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TITLE OF DIPLOMA THESIS:

Strategic Planning of EYATH S.A.

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ABSTRACT

The objective of this thesis is the Strategic Planning of the Water and Sewerage Company of Thessaloniki EYATH SA. EYATH SA is a modern company, which, through its business plan, envisions to achieve growth and evolution into a powerful pole of expertise and entrepreneurship in the region. EYATH wants to provide citizens with clean water 24 hours in 24 hours and, conscious of its role in the development of the Prefecture of Thessaloniki, protect the environment and achieve zero pollution in the Thermaikos Gulf.

As part of this thesis and in order to achieve the objectives of the company, it was attempted to reshape the company strategy with the help of the 12-step method. The strategy model is taught in the postgraduate course "Management and Construction Management", Department of Civil Engineering, Polytechnic School, Aristotle University and is based on the book by Arnolando C. Hax «The Strategy Concept: A Pragmatic Approach». The portfolio analysis was performed using the Ms Project Server 2010 with Sharepoint Server.

The procedure followed involved the collection of data on the company and its strategy in the past. The data was translated, processed and used in the selected model so as to search for alternatives to growth and diversification and to assess the future scope of the firm.

From the analysis of data collected, emerged the Broad Action Programs (BAP). These programs will succeed in attaining their corporate strategic objectives of the company at a depth of five years and more specifically:

- to serve the citizens and protect the environment
- the spread geographically
- the activity in new market sectors
- an increase in the intrinsic value of the company, acquiring know-how and modern infra-structure

Each Broad Action Program (BAP) is supported by a set of Specific Action Programs (SAP) that help provide a sense of concreteness to the strategic managerial work. The specific action programs that implement the BAP, lasting from six to eighteen months, refine and suggest achieving specific business objectives in a more detailed and clear way. Overall, twenty (20) specific action programs were proposed which together implement the strategy of the company by 100%. Assuming that the total budget of SAP is 117 cm €, an analysis of the portfolio was made with the help of Ms Project Server 2010 software.

The individual action programs were ranked according to their importance, after paired comparison analyses on the base of specific business drivers. Through the use of MS Project Server, a portfolio analysis was conducted. Then various scenarios were tested by introducing a limitation of the



maximum available strategic funds. It was assumed that the budget available for the five year period is no more than €80 mil and, as a result, some projects were excluded from the portfolio. After careful examination of the proposed combination of programs, it became evident that there is a need to make some changes (force in / out). These changes altered the final composition of the portfolio which implements the strategy of the company by more than 90%.

KEYWORDS

Strategic Planning, Broad Action Programs_(BAP), Specific Action Programs (SAP)