



«ADVANCED STRATEGIC ANALYSIS», 2 days

COURSE OBJECTIVE:

improvement of professional competencies in sphere of corporate strategic analysis, study of base technics and advances tools, practice and development of analysis pattern.

ACQUIRED ABILITIES:

- Application of basic tools for petroleum companies;
- Analysis of internal and external environment based on advanced methodology and practically proved proprietary technologies;
- Use of competitiveness and resource analysis technics, as well as methods of resource potential and risk analysis;
- Selection of portfolio analysis tools for strategic analysis of the industry.

COURSE CONTENT:

Module Name	Content
Strategic development analysis development – base context	How it was: military and political strategies, Harvard school, strategy as a pattern, marketing approach, key competencies and multi-level analysis. How it will be: Portfolio analysis and dynamic of its development in developing companies: search for unique solution or escaping of local extremum? Brief review of basic tools. Case studies from different companies: who prepare wrong strategies?
Methods of internal and external environment analysis	External environment analysis: Factor analysis (+ Case study “Internal and external environment analysis for petroleum company”); PEST+M-analysis, market environment analysis with the Porter model of 5 competitive strengths (+ Case study “Oil & gas market environment analysis: drilling”); Scenario approach: main tools (black swan, oil & gas model CERA, team working); Strategic foresight as a tool of external environment analysis. Internal environment analysis: Structural analysis (PBR, ABOR); Clusterization approach, scaling, factors evaluation; McKinsey 7C model (+ Case study “Company internal environment analysis”); Competitive analysis; Competitive advantage analysis. Approaches and methods.
Competitiveness and resource	Correlation SWOT- analysis. SPACE analysis and SPIDER diagram of external and internal forces. Customer segmentation analysis (B2B

analysis	and B2C). Abel method. Ansoff matrix: selection of business growth strategy. Fit Gap analysis of competitiveness (+ Case study). Value Chain Analysis. Activity mapping или mind-mapping (+ Case study). Analysis of resources and capabilities of the company (VRIO model, Capability profile, Vulnerability analysis, audit of strategic resources. Others (as agreed).
Resource potential analysis	Proprietary technology
Risk analysis and scenario approach	Proprietary technology
Portfolio analysis tools	Description of basic tools of portfolio analysis: BCG matrix (+ Case study). General Electric matrix. Models of Day and Moniesov. Hofer/Schendel model. ADL-LC matrix. Genetic algorithm for optimal solution selection. Game theory for portfolio analysis.