

Strategic Management

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Lecture Notes:

Poland's A2 Motorway (HBS 9-202-030)

**Steps in Planning; Industry Value
System**

Poland's A2 Motorway

Teaching Objectives:

- **Preparing a Case Study**
- **Vocabulary**
- **Example Class Analysis**

Poland's A2 Motorway

Agenda:

- **Background**
- **What is going on?**
- **Vocabulary**
- **Steps in Planning**
- **Industry Value System**
- **Risk and Reward**
- **Follow the Money**
- **Strategic Opportunities**
- **What Should Gebicki Do?**

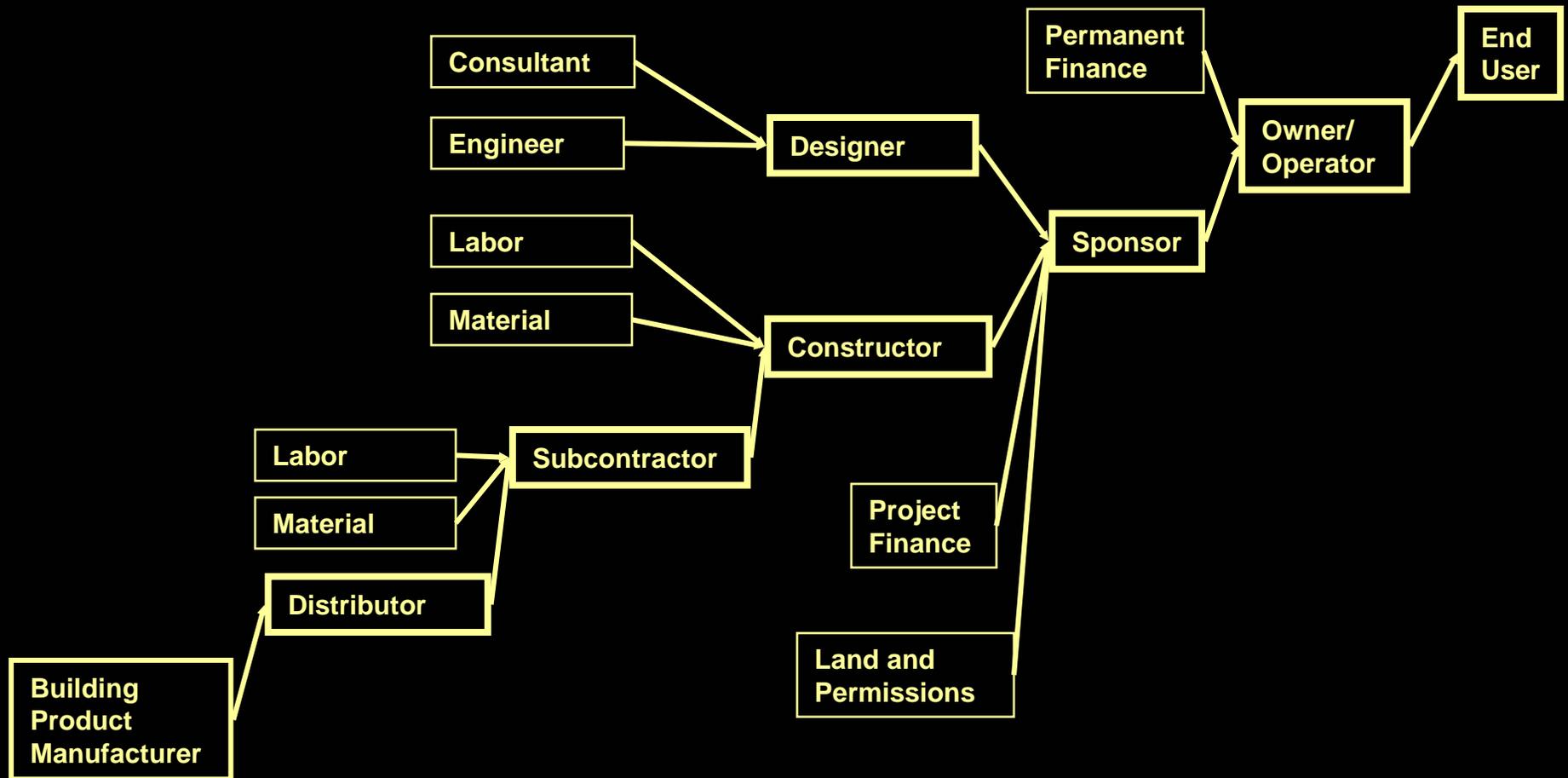
Background: Real Projects

See Kosowatz, J.J. “Croatia Tries to Unlock Economy with Multibillion-Dollar Motorway Mines, cultures and politics challenge Bechtel and Enka”, McGraw-Hill Construction, Industry Headlines, 8/26/02.

8 Steps in Planning

1. **Mission**
2. **External Scan**
3. **Internal Scrutiny**
4. **Strategic Analysis**
5. **Budgeting**
6. **Do It!**
7. **Measurement**
8. **Revise and Re-iterate**

The AEC/EPC Value System:



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Key Concepts

- Review the case for major themes
- Revisit for analysis
- Review the mission
- Draw the players
- Draw the value system
- Follow the money
- What are the choices?