

INT 700 Milestone One Guidelines and Rubric

Overview: Your final project entails developing a full strategic analysis of a publicly held multinational enterprise (MNE). In **Module Two**, you will submit Milestone One, which is the first portion of your strategic analysis. You will be provided with a list of companies to choose from in various industries and markets.

Prompt: Milestone One outlines the first steps in building your capability to conduct a firm-level global strategic analysis using the strategy tripod framework. This analysis begins with your exploration of the strategic background of your chosen firm, including its organization, the performance of its domestic and international operations, and a summary of the firm's core generic competitive strategy and tactical initiatives underway. While researching for your assignment, be sure to keep your references recent (within the last three years).

Specifically, the following **critical elements** must be addressed:

- I. **MNE Overview and Internal Background:** Conduct an analysis of the MNE's external environment, centering your attention on the industry in which the company operates, its market characteristics, market drivers, and rival companies' actions.
 - A. Provide a **strategic overview** of the chosen MNE. Consider details such as the mission, vision, values, key leadership, scope and scale of the firm, business model(s), brands, product diversification, major product line(s), major rivals, and so on.
 - B. Describe the **scale, scope, and structure** of the MNE's current operations. Discuss items such as strategic business units, geographic distribution and scale of foreign markets, organizational/governance structure, and so on.
 - C. Characterize the MNE's **financial health and relative financial performance** within the industry (averages) and major rivals.
 - D. Summarize the MNE's **recent strategic initiatives** within the industry, including their motivations, strategic objectives, and/or outcomes.
- II. **Strategy Tripod Pillar One: Industry Conditions (Opportunities and Threats):** Evaluate the strategic importance of institutions on global competitiveness (opportunities and threats). Consider how institutions inform the success of your MNE's international market, resource, and relationship-related activities.
 - A. Characterize the industry's **global profitability**. Consider the following in your response: top current and prospective country markets, growth rates, financial and/or strategic positioning value, and so on.
 - B. Are there any **global strategic clusters** or centers of excellence within the MNE's industry? Discuss the strategic value that membership introduces to your MNE, its rivals, and other partners.
 - C. Compare the **five forces** determining the industry's intensity of rivalry. Note critical factors and identify the most significant force determining the intensity of competition.
 - D. Which functions within the industry's value chain are key(s) to global competitiveness and profitability? Describe the industry's global value chain dynamics. Consider what the industry's **key success factors (KSFs)** and **key drivers of change (KDCs)** are.
 - E. Assess the **strategic fit** of the MNE's chosen generic competitive strategy with the industry's conditions. If your MNE has multiple child subsidiaries or brands competing with different generic strategies, be sure to discuss how industry conditions informed this strategic policy.

Rubric

Guidelines for Submission: Your paper should be a 5- to 7-page Microsoft Word document with double spacing, 12-point Times New Roman font, one-inch margins, and sources cited in APA format.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
MNE Overview: Strategic Overview	Meets “Proficient” criteria and includes examples of key points in MNE’s place in the industry	Provides a strategic overview covering firm’s profile and key points of the MNE’s place in the industry	Provides a description of MNE but does not discuss key points in the industry	Does not provide a strategic overview of the chosen MNE	10.5
MNE Overview: Scale, Scope and Structure	Meets “Proficient” criteria and provides examples of the relevance of these strategic business units compared to global rivals	Describes the scale, scope, and structure of the MNE’s current operations as well as strategic business unit(s), organizational/governance structure, geographic distribution, and scale of foreign markets	Describes the scale, scope, and structure of the MNE’s current operations, but does not discuss the strategic business unit(s), organizational/governance structure, geographic distribution, and scale of foreign market	Does not describe the scale, scope, and structure of the MNE’s current operations	10.5
MNE Overview: Financial Health and Relative Financial Performance	Meets “Proficient” criteria and provides examples to offer more insight into the MNE’s financial stability	Characterizes the MNE’s financial health and relative financial performance within the industry (averages) and major rivals	Characterizes the MNE’s financial health and relative financial performance, but does not compare with major rivals within the industry	Does not characterize the MNE’s financial health and relative financial performance within the industry (averages) and major rivals	10.5
MNE Overview: Recent Strategic Initiatives	Meets “Proficient” criteria and provides supporting evidence to enhance examples	Summarizes the MNE’s recent strategic initiatives within the industry, including their motivations, strategic objectives and/or outcomes	Summarizes the MNE’s recent strategic initiatives within the industry, but does not include their motivations, strategic objectives and/or outcomes	Does not summarize the MNE’s recent strategic initiatives within the industry, including their motivations, strategic objectives and/or outcomes	10.5
Strategy Tripod Pillar One: Global Profitability	Meets “Proficient” criteria and provides supportive evidence to compare the industry’s global profitability with other industries	Characterizes the industry’s global profitability, and considers the country markets, growth rates, and financial and/or strategic positioning value	Characterizes the industry’s global profitability, but does not consider country markets, growth rates, and financial and/or strategic positioning value	Does not characterize the industry’s global profitability	10.5

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Strategy Tripod Pillar One: Global Strategic Clusters	Meets "Proficient" criteria and provides examples of the membership that strategic value introduces	Discusses the global strategic clusters or centers of excellence within the MNE's industry and the strategic value membership introduced to the MNE, its rivals, and other partners	Discusses the global strategic clusters or centers of excellence within the MNE's industry, but does not discuss the strategic value that membership introduced to the MNE, its rivals, and other partners	Does not discuss global strategic clusters or centers of excellence within the MNE's industry	10.5
Strategy Tripod Pillar One: Five Forces	Meets "Proficient" criteria and is able to identify multiple forces that intensify competition	Compares the five forces determining the industry's intensity of rivalry, and discusses the critical factors and identifies the force that determines intensity of competition	Compares the five forces determining the industry's intensity of rivalry but does not discuss critical factors or identify the force that determines intensity of competition	Does not compare the five forces determining the industry's intensity of rivalry	10.5
Strategy Tripod Pillar One: Key Success Factors and Key Drivers of Change	Meets "Proficient" criteria and provides supporting evidence to enhance the KSF's and KDC's place in the value chain	Describes the industry's global value chain dynamics using the KSFs and KDCs, but does not discuss the keys to global competitiveness and profitability	Describes the industry's global value chain dynamics using the KSFs and KDCs, but does not discuss the keys to global competitiveness and profitability	Does not describe the industry's global value chain dynamics using the KSFs and KDCs	10.5
Strategy Tripod Pillar One: Strategic Fit	Meets "Proficient" criteria and provides examples of how the industry conditions inform the strategic policy	Assesses the strategic fit of the MNE's chosen generic competitive strategy with the industry's conditions, and discusses how the industry conditions informed the strategic policy	Assesses the strategic fit of the MNE's chosen generic competitive strategy with the industry's conditions, but does not discuss how the industry conditions informed the strategic policy	Does not assess the strategic fit of the MNE's chosen generic competitive strategy with the industry's conditions	10.5
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	5.5
Total					100%