

does your
organization
have a
strategic
plan?

OVERVIEW

In 1999, Vincent Naimoli, chairman emeritus of the Tampa Bay Devil Rays (now the Tampa Bay Rays), created The Naimoli Institute for Business Strategy at The University of Tampa. He intended to provide students, as well as the greater Tampa Bay business community, with a unique learning opportunity known as the Strategic Analysis Program. The mission of the Naimoli Institute is to provide opportunities for innovative learning about strategy to students and organizations throughout the Tampa Bay region.

Every semester at least 250 students in the Sykes College of Business are formed into cross-functional teams. Each team is charged with evaluating the strategy of a Tampa Bay organization. After collecting primary and secondary data, each team makes a comprehensive assessment about the effectiveness of the organization. Under the direct supervision of a professor, the team is expected to demonstrate expertise in management, finance, marketing, accounting and IT. The project concludes with the team making recommendations on how the organization can improve its strategy. Feedback from past clients has been universally positive. The Strategic Analysis Program has provided innovative, thought-provoking and helpful business ideas to hundreds of companies in the Tampa Bay region.

MBA TEAMS

Each team of MBA students is assigned to one organization or company for the semester. The team will work with its client to define a scope of work and a set of deliverables. Some clients prefer the team focus on a narrow set of strategic issues. For example, a client might want to know whether it should diversify into a new product line. Other clients prefer to give less direction, asking the team to identify strategic issues and solutions from a blank slate. In either case, each team will spend hundreds of hours on its project. At the end of the semester, the team will produce a written report in excess of 100 pages and an oral presentation given to the company owners. Companies pay a fee of \$300 to participate with an MBA team, but the fee is waived for all nonprofit organizations.

UNDERGRADUATE TEAMS

Each semester all the undergraduate teams in the Strategic Analysis Program participate in the Case Study Competition. One local company is selected to be the focus of the competition. The director of the Naimoli Institute writes a brief case study about the company and distributes it

to all students in the course. During the semester, the company is expected to host an on-site tour for all the students to visit the facility. Then, each team must be given one or two opportunities to meet face-to-face with company managers for a question-and-answer session. Near the end of the semester, professors will select four or five teams as the finalists for the competition. Each finalist team will make a presentation to a panel of judges, composed of owners and managers from the case study company. After hearing all the presentations, the judging panel will select the first and second place winners of the Case Study Competition. The company is expected to award prize money of at least \$2,000.

ELIGIBILITY

The Strategic Analysis Program is available to almost any organization, regardless of size, industry, experience or mission. To participate in the Strategic Analysis Program, organizations must meet the following criteria:

- 1. Time in business:** The organization must be past its start-up phase. Typically we prefer organizations that are at least four years old, have at least five full-time employees and are generating total revenue of more than \$500,000 annually.



2. **Location:** The organization must have its headquarters (or a major division) located in Hillsborough, Pinellas, Pasco or Manatee counties.

3. **Disclosure of information:** The organization must be willing to disclose information about its financial performance, strategy, customers and goals. All students and their professors will sign non-disclosure agreements. Providing this information to the student teams implies that the organization will make time to meet with students and provide helpful answers to questions they ask.

HOW TO SIGN UP

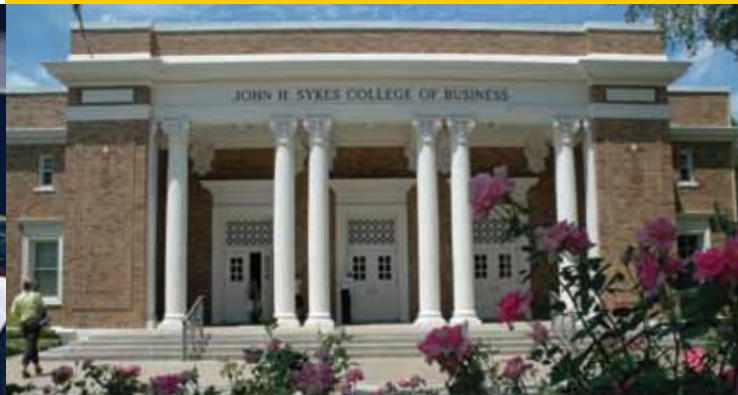
The number of organizations admitted to the Strategic Analysis Program is determined by student enrollment. Approximately 40 organizations participate in the program during a typical calendar year. Organizations can start the program in late August for the fall semester or late January for the spring semester. For more information about the program or to fill out an application, visit www.ut.edu/naimoli.

Since 1993, the Strategic Analysis Program has helped create strategic plans for hundreds of Tampa Bay organizations. The program is available to almost any organization, regardless of size, industry, experience or mission.

Participating organizations have included:

- Antonio's Pasta Grille
- Bella's Italian Café
- College Hunks Hauling Junk
- Datz Restaurant Group
- ECHO
- Kalupa's Bakery
- Ideal Image
- Kforce, Inc.
- Lowry Park Zoo
- SOHO Cycling Studio
- Tervis Tumbler Company
- The Bank of Tampa

Jody Tompson, Ph.D.
Director,
The Naimoli Institute for
Business Strategy
Professor,
Management and
Entrepreneurship
(813) 258-7441
jtompson@ut.edu



“ The unique perspective, genuine interest and sincere efforts that were provided by the UT graduate students on behalf of McEnany Roofing, Inc. were priceless. During these tough economic times my staff and I were challenged to re-examine our strategies and consider new ones. I highly recommend this program to any company interested in understanding the “millennials” and long-term growth. ”

— **Mike McEnany**
McEnany Roofing, Inc.

“ At College Hunks Hauling Junk, we were overwhelmed with good ideas when our company was the focus of the Case Study Competition. The student teams examined every inch of the company and challenged us with some great questions and great suggestions. We look forward to participating again in the future. ”

— **Nick Friedman**,
President and co-founder,
College Hunks Hauling Junk

“ Exceptional analysis and delivery. No other educational group in the region provides the level of research, management interaction and true “plug & play” recommendations than this program. The UT professors, staff and students have really developed a remarkable program! ”

— **Hunter Swearingen**
Principal,
Ciminelli Real Estate Services of Florida, LLC

Special recognition and thanks go to Vince Naimoli, chairman and founding partner of the Tampa Bay Devil Rays (now the Tampa Bay Rays). Naimoli’s endowment of the program has enabled us to maintain an operating budget and administer the Strategic Analysis Program.



The University Of

T A M P A

SYKES COLLEGE OF BUSINESS
NAIMOLI INSTITUTE FOR BUSINESS STRATEGY