

Strategic Management MBA



Executive Summary

Strategic Management is simply about managing the strategy of an organizational setting. It is a fundamental functional area which is non-routine unlike the other functional fields. The importance of strategic management in devising strategy in a dynamic environment is vital.

Setting the future direction in the proper manner would help an organization to work according to a plan and prosper in the future. Strategic management aims at the careful analysis of internal and external environment and evaluating strategic options and then choosing the best strategies to be implemented.

The process of implementation has to be carefully planned especially for managing change that comes with new strategies. This report elaborates on change management initiative at XYZ company with the new product launch as a result of catering to the environmental change.

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Introduction

Telecom Industry sector is a \$0.8 billion industry, contributing around 2% directly and 5% indirectly to the national output. The Telecommunication Authority of Sri Lanka (TASL) is the regulator of telecom industry and TASL is responsible for licensing for companies providing telecommunication services.

XYZ is the leading telecommunications service provider owing the greatest market share in Sri Lanka serving around 9.5 million subscribers. (XYZ, 2014, P.4) Since late 1990 s XYZ has been operating in Sri Lanka and today it has contributed to the up liftment of the telecommunication infrastructure to a very high extent with new technologies such as 3G, HSDPA as well as mobile 4G LTE services

XYZ has won many awards for being the Telecom Service Provider and the Internet Service Provider in 2015 and it is a most valuable brand as per the ratings of Brand Finance.

XYZ has its own fully owned subsidiaries that supplement to the overall value offer to the customers such as XYZ Broadband Networks (Private) Ltd. (DBN) and XYZ Television (Private) Ltd. (DTV).

01. Opportunity in the External environment

Technology is one of the PESTEL factors that affects and shape the future of industries. In telecommunication industry this factor affects more because technology is ever evolving and also increases the competitiveness.

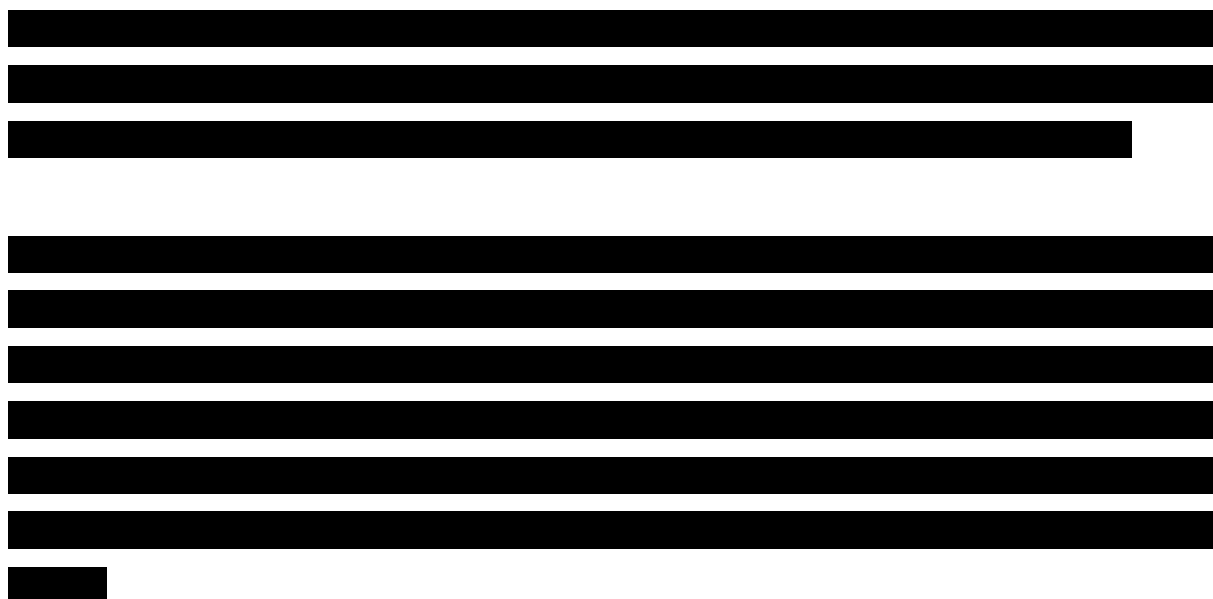
Two major factors responsible for the growth of telecommunications industry are use of modern technology and market competition. The new trends in technology open up new streams of revenue. At the same time, implementing the new technology will end up with high capital expense (CAPEX). The capital expenditure (CapEx) and Operational Expenditure (OpEx) of telecom operators is one of the highest in the service industry. Choosing the right technology for the next few years is always a crucial decision and that strategic vision may either make or break the companies.

As per CISCO VNI 2014 report on trends and analysis of data traffic, the data traffic volume on networks is predicted to reach 132 Exabyte per month by the year 2018. Following this trend, XYZ identified that the data traffic volume on networks is predicted to reach above 75 Exabyte per month by the year 2015 and hence the advancement in smart devices and applications, cloud computing, big data and machine to machine communications (M2M) results in new set of data traffic characteristics. All these will force increased investment in IT and Network infrastructure. (XYZ, 2014, P.4)

NFV is a new way to design, deploy and manage networking services or functions such as network address translation (NAT), firewalling, intrusion detection, domain name service etc. from hardware appliances so that they can run in software. Experts forecast that NFV implementation will begin in the middle of 2015 as some elements like policy and IMS being the first targets, with core virtualized network functionality being adopted significantly later.

Network functions virtualization (NFV) has great potential to help CSPs lower their capital and operational costs, reduce complexity, better network performance and customer experience, better time to market for new services and faster network rollout.

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02. Early signs of environmental change

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03. Organizational changes done to benefit from demand change

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04. Culture and leadership influenced the change management process

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05. Effectiveness of the change management exercises and recommendations

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06. Critical view of schools of thought on strategic management

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Conclusion

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