



Conception réseau Ex 1.0-01

Analyse SWOT et définition de la stratégie réseau d'une entreprise.

Veuillez identifier les forces et faiblesses d'une entreprise et les opportunités et menaces qui se présentent à elles. Remplissez les cases SWOT de la page suivante de la même manière que l'exemple de Volkswagen, mais pour une entreprise télécom.

Elaborer une « une » stratégie pour l'entreprise → SO WO ST WT.

Que proposez au niveau réseau ?

	<u>Internal Strengths:</u> 1. Strong R & D and Engineering 2. Strong Sales and Service Network 3. Efficient Production/Automation Capabilities	<u>Internal Weaknesses:</u> 1. Heavy Reliance on One Product (Although Several Less Successful Models were Introduced) 2. Rising Costs in Germany 3. No Experience With U.S. Labor Unions if Building Plant in the U.S.
<u>External Opportunities:</u> (Also Consider Risks) 1. Growing Affluent Market Demands More Luxurious Cars with Many Options 2. Attractive Offers to Build an Assembly Plant in U.S. 3. Chrysler and American Motors Need Small Engines	<u>SO:</u> 1. Develop and Produce Multiproduct Line with Many Options, in Different Price Classes (Dasher, Scirocco, Rabbit, Audi Line) (O₁ S₁ S₂) 2. Build Assembly Plant Using R & D, Engineering, and Production/Automation Experience (O₂ S₁ S₃) 3. Build Engines for Chrysler and AMC (O₃ S₃)	<u>WO:</u> 1. Develop Compatible Models for Different Price Levels (Ranging from Rabbit to Audi Line) (O₁ W₁) 2. To Cope with Rising Costs in Germany, Build Plant in U.S., Hiring U.S. Managers with Experience in Dealing with U.S. Labor Unions (O₂ W₂ W₃)
<u>External Threats:</u> 1. Exchange Rate: Devaluation of Dollar in Relation to Deutsche Mark (DM) 2. Competition from Japanese and U.S. Automakers 3. Fuel Shortage and Price	<u>ST:</u> 1. Reduce Effect of Exchange Rate by Building a Plant in the U.S. (T₁ T₂ S₁ S₃) 2. Meet Competition with Advanced Design Technology - e.g. Rabbit (T₂ T₃ S₁ S₂) 3. Improve Fuel Consumption Through Fuel Injection and Develop Fuel Efficient Diesel Engines (T₃ S₁)	<u>WT:</u> A. Overcome Weaknesses by Making Them Strengths (Move Toward OS Strategy) 1. Reduce Threat of Competition by Developing Flexible Product Line (T₂ W₁) B. Possible Options <i>not</i> Exercised by VW: 1. Engage in Joint Operation with Chrysler or AMC 2. Withdraw From U.S. Market

	Strength	Weakness
Opportunities	SO	WO
Threats	ST	WT