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Міжнародного менеджменту Олійник Вікторія

ID перевірки:
1005400186

Дата перевірки:
08.12.2020 13:03:52 EET

Тип перевірки:
Doc vs Internet + Library

Дата звіту:
08.12.2020 13:13:06 EET

ID користувача:
100005721

Назва документа: Faisel Mohamed Pallikkattil. Corporate strategy development in an international company. Magistr

Кількість сторінок: 69 Кількість слів: 15233 Кількість символів: 98092 Розмір файлу: 1.87 MB ID файлу: 1005692046

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**ACADEMIC SUPERVISOR'S REVIEW
OF MASTER THESIS**

by the Student at the Faculty of International Economics and Management
MBA program "Global Business"

Faisel Mohamed Pallikkattil
(Name, Surname)

Title Corporate Strategy Development in an International Company

1. Evidence of learning in accordance with the objectives of the assignments (0-5 points) __4__
2. Depth of critical analysis (0-10 points) __4__
3. Effectiveness of argumentation/analysis (0-10 points) __5__
4. Accurate and coherent use of quantitative tools and language (0-20 points) __16__
5. Compliance with master thesis written requirements (0-5 points) __4__
6. Compliance with writing master thesis's schedule (0-5 points) __4__
7. Attendance (0-5 points) __4__
8. Published research work/Thesis (0-10 points) __8__
9. Positive aspects of the the-sis: __ The student used contemporary technique of corporate strategy's analysis;
He studied experience of Cybrosys Techno Solutions Pvt. Ltd;
He grounded proposal of further development of corporate strategy. __
10. Negative aspects of the paper
Lack of statistics;
Lack of calculations;
Incorrect and insufficient citation.

11. Total Supervisor's Grade of Master Thesis:

 49

Academic Supervisor: Professor, Doctor in Economics I.L. Petrova

(position, academic degree)



(Signature)

Irina Petrova

(Name, Surname)

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Kyiv 2020

External Review of Master Thesis

Student's name

Faisel Mohamed Pallikkattil
(Name, Surname)

Corporate Strategy Development in an International Company
(Thesis title)

The topic of Thesis is actual and important for company's development. The student set the objectives of Thesis and reached them. He used results of Corporate Strategy research and made some propositions and conclusion.

The structure of Thesis is logical and balanced.

However, the ways to optimize creation of efficient competitiveness strategy of chosen company has not been suggested. In addition, the relevant mechanism of such strategy realization has not been defined.

The final grade of this Thesis is positive and he could be recommended to defend his paper.

Reviewer

Associate Professor,
Department of Theoretical
Foundations of Informatics,
National Pedagogical
Dragomanov University
(Position)



(Signature)

Hanna Kachan
(Name, Surname)

(Place of Work)

Seal

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Introduction

We can say that, Strategy refers to a plan that supports the organization in accomplishing their long-term goals and objectives. Corporate strategy is being termed as long-term plan of action for an organization to achieve its desired outputs. Effective corporate strategy framed by an organization will lead to successful position in their market segment. Cybrosys is a reputed IT firm in Kerala, India. The major competitors of Cybrosys is Infogen Software, Hexapole, eTeam Solutions, Salzer Technologies, GovtS, I Text Solution.

This research focuses on understanding the mechanism of corporate strategic development in Cybrosys to achieve strategic edge in the present environment.

Moreover, the paper also formulates new strategic plans for Cybrosys. The study also uses different methods to determine the efficacy of the strategy in the market to achieve progress. Lastly, the article further reports on the different methods used to execute the preferred approach within Cybrosys.

Cybrosys Techno Solutions Pvt. Ltd is a technology and software enabled business situated in the Kinfra Techno Park, Kakkanncherry in Malappuram district, Kerala, India. They also have Strategic Business Unit in InfoPark, Kakkanad which is in Ernakulum district and an office in Greater London, UK.

Cybrosys started its operations in the year 2007, which was founded by Mr. Sainul Abideen, who was very passionate in information technology field in his college days. Cybrosys current employees around 50 to 99 employees, who are well determined and committed towards the organization and to their assigned tasks as well, Cybrosys have several departments in their organization like; human resource management, finance department, media relation, facility management, customer service, marketing, and security.

Each department is carried out by department assistants and Mr. Sainul Abideen acts as a central head of whole departments. The strategies involved in the functioning of business are planned by the Mr. Sainul Abideen (Cybrosys, 2020).

Cybrosys have strategic alliance with IBM, Intel, HP, and other global and local giants which enabled them to gain global presence within a little period, in fact, their products and services are applied with clients across India, USA, UK, Middle East and Maldives (Cybrosys, 2020).

Cybrosys provides complete product life cycle services, ranging from new product development and product advancement to product migration, re-engineering, and support, by leveraging their experience working on over several product releases over the last three years, they bring products to the market faster, with better quality and reduced product costs (Cybrosys, 2020).

Their focus is about web technologies and windows application as they are being adapted using leading technologies in the market. Cybrosys specializes in the development of high-end client-server application and robust enterprise applications. Cybrosys have six patents which are expected to make revolutions in technology and their vision is to achieve a patent a month (Cybrosys, 2020).

Some of the products of Cybrosys are;

Employee Tacker; This is an online time tracking application that can allow companies to provide an analysis of productive hours in an online world. Employee Trackers are also available for Windows and Linux. (<https://www.cybrosys.com/employee-tracker/>)

Blocktick; Blocktick leverage blockchain technologies to verify the authenticity and credibility of our digital records. The blockchain-anchored technology immediately verifies any official document that is important to the company. It uses Bitcoin, Ethereum and EOS blockchains to guarantee the existence and credibility of digital document. (<https://www.blocktick.co.uk/>)

CYBRO HRMS; It makes work easier by putting all the pieces together. Saving tremendous management time by automating people's procedures, such as reviewing staff information, timesheets, leave logs, job files, payroll processing, and much more. Cybro HRMS clearly empowers the organization with the necessary timely research. It triggers swift and smart decision-making, meaning that the HR department runs seamlessly and the organization performs more effectively and profitably. (<https://www.cybrosys.com/cybrohrms/>)

MOBILE SHOP; Complete software for a mobile shop. The framework is developed to fulfill our needs with versatile resources and tailored features that help to deliver easier and smoother customer support with accounting features and business management tools such as billing, payroll, service, business, reporting and more. Helps maintain records of mobile devices, accessories, and backup devices, as well as other functions such as flexi, SIM and reload coupons. (<https://www.cybrosys.com/mobile-shop/>)

SERVICE ERP; Scheduling the right people at the right time with the right collection of qualifications is made simpler with Cybrosys Service ERP. The application tool easily collects customer service preferences and access to customer information, product history, and tools available to shorten the time between call receipt and task assignment. (<https://www.cybrosys.com/service-erp/>)

POINT OF SALE; Allow billing, revenue, inventory, spending, reporting and all relevant to a company simpler. Get the abundance of knowledge at our fingertips. Cybrosys POS is a quick and detailed sales point program that automates the business operation. The intuitive Retail POS program guarantees smooth ordering, inventory, fees, expenses, and customer service, along with billing and billing. It lets us keep a close eye on the bottom line. (<https://www.cybrosys.com/best-pos-software/>)

CYBRO CRM; Offers customer relationship management systems to businesses of diverse sizes and sectors. Helps to maximize corporate processes and to achieve a long-

term strategic edge in the industry. Implement multiple customer-focused techniques to handle processes such as distribution, lead generation and channel management effectively. The framework promises to scale up to our requirements and handle various facets of our enterprise, such as revenue monitoring, lead capture, data storage, generation of reports, asset management and more. (<https://www.cybrosys.com/cybro-crm/>)

CYBRO ACCOUNTS; Accounting applications featuring a sleek guide with a comprehensive feature set. The program promises to make financial reporting simpler so that the customer can save time and get on with other activities. It lets you generate the desired invoices, monitor costs and handle inventory by letting you know what's going on in your company in just a few clicks away. Built primarily to address the needs of start-ups and small and medium-sized businesses, it offers assurance and freedom to accomplish market targets more effectively. (<https://www.cybrosys.com/cybro-accounts/>)

ACCOUNT SUIT; A comprehensive framework for simple corporate finance and accounting administration. A web-based framework that is ideal for all companies, from small enterprises to large and diverse corporate organizations. Effective, intuitive, and easily configurable with powerful tools to ensure business finance management is efficient and reliable with a high degree of information protection and data protection. Account Suit offers robust budgeting capabilities with built-in MS Excel and MS Word connections. (<https://www.cybrosys.com/accountsuit/>)

A2Z SCHOOL; A full school automation program that handles and simplifies day-to-day school activities. Good software for efficient school administration, shortening all long-term processes such as tuition management, pupil enrollment, test management or student enrolment. Windows oriented application decreases data duplication and removes all unnecessary human labor required with data entry by automating school relevant paperwork. Covers imperative modules such as Pupil, Personnel, Review,

Hostel, Transportation, Charge, Accounting for efficient management of both administrative and academic needs. (<https://www.cybrosys.com/A2Z-School/>)

A2Z CAMPUS; A2Z Campus effectively carries out day-to-day learning operations, unites and automates business processes and workflows around campus, and produces student-related data-driven reports. It helps to maximize and coordinate services through the prompt initiation of all campus specifications. The web-based program empowers the campus by providing campus management features ranging from A to Z. (<https://www.cybrosys.com/a2z-campus/>)

MINI ACCOUNT SUIT; Mini Account Suit is an accounting app that lets users handle and automate day-to-day accounting activities with ease. This product allows a company to fulfill both its logistical and financial needs. It also decreases labor pressure, expenses, and loss of time so that managers, accountants, and office holders can optimize their productivity. The primary goal is to promote the accounting and inventory needs of medium and small business types. (<https://www.cybrosys.com/mini-accountsuit/>)

TRADING ERP; The application boasts simplicity, adaptability, intuitiveness, and usability. From human resource management to client service, inventory management to distribution, buy to study, Cybrosys Trading ERP gives you modern, refreshing, and efficient customer experience. The program allows you to easily monitor your company through geographies. Cybrosys Trading ERP caters to any market requirement and provides end users with quick access to information in one swipe. (<https://www.cybrosys.com/trading-erp/>)

Methodology

To bring together this research, I had to do various research. This consisted of several primary and secondary techniques.

Firstly, I interviewed Mr. Sainul Abideen who is the current CEO of Cybrosys. He provided a large amount of first-hand information and was priceless. He was also able to provide me with a large amount of information about the current organization's structure and culture.

Mr. Sainul Abideen is also acting as an advisor for Cybrosys Pvt. Ltd through certain aspects of the change. I also managed to speak with the head of the marketing team. Mr. Ranjith Kanakkath is marketing team's primary contact within Cybrosys and is the marketing manager too.

I also used several textbooks, listed in the Reference, written by respected authors on Change, Leadership and Management. This is secondary research, but of good superiority.

Finally, I used several web resources as another form of secondary research to back up and strengthen ideas, theories, and models. Where possible I have cross referenced information to ensure data accuracy before including it in this report.

Chapter 1 - Theoretical Principles of Formulation and Development of Corporate Strategy of an International Company (CSIC)

The Oxford Dictionary (<http://oxforddictionaries.com>) defines strategy as:

1. [C] ~ (for doing sth)| ~ (to do sth) a plan that is intended to achieve a particular purpose: to develop a strategy for dealing with unemployment. It's all part of an overall strategy to gain promotion. The government's economic strategy
2. [U] the process of planning sth or putting a plan into operation in a skillful way: marketing strategy
3. [U, C] the skill of planning the movements of armies in a battle or war; an example of doing this: military strategy. Defense strategies compare tactic

We've learned and used the word strategy numerous times. We've been designing and applying strategies since we were born. Overtime, everyone can observe and reacting to the political moves of others. Every day we have knowledge in policy.

Certainly, a person can be an expert strategist even without understanding what strategy is or what it entails, simply because strategy is not an actual science or a given technique or talent by itself, but a very abstract feature of an intricate human cognition that enables us to place ourselves in life according to our personal goals. As such, policy is driven by our own human and characteristic way of doing or being things, or in other words, it is driven by our personalities and by what governs it.

Strategy is not however, an exclusive feature of the human experience. In nature, the approach concerns the features (characteristics) of persons and populations with a view to resolving the primary goal of survival. From this view, tactics to live emerge and evolve continuously.

For e.g., we will explain certain dynamics through the lenses of natural selection theory. When adjusting the environment and its properties, species must immediately adapt to

new environments, retaining at least one essential goal, which is to ensure the greatest potential survival of the offspring. Individuals and the populations they form will face this dilemma by a competitive tradeoff between the quantity and the nature of the offspring. This is recognized in ecology as the theory of preference of r/k .

Depending on the dominant features of the environment, species may have a technique either r or k . The r -strategy is suitable for chaotic (rapidly changing conditions and is based on rapid reproduction cycles. Organisms that are r -strategists would naturally have compact bodies, limited generational time, and several offspring capable of spreading across large geographic areas (e.g., rats, insects, and bacteria). On the opposite, K -strategists would prefer to specialize in successful resource rivalry in stable (and therefore predictable) settings. As resources in habitats are reduced, the number of k -populations would remain near constant and close to their full carrying capacity. As a result, these individuals or populations will have greater longevity and body size and will produce less offspring which in turn, will require greater parental care before maturity. Obviously, human populations show K -strategy as do some large mammals (including whales) and certain groups of three. However, populations seldom exhibit a single tactic, but rather a mixture of both. This fact is demonstrated by the presence of a third approach in which individuals and populations are equipped to survive while the climate changes.

In either case, techniques in natural environments tend to arise naturally from encounters between the atmosphere and species over time. Whether or not a person or a community succeeds in dealing with environmental change is determined by their ability to respond to such change or in other words, by their ability to adapt. There is also an implied correlation between the plan and the need to effectively respond to new environmental conditions. Here though, the plan appears a touch closer to instinct than to deliberation. In general, the ability to adapt in animals is partially determined by the genes that dictate the appearance (e.g., color of the eyes) and function (e.g., degree of

vision) and the features of the environment (e.g., strength and regularity of light) in which they evolve and fail to survive.

Hence, the effect of the environment over adaptation and therefore over strategy becomes twofold:

- i) It determines the need of response and in the same time,
- ii) It determines the capacity to respond.

The earlier the current happens, the later the memory appears. Strategy, however also means evolution. If a person or a society succeeds in adjusting, living, and projecting their offspring into the future is decided by the background of adaptation of their ancestors and their own. It's about policy, time, and culture.

It's not that different for individuals and their organizations, because the tactic is just about the search for survival. If we excel in life depends on how we continue to react to the changes in the world in which we are engulfed. This potential can be defined, in part, by the features of our personalities and by the complex equilibrium between opportunities and obstacles in our surroundings. Naturally, our understanding of what is an obstacle and what is an advantage can change based on our cognitive disposition and the priorities we set to lead our lives.

Many newborns will respond to external changes (e.g., light or sound) in similar (instinctive) ways, often based on a trial-and-error approach. Basically, this is a problem-solving technique that comes from experience but is prompted by instinct. In later stages of development, children (as well as adults) can increasingly rely more and more on their cognition, not just to solve challenges, but even to escape and even deter them. Unlike other populations, through their logical approach, humans are formulating tactics to accomplish goals beyond the main search for survival. In this case, the technique appears to cater to logical decision-making rather than impulse, while we are generally likely to make parallel use of both methods.

At the advanced organizational level, people formalize plans in order to direct and concentrate their efforts. In a group, such activities would concentrate on building value for profit and leading the organization into the future. In this case the world is a market with scarce capital and thus competition occurs. This climate can be stable, but it is in continuous transition. Firms will struggle to adjust to prevent being picked. The approach here is being a systematic and rational act, a mechanism that can be controlled to accomplish the company's objectives effectively.

While strategy is a buzzword, it lacks a widely agreed meaning. Strategy, then, means different things in different ways and to different people. The broadest and most general sense approach can be described as an action plan.

Driven by Henry Mintzberg's work in the area of strategic management, we suggest the following working concept of strategy (see Mintzberg et al., 1998):

“The means by which an individual or an organization accomplishes its objectives”

By means, we understand ways or actions. In this context, Mintzberg and collaborators identify five key means:

- (1) Plans
- (2) Patterns
- (3) Positions
- (4) Perspectives
- (5) Ploys

These five means or actions are what Mintzberg calls the —five P’s of strategy (Mintzberg et al., 1998).

Plan is as we know, the most common action to accomplish a goal. A strategy be a series of steps to be taken, which indicates potential action. Plans can be either formal or casual.

In the most casual nature, the proposal is made up of vague concepts that exist as such until they are executed. Instead, abstract concepts are converted into recorded meaningful knowledge in a systematic strategy. A formal schedule is a series of actions, a process that can be implemented continuously for a given period. In general, the plans are very precise in nature and do not facilitate any exit (we do not change plans, but rather go for new ones). As a result, the proposals should not grow. In companies, we also learn of proposals for a certain reason (e.g., a strategy to minimize costs or increase production) and for a specified period (short, medium, or long-term plan). In large corporations, each department will have a clear strategy in the short (annual) and long term (usually 3 – 5 years). From a personal point of view, the preparations are usually informal; we rarely log our views on the planned actions.

Pattern is an unintentional guide to our acts that arises from repetitive overtime activity. Think for example, about a business that by permanently pursuing consistency in efficiency, inevitably puts itself at the top of the industry (e.g., luxury cars by Rolls-Royce Limited or watches by Rolex). In this situation, the company's approach stems from its emphasis (production and distribution of superior quality goods at higher prices) and predictable behavior (commitment to quality and excellence). It can be assumed that the organization has naturally embraced a high-end approach. In this form of approach, the company prevents competitors by putting itself in a marketplace where consumers can spend premium cash for extra service (luxury). It operates the same way for humans. We accomplish those goals by the patterns of our history (e.g., a personal strategy to find a job could naturally emerge from the patterns in our past and consistent behavior regarding tendencies in risk taking, passivity, or proactivity).

Achieving our targets by location ensures that we find ourselves in a certain spot for a certain reason. From a commercial standpoint, *positioning* is about finding specific goods in particular markets (e.g., the iPhone or iPad). In this type of approach, businesses aim to position themselves (or their products) in a niche market (e.g., for the launch of an initial product or function) or to seek an opportunity void in each market. The opportunity gap is a position that arises unexpectedly as current goods create new demands for customers. Take for example, the production of Notebooks – ultra-compact laptops – and the growing demand for USB-enabled items not included in the initial system configuration, such as high-end DVD/CD burners or portable hard disks, but also the need for new devices, such as soft-cases or screen-protective films.

Strategy as a *perspective* is a more abstract means of pursuing an aim, since it does not explicitly apply to a demand or a corporate action, but to the style or way an organization does stuff. This means a view of the inside of the business and how over time, tasks appear to be handled in a certain way. Such a way may be motivated by the organization's general philosophy of doing business: it relates to the vision of the company or what the company wishes to be in the future. The vision is also a lasting reference, serving as a roadmap and an inspiration to the company's strategic innovations. This style of approach can be demonstrated by looking at iconic companies with a well-defined signature way of doing business, such as Apple, IKEA, McDonalds, or Starbucks. In these examples, the mission of the organization explicitly outlines what the plan for a new product or transition to the market would be: there is a close alignment between the vision of the future and the steps taken to reach that aim today. Thus, the successful introduction of a new Apple gadget inspired by the company's vision still requires the right positioning on the market. Place techniques can be quickly modified within the context of a long-term and steady outlook approach.

On the opposite, it would not be that straightforward to shift viewpoint when holding the same position. In other terms, companies observe only one viewpoint approach and change their positioning strategies accordingly (that's a market fact!).

The last form of technique has to do with the so-called *ploy* or tactics. This is an action meant to defeat or defeat an enemy or a rival. In companies, and in addition to placement, ploys are potentially one of the most used techniques. Popular roles in companies are:

- Deception
- Threat
- Discredit

We may use the techniques of manipulation to explain what a business plot is. Let us think about a large company that wants to deter growing rivals by sending signals indicating a proposal for further expansion of operations in the disputed area. Supposedly, the company is investing in property to create a factory right in the area where rivals are preparing to launch their new operations (according to the rumors). Competitors see this action (purchase of land) as a direct sign of the war and departure, in order to escape the already potentially higher costs of competition. They're going to change plans finally. The plot here is that the company purchased the property with no intention of building and increasing its activities, but rather of exploiting its rivals.

The plot in this situation was to make the opponents think that the company was going decisively first. Buying property was a low-cost tactic to get rid of the rising rivalry in the area. You will still resell the property later. A counter-plot in this situation would be the competitors that would make the company think that they needed to launch operations in that area, pushing it to go forward and overlooking the real issue: a combination between rivals to win over the market in other areas. Through going first

and purchasing property, the company wasted time, resources, and focus, and became vulnerable to a potential alliance of rivals.

The lack of strategy

We might assume that a company can continue to make money (or even raise profits) without plans while we are talking about a lack of organized planning or strategic management. If we speak about strategy per se, then the response becomes no since strategies in their pure nature are an integral characteristic of human thought and the extension of human institutions, and cannot be separated as such.

When formalized, policy becomes a mechanism linked to organizational roles and configuration that as Mintzberg implies, can inhibit the capacity to understand, adjust or generate excess planning and control. This last idea was the driving force behind a growing interest in the possible benefits of informal approaches for coping with transition and confusion. However, experiments in this new management pattern suggest that the findings are very context-dependent and therefore it is still too early to tell which strategy is best. The paradox that results from this discussion can be explained in the following way:

EXAMPLE: Let us consider Cybrosys decides to keep decision-making as open and democratic as possible, preventing the establishment of rigid directional guidelines, but designing a quick communication mechanism that enables rapid reaction to changes in customer tastes and organizational logistics. The company therefore preferred not to formalize the policy but to retain a clear, sensitive intelligence approach. The decision was taken in the light of the fact that engaging in the additional application of strategic management would raise manufacturing costs unduly and would, on the other hand, limit their chances of rapidly responding to changes in the industry and supply chain. The sector, after all is limited and volatile.

Should we claim that the organization has no plan at all in this case? Perhaps the answer is no. While we may assume that the firm has opted not to formalize its strategic process, it is obvious that the firm has often adopted an informal approach. Such a technique is to keep (the objective) ahead of competition by increasing internal responsiveness and adaptability by retaining a versatile organizational framework and work. We might also explain a bit more, stating that in this situation, the approach is a viewpoint (a specific way of doing business) and that at the same time, it derives from the trend (e.g., due to the size of the firm and the dynamics of the market). In either case, the corporation determines its course, its role, and its operational settings. To allow the option of versatility over formality, the company needs to know itself and the world in which it resides and to prepare itself in time. This is a process; indeed, it is the foundation of a systematic strategy process.

Eventually, the policy fallacy in organizations is that opting not to have a structured strategy (or strategic management) mechanism is a strategy. The debate then emerges whether the strategy is to be institutionalized or in other words, whether we internalize the strategy as one more phase in the corporate system. The informal solution technique will be involved in the general decision-making phase, while the structured process will be centralized in the strategic management process. In large companies, this phase may be localized to be part of each (or most) working unit (e.g., Departments such as Production, Finances or Marketing). In either case, even from a historical point of view, the head of the company is always the ultimate planner, namely the chairman (or Chief Executive Officer, CEO). There are emerging developments in management and thus there are also new trends in policy management. In addition, we're going to study the classic and trendy forms of strategic management. For the time being, we should bear in mind that in general, modern developments in strategy management are rescuing the importance of individual and corporate qualities, such as learning, beyond the classical point of view, based on the boss and his or her strategizing or clear willingness to plan.

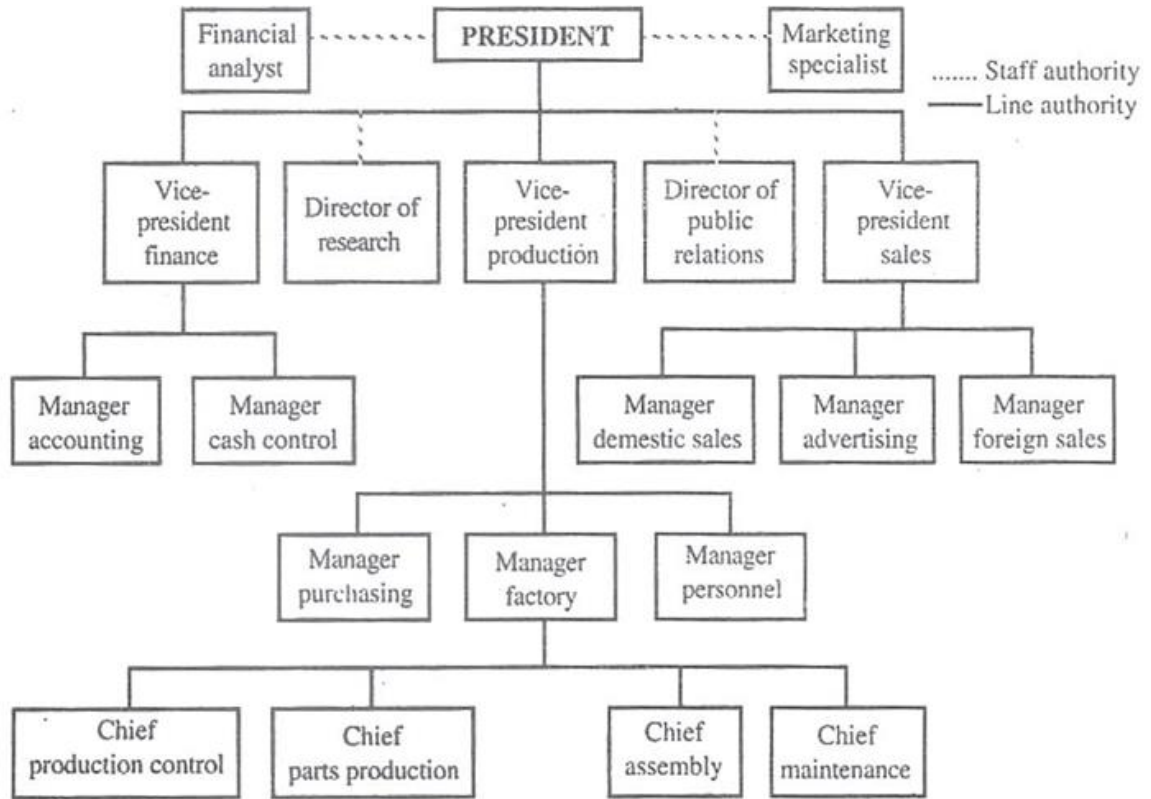
The evolution of corporate organizations

Most of our existing production of goods and services is in the hands of companies (Grant, 2008b). Corporations are companies with a legal name that varies from the identity of their members. Exemptions cover agricultural and craft practices in developed countries (mainly family-based production) and programs such as education (government-based production/control). Historically, production management has not always been in the hands of companies, but has been coordinated through networks of self-employed, home-based employees. Commonly, industrial estates were the main networks. A simple "putting-out" development mechanism has been put in place within these networks. Take for example, the British wool industry in the 1800s: home-based spinners who bought raw wool (on credit) from a merchant to whom they sold the yarn; the merchant sold the yarn to home-based weavers from whom he bought the fabric. Since the industrial revolution, home-based workers were employees of a garment factory and ceased to be independent contractors. They gradually became part of the company.

Company enterprise is often identified as one of the greatest inventions of modern history. This is reflected in their growing position as production organizers, and thus in their control over the main features of the global economy. As a result, we can conclude that corporate associations are productive and successful in coordinating economic activity. In the capitalist economy, output can be organized in two places: in markets (by price mechanism) and in businesses (by managerial direction). The future role of businesses and companies in the capitalist system is determined by efficiency: e.g., if the operating costs of firms are smaller than the transaction costs of markets, transactions appear to be coordinated inside firms and not through markets. Thus, since companies handle their expenses more effectively than markets, the economy is structured around firms.

According to Grant, the new corporate enterprise or corporation, as we know it today, has evolved as a result of two changes:

(1) the introduction line-and-staff arrangement, and



LINE AND STAFF ORGANISATION OF A TYPICAL MANUFACTURING COMPANY

Source: <https://www.iedunote.com/line-and-staff-relationship-in-organization>

(2) the formation of a multi-division corporation.



Source: <https://slideplayer.com/slide/13591791/>

Initially, most businesses were very small and worked (managed) from a single plant or office. The lack of transport restricted the operations and the market of the companies to their immediate area. With the advent of the telegraph and the railway system, these limitations gradually disappeared. However, from the point of view of geographically wider economies, modern corporate models and strategic, strategies needed to be modified. Having now physically separate units, the companies wanted to provide them with an institutional structure. In theory, a simple organizational structure was developed based on a group of units controlled by the administrative headquarters. That was the so-called line-and-staff structure. Employees of the company were either a line, delegated to operational duties within operational departments, or employees, as managers or technical experts based in the head office.

The other structural reform, the formation of a multi-division company, took place in the 1920s due to the growth of operations (different products) and industries (merger of companies). Such a new organizational arrangement displaced the prevailing unified functional paradigm, giving rise to a more dynamic functional structure. At that time two innovative firms took the lead in introducing a range of divisions: DuPont and General Motors.

DuPont suggested that the ever-increasing scale of operations posed too many communication challenges and that the few senior managers were exhausted by the workload and the complexity of the decision-making process. The organization has then turned each separate product line into a decentralized product division with its own distribution, R&D, and support activities. In the case of General Motor, the rapid acquisition of other firms has brought with it a great deal of organization and management, especially in terms of poor financial control and a very confused product line. Having each new company part of the general management structure was a better arrangement for the needs of the organization at the time. This meant that each division manager was responsible for the management and success of the company, and that the director was responsible for the creation and control of the whole organization.

As a result, the primary characteristic of the emerging divisional zed organization was the separation of organizational duties, now in the hands of general managers at the divisional level, from the strategic responsibilities now in the head office. This fundamental approach to contemporary organizational systems incorporates both unified coordination (top management) and operational decentralization (operation management).

As a result of these two structural changes, company enterprises have begun to grow. At the end of the Second World War, the structures and procedures of the corporations have changed significantly. Today, the multi-divisional arrangement of major companies has grown into a matrix organization in which various hierarchies are

organized around a range of goods and roles in different geographical regions. This growing operational sophistication required a higher degree of versatility and responsiveness. Modern ways of mutual communication and control have therefore arisen (e.g., networks, alliances, and outsourcing partners). Over the past decade, the focus of management systems has changed increasingly from organizational concerns to business issues such as information management and social responsibility (Grant, 2008b).

Strategy execution



Source: <https://www.rhythmsystems.com/blog/the-ceos-strategy-execution-gap>

That wonderful, elusive thing the world's leaders want. What a dream to develop a corporate strategy, to establish it with discipline and clear communication and to watch our teams adapt, allocate resources, track progress, and deliver results. Unfortunately, only 33% of the leaders reach this organizational nirvana, with the latest estimate that 67% of the strategies fail due to poor implementation.

The issue of "strategy execution" as a terminology used to describe strategic success or failure is that it masks a multitude of other issues behind one. This is oversimplification. Simply saying that "we failed to execute" doesn't get to the point of the challenges faced in trying to execute.

In their best-selling book, the 4 Disciplines of Execution: Achieving Your Wildly Important Objectives, authors Chris McHesney, Sean Covey and Jim Huling present four main reasons for the strategy to break down. These are the reasons presented below, and other research shows how the roadblocks to success are.

1. Employees don't understand the corporate strategy.

- Only 5% of employees are aware of and/or appreciate the policy of their company.
- Even in top-performing organizations with 'clearly articulated plans,' 71 per cent of workers cannot understand the approach of their own organization on a multiple-choice basis.
- Just 27 per cent of staff and 42 per cent of managers have access to the strategic strategy of their business.
- Almost 90% of middle managers agree that leaders also convey plans to workers – but communication is calculated by the output of communication, not by how well communication is interpreted.

If employees do not know or appreciate the plan of their business, they cannot be expected to know how they can contribute to its delivery by their everyday jobs. The obligation to articulate the plan on an ongoing basis rests with 100 per cent of the top leadership – and to do so in a fashion that resonates with their staff. Quantity, consistency, and style must be considered in terms of successful communication of the campaign to ensure that customers understand where the business is heading and what is required of them. The power of repetition when combined with different formats (for example, talking about expected results in an organization-wide e-mail and a town hall meeting) should not be underestimated.

2. The organization does not know how to execute the strategy.

- About 20% of administrators agree that their organizations are performing enough to distribute staff through company divisions to help strategic strategies.
- Over half (61 per cent) of senior executives acknowledge that their organizations have a poor job of bridging the gap between strategy formulation and day-to-day implementation.
- Only 40% of workers believe strongly that their boss truly knows the policy or aims of their company.
- Two-thirds of IT and HR roles are not consistent with their business strategy;

So many people are ignorant of the practices that can produce outcomes, and this is true of managers and staff. This is partially due to a breakdown that sometimes arises after a strategic strategy has been established. It may be easy to align to prioritize new product creation over the past half of the year but what does it look like? What does that mean? It involves modifying actions and allocating or reallocating money, and it needs a path map to do this effectively. Using action plans, charters, and a detailed policy management tool such as myoma will help to explain the actions expected to achieve outcomes.

An act of cascading the plan from the organizational level to the practical level would offer a great deal of transparency for the teams. Seeing the action that must happen at their stage and how this activity contributes back to the larger agenda is key to aligning the organization.

3. Organizations don't track progress.

- 85 per cent of the executive teams spend less than an hour per month on strategy, and 50 per cent spend little time on strategy.
- Only 20% of companies review the application of the plan on a weekly basis.

- Executive teams meet once a month for 4-8 hours in organizations that successfully meet their business plans and priorities.
- A plurality (92 per cent) of companies reported not monitoring main success metrics to tell them how well they are performing in competition.

Once the proposal has been formulated and enforced, unless steps are set in place to track success, the implementation of the organizational strategy will fail. Most workers don't know what main indicators of performance are, so it's hard to monitor their own individual habits that contribute to success. It's easy to see that leaders don't look at policy more often – we spend much of our time working vs. working. Discipline on metrics must be defined. The most competitive organizations we've seen in strategy implementation conduct strategy evaluations at least on a monthly basis, and executives never lose track of where they are. It is convenient to use a dashboard or other monitoring mechanism to see all changes in one place.

4. People aren't held accountable for performing strategic activity.

- 70 per cent of middle managers and more than 90 per cent of front-line employees earn pay that is not related to the organizational plan.
- Less than 10% of corporate executives have strategic expertise.
- Two-thirds of managers say that prior success is the main factor in decision-making but a culture that encourages policy delivery must encourage coordination, ambition, resilience, and desire to adapt.

This is perhaps the greatest change management initiative that needs to be made in the application of the plan the mechanisms used to keep staff (and leaders) responsible must be tied to strategic performance. If there is no opportunity (or penalty) for staff to voluntarily engage in corporate projects, why will they waste time there? Instead of just doing what you're paying them to do?

A management regimen consisting of a calendar of events, a monitoring protocol and a contact plan should be established to promote a culture of transparency and accountability. Managers with direct reports should be asked to continue to track progress on strategic activities daily. RACI may be a valuable method in determining who is responsible for what tasks, as well as ensuring that strategic measures are integrated into performance evaluations.

R.A.C.I. <i>Responsible</i> <i>Accountable</i> <i>Consulted</i> <i>Informed</i>			
	<i>Project Manager</i>	<i>Business Analyst</i>	<i>Developer</i>
<i>Create Project Plan</i>	<i>R</i>	<i>C</i>	<i>C</i>
<i>Complete Requirements Document</i>	<i>A</i>	<i>R</i>	<i>I</i>
<i>Write Code</i>	<i>A</i>	<i>C</i>	<i>R</i>

Source: <https://www.merkleinc.com/blog/using-raci-matrix-improve-project-delivery>

Business mission, vision, objectives, and core competencies

All of Cybrosys' vision, mission, goals and core competencies rely on strategic planning to sustain a competitive environment and maintain an effective market role. In the evaluation of all these activities, Cybrosys' vision and goals would allow strategic management to frame the corporate agenda so that the enterprise can reach its optimal outputs.

Formulating a corporate strategy would allow the organization to accomplish its strategic goals and objectives in a highly competitive environment. There are several

considerations that need to be weighed when formulating a corporate strategy for Cybrosys (Peng, Wang, and Jiang, 2008).

- Availability of resources: It is important to identify the complete supply of human resources and capital in the organization before formulating a corporate strategy for Cybrosys. So that the corporate strategy should work successfully to meet the targets. Although insufficient resources in terms of human resources, materials and money would lead to losses for the company and Cybrosys would not satisfy the requirements of its customers. The company's human resources are responsible for designing and executing a corporate strategy in Cybrosys to meet its objectives.
- Customers: As Cybrosys formulates their strategic plan of action to achieve their objectives through satisfying their market customers. Hence, market customers is an important component that must be considered before formulating the plan, its customers from whom Cybrosys frames the plans to satisfy their needs and requirement.

Customers requirement should be considered before framing the strategic plan that will lead to successful plan.

Top-down planning: Top-down planning is an effective planning system that contributes to Cybrosys' strategic planning. Top-down planning ensures that management is constantly in touch with their middle-level staff or employees who help management to know the requirements and feedback from their guests and customers.

Bottom-up planning: Cybrosys should also rely on bottom-up preparation to ensure the organization's strategic planning. The bottom-up approach offers lower employees and the ability to connect individually with the management to develop Cybrosys.

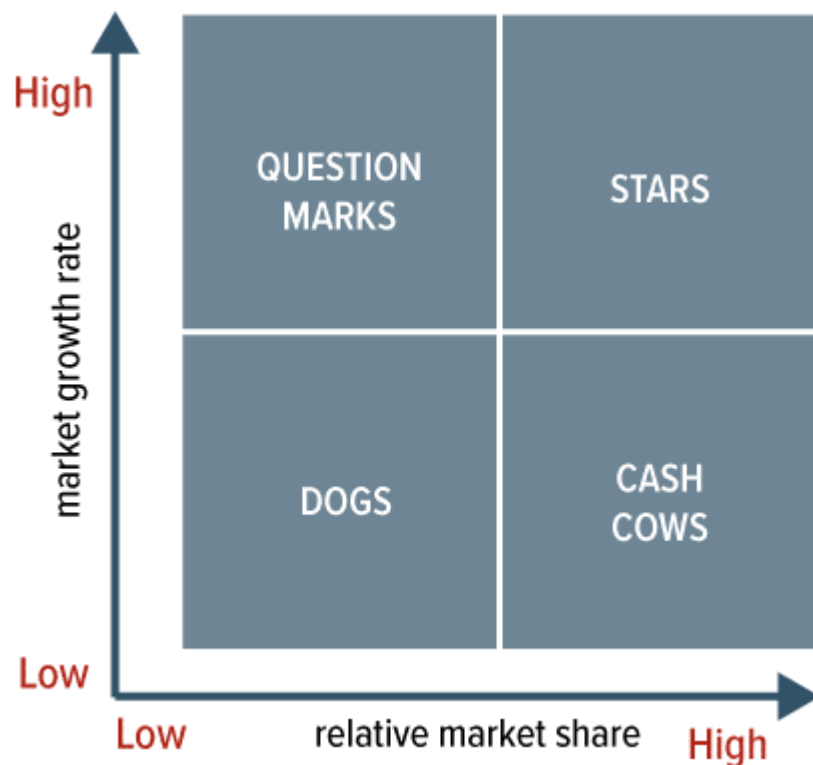
All preparations assist Cybrosys in the strategic planning of their organization so that they can provide professional care to their customers. Bottom-up planning is an important method to involve middle-level staff or workers in the strategic planning

process. The strategic preparation of Cybrosys would also result in the fulfillment of the specified goals which will result in a place to be taken in a highly competitive scenario.

Effectiveness of techniques used when developing strategic business plan

A strategic business plan is a vital one for any company that can help them produce the desired outcome. There are many methods used in Cybrosys to establish and execute a strategic business plan. These are:

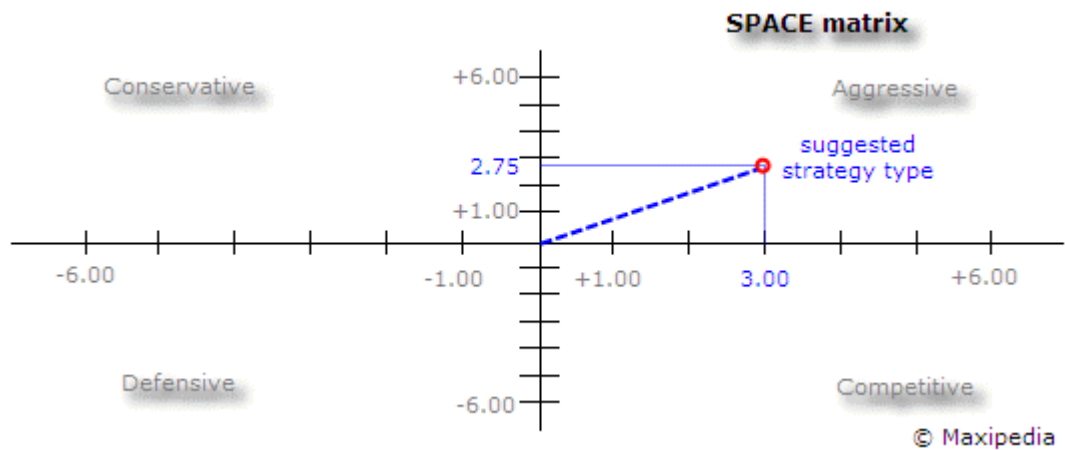
The Boston Consulting Group model, and this will allow the organization to better distribute its capital and generate its market share. Cybrosys' position on the growth share matrix serves to give an indicator of their net cash production and the overall cash use of the company.



Source: <https://www.garyfox.co/bcg-matrix-guide-examples/>

- Cash cows: Cash cows rely on producing more cash than the amount of cash they consume. Cybrosys is expected to expend less money on the market because such little investment is expected to be lost in the IT sector with a low growth rate.
- Dogs: Cybrosys is hardly supposed to raise cash to retain its market share. It is generally referred to as a break-even point as the business has a comparatively low market share and a low growth rate that results in neither producing nor spending any cash. (Peng, Wang, and Jiang, 2008).
- Question marks: In the question mark field Cybrosys will usually expand by consuming significant sums of cash, but since they have a low market share, they would not be able to raise cash. Here, Cybrosys wants to evaluate the business region to decide if they are worth investing in increasing their market share.
- Stars: Stars produce large sums of cash with relative market share and often have a fast market growth rate that absorbs large amounts of cash. Cybrosys needs massive funding to cope with rivalries and sustain its business expansion. (Fleisher and Bensoussan, 2003).

SPACE Matrix: This matrix tests the market position of Cybrosys and lays out a plan for Cybrosys based on its financial power, environmental resilience, strategic edge, and industry strength. The Strategic Position and Action Evaluation Matrix focuses on choosing an appropriate approach that will directly result in a favorable position on the market. The main types of tactics are aggressive, conservative, defensive and competitive.



Source: <http://www.maxipedia.com/SPACE+matrix+model+strategic+management+method>

This specific SPACE matrix advises us that Cybrosys must follow an aggressive strategy. Cybrosys has a good competitive role as a fast-growing market. It wants to use its internal capabilities to establish a plan for consumer growth and market creation. This could include product growth, integration of other firms, acquisition of rivals, and so on.

Now how are we going to get to the potential outcomes seen in the SPACE matrix? The SPACE Matrix analysis works on two internal and two external strategic levels to assess the strategic role of the entity in the field. The SPACE matrix is based on four fields of analysis.

Internal strategic dimensions:

Financial strength (FS)

Competitive advantage (CA)

External strategic dimensions:

Environmental stability (ES)

Industry strength (IS)

There are several SPACE matrix variables within the internal strategic dimension. These aspects are evaluated by Cybrosys internal strategic role. Financial strength considerations also come from corporate accounting. These SPACE matrix considerations can include, for example, return on investment, debt, turnover, liquidity, working capital, cash flow, and others. Competitive advantage considerations include for example, the pace of Cybrosys invention, niche market place, consumer satisfaction, product efficiency, market share, product life cycle, and others.

Cybrosys is also affected by the environment in which it operates. SPACE matrix considerations related to the strategic external market component include for example, the general economic situation, GDP expansion, inflation, price elasticity, technology, barriers to entry, competitive pressures, industry growth prospects, and others. These variables can be well evaluated using the Five Forces model of Michael Porter.

The SPACE matrix measures the value of each of these dimensions and positions them in a Cartesian graph of X and Y coordinates.

The following are a few model technical assumptions:

- By definition, the CA and IS values in the SPACE matrix are plotted on the X axis.
- CA values can range from -1 to -6.
- IS values can take +1 to +6.
- The FS and ES dimensions of the model are plotted on the Y axis.
- ES values can be between -1 and -6.
- FS values range from +1 to +6.

SPACE matrix example

Internal Strategic Position		External Strategic Position	
Axis X	Competitive (CA)	Industry (IS)	
	(-6 worst, -1 best)	(+1 worst, +6 best)	
	-1 Product quality	+6 Barriers to entry	
	-1 Market share	+4 Growth potential	
	-3 Brand & image	+4 Access to financing	
Axis Y	-2 Product life cycle	+5 Consolidation	
	Average -1.75	Average +4.75	
	Total axis X score: 3.00		
	Financial (FS)	Environmental (ES)	
	(+1 worst, +6 best)	(-6 worst, -1 best)	
	+5 ROA	-2 Inflation	
	+4 Leverage	-1 Technology	
	+6 Liquidity	-2 Demand elasticity	
	+5 Cash flow	-4 Taxation	
	Average +5.00	Average -2.25	
	Total axis Y score: 2.75		

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Source: <http://www.maxipedia.com/SPACE+matrix+model+strategic+management+method>

Each element within each strategic dimension is classified on an acceptable rating scale. The averages are then determined. The addition of human strategic dimensional averages produces values that are plotted on the X and Y axes.

SWOT analysis: SWOT analysis is a straightforward method that helps a company to list the capabilities, limitations, prospects, and risks among them in the current environment. Such short notes on paper help to define where the business should develop. The overall goal of a company will be to reduce its vulnerabilities and improve its strengths, as well as to escape any potential risks and exploit the possibilities present on the market. These findings demonstrate both organically that an organization wants to improve and encourage an organization to explore how it can convert it. These will form the foundation of the reform goals of the organization.

Balanced scorecard: It is a performance assessment methodology that focuses on different aggregate performance metrics within Cybrosys, often involving customer perspective, internal business processes, learning and development, and financial services, to track progress against the strategic priorities of Cybrosys, which should be evaluated.

A Balanced Scorecard aims to convert the often abstract, pious aspirations of Cybrosys vision/mission statement into the practicalities of better operating the company at all stages.

The Balanced Scorecard approach is to take a systemic view of Cybrosys and organize MDIs in such a manner that performance is experienced by all departments and in a united fashion.

To embark on the Balanced Scorecard, Cybrosys must first know and understand) the following:

- The company's mission statement
- The company's strategic plan/vision

Then

- The financial status
- How Cybrosys is currently structured and operating
- The level of expertise of their employees
- Customer satisfaction level

The following table indicates what areas may be looked at for improvement:

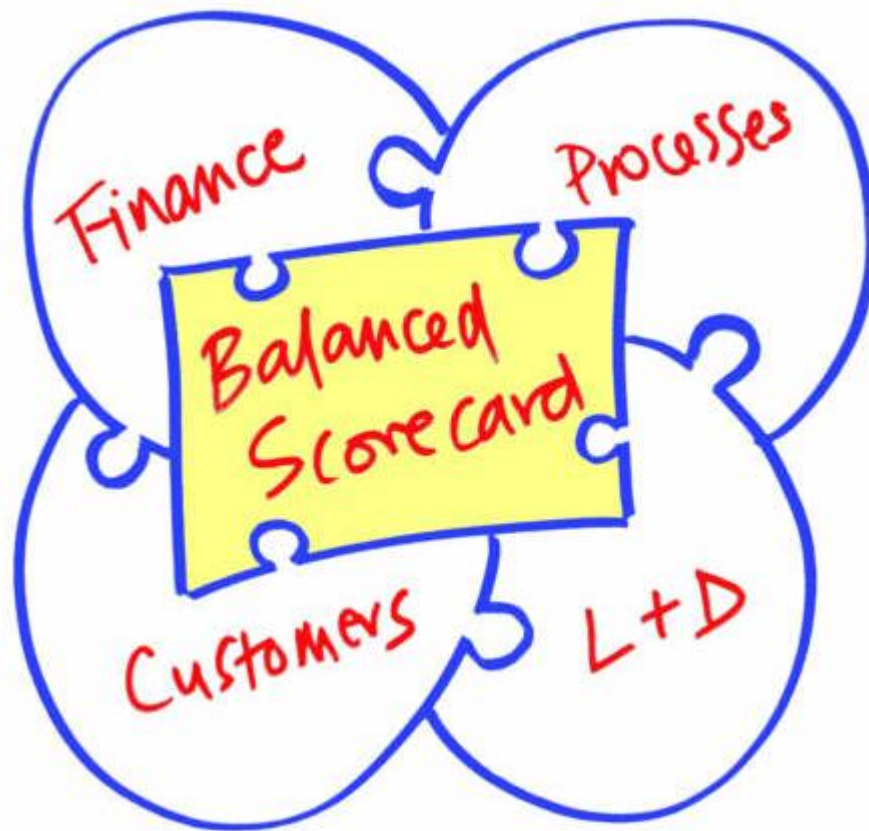
Department	Areas
Finance	Return On Investment Cash Flow Return on Capital Employed Financial Results (Quarterly/Yearly)
Internal Business Processes	Number of activities per function Duplicate activities across functions Process alignment (is the right process in the right department?) Process bottlenecks Process automation
Learning & Growth	Is there the correct level of expertise for the job? Employee turnover Job satisfaction Training/Learning opportunities
Customer	Delivery performance to customer Quality performance for customer Customer satisfaction rate Customer percentage of market Customer retention rate

Source: <https://www.businessballs.com/performance-management/balanced-scorecard/>

When Cybrosys has evaluated the specific and quantifiable effects of the above, it should be equipped to use the Balanced Scorecard method to strengthen places where they are deficient.

The metrics set up must also be SMART (commonly, Precise, Observable, Practical, Reasonable and Timely) – they cannot change what they cannot calculate! Metrics must also be consistent with the business strategy of the organization.

A Balanced Scorecard approach generally has four perspectives:



Source: <https://www.businessballs.com/performance-management/balanced-scorecard/>

Any of the four viewpoints is interdependent change in one field alone is not inherently a prescription for progress in the other regions.

Implementation of the Balanced Scorecard framework around the organization can be the cornerstone to the effective implementation of the strategic plan/vision.

A Balanced Scorecard should result in:

- Improved processes
- Motivated/educated employees
- Enhanced information systems
- Monitored progress

- Greater customer satisfaction
- Increased financial usage

There are several software packages on the market that claim to support the use of Balanced Scorecard framework.

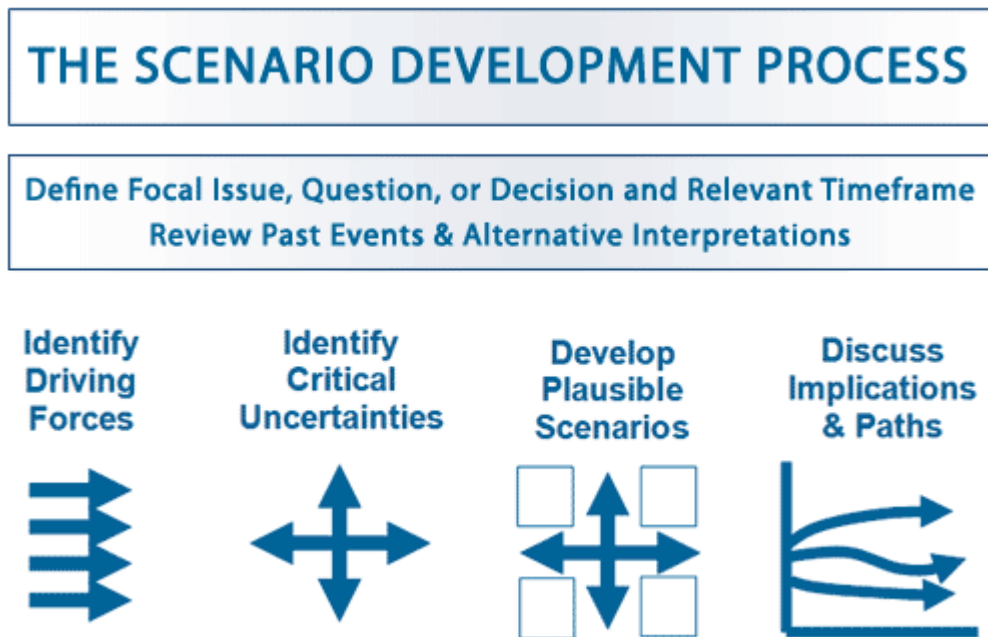
For any program to function successfully it should be:

- Comply for the latest application platform
- Still open to all-everywhere.
- Simple to understand/update/communicate;

It is of no benefit to anybody if only the top management keeps the targets in their drawers/cupboards and protects them like the Holy Grail.

Feedback is important and should be continuing and encouraged by all within the Cybrosys.

Scenario Planning:



Source: <https://www.smestrategy.net/blog/what-is-scenario-planning-and-how-to-use-it>

The business uses the scenario planning approach to build a long-term strategy to reach market success. Scenario planning was also used as a change of mind in the past before formulating a business strategy for the organization (Ohmae, 2000). Cybrosys uses the methodology to identify challenges with the current strategy and to further create a new strategic growth plan that can help the organization to achieve its market position.

Nominal Ranking

Nominal ranking is a process used to prioritize a long list of objects, e.g., SWOT analysis. Participants shall be given a certain number of votes that they can use and may use these votes on any item on the ballot, with multiple votes for a single item if they so wish. Many participants are given "sticky dots" to put on flip charts where list items have been compiled. Until all the participants have voted, the cumulative number of votes for each item shall be counted and the top-rated items shall be decided.

Team Facilitation

The facilitator of the preparation effort plays a vital role and is responsible for ensuring that the project runs seamlessly from start to finish, that all people involved have an opportunity for feedback, that disagreements are resolved and that the work of the team—the development of a plan—is carried out. Team facilitation strategies include active listening, meditation, positive reinforcement and at times, constructive feedback. All teams are going through a sequence of predictable steps-forming, storming, standardizing, and performing-requiring various facilitation skills.

Chapter 2 - Analysis of Current Position of CSIC

SWOT Analysis

Strategic positioning is a crucial step for every company and helps to build the road to growth.



Source: https://en.wikipedia.org/wiki/File:SWOT_en.svg

It requires making straightforward choices that will allow Cybrosys to achieve business competition. Cybrosys can assess its competitive positioning in the industry with the aid of SWOT analysis and value-chain analysis. (Peng, Wang, and Jiang, 2008).

SWOT analysis is a straightforward method that helps a company to list the strengths, weaknesses, opportunities, and threats among them in the current environment. Such short notes on paper help to define where the business should develop. The overall goal

of a company will be to reduce its vulnerabilities and improve its strengths, as well as to escape any potential risks and exploit the possibilities present on the market. These findings demonstrate both organically that an organization wants to improve and encourage an organization to explore how it can convert it. These will form the basis for the goals of the organization's transition.

SWOT analysis is the aspect that can influence Cybrosys internally and externally, and stands for Strengths, Weaknesses that are internal or can be regulated by Cybrosys on its own and Opportunities and Threats are external sections that are ignored by companies such as Cybrosys but need to be given full consideration, the SWOT analysis of Cybrosys:

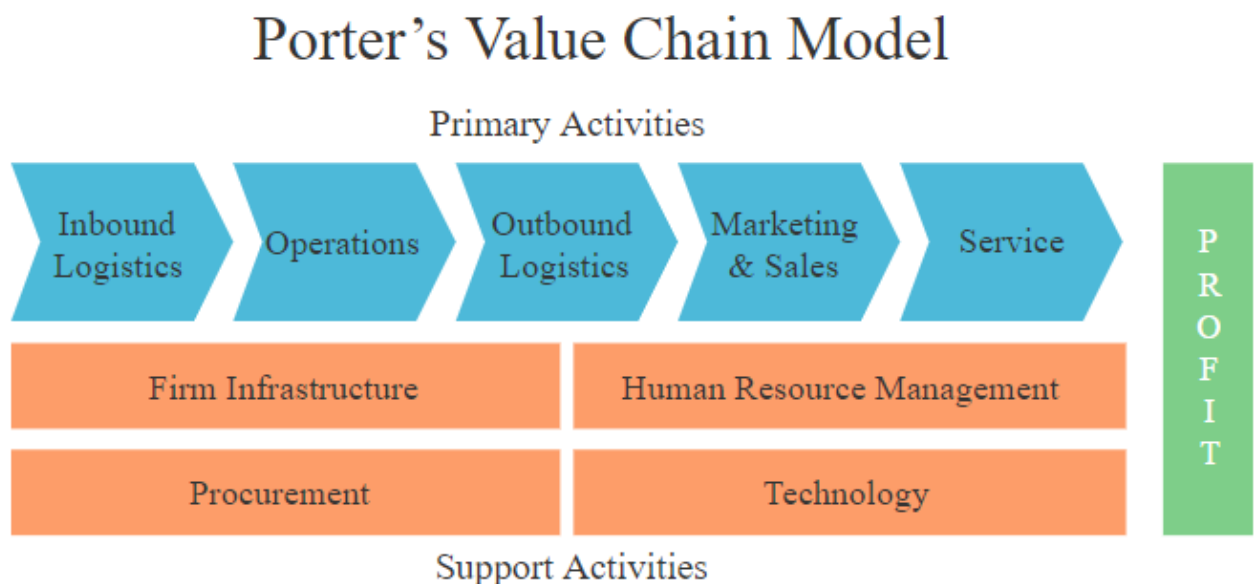
Strength	Weakness
• Strategic software partnership with IBM, Intel, HP. • A very bright future because of the demand of online presence. • High quality products and good services. • Innovation and leadership. • Ease of scalability – more than half of India’s population is less than 25 years old. English speaking IT – ITES professionals growing at a good pace. • Since the company is based in India its competitive advantage is enhanced. The Indian economy, despite weak economic	• Lack of marketing experience. • Lack of Brand awareness. • Lack of awareness in small business firms about web designing, web promotion and other web services. • Low R & D spending as compared to global IT companies – only 1.3 % of total revenues. • Excessive dependence on the USA for revenues – US Companies are cutting down IT budget, hence revenues to be hit hardest of Indian IT firms like Cybrosys.

indicators such as relatively high rates of inflation, has low labor cost.	• Rising wage bill – 42.9 % to 44.8 % of revenues. • Low expertise in high end services like Consultancy and KPO.
Opportunities • Redesign websites according to Web Standards for international clients. • Provide more security and effective database environment. • Greater scope for product innovation has increased focus on high end work like consulting and KPO. • Domestic market set to grow by 20%. • Greater scope to service domains other than BFSI such as Transportation, Infrastructure, etc.	Threats • Political, legislative, and regulatory change in different countries. • The global economic slowdown may continue for several years – hence low IT spending globally US Govt. against outsourcing • Rupee-dollar movement affects revenue and hence margins. • Increased competition from foreign firms like Accenture, etc. • Increased competition from low-wage countries like China, Indonesia etc. • The economic environment, pricing pressure and rising wages in India and overseas.

Value-Chain analysis

Value Chain Analysis is a strategy tool used to analyze Cybrosys internal activities. Its aim is to recognize which activities are the most valuable (i.e., a source of cost or differentiation advantage) to Cybrosys and which could be improved to provide a competitive advantage. In other words, by looking at internal activities, the analysis shows where Cybrosys has competitive advantages or disadvantages. Cybrosys, which competes through differentiation advantage, will try to perform their activities better than competitors would have done. If it competes through cost advantage, it will try to perform internal activities at a lower cost than competitors would have done. If Cybrosys can provide services at a lower cost than the market price or of providing superior products, profits will be made.

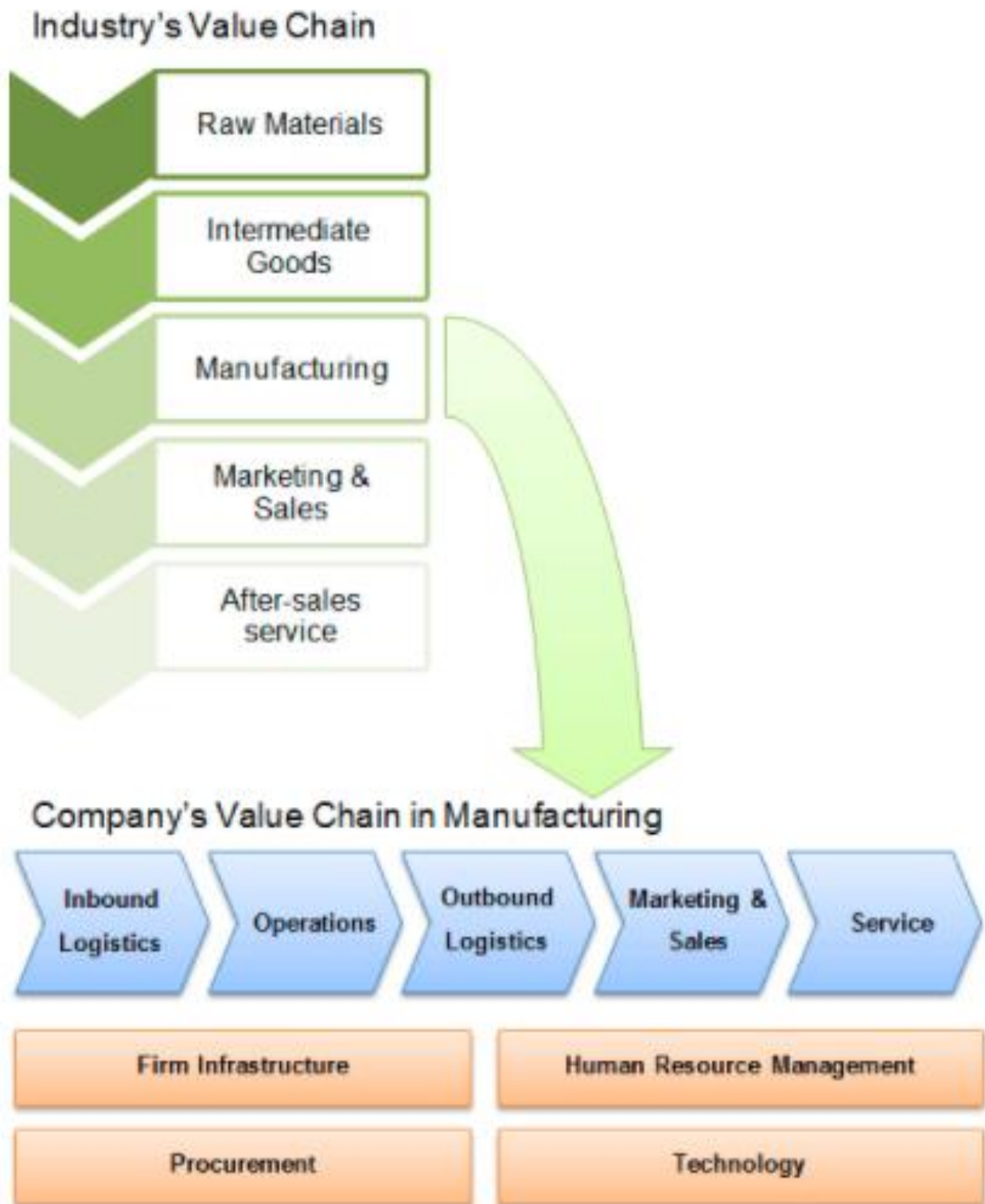
In 1985, M. Porter introduced a generic value chain model. The value chain represents all the internal activities of the company engaged in producing goods and services. VC consists of primary activities which directly add value to the final product and support activities which indirectly add value.



Source: <https://strategicmanagementinsight.com/tools/value-chain-analysis.html>

While primary activities explicitly add value to the manufacturing process, they are not inherently more important than supporting activities. Today, the competitive advantage derives mainly from technological improvements or innovations in business models or processes. As a result, support activities such as 'information systems,' 'R&D' or 'general management' are usually the most important source of differentiation advantage. On the other hand, primary activities are usually a source of cost advantage, where costs can be easily identified and properly managed for each activity.

Cybrosys VC is part of the VC of the larger industry. The more activities Cybrosys undertakes compared to the VC of the industry, the more vertically integrated it is. Below we can see the supply chain of the business and its relationship to the firm stage of VC.



Source: <https://strategicmanagementinsight.com/tools/value-chain-analysis.html>

The Value-Chain analysis model Cybrosys defines the most profitable practices that may be created or enhanced to serve as a strategic advantage for the business on the market (Ohmae, 2000). These practices are used in the benefit measurement to minimize the added expense of the commodity. Value-chain analysis would enable Cybrosys to achieve a strategic edge that will boost its profits and help the business raise sales. It also consists of inbound logistics, outbound logistics and operational control. In addition, promotion, and distribution as well as resources are also included. Cybrosys' inbound operations are in-house facilities, a directory of suppliers and an updated ordering system.

Similarly, successful campaign tactics are pursued along with enough ads to draw customers. There are a range of support activities for all these main activities, such as professional workers, decent infrastructure, and modern technologies. In addition, there is a sourcing committee to find the right vendors and an appropriate distribution mechanism. `

PESTLE analysis



Source: <https://www.professionalacademy.com/blogs-and-advice/marketing-theories--pestel-analysis>

The PESTLE analysis is used to examine the political economic, social, technological, legal, and environmental variables that will help Cybrosys develop a strategy to achieve its objectives.

Political factor: These are all about how and to what point a government intervenes in the economy. This could include government policy, political stability or uncertainty in international economies, foreign exchange policy, tax policy, labor law, environmental law, trade controls and so on.

It is evident from the above list that political considerations also have an impact on Cybrosys and how they do business. Cybrosys must be able to adapt to existing and anticipated future regulations and change their marketing policies accordingly.

This factor allows Cybrosys to assess the degree to which the government can control the IT market (Carbone and Stoddard, 2001). Political consideration is that by implementing new tax laws, the organization will adjust the entire revenue collection system and process. It would have a positive effect on the Cybrosys and how they do their work. In addition, thanks to a shift in government regulation, the spending cap on consumers has been cut to a significant degree, which ensures that businesses are faced with a poor revenue turnover.

Economic factor: Economic conditions have a huge effect on the way Cybrosys works and on how successful they are. Factors include economic activity, interest rates, exchange rates, inflation, disposable consumer, and company profits, and so on.

These factors can be further broken down into macro-economic and micro-economic factors. Macro-economic considerations approach the control of production in any economy. Governments use interest rate regulation, tax reform and budget spending as their key instruments for this purpose.

Micro-economic considerations are all about how people invest their money. This has a huge influence on B2C companies.

The economic factor has a strong influence on the business and has long-term implications on the production and sale of the goods. For example, a rise in inflation would lead to a shift in Cybrosys company costs for products.

Social factor: Areas that include the common values and behaviors of the population are often known as socio-cultural influences. These considerations include demographic increase, age spread, health literacy, job attitudes, and so on. These

variables are of special concern as they have a significant impact on how advertisers perceive and motivate consumers.

Social factor also have impact on formulating the business strategy as, social factor include demographics, geographical locations, cultural trends (Stonehouse, Campbell, and Purdie, 2009).

Technological factor: We all know how quickly the technical world shifts and how this affects the way we sell our goods. Technology considerations impact marketing and management in three distinct ways: new ways of manufacturing products and services, new ways of selling goods and services, new ways of interacting with target audiences

Technological advancement would influence Cybrosys' activities in the form of manufacturing and delivery, as it has contributed to an improvement in the company's productivity. Technological gradation would allow positive changes in the success of Cybrosys in the global market. By implementing technology in the business, the demand gap should be explored and plans formulated to fill the market gap by supplying premium goods to their customers (Green and Ryan, 2005).

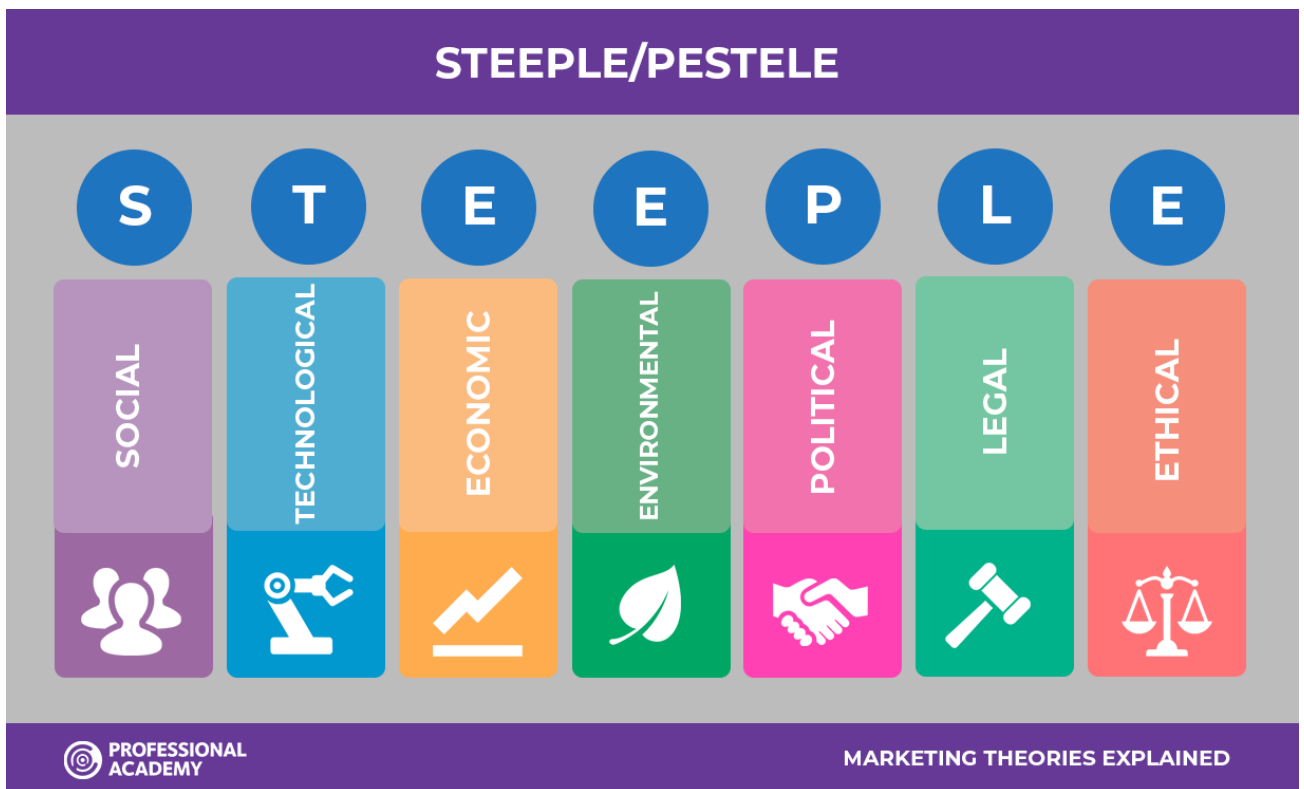
Environmental factor: These aspects have only really come to the fore in the last 15 years or so. They have become relevant due to the growing lack of raw materials, emissions targets, industry as an ethical and sustainable organization, carbon footprint targets set by governments (this is a good example where one factor could be classed as political and environmental at the same time). This are just some of the problems that advertisers face in this respect. More and more people are asking that the goods they purchase come from an ethical source and if possible, from a renewable source.

These considerations are important to consider when formulating the business plan as the rising shortage of capital Cybrosys needs to implement policies that involve the utilization of limited resources to satisfy the demand of more and more market customers. In addition, Cybrosys formulates a corporate social responsibility plan so

that management can build jobs and lead to a clean world. It enables an improvement in the average cost of return and the supply of high-quality commodities to a significant number of customers.

Legal factors: Legal factors include health and welfare, fair opportunity, advertising practices, customer and legal rights, food identification and product safety. Cybrosys wants to know what is and what is not legal in order to be able to transact effectively. If Cybrosys trades internationally, this will become a very challenging area to get correct as each nation has its own collection of rules and regulations.

Ethical factors: The most recent addition to PESTEL is the extra E-make it PESTELE or STEEPLE. This stands for ethics which covers legal values and spiritual or ethical questions that which emerge in Cybrosys. It considers topics such as fair trade, slavery, and child labor, as well as corporate social responsibility (CSR) where a company commits to local or societal causes such as volunteering or engaging in philanthropy, activist, or charitable initiatives.



Source: [https://www.professionalacademy.com/blogs-and-advice/marketing-theories--
-pestel-analysis](https://www.professionalacademy.com/blogs-and-advice/marketing-theories--pestel-analysis)

Political	• Political factors that may affect Cybrosys can be government rules and regulation in the business environment that Cybrosys operate. • For IT industry the political structure is stable in the foreign countries. • In India, decision making in parliament is quick because most votes is enjoyed by single party i.e., BJP. • The U.S. government has declared that U.S. firm that outsources IT work outside the U.S. will not get tax benefits; this has caused reduced revenue from the U.S. • Likewise, the IT sector does not have any influence of the political stability of the industry. • And if the foreign government policies change, there is little effect on the industry.
Economic	• The Economic analysis of Cybrosys is that, Domestic market grows by 20% and IT spending has been increased approx. USD 20 billion in 2008-09 (NASSCOM). • Decline in real estate prices has resulted reducing the rental expenditures and due to the recession, the layoffs and job-cuts have resulted in a low attrition rate.
Social	• Social factors for Cybrosys are English is widely spoken language in India, English medium being the most accepted

	mediums of education, especially in Kerala where the literacy is very high. Thus, India boasts of a large English-speaking population. • In the foreign countries the above resource is already available. • Working age population in India compared to other countries is very high and the number of technical institutes and universities over the country offer IT education. • So, the Social factor very positive for a company like Cybrosys.
Technological	• Technological factors are very positive for Cybrosys as it is in India because, India has the world's lowest call rates, is expected to have a total subscriber base of about 500 million by 2016. • India has the second largest telephone network after china and enterprise telephone services, 4G, Wi-Max and VPN are poised to grow in a vast manner. • Internet Backbone is also a technological factor to consider due to IT revolution of the 90s, Indian cities and India is well connected with undersea optical cables, new IT technologies: Technologies like SOA, Web 2.0, High-definition content, grid computing, etc. and innovation in low-cost technologies is presenting new challenges and opportunities for Indian IT industry like Cybrosys.
Legal	• Legal factors to look at for Cybrosys are, IT SEZ requirement: IT companies can set up SEZ with minimum area of 10 hectares

	and enjoy a host of tax benefits (like Kinfra and InfoPark) and fiscal benefits this may benefit Cybrosys. • Contract/Bond requirements: Huge debates surrounding the bonds under which the employees are required to work, which is not legally required. • IT Act: Indian government is strengthening the IT act, 2000 to provide a sound legal environment for companies to operate esp. related to security of data in transmission and storage, etc. • Companies operating in the Software Technology Park (STPI) scheme will continue to get tax-benefit.
Economically	• Environmental factors that may affect Cybrosys and needs to focus is, Energy Efficient processes and equipment: Companies are focusing on reducing the carbon footprints, energy utilization, water consumption, etc.

Porter's Five Force Analysis



Source: https://www.mindtools.com/pages/article/newTMC_08.htm

Porter's Five Forces is an easy yet effective method for recognizing the attractiveness of the Cybrosys market climate and defining the possible profitability of its approach.

This is helpful because as Cybrosys knows the factors in their world or market that can influence their profitability, they may be able to change their strategies accordingly.

For example, they may take advantage of a good position or strengthen a poor position to prevent taking incorrect steps in the future.

The method was developed by Harvard Business School professor Michael Porter to assess the competitiveness and possible viability of the industry. After its publication in 1979, it has been one of the most common and widely respected methods for business strategy.

Porter acknowledged that companies are likely to hold a careful eye on their competition, but urged them to look past the behavior of their opponents to consider whether other considerations could have an impact on the corporate climate. He defined five factors that make up a dynamic landscape that could threaten your profitability.

Porter's Five Force Analysis is an excellent model for assessing the degree of competitiveness within the market. This model of force also helps to consider the market situation where power lies. Cybrosys focuses on five forces that help assess profitability (Astrachan, 2010). these are:

Threat of the new entrants: The role of Cybrosys can be influenced by the willingness of rivals to reach the market. So, Cybrosys must worry about how simple it would be. How quick is it to get a foothold in the business or the market? How much does that run, and how closely is your sector regulated?

If little money and effort is needed to enter the market and compete effectively, or if Cybrosys has little protection for its key technologies, rivals can quickly enter the market and weaken Cybrosys' position. If they have strong and long-lasting barriers to entry, then Cybrosys can maintain a favorable position and take advantage of it fairly.

Threats of new entrants in the sector would impact the market share of Cybrosys and future buyers who purchase their products. Profitable business would aim to recruit new companies to spend their finance to reduce the viability of existing firms in the industry. In addition, the possibility of a new entrance is very high due to the high negotiating

power of the consumers. It demonstrates that the company would make additional attempts to attract consumers for longer periods of time.

Bargaining Power of Suppliers: This is determined by the ease with which Cybrosys suppliers can increase their prices. How many potential suppliers are there? How unique is the product or service they provide and how expensive would it be to switch from one supplier to another?

The more Cybrosys must choose, the easier it will be to switch to a cheaper alternative. But the fewer suppliers there are and the more Cybrosys need their help, the stronger their position and ability to charge Cybrosys more. That may have an impact on the profit.

Bargaining Power of Suppliers applies to the demand of inputs such as raw materials, labor, facilities for Cybrosys. For example, if there is only one vendor selling the software product in the market, then Cybrosys must procure it from the vendor (Miller and Besser, 2000). In this situation, however the manufacturers are in a superior position to charge higher prices for the commodity. The bargaining power of vendors is strong due to tough competition on the industry. As a result, the organization must make attempts to maintain vendors to ensure a reliable flow of supply.

Bargaining power of buyers: Here, Cybrosys must question themselves how easy it is for consumers to drop their costs. How many customers are there and how large are the orders? How much does it cost them to move from Cybrosys goods and services to rivals? Are Cybrosys' customers big enough to dictate conditions to them?

When Cybrosys works with only a few smart consumers, they have more control, so when Cybrosys has many customers, power rises.

The bargaining power of buyers can be calculated as the export market. Buyers have a major role to play in the buying of goods. Cybrosys can devise a policy focused on consumer pricing expectations. Customers therefore have the potential to bring

Cybrosys business under pressure resulting in price increases (Meyer, 2003). Furthermore, the bargaining power of the consumers is poor due to the high nature of the services rendered by the company. It allows the company to raise its sales turnover and increase its average rate of return.

Threats to substitute products: This refers to the likelihood that Cybrosys customers will find a different way to do what Cybrosys does. For example, if Cybrosys supplies a unique software product that automates an important process, people can replace it by doing the process manually or by outsourcing it. A substitution that is easy and cheap to make can weaken Cybrosys's position and threaten its profitability.

The substitution product also challenges current industry leaders in the IT field. If Cybrosys were to raise its selling costs, consumers would quickly turn to another product with their range or budget. Similarly, the possibility of alternative goods is very high as there is high competition on the market. It demonstrates that the company needs to deliver a product with exclusive features and competitive pricing that tend to maximize their exposure to the product and services.

Rivalries amongst emerging players: This is looking at the number and strength of Cybrosys' competitors. How many of the rivals have they? Who are they, and how do they compare the quality of their products and services to Cybrosys?

Where competition is intense, the company can attract customers with aggressive price cuts and high-impact marketing campaigns. Also, in markets with many rivals, suppliers and buyers can go elsewhere if they feel that they are not getting a good deal from Cybrosys.

On the other hand, where competition is minimal and no one else does what Cybrosys does, they are likely to have tremendous strength and healthy profits.

Rivals have an important role to play in the retail sector. Cybrosys deal with rivalries such as Infogen Software, Hexapole, eTeam Solutions, Salzer Technologies, GovIS, I

Text Solution. Many of these firms have their own strategic edge by creativity that allows them to stay in the market (Nickols, 2012).

According to Porter, these Five Powers are the primary causes of competitive strain within the industry. He emphasized that it is important not to associate them with more fleeting causes that could draw Cybrosys interest, such as market growth rates, government initiatives, and technical advances. These are external causes, while the Five Powers are a constant part of the structure of the sector.

Significance of company's stakeholder analysis when formulating new strategy

The stakeholder analysis is the study and consideration of the effects of the stakeholders on Cybrosys. This has become particularly important in the early 21st century, as non-shareholder groups, including consumers, staff, societies, and corporate partners, have become more vital to business performance. Cybrosys wants to consider the priorities of each stakeholder and to figure out how to resolve them in corporate practices.

When designing corporate strategy for Cybrosys, Cybrosys needs to pay special thought to the important consumer stakeholder community. It is important to be honest, open, and equitable in their contact and engagement with customers. Conducting market analysis is an integral marketing strategy Cybrosys will use to learn about the desires and motivations of its potential consumers. Brand production and marketing are primarily informed by the results of Cybrosys research whether their company offers consumers significant credence in stakeholder study.

Analyzing the position of workers in the business allows Cybrosys to maximize satisfaction and efficiency. The main long-term factors in the measurement of staff are turnover and morale. Understanding the needs and desires of these workers allows Cybrosys to set up a work environment that motivates them. The opportunity to seek feedback on important choices is a common requirement for workers. In addition, company must track labor legislation relating to hires, promotions, and equal

procedures in order to satisfy regulatory requirements and to have a non-discriminatory workplace.

Balancing basic social and community commitments with benefit is widely expected in corporations of the early 21st century. Community leaders expect Cybrosys to work with fairness and dignity. If the organization really wants to impress the community and retain a favorable reputation, philanthropy, including charitable donations to local non-profits or colleges, is necessary. Being regularly engaged with group activities also allows Cybrosys to become an important part of the communities in which they work.

Supply chain management has arisen as an important business aspect. Collaboration between suppliers, dealers and retailers is structured to offer the highest value to end-users. Partners typically expect Cybrosys to work with honesty and transparency to the good of those concerned. Consider also technologies, including warehouse tracking tools to improve inventory and delivery systems. Fairness and trust of partners and supply participants are important in the long run.

It is necessary to carry out an overview of the stakeholders to devise a new strategy for Cybrosys. As the company has stakeholders in the form of employees, directors, owners, regulatory bodies, etc. (Casadesus-Masanell and Enric-Ricart, 2009). All of these have a significant effect on the implementation of a corporate plan to meet its goals and objectives.

Various stakeholders of Cybrosys are:

Employees: Employees are identified as a significant stakeholder in the company as they devote their ability to the accomplishment of targets that serve premium goods to their market consumers. By encouraging employee engagement in Cybrosys, the different suggestions and opinions of employees will help to develop and formulate the best strategy for the company and will also encourage input that can improve the quality of their services. (Christmann, Day and Yip, 2000).

Shareholders: Shareholders are also referred to as the company's investor, shareholders invest their capital to market activities to attract their customers. The value of shareholders in formulating the strategy is that they can enable Cybrosys to procure capital i.e., raw materials, goods, or labor) and contribute to an effective plan.

Customers: This is the most important party that is indirectly linked to the organization and contributes to the increase in the company's sales turnover. While developing the strategy, Cybrosys' management considers the preferences of buyers that help to increase their attention and address their needs in an effective manner.

Government: In this respect, Cybrosys must consider all the considerations requested by the government, such as tax, employment law and other relevant factors of corporate social responsibility. They all make it easy to guarantee the ethical conduct of industry on the market.

Creditors: This party plays a crucial role in the growth of business by supplying financial assistance. When designing a plan, management must consider the interests of creditors to ensure clarity regarding potential company practices.

Stakeholder analysis thus proves to be useful in developing the approach. It serves as a roadmap for the management of the company and assures the effective growth of the business.

Chapter 3 - Formation of the Basis of Future Organizational Strategy

New strategy for the organization

Cybrosys should implement innovative business models to boost market share and success in the current market (Kolk and Van Tulder, 2006). The management of Cybrosys could use Ansoff Matrix to implement a new strategy. It consists of many forms of productive combination for a business that help to raise sales turnover and minimize production costs. Business can make use of market penetration where changes are made to the outgoing market of the outgoing product. It promotes the lowering of manufacturing costs and the retention of consumers. It helps to raise consumer focus and to meet their needs in an appropriate way. Furthermore, product development is also a successful tactic that allows Cybrosys to sell a new product on the current market. It can be made possible by making an accurate estimation of the needs of consumers. It refers to the supply of high-quality facilities to a wide number of customers.

On the other hand, Cybrosys will reach a new market with an existing product. It allows management to maximize the number of buyers for the existing product. It can be made possible by delivering the substance in a special manner. In addition, a new product that aims to build Cybrosys brand value can be introduced in the new industry. From this the company will achieve a strategic advantage. In addition, the company will be able to grow across the globe and boost its market share. There are also four types of tactics open to the company from which the enterprise shows itself to be in the marketplace.

Market Penetration • Cybrosys can ‘Penetrate the Market’ with existing product in the existing market. • For Cybrosys current market is India, USA, UK, Middle East and Maldives and product/services are Web Application & Designing, Android Development, and Business & Technology Consultation. • As most large clients in foreign countries are cutting costs, I would like to recommend that Cybrosys can be more aggressive about cost and quality front.	Market Development • Markets which Cybrosys can exploit are Europe (apart from the UK), Australia etc. • Where they can sell their current products/services as this region are fast developing IT market. • Cybrosys needs a paradigm shift in focus from USA and UK markets to these markets.
Product Development • There is a huge scope for a vast range of products/services like KPO services, healthcare products, life sciences and aviation sector. • They can concentrate on building expertise in these domains by strategic acquisitions.	Diversification • Cybrosys can focus on developing new and improving product and services like KPO services, healthcare products, life sciences and aviation sector which they can sell to new markets. • Cybrosys relies heavily on big businesses and corporation as their customers.

	• The company should develop strategies to target individual customers and expand their customer base. • Youth market being a highly sought-after market, Cybrosys should use its R&D team to develop technologies that appeal to them.
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Appropriateness of alternate methods related to market penetration, significant expansion, limited growth, or shrinkage. The business uses a range of tactics related to market penetration, limited growth, Substantive growth, or retrenchment in Cybrosys.

Market penetration strategies: the market entry approach applies to the structural tool used by Cybrosys to offer products and services to their current target markets (Verbeke, 2013). There are many techniques in which Cybrosys achieves a rise in revenue, brand recognition and market share growth by joining its operations in the new market. Cybrosys should employ a direct market access approach, since this business will be in direct communication with its regular clients, and this strategy will not require any intermediary when selling products to its customers.

Limited growth: such growth tactics that Cybrosys involves, for example, market penetration, industry extension, product expansion and diversification. Through the market expansion policy, Cybrosys will lower its selling costs to raise the company's market share (Holbeche 2013). Cybrosys can also use the product expansion approach to add some new features to the current product to boost sales and raise revenue.

Substantive growth: Revenue growth is an important objective for all companies. Growth for Cybrosys has contributed to higher profits and a good market share.

Targeting new customers and markets or creating a new product to serve their market customers with an innovative product will lead to possible growth strategies.

Retrenchment Strategies: Cybrosys is using a retrenchment strategy to reduce the size of its operations by cutting costs to make the company more profitable. Cybrosys may use turnaround strategies that are referred to as the withdrawal of incorrect decisions taken earlier in the company (Dinsmore and Cooke-Davies, 2005). Cybrosys should not follow divestment policies that include the liquidation of some department or entity of the company. So that the unwelcome employee needs to be dismissed.

Selection of a strategy

The Cybrosys company selects appropriate strategies related to market entry, substantial growth, limited growth, or retrenchment of the company. With the emerging situation of expanding their activities in the online market, Cybrosys uses the following strategy: market entry: with the situation of expanding online business, Cybrosys uses a direct marketing strategy to enter the international market (Tamer, 2009). This strategy is appropriate because it would be in contact with their market customers through a direct marketing company.

Limited growth: Cybrosys should implement market penetration strategies to lower its product prices to capture the international market for their growth in the market. By lowering prices, Cybrosys will increase their sales and thus generate revenue for their company (Goldman and Gabriel, 2005).

Substantive growth: Cybrosys should adopt new market-based customer strategies to increase their revenue growth. The online platform will give Cybrosys the opportunity to satisfy their new customers by offering them quality services and convenient means of delivering their products directly to their customers through supply chain management.

Implementing strategy

While, implementing the strategies in Cybrosys roles and responsibilities of a personnel includes:

Resource allocation: It is the responsibility of Cybrosys employees to measure the appropriate allocation of resources in the strategies to implement the strategies. Whether it's a financial resource, a human resource, or any material. Employees should manage effective resources to align themselves with the objectives of the company (Vorhies and Morgan, 2003).

Communication: Effective communication within the organization should be ensured for the successful implementation of the strategy by the staff in charge. The staff through communication shall ensure that the objectives are clearly defined for the staff and employees of Cybrosys. Communication staff should also ensure that project or strategy information is properly shared with the teams and individual members working in Cybrosys.

Team work: personnel (who are responsible for implementing the Cybrosys strategy) are also responsible for planning and managing the work of others and for coordinating the resources available and the phase of the task so that Cybrosys can achieve the objectives that are ultimately the strategy.

Monitoring the plan: the workers may also be responsible for monitoring the execution of the strategy within the organization. As for the incorrect execution of the plan, that would result in the company's costs.

Estimated resource requirement for implementing new strategy

The estimated resource requirement for implementing a new strategy in Cybrosys include:

Financial resources: financial resources are the key prerequisite for the execution of the Cybrosys strategy. The proper distribution of financial capital to each department would contribute to a smooth running of the department (Richardson, 2008).

Cybrosys can concentrate primarily on the distribution of funds to the marketing department so that they can develop successful methods to sell their goods to large consumers. It would also allow the organization to comply with its corporate priorities (Porter, 2001).

Human resource: a human resource or a human resource necessity is another resource that is required to enforce the new strategy in Cybrosys. Manpower preparation organization will predict the overall manpower inventory expected to execute the policy in the company in the future. Inadequate manpower training would lead to a failure because Cybrosys does not have a skilled staff to execute the technique.

*Physical Resources-*These resources consist of raw materials, assets and other relevant factors that contribute to the development of a firm's brand image by providing customers with high quality services. When introducing the new approach, management must make the required resources available to help ensure a smooth flow of output. It facilitates the needs of various types of customers. In addition to this, deadlines are also the imperative variables that need to be determined in advance. That is because the organization must offer instruction to its employees in line with the current plan. It helps to improve the average cost of return and to provide high quality services to a wide number of customers.

Contribution of SMART targets to achievement of strategic implementation

SMART targets are the suitable for Cybrosys company for achieving the desired outcomes. Cybrosys should focuses on implementing SMART objectives through which they should attain successful position in the global market.

Specific: Specific targets for Cybrosys Corporation should be explicit that the company will gain 30% of its market share within the next 3 years by extending its operations through the introduction of e-business (Teece, 2000).

Measurable: Measurable targets for Cybrosys can be in numerical terms ensuring the company is financially stable before expanding its online operations.

Achievable: Achievable targets lead to the fact that Cybrosys should have as many workers as possible to contribute to the accomplishment of the goal. e.g., the company should have a caliber, a professional human resource and technologies that can enable the company to pursue an e-business approach (Cagliano, Caniato and Spina, 2005).

Reliable: Reliable targets should rely on setting objectives to the person who will be responsible for meeting the objectives. Cybrosys is required to rely on the actions of the Marketing Department and the Marketing Department will detail its policies and procedures for e-business.

Timeframe: Clever targets must provide time so that Cybrosys can meet these objectives. Management has agreed to extend its online market for 2 years (Auzair and Langfield-Smith, 2005).

Smart goals act as a motivational foundation for both management and staff. Since, as per the goals, the criteria are set at the individual team level.

It allows managers to communicate the core goals of the execution of the plan so that workers can step in the same direction. In addition, the goals of SMART are to assign capital for each market operation to achieve the optimal performance. It should be

objectively determined that the plan cannot be applied without the use of the SMART goals. Since the organization cannot go on without clear targets.

Thus, the goals of SMART are an efficient way to reduce the cost of production and improve the average rate of return. It also provides clarity and paves the way for the effective execution of the proposed plan. It encourages workers to work for the development and progress of Cybrosys.

Conclusion

This article reflects on the corporate strategy development in Cybrosys. Executives focused on corporate-level plans within Cybrosys must determine in which market or markets their companies will participate (in the case of Cybrosys it is IT industry). Many of the potential answers to this question include strategies for expansion. Concentration techniques include fighting within current realms to expand within these domains. This may take the form of industry expansion, market growth or product development.

Integration requires the extension of the supply chain to new phases. Backward integration happens when Cybrosys enters a supplier's business when forward vertical integration occurs when Cybrosys enters a client's business. Diversification requires the entry of completely new industries; this can be a sector related or unrelated to current Cybrosys activities.

Often for Cybrosys to be smart about corporate-level planning, it is important to shrink the company by retrenchment or restructuring. Finally, portfolio preparation can be useful for the study of Cybrosys in a wide range of industries.

This study explores the various competitive facets of the market that exist in Cybrosys. This involves assessing the strategic positioning of Cybrosys, organizing an environmental assessment, assessing the value of stakeholders in the adoption of a new approach, and assessing the estimated capital demand for the introduction of a new strategic aspect for Cybrosys. There is an evaluation of the company's missions, visions, priorities, objectives and key competencies and an overview of the conditions that will impact the organization as strategic plans are developed. The effectiveness of the related strategies for the production of strategic plans has been measured. The strategic positioning of Cybrosys was then evaluated by carrying out an internal audit and the relevance of the stakeholder analysis was examined as well as the evaluation of the

functions of the workers responsible for executing the strategies and the assessment of the resource allocation for implementing the new strategy.

In conclusion, strategic planning is very important for Cybrosys to accomplish its short- and long-term objectives. In fact, with the boom and busts of global economies over the past few decades, it has become much more important for businesses to cautiously enforce their strategies. A very critical part of the plan is to be prepared for the future developments and to be better positioned to meet the uncertainties of these changes. The plan should therefore be capable of mitigating the risks and optimizing the possibilities provided by the transition. Over the years, the Cybrosys brand has gained the credibility of delivering high-quality IT products. It is related to product innovations, which have been the core of the Cybrosys strategy for the last few years. The profits of Cybrosys went down after the recession, but as of today they have begun to bounce back and the business sees itself as one of the biggest and most successful businesses in the IT market. Cybrosys must be very cautious when it comes to its competitors, because competition in this sector of the IT market is very strong and a minor error that could have a long-term effect on either the growth of strategy or product creation.

Abstract

The research addresses a broad variety of subjects in the area of organizational tactics within the enterprise. First the introductory section of the study highlights the role of Henry Mintzberg in the field of strategic management, the key problems, and the absence of solutions within the company. We also went into the introduction of a plan in which RACI may be a powerful tool for assessing who is responsible for what activities, as well as ensuring that strategic steps are incorporated into the organization's performance reviews.

The study shows how the vision, mission and corporate strategies and objectives of the organization change the corporate strategy of the company. The report also analyzes the different techniques used to develop a strategic business plan such as BCG matrix, space matrix, swot analysis, balance scorecard, scenario planning, nominal ranking, and team facilitation.

In order to analyze the strategic positioning of the company, we used swot analysis, value-chain analysis, pest analysis and five force analysis. The research reflects on the role of the company's stakeholder analysis when formulating a new plan and the different stakeholders within the company.

The latter section of the study evaluated tactics such as balanced development and market penetration for greater company progress. We also gone through the projected capital needs for adopting a new approach, such as financial capital, human resources, and physical resources.

And the study continues with the importance of smart goals to the accomplishment of strategic execution.

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CYBROSYS TECHNOLOGIES: <https://www.cybrosys.com>

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ДВНЗ «КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ
УНІВЕРСИТЕТ ІМЕНІ ВАДИМА ГЕТЬМАНА»**

ФАКУЛЬТЕТ МІЖНАРОДНОЇ ЕКОНОМІКИ І МЕНЕДЖМЕНТУ

**«МІЖНАРОДНА ЕКОНОМІЧНА ДІЯЛЬНІСТЬ
У ХХІ СТОЛІТТІ: МЕХАНІЗМИ, ФОРМИ,
РЕГУЛЮВАННЯ»**

УДК 339.9”20”
М 58

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М 58 «Міжнародна економічна діяльність у ХХІ столітті: механізми, форми, регулю-
вання: зб. матеріалів студентської наук.-практ. Інтернет-конф. [Електронний
ресурс], 13 листопада 2020 р., м. Київ. – Київ: КНЕУ, 2020. – 515 с.
ISBN 978-966-926-347-6

У збірнику подано тези доповідей студентів факультету міжнародної
економіки і менеджменту ДВНЗ «Київський національний економічний
університет імені Вадима Гетьмана»

УДК 339.9”20”

спостерігаються коливання, які в цілому залежать від ситуації, що склалася на світовому ринку.

Отже, можемо спостерігати масштабну цифрову трансформацію світового фондового ринку, яка має безліч новітніх фінансових інструментів. Глобальна інтегрована цифрова інфраструктура фондового ринку – світова мережа електронних комунікацій, що поєднує суб'єктів ринку, як на національному, так і міждержавному рівні, сприяючи їх тіснішому зв'язку і взаємодії.

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THE MAIN COMPONENTS OF A CORPORATE STRATEGY

Strategy refers to a plan that supports the organization in accomplishing their goals and objectives. Corporate strategy is being termed as long-term plan of action for the organization to achieve its desired outputs. Effective business strategy framed by an organization will lead to successful position in their market segment. Cybrosys is a reputed IT firm in Kerala, the major competitors of Cybrosys is Infogen Software, Hexapole, eTeam Solutions, Salzer Technologies, GovtS, l Text Solution. This research focuses on understanding the mechanism of corporate strategic management in Cybrosys to achieve strategic edge in the present environment. However, the paper also formulates new strategic plans for Cybrosys. The study also uses different methods to determine the efficacy of the strategy in the market to achieve progress. Lastly, the article further reports on the different methods used to execute the preferred approach within Cybrosys. Business mission, vision, objectives and core competencies All of Cybrosys' vision, mission, goals and core competencies rely on strategic planning to sustain a

competitive environment and maintain an effective market role. In the evaluation of all these activities, Cybrosys' vision and goals would allow strategic management to frame the corporate agenda so that the enterprise can reach its optimal outputs. Formulating a corporate strategy would allow the organization to accomplish its strategic goals and objectives in a highly competitive environment.

There are several considerations that need to be weighed when formulating a business strategy for Cybrosys (Peng, Wang and Jiang, 2008).

- Availability of resources: It is important to identify the complete supply of human resources and capital in the organization before formulating a corporate strategy for Cybrosys. So the corporate strategy should work successfully to meet the targets. Although insufficient resources in terms of human resources, materials and money would lead to losses for the company and Cybrosys would not satisfy the requirements of its customers. The company's human resources are responsible for designing and executing a corporate strategy in Cybrosys to meet its objectives.

- Customers: As Cybrosys formulates their strategic plan of action to achieve their objectives through satisfying their market customers. Hence, market customers are an important component that must be considered before formulating the plan, its customers from whom Cybrosys frames the plans to satisfy their needs and requirement.

Customers' requirement should be considered before framing the strategic plan that will lead to successful plan. Top-down planning: Top-down planning is an effective planning system that contributes to Cybrosys' strategic planning. Top-down planning ensures that management is constantly in touch with their middle-level staff or employees who help management to know the requirements and feedback from their guests and customers. Bottom up planning: Cybrosys should also rely on bottom-up preparation to ensure the organization's strategic planning. The bottom-up approach offers lower employees and hotel staff the ability to connect individually with the management to develop Cybrosys. All preparations assist Cybrosys in the strategic planning of their organization so that they can provide professional care to their customers. Bottom-up planning is an important

method to involve middle-level staff or workers in the strategic planning process. The strategic preparation of Cybrosys would also result in the fulfillment of the specified goals which will result in a place to be taken in a highly competitive scenario. Effectiveness of techniques used when developing strategic business plan

A strategic business plan is a vital one for any company that can help them produce the desired outcome.

There are many methods used in Cybrosys to establish and execute a strategic business plan. First, the Boston Consulting Group model, and this will allow the organization to better distribute its capital and generate its market share. Cybrosys' position on the growth share matrix serves to give an indicator of their net cash production and the overall cash use of the company. Cash cows: Cash cows rely on producing more cash than the amount of cash they consume. Cybrosys is expected to expend less money on the market because such little investment is expected to be lost in the IT sector with a low growth rate. Dogs: Cybrosys is hardly supposed to raise cash to retain its market share. It is generally referred to as a break-even point as the business has a comparatively low market share and a low growth rate that results in neither producing nor spending any cash (Peng, Wang and Jiang, 2008). Question marks: In the question mark field Cybrosys will usually expand by consuming significant sums of cash, but since they have a low market share, they would not be able to raise cash. Here, Cybrosys wants to evaluate the business region to decide if they are worth investing in increasing their market share. Stars: Stars produce large sums of cash with relative market share and often have a fast market growth rate that absorbs large amounts of cash. Cybrosys needs massive funding to cope with rivalries and sustain its business expansion (Fleisher and Bensoussan, 2003).

Second, SPACE Matrix: This matrix tests the market position of Cybrosys and lays out a plan for Cybrosys based on its financial power, environmental resilience, strategic edge and industry strength. The Strategic Position and Action Evaluation Matrix focuses on choosing an appropriate approach that will directly

result in a favorable position on the market. The main types of tactics are aggressive, conservative, defensive and competitive.

Third, SWOT analysis: SWOT analysis is a straightforward method that helps a company to list the capabilities, limitations, prospects and risks among them in the current environment. Such short notes on paper help to define where the business should develop.

Cybrosys uses the methodology to identify challenges with the current strategy and to further create a new strategic growth plan that can help the organization to achieve its market position.

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РОЗВИТОК ОРГАНІЧНОГО СІЛЬСЬКОГО ГОСПОДАРСТВА В ШВЕЙЦАРІЇ: ДОСВІД ДЛЯ УКРАЇНИ

Органічні продукти все більше набувають популярності як у Європі, так і у всьому світі. Для багатьох їхнє споживання стало способом життя. Зростання попиту на органічну продукцію викликано їхньою користю для здоров'я, а також для навколишнього середовища. Підтримка та розширення ведення органічного сільського господарства в країнах Європи наразі є ключовим фактором у аграрній політиці. Згідно інформації, поданої Європейською комісією, Італія, Франція, Іспанія та Німеччина мають близько 200 тис. га земель кожна для органічного фермерства, це найбільші показники у ЄС. В Україні органічне сільське господарство є одним з найперспективніших напрямків, оскільки вона має значний потенціал для розвитку даної галузі та вже має деякі позитивні результати.