

Martin Cenek

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CORPORATE STRATEGY DEVELOPMENT

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ABSTRACT

Development of Methods of Strategic Management by Martin Cenek, Ph.D., explores the evolution, current trends, and future directions of strategic management. It bridges theory and practice, offering decision-makers a dynamic framework to navigate today's complex business environment. Dr. Cenek challenges traditional approaches by proposing a flexible strategy model that adapts to real-time market shifts. The book critically examines key strategic tools like SWOT analysis, PEST analysis, the BCG matrix, and Porter's Five Forces, assessing their relevance in an increasingly volatile global economy, with insights from the Czech market. To overcome the limitations of existing frameworks, the author introduces an innovative methodology integrating abductive reasoning, stakeholder analysis, and scenario planning. This approach enhances decision-making under uncertainty and ensures strategies remain adaptable and resilient. Practical applications are demonstrated through case studies in industries such as energy and B2B markets. With a focus on integrated thinking, sustainability, and innovation, Dr. Cenek provides a forward-looking perspective on strategic management. This book is a valuable resource for corporate leaders, academics, and students, equipping them with the tools to improve decision-making in a rapidly changing world.

Keywords: Strategic Management, Corporate Strategy, Strategy Analysis, Reasoning.

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About the Author

Martin Cenek, Ph.D.

Martin Cenek works as an academic staff member at the Center for Management at Newton University. Since the beginning of this millennium, he has focused on business economics and management, specifically strategic management, organizational structures, corporate governance, competitive intelligence, and Customer Experience. He is the guarantor and lecturer for several courses focused on these areas. At the beginning of his professional career, he worked in practice as a specialist consultant for strategic, marketing, and financial management of businesses.

Within his research activities, he has served as a principal investigator and co-investigator of grant projects focused on developing a methodology for applying game theory to solve key decision-making situations in corporate strategic management; researching determinants of business performance; leading a business advisory center; and collaborating on innovations and exchanging best practices within the EU/Erasmus+ program (EDUCating for Positive Management), among others.

In his approach to corporate strategic management, he develops a comprehensive framework for creating and managing corporate strategy based on a stakeholder approach, abductive reasoning, competitive intelligence, and decision-making analysis methods in conditions of risk and uncertainty. At the Center for Management at Newton University, he has established a workplace unique in the Czech academic environment, with its focus on comprehensive research in strategic management under real-world business conditions.

His other current professional activities include membership in several editorial and conference boards with a focus on business, management, and methodology. He is the author or co-author of several dozen scholarly publications (monographs, journal articles, and conference papers) published in the Czech Republic and abroad.



Part I

INTRODUCTION AND METHODOLOGICAL FOUNDATIONS

On the current needs of practice, new demands on strategic management, the methodological approach to creating a methodology, epistemological foundations, the abductive method, fallibilism, the problem of demarcation, creative work in science, comparison of theories, the relationship between theory and model, the main objective, partial objectives, the process of preparation, and the applied scientific methods.

1 INTRODUCTION

The ability to manage others, collaborate with others, and govern oneself takes on significant complexity at the strategic level, amplified by the responsibility of the strategy's creator or manager, whose single strategic decision can lead to the future prosperity or downfall of an organization. Strategic management, in modern business economics, rightfully holds the position of the most important managerial art, as a sound strategy in a company is irreplaceable, no matter how much effort is directed toward marketing, human resource management, cost management, or other functions.

It might seem that the development of strategic management methods would receive considerable attention corresponding to its outlined importance. Unfortunately, however, the situation described by the founder of the Czech Management Association, Professor Jaroslav Jirásek, remains true: “Unfortunately, strategic management, which of all management arts should most absorb the latest changes in business, has become entangled in rigid methodology. Particularly, the analysis of pros and cons in business and market conditions (SWOT) has dominated the field so much that it has effectively stifled all creative work. What has happened is what is common in business management: if you propose something truthful, progressive, but demanding to managers, and next to it, something general but simple, the latter will prevail” (Jirásek, 2004, p. 11).

The growing interest of managers¹ in acquiring methodological tools for strategy development and in enhancing competencies in strategic thinking has become clearly evident, particularly in recent years. This trend not only serves as a motivation for the creation of this monograph but also promises better prospects for the practice of strategic management.

The book you are holding in your hands aspires to provide both a reflection on mainstream approaches to strategy development and a proposal for a new approach that addresses the current needs of dynamic business management. The aim is to develop a framework for the strategy creation process that would offer company management better foundations for strategic decision-making than the existing repertoire of approaches.

¹ Supported primarily by the need to anticipate opportunities and address problems more promptly, accurately, and efficiently.

Introduction

Attention is focused on gaining a deeper understanding of the knowledge considered crucial for successful strategic management. This knowledge is primarily (but not exclusively) tied to the development of three key competencies for the strategist: (i) the ability to secure relevant and high-quality facts for solving strategic cases; (ii) the ability to evaluate and extract added value from the information; (iii) the ability to make informed, consistent, and timely decisions.

In accordance with these outlined foundations, this professional book offers value and contributes to the development of strategic management methods on several levels: (i) the redefinition of the content of corporate strategy within modern business economics; (ii) the identification and evaluation of a set of strategic tools used in both domestic and international practice; (iii) the mapping of development trends in strategic management from the first documented definition of strategy in business economics, including the genesis and consequences of applying strategic tools; (iv) the evaluation of the strengths and weaknesses of the most commonly used strategic tools in practice; (v) the identification of new demands placed on strategic management tools and the derivation of desirable parameters for an "optimal" corporate strategy development methodology; (vi) the proposal for applying the abductive method and the trichotomy of methods (including the structuring of syllogisms) to solve strategic cases; (vii) the proposal for structuring the business environment for the purpose of strategic analysis and synthesis based on the stakeholder approach; (viii) the proposal for a corporate strategy development methodology that comprehensively covers the entire process from placing the company within the business environment to determining the optimal strategy variant within the context of the variant shaping of future reality; (ix) the verification of the proposed methodology through a set of practical applications in the form of solving specific corporate strategy development cases in real-world business practice; (x) the formulation of implications for the further development of strategic management methods.

Given the fundamental importance of the addressed issues and the interest in effectively conveying the knowledge, great emphasis is placed on precise methodological preparation and practical applications from real business practice, including a comprehensive case study applying the proposed methodology. The publication is primarily intended for practicing managers, secondarily for students of strategic management in professional programs (MBA) and doctoral studies, and tertiarily for students in engineering and master's programs.

I would like to take this opportunity to thank Professor Ing. Ladislav Blažek, CSc., for his expert guidance during the creation of this monograph, as well as for his many inspiring suggestions and critical comments. During my doctoral studies, he taught me many essential and practical aspects of strategic management and the development of organizational structures in business entities. I am also grateful to Associate Professor Ing. František Bartes, CSc., for his qualified review of the manuscript, valuable recommendations, exhaustive feedback, and appreciation of my work. He was a key inspiration in introducing me to the world of competitive intelligence, which I continue to engage with today.