



EXECUTIVE SUMMARY

This strategic management paper is about De la Salle Santiago Zobel School, Inc. (DLSZ). It is a comprehensive analysis of the business operations of DLSZ. It aims to provide direction and meaning to its daily activities. This paper is created to provide a tool for the school to adapt to the ever-changing environment and finally achieve its vision to be a globally recognized learner-centered Lasallian educational institution.

A review and analysis was conducted about the school's current strategic intents to check on its ability to provide framework not only in creating programs but also the improvement and restructuring of these programs, management, collaboration and evaluation of the organization progress on these efforts.

An environmental analysis affecting the school's operations was done to identify the threats and opportunities while a detailed internal assessment was made to determine strengths and weakness. These assessments are important to provide a reality base on which to develop future plans.

It is also essential to understand and appreciate the school's vision-mission because it identifies the organization's purpose and its desired future state. The process of internal assessment and future visioning may reveal



differing views of its goals, current level of effectiveness and its potential growth. Thus, it is imperative to reach a consensus and agreement so that practical steps necessary to attain the desired future state can be determined and realized.

Based on the opportunities and threats, strengths and weaknesses that were identified, the school is in a competitive position in a rapidly growing industry. Backed up by its strong financial condition, it is in the position to exploit opportunities and overcome threats. But during the last five years the school incurred high capital expenditures. The enormous depreciation expense and the related high costs of maintenance on these new facilities have almost drained the net results of operations of the school.

The school also reached its maximum capacity as mandated by its unwritten agreement with Ayala Alabang Village Association. It could no longer increase revenues with an increase in the number of students. The school is also constraint to increase tuition fee to maintain its competitiveness. As a result the increase in revenue is not enough to cover the increase in the operating expenses.

Moreover, the school also needs to review and strengthen the implementation of its curriculum to address the declining college entrance test passing rate of its high school graduates in the top universities in the country.



To address this weakness, the school should employ the defensive strategy immediately so it could retain its competitive position. Once its profitability has stabilized and has reached a comfortable level, it may now consider the intensive strategies of market development and market penetration. It also needs to employ the product development strategy where it should create programs to increase the number of its high school students passing the entrance test of the top universities.

Evaluation, revision, monitoring and control are also a critical part of strategy management. Without this process, the whole program will be a failure. It is important to identify steps and procedures to check if the plans are being implemented and the evaluation of the results. It is also imperative to be ready for any revisions and alternative course of actions if the plans are not working as they should be. Even the best strategies may fail if there will be significant changes in the organization's internal and external environments. The evaluation approach of reviewing the underlying bases of the firm's strategy can be done to check on any changes on its external and internal factors. Another evaluation tool is the measurement of organizational performance. Key performance indicators (KPI) are essential on this phase of the program. Quantitative criteria are a commonly used KPI. Financial ratios, sales growth rates and attrition rates are examples of quantitative criteria that can measure and verify strategies.



De La Salle University - Dasmariñas

GRADUATE PROGRAM

These will serve as the performance measure versus targets and should be monitored closely. Any variance should be investigated, explained and necessary corrective actions should be undertaken.

Today's educational system must cope with the constant changes in its environment, whether external or internal. These changes pose interrelated challenges to the organization. Learning to put them in the perspective of an organized strategic plan allows the organization to deal with them in through coordination. This will lead towards the achievement of their solution and finally to the attainment of the organization's desired future state.

