Strategic Management
John D. Macomber

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

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:

- Consultant
- Engineer
- Labor
- Material
- Subcontractor
- Constructor

Permanent Finance
Sponsor
Owner/Operator

End User

Project Finance
Land and Permissions

Distributor
Material
Labor

Building Product Manufacturer

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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?