

**Theses of the Doctoral (PhD) Dissertation**

**IMPROVEMENT OF METHODOLOGY FOR  
STRATEGY EVALUATION AND STRATEGIC AUDIT**

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## 1. Research History, Goals, and Presentation of Research Hypotheses

### 1.1. Introduction

My choice of topic was motivated by two things in connection with both my professional career and being a manager. The first reason was the strategic planning routine I experienced, because many times I had encountered planning methods that were different and very far from the theory of strategy management. I consider the methods for achieving a significant increase in the “realization rate” of strategic plans and their goals as an important research topic. Maybe I am not alone in experiencing that strategies with soft budget constraints and significant time expenditure are mostly not realized at all, or are only partly realized even in the essential questions – and this generally originates in a flawed planning methodology. The other reason for my choice of topic was my recent participation in the development of a business plan to the effect that after the auditor's audit it should be acceptable by an office which would give it an operating license. After making the business plan I investigated the international literature of strategy-audits, and I came to the conclusion that the relevant standards do not include clean-cut evaluation factors and guidelines. The main reason for this is the lack of a uniform set of criteria for strategic planning, and this is related to my first motivation. On the basis of all these I consider it important **to improve the theoretical methodology** related to strategy creation in a way that further broadens the strategic management's set of tools. If I succeed in laying down the theoretical foundations of an integrated strategic planning methodology, this might be a significant step toward the further improvement of the methodology for strategic audit. I present my strategy evaluation method through the posterior examination of a rail freight company's (hereafter mentioned as CARGO VÁLLALAT) strategy of 2006.

## **1.2. Goals**

My research intends to describe a strategy evaluation and audit method that subsumes the elements of strategy creation into an integrated method by improving the methods for evaluation. During my work my assumption was that the SWOT analysis of the company's environment and resources is made taking into account considerations that make each strategic factor qualified by a predefined set of criteria. The model which comprises the main area of my research I named ISAM. The term “Integrated Strategic Audit Model” alludes to the audit, but I also kept it for the method developed in relation to strategy creation and evaluation, because the methods and requirements formulated during strategy-audit lay down the expectations for strategic planning.

During the development of the Integrated Strategic Audit Model (ISAM) I examined the fulfilment of the following conditions:

- Besides a “traditional” analysis of financial exposure (economic impact) the mapping of risk factors can occur through the full verticum of strategic success factors.
- The cumulative score of risk exposure can be built into the process of evaluating and selecting a strategic option.
- During the selection of a “best strategy”, the Economic Value Added can be one of the decisive elements of the strategic/financial goal system.
- The method of strategy evaluation provides a basis for the strategic audit, and can be used as a set of criteria for it.

The weighing and consideration of risk exposure is already an organic part of strategy creation; however, in the ISAM method its objectivity and algorithmic nature come into prominence. The result of the evaluation based on the risk map is an organic part of strategy evaluation.

The calculation of Economic Value Added (EVA) is an important, well-known index number in the strategic controlling system. However, the independent application which

is not organically connected to the strategic evaluation does not give sufficient information to decide on the choice of a planning option. If the strategic options serving the realization of long-term goals are in agreement with the environmental challenges and company resources, the EVA index helps to evaluate the optional plans.

Thus, based on the ISAM method a strategic audit description can be created that includes the results of the evaluation method examined in my dissertation. Although strategic audit basically investigates the processes of strategy creation and evaluation, it cannot leave feasibility and practicability out of consideration. In this case, the checking of the fulfilment of the requirements of consistency, acceptability and adequateness takes place in an integrated system.

The aim of the survey by questionnaire was to acquire a picture for the preliminary research concept about the strategic planning practices of Hungarian companies. Before the research I had assumed that strategic thinking occupies the thinking of company leaders. The survey by questionnaire was carried out with 164 interviews with company managers, and the result qualifies as research supporting a preliminary concept, and its goal was to provide guidance on the determination of the really critical points of the secondary research.

Besides the analysis of the differences occurring between the original and the modified strategic goals I wanted to show how the improvement of the recommended method might assist the creditable examination and communication of financial and economic effects in the evaluation of privatization transactions.

### ***1.3. Research Hypotheses***

During the methodology improvement which was the focus of my research I assumed the following.

1. By processing the results of the preliminary research a conclusion may be drawn that in general, the strategy planning practice of the companies questioned does not reflect the requirements for strategy creation.

2. An integrated strategic evaluation system can be created which includes the numeric evaluation of the risk exposure of each strategic option.
3. In the system of a company's goals a complex strategic index number can be defined that is based on the integrated calculation of profitability and the cost of financial resources. This number can be used to decide the acceptability of the strategic plan.
4. By analysing methodology a methodological description of the strategy audit can be compiled that includes the examination of the internal consistency, acceptability, and completeness of the strategic plan.
5. The ISAM strategy evaluation system can be further improved as regards the preliminary financial support and posterior evaluation of privatization decisions and company purchases, in which the relationship between the company, the budget, and the original owner can be traced even after a change in, or termination of, ownership.

## **2. Database and Presentation of Adopted Methods**

### ***2.1. Survey by Questionnaire***

The survey, as a primary data collection method, was horizontal in nature, so companies were questioned independently of each other. The research took place in Hungary and lasted three months. The primary characteristic of the data collection means that the companies had not participated in such research before. Some of the answers are objective and data-like, and others reflect personal judgement based on management experiences. Circa 50% of the questionnaires were returned, and the answers to these questionnaires were scored by the SPSS model. The answers to the online questionnaires were recorded directly onto the market research application of SPSS (Statistical Package for the Social Sciences), while the answers for the personal, paper-based questionnaires were imported into the system in .xls format. In the cross-table analysis I examine the connection between two variables, i.e. the relevancy and significance of this connection. I analyzed the results with the statistics of the SPSS system. I made chi-square test calculations to detect the statistical coherency – and its measure – between two variables.

A significant number (43%) of the companies belong to the services sector. The commerce and catering sectors make up 39% of the whole, and the other categories include, for example, logistics and industrial companies. The distribution of employment levels is nearly equal, so the categories of under 10 employees, 10 to 50 employees, and above 50 employees are represented at a rate of nearly 1/3 – 1/3 – 1/3. More than half (57%) of the entrepreneurs have a turnover under 2 million EUR. According to the regulations, micro enterprises may have 10 employees at most, and a maximum of 2 million EUR (approximately 600 million HUF) net annual turnover. Three quarters of the companies had made profits in the last three years. I built the conclusions – mainly related to the practice of option-planning and risk measurement – drawn from the questionnaire into the theory of the ISAM method.

## ***2.2. Process of Strategy Creation***

Taking the result of the preliminary survey into consideration I focused my research on improving the methodology for strategy evaluation and strategy-audit. Below I present the steps in the ISAM method that lead to the determination and evaluation of strategic options. As the basic policy of the company, the business mission is connected to its values and expectations – and as a strategic direction, the determination of the company's vision is the starting point of strategic planning. The analysis of the company's internal and external environment should be subordinated to the contents of the mission and the vision. After an environmental and company diagnosis (for example, a SWOT analysis) those strategic alternatives which serve long-term goals and the realization thereof can be determined (by TOWS Matrix, BSM or SPACE analysis, for example). Development methods and resources can be determined by a company value chain and resource analysis. The ISAM method supports these steps' consistency and integration in the same process. The methodological characteristics of the main steps are presented below.

## ***2.3. Determining Long Term Goals and Strategic Directions***

After I evaluated the environment and the internal resources, I had to designate the possible “roads” along which the vision of the company can be reached. Considering the consistency requirement for the planning process the steps are built on each other. **The strategic directions, as planning options, connect the status quo with the company's vision, thus creating a bridge between present and future, and making it possible to accept the environmental challenges, and to access the strategic resources.** Besides the determination of a strategic direction, a frame for the task which supports the realization of the strategy – the action plan – is defined too. In this respect, keeping the requirement of consistency in mind I determine the possible set of strategic instruments by using the following methods.



#### ***2.4. Testing and Quantifying the Risk Exposure of Each Planning Option***

During the evaluation and quantification of the risk exposure I reviewed the cases in which the strategic factors previously revealed can “fly away”, unexpected events can occur, company resources may erode, or the internal shortcomings might not be entirely eliminated. This kind of approach helps to think about what actual risk means for the company. The risks revealed in this way are standardized by the financial, organizational, market or environmental (macro - economical) nature of the expected events. Thus, the ISAM method ensures that each strategic risk factor is given a unique score, and so it further strengthens the complexity and objectivity of strategy evaluation.

#### ***2.5. Evaluation of Strategic Options Based on Results of Situation Evaluation***

In terms of content, strategy evaluation means the qualification of the examined plans (options), and the methodology it employs is based on the comparison of formerly defined premises with company goals. The ISAM method applied is based on the principle that the strategic options are compared by predefined evaluation aspects. One dimension of the evaluation of a strategic option is how it accords with the company's mission and vision, i.e. the coherency between the concrete goals included in the given plan and the general goals of the company. Accordingly, in this context the company's mission and vision create a framework for the determination of strategic goals, so they are the points of orientation for the evaluation. The other dimension of evaluation is the comparison of the strategic options. To this end, during the elaboration of the ISAM method I elaborated a set of evaluation criteria, in which the evaluation and comparison of the strategic factors are algorithmized; this is achieved by so-called SWOT scores. The calculation for Economic Value Added containing the impact of risk exposure tells us whether the costs related to financing the invested capital would pay off.

## **2.6. *Choosing the “Best Strategy”***

During the evaluation of the strategic options supported by the result of situation readings, the prepared planning scripts were compared and evaluated, but during the process of choosing the so-called best strategy I checked in the framework of the ISAM method to see whether there was any increase in company value. The calculation for Economic Value Added (EVA) including the impact of risk exposure provides an answer. The calculation for Economic Value Added including the impact of risk exposure tells us whether the costs related to financing the invested capital would pay off. I chose the EVA-based evaluation, because in my opinion this index is one of the most effective tools of value-based management, and besides, it is very easily used in strategic planning as well as in back-testing. I also examined the “traditional” and the DCF management and planning instruments, but in the ISAM method the economic value added proved to be the most effective of all. In the calculation for the weighted average cost of capital (WACC) I consider the risk exposure of the examined option; I used it to correct the calculated value. After “choosing the best strategy” the acceptability inspection tells us whether the result of the chosen option would be enough to cover the resource costs. If there is a negative answer, the strategy creation process starts again from the beginning.

## **2.7. *Strategy-Audit***

Below I describe the set of requirements and criteria of the strategy audit made by the ISAM method. First of all, the conditions for planning need to be determined, because the evaluation of whether or not they have been fulfilled is the starting point of reviewing any business plan. The examination of financial information regarding the future is carried out by considering the basic principles below.

The examination of consistency includes the analysis and evaluation of those company resources and external environmental assets that provide a basis for the planning information, so suppositions regarding the future are harmonised with, on the one hand, the mission and vision conceived by the management and, on the other, the statements

regarding the (actual) situation of the company. Thus, for the examination of consistency the auditor has to be sure about the concordance between the financial information regarding the future and the internal/environmental company assets.

The fulfilment of the adequateness requirement presumes that the planning/technical conditions and the factors of competitiveness defined by the management take the environmental assets and the internal resources into account to an appropriate degree. So those strategic factors that fundamentally determine the financial management and market activity of the company should be examined and evaluated. Thus, the fulfilment of the adequateness requirement presumes that in the application of hypothetical suppositions the management paid attention to all possible and significant expectations of the stakeholders – at typically achievement-oriented companies the expectations of the owner(s) are more important. In my dissertation I also examine completeness as well as adequateness, because in my opinion this latter category also supposes the professional adequateness of the strategic planning.

Acceptability means a setting of goals that are realistic compared to the company resources, the professional preparedness, the company culture, the market situation and the expected reactions of the competitors.

Thus, the fulfilment of the acceptability requirement helps to keep the goals and prognoses real.

### **3. Main Statements of the Dissertation**

#### ***3.1. Survey by Questionnaire***

The aim of the survey by questionnaire was to conduct preliminary research that gives a general picture of Hungarian companies' strategic planning practices. I presumed that every company questioned would have strategic management. A significant majority (96%) of the questioned company leaders stated that they developed at least one business strategy, but less than half (46%) of the respondents drew more than one planning script during strategy creation. I also asked the respondents who created more than one option whether they reviewed and changed their strategy – 70% of them made such alterations. 35% of those without alternatives changed their strategy, and all of these data suggest that during strategy creation they did not succeed in working out the kind of planning options that could give them one “best” version ensuring the longevity of their goals. In a changing environment the alteration of the market (62%) and the macroeconomic conditions (51%) differ more than the changes in the companies' competences and internal resources (29%), and this difference shows that at a significant fraction of the companies the conscious improvement of resources and competencies is nonexistent or insufficient. All of this relates to risk management, because the need to evaluate the organizational and human risks was not as consciously felt as the need to examine the environmental factors – the method used for organizational and human risk evaluation is not widely known. Based on the survey I came to the opinion that the improvement of strategic management can be significantly supported by the elaboration of a strategic planning and supervision method, in which each element of strategy creation is a part of an integrated system, each part of the process builds on the others, and the risk evaluation process builds into the process of strategy evaluation.

The answers leave no doubt that the general practice of strategy planning does not reflect the requirements of consistent strategy creation.

### **3.2. Evaluation of the Examined Company's Strategy**

Therefore, it can be said that in 2006 the business strategy of CARGO VÁLLALAT did not take the impact of recession into account, and the company had no elaborated business plan to alleviate losses. The appearance of the strategic partner only decreased the damage suffered; even the new owner was not ready for such a decline in market performance. I then examined if in the time of the creation of the strategy for 2006 there was any opportunity to develop any other option using a different approach and method. If there was no change in direction following the change in ownership, then improvements (for example in towing capacity) would be cancelled because of the lack of resources, and the competitiveness of the company would deteriorate further.

I examined two strategic options, and compared them to the company's vision; both options are in accordance with the vision. Following this I examined if the options include the goals corresponding to the predefined set of premises – i.e. I checked whether the requirement of completeness could be adequately achieved. During the evaluation of the strategic options supported by the result of the reading of the situation I compared the two alternatives containing the impacts of risk exposure to each other, and based on the higher SWOT scores I ranked the second option higher than the first one. After “choosing the best strategy”, I examined the acceptability - specifically I checked if the profit level of each option sufficiently covers the resource costs. I concluded that even the second option chosen by a higher SWOT score does not lead to a sufficient result, so the Economic Values Added are negative. Subsequently, it can be seen that the impact of the economic recession made the actual income and result data lag behind the *pro rata temporis* target numbers (data for 2008 and 2009 are public).

### **3.3. Strategy-Audit**

By evaluating the answers to the auditor questions I present the auditor review of CARGO VÁLLALAT's strategy below.

“I conducted the audit of the strategy by the analysis of the business and financial information regarding the future. The management of the company is responsible for the prognosis, including the presumptions and evaluations which set the direction for the business strategy. The weighting of the company environment, resources and competencies was implemented in a measure so that it made the identification and evaluation of the strategic factors possible, but at the same time the possibility of economic declination and its effects were not built into the risk analysis. By the examination of the company's capabilities, opportunities, planning premises and revealed risks I judged the presumptions unacceptable as bases for the forecasts, so the plan does not fulfil the requirement of completeness.”

The forecasts consist of substantive planning options, so each business plan alternative ensures essential opportunities for the management and the owners to choose and evaluate. Although the set of evaluation criteria includes the profit expectations of the investors, a result above the resource costs cannot be detected by the financial forecasts, so a positive Economic Value Added cannot be ensured. The strategic goals determine such levels of profitability, finance and assets that ensure no cover for the internal and external resource costs in the planning period. However, other strategic goals (regarding, for example, market share and the cover for the services,) can be achieved. The realization of the strategic goals makes it possible to achieve what is defined in the mission and vision of the company – and for this, the environmental and internal strategic factors and assets were considered –, but at the same time the decision about the financial return only received 1 out of the total score, so the strategy is deemed to be only partially coherent.

#### **4. New and Novel Results of the Dissertation**

Regarding my research I consider anything that assists the improvement of strategic management science with a new method, a new kind of approach, or in determining new relationships as a new result. I consider research results as novelties if they are related to the further improvement of strategic management theories and methods previously developed. These results can be reconstructed, so research repeated with the same or similar conditions would achieve the same results.

In the literature of strategy evaluation there are many methods regarding the evaluation of environmental and company strategic factors, the determination of strategic options, and the selection of the alternative thought to be the best. During my research novelties arose when in the process of evaluation I established the requirements, and the fulfilment of the requirements for strategy creation and the organic parts of the evaluation phases. These requirements are:

- completeness
- consistency
- acceptability

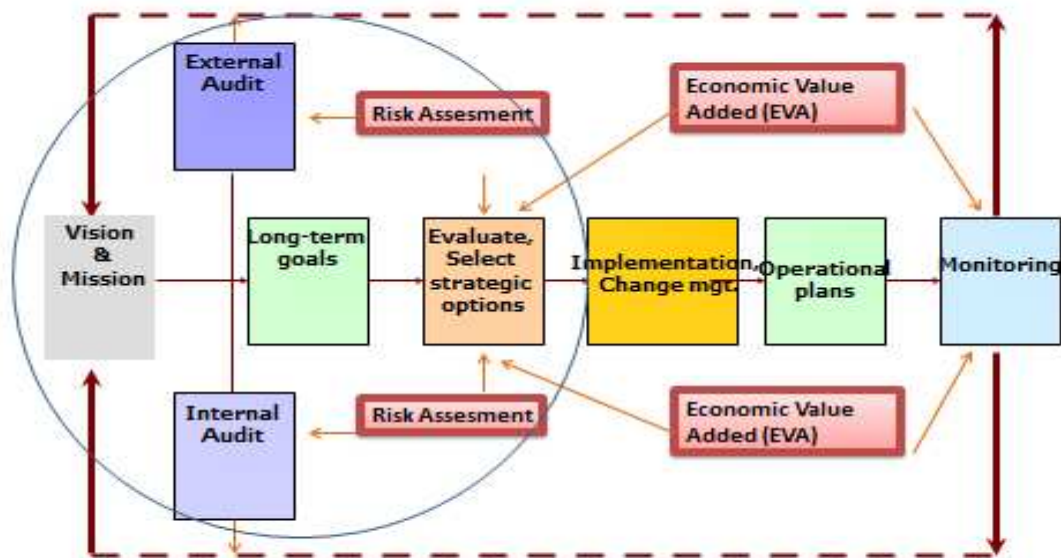
The fulfilment of these requirements is confirmed or disproved not only by subjective judgement but by calculations based on the ISAM method, which can strengthen the integrity and objectivity of the evaluation and selection processes. As a new result I improved the strategy evaluation process by building two methods into it. (1.) A consideration of the results of risk exposure evaluation strengthens the complexity of strategy evaluation. (2.) The calculation for Economic Value Added helps to evaluate acceptability more objectively.

Strategy-audit is a relatively new area of evaluation and feedback. I see the novelty of the method developed during my research in the fact that the set of requirements defined in accordance with the evaluation process makes strategy-audit an organic part of strategic management. The composition of the questionnaire following a predefined

set of criteria, the scored evaluation of the answers, and the content and form of the auditor report also constitute the new results of the research.

The insertion of the financial value of both the Economic Value Added and the impact strategy change into the preparation for, and evaluation of, privatization decisions represents an alternative area of application for the ISAM method. The emphasis of these aspects and the development of the decision algorithm are new results of my research.

The integrated strategy evaluation and the elements of the strategy-audit system and its relations are depicted in Figure 1.



**Figure 1: Strategy Management ISAM**

Source: Own work

(i) The long-term goals in the mission and vision – the SWOT analysis – of the company are the basis of the ISAM system, and represent input for the evaluation and audit process.

(ii) The results of the SWOT analysis are considered in the compilation of the strategic options, and this ensures harmonisation with environmental challenges and company

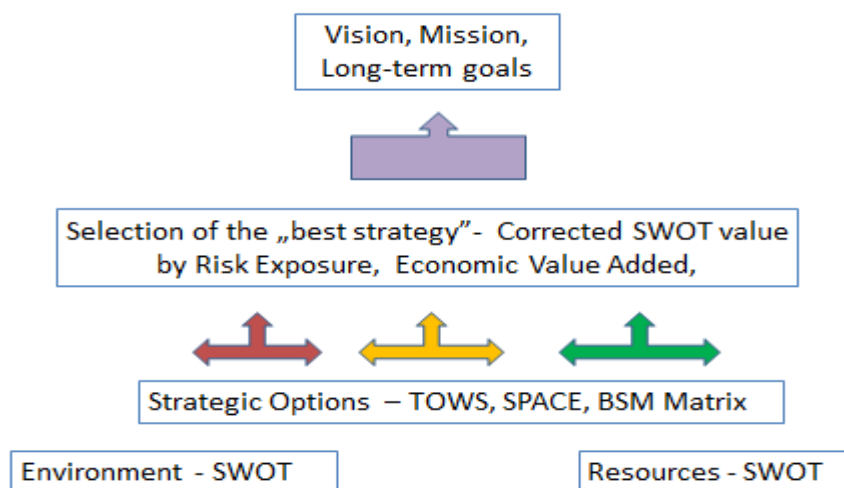


resources. To determine the strategic options I use TOWS Matrix, BSM or SPACE analysis methods.

(iii) From the options defined in the second step “the best strategy” is chosen by the ISAM score corrected with the risk exposure. The examination of the adequateness of the “sufficient” financial requirement, namely the calculation of Economic Value Added (EVA) occurs on level II of the selection process.

(iv) The strategy-audit consists of the examination and qualification of the strategy's consistency, acceptability and adequateness. The analysis of the fulfilment of these requirements is made according to the ISAM method. The input data required for the examination is compiled on the basis of a survey by questionnaire.

**The integration of the elements of strategy evaluation and strategy-audit (Figure 2) would represent a new kind of theoretical methodological approach and a new tool in strategic management. The application of the ISAM method in the company practice can support the improvement of the professional level and reliability of the strategy planning and creation process.**



**Figure 2: Elements of the ISAM Method**

Source: Own work

During the methodology improvement which is the subject of my research the confirmation or acceptance of hypotheses were conducted as follows.

Hypothesis 1: I accept and confirm the hypothesis.

Reasoning: Only 43% of the interviewed companies developed options during strategic planning, and 70% of these answered that they reconsidered and changed their strategic goals. Financial and market risks were dominant in the weighing up of planning risks.

Hypothesis 2: I accept and confirm the hypothesis.

Reasoning: Measuring risk exposure is an organic part of the ISAM method. The estimation and numeric evaluation of probability and the impact of the unexpected event's occurrence make the measurement of risk exposure possible, so risk exposure can be considered in the evaluation of each strategic option.

Hypothesis 3: I accept and confirm the hypothesis.

Reasoning: In the calculations for Economic Value Added (EVA) the taxed operational result of the business plan is compared to the cost of the internal and external resources used. If the planned result provides no cover for the average cost of resources to be committed, then the given option falls short of the requirements of acceptability. In the ISAM the strategic option with higher risk implicates a higher WACC (Weighted Average Cost of Capital) rate.

Hypothesis 4: I accept and confirm the hypothesis.

Reasoning: The reconsideration of a strategy by the ISAM method means the examination and evaluation of the consistency between the strategic goals and the company's vision and mission as well as between the goals and the result of the environmental and company diagnosis. The requirement of completeness applies to strategic factors identified and evaluated during the SWOT analysis and the composition of the risk map. Feasibility means that the auditor evaluates the reality of the strategy. During a strategy-audit the answers to the questions are scored according to a predefined set of ranking criteria.

Hypothesis 5: I accept and confirm the hypothesis.

Reasoning: The comparison of the company's calculated Economic Value Added (EVA) before and after a capital transaction – the latter includes the impact of the change in strategy – serves as a guide for the financial judgement of the privatization decision. This method offers a chance to study the expected return and profit from the point of view of the owner.

## **5. Practical/Theoretical Usability of the Results**

### **5.1. Strategy Evaluation**

I aimed to establish a set of strategy evaluation index numbers that includes the evaluation of each strategy option's risk-taking capability, profitability level, asset efficiency, and suitability for sustainable financing. Among the criteria of evaluation I take the capital cost of financial resources into account. If the goals can be devolved into lower levels of leadership, it would help the execution of the strategy, and if the review is based on accounted company data, it would make the application of the method easier. The recommendation for the methodology consists of the following sequential integrated strategy creation steps:

- Evaluation of the reading of the situation result by index-numbers,
- Creation of strategy options based on the reading of the situation result,
- Testing and formalization of each options' risk exposure,
- Evaluation of the strategy options based on the reading of the situation result,
- Choosing “the best strategy”.

“The best strategy” is chosen by considering the strategic and financial goals. My research partly purported to be about improving the evaluation method based on the Economic Value Added (EVA) and including the result of the examination of risk exposure. On the one hand the developed strategy evaluation method adds to the advancement of strategic management science, and on the other, the application of the ISAM method improves the reliability of the companies' planning practices.

### **5.2. Strategy-Audit**

The goal of the current International Assurance and Auditing Standard entitled “Audits of Future Oriented Financial Information” on topic number 3400 is to create standards and offer guidance for assignments that require an investigation of future oriented

financial information, and a report on them, including the examination methods regarding both hypothetical suppositions and suppositions based on the best estimation. The strategic audit is management-centred, because it does not focus primarily on accounting and financial questions but analyzes and evaluates the full verticum of the company's operation. The aim of the current standard is to offer guidance for the evaluation of plans, and during this process the future oriented financial information (the business plan) should be examined and judged by the following criteria and conditions:

“When defining the nature, timetable and extent of the audit procedures, the auditor has to keep the following criteria in mind:”

- (a) Probability of essentially false statement;
- (b) Knowledge gained by earlier assignments;
- (c) Professionalism of leadership regarding the composition of future oriented financial information;
- (d) To what extent the management's opinion has an influence on the future oriented financial information; and
- (e) Adequateness and reliability of supportive data.

The elaborated methodology for strategic audit broadens the literature about strategy management, and at the same time the completion of the audit strengthens the reliability and creditability of strategic plans.

### ***5.3. Privatization Decisions***

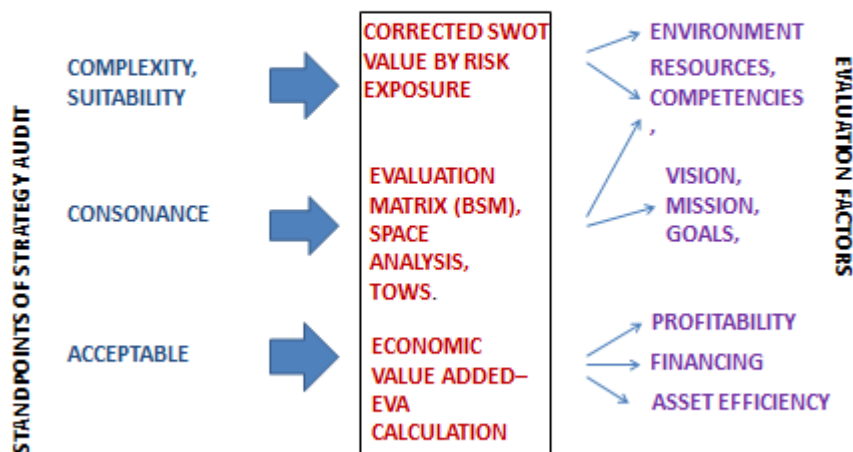
One possible direction of further improvement for the ISAM method presented is the development of a privatization decision model that includes the ownership – and consequently, the business strategy – change as an evaluation option. The application of the model assumes that even after privatization the government, as owner, remains in business and budgetary association with the company. I showed the application of the ISAM method through a case study. My goal was to present the evaluation algorithm, so the numbers do not reflect the data of the actual transaction. Before I describe the

possible extension of the model, I briefly review the “traditional” methods used to determine the company and business value.

The decision model presented in the dissertation is a possible direction of improvement for the ISAM method. In privatization decisions financial questions play the main role, so the impact of the change in the company's business strategy is usually left out of the decision process. Another typical defect of the traditional set of evaluation criteria is that the decisions of the owner are often detached from business and budgetary calculations. The suggested improvement in methodology tends toward integrity, although the described algorithm needs further refinement (e.g. determination of the interest rates applied). However, this goes beyond the scope of my dissertation.

#### 5.4. *Integration of ISAM; Relationship Between its Elements*

I show the relationship between strategy evaluation and strategy-audit in Figure 3. The evaluation aspects of the strategic options determine the basic examination aspects of the strategy-audit, such as consistency, acceptability and adequateness.



**Figure 3: Relationship of Strategy Evaluation and Strategy-Audit**

Source: Own work

Adequateness qualifies the relevancy of the processed information, and the completeness of surveying the environmental factors and the company resources and abilities. This is based on the SWOT analysis compiled with the risk exposure under consideration.

The examination of consistency measures the concordance between the levels of the goal hierarchy, and the “harmony” between the long-term goals and the statements of the SWOT analysis. For this analysis the model uses three methods: BSM, SPACE analysis, and determination of TOWS strategies.

The analysis of acceptability focuses on the examination of financial prognoses among the strategic goals, and so it shows if, besides the fulfilment of the expectations of the owner(s), the feasibility of the plans is sufficiently supported financially.

In the ISAM the results of the sub-processes are built on each other, and the integration of the method and the consistency of the elements thereof can be ensured. The practical application of the method can, on the one hand, improve the reliability of strategic plans in business life, and on the other can be used in strategic management training as an illustration of the strategy creation process.

## **6. Publications in the Dissertation's Topic Area**

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**Kozák, T.** (2004): Élelmiszer-kereskedelem, élelmiszerbiztonság. Fogyasztóvédelem 2004/12, p 10.

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#### **Hungarian Lecture without Summary in Foreign Language**

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**Kozák, T.** (2009): A közszolgáltatási szerződés helyzete és a veszteség-kiegyenlítés gyakorlata a vasúti közlekedésben. In: Közlekedéstudományi Egyesület, STRATOSZ, Hévíz, 2009. április 16-17.