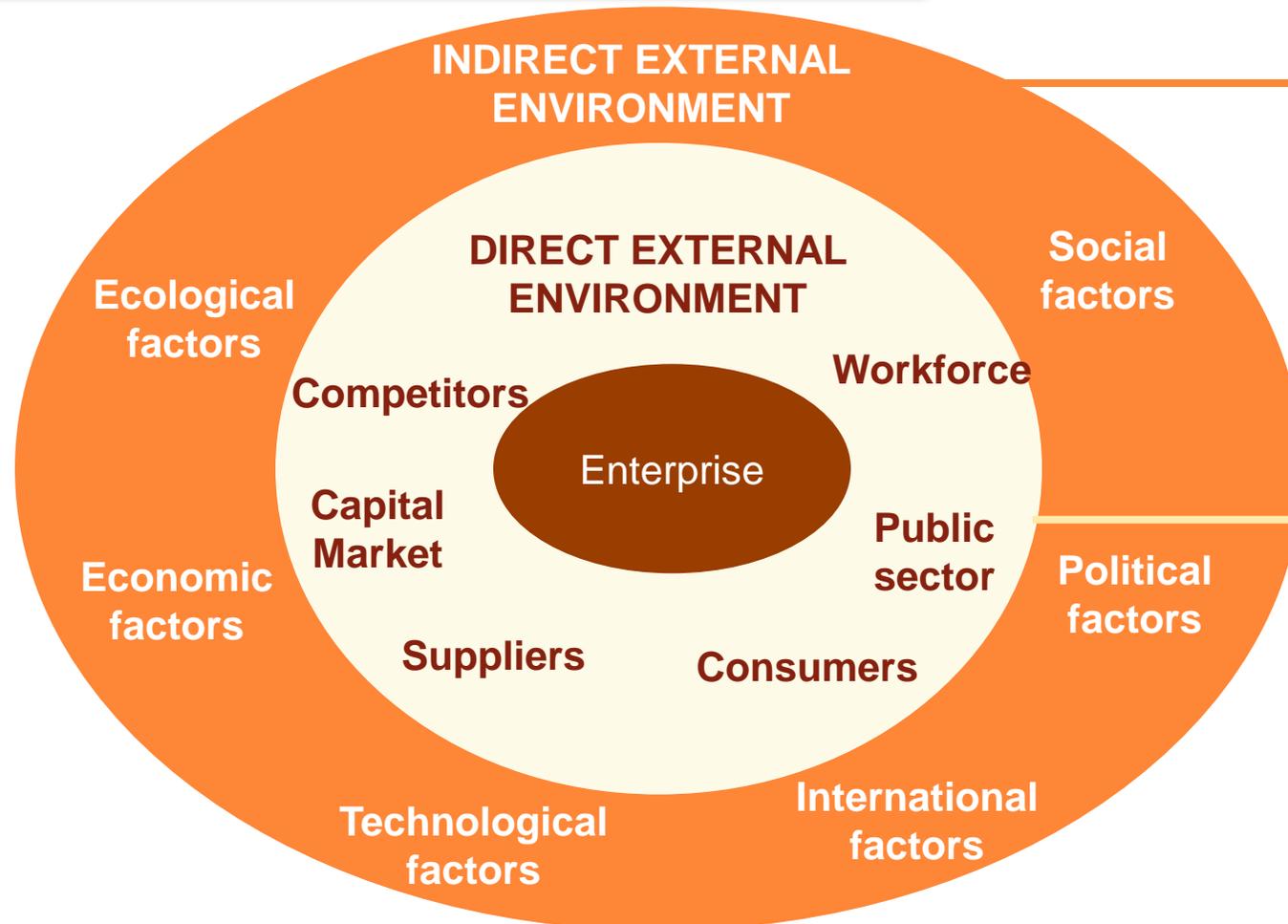


SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), as a tool of strategic planning, is used to identify and describe the strengths and weaknesses within an organization as well as the opportunities and threats that exist in the external environment in which it operates.

Phases of Strategic Management (2)

Business environment (1)

External environment



Societal Environment
(data that **indirectly** affect
the enterprise)

Task Environment or
(data that **directly** affect
the enterprise)

Phases of Strategic Management (3)

Business environment (2)

Internal Environment

It consists of data that can contribute to its development.

1) Organizational Structure



2) Resources (physical, financial, human, immaterial)



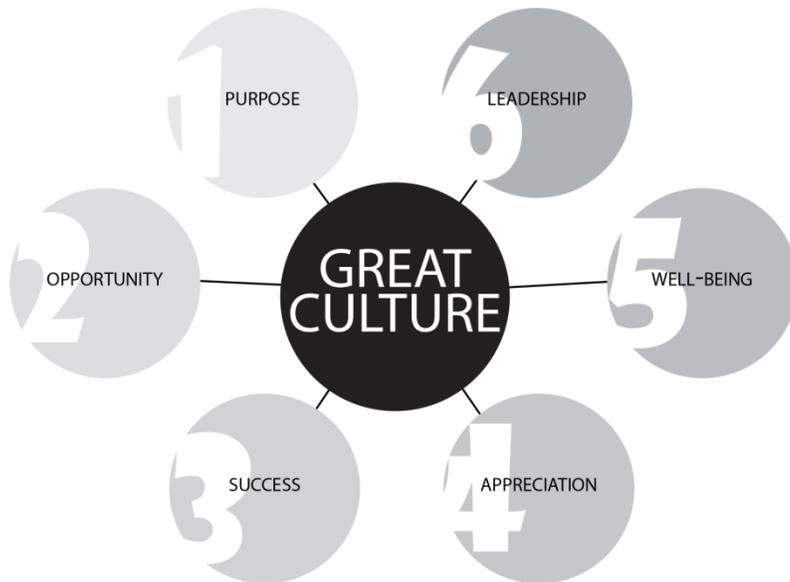
Enterprise
Resource
Planning

Phases of Strategic Management (4)

Business environment (3)

Internal Environment

3) Culture



CULTURE

- Learned over time
- Involves behavior, emotional and cognitive processes
- Powerfully shapes employee behavior
- Foundation for change

Examples of Healthy CULTURE:

- Each employee understands how his/her work contributes to living the organization's vision and purpose
- Leadership is cohesive
- Employees have meaning and purpose in their work
- Rules are clear and apply to everyone
- Clear communication is prioritized and valued

Phases of Strategic Management (5)

2. Formation of the enterprise's strategy

In this phase the following are defined:

- 1. Mission:** the reason for the existence and operation of the enterprise
- 2. Objectives:** the expected results of the planned activities to be achieved within the mission
- 3. Strategies:** how to use the existing means to achieve the goals
- 4. Policies:** guidelines resulting from the strategies and facilitate decision-making at all levels of the enterprise. They must be followed in order to achieve the strategies and link the formulation of a strategy with its implementation.

Phases of Strategic Management (6)

2. Formation of the enterprise's strategy

Business strategy is divided into **three levels**:

01

Corporate Strategy:
includes the assessment of individual business units and identifies the context of development

02

Business Strategy:
refers to the strategy that each business activity will follow to gain a competitive advantage

03

Functional Strategy:
aims to achieve the objective of the enterprise combined with more efficient use of available resources

Phases of Strategic Management (7)

3. Implementation of the Strategy

The process of implementing the strategies and policies of an enterprise through the development of specific programs, budgets and processes.



Programs

Reports that set out the necessary steps for implementing a strategic plan.



Budgets

Quantitative depiction of programs. They analyze financially the benefit and costs of a program.



Processes

Successive steps describing how to perform the tasks.

Phases of Strategic Management (8)

4. Evaluation & Strategy Review

- 📌 The results are evaluated
- 📌 Any corrective interventions are taken
- 📌 Useful conclusions are drawn for all phases of strategic planning

It includes the following **five (5) stages**:

