

Template 1: Analysis of external environment – Trends in the general external environment (PEST analysis)

Criteria examples <ul style="list-style-type: none"> • current vs. future legislation • international legislation • taxation laws • antitrust laws • laws on hiring and promotion • (de)regulation philosophies • regulatory bodies and processes • government policies • government term and stability • funding, grants and initiatives • domestic/foreign pressure-groups • wars and conflicts 	POLITICAL-LEGAL	ECONOMIC	Criteria examples <ul style="list-style-type: none"> • general economic trends • domestic vs. foreign economies • gross domestic product • unemployment levels • inflation rates • money supply • currency exchange rates • interest rates • budget deficits or surpluses • business savings rates • personal savings rates • wage/price controls • taxation
Criteria examples <ul style="list-style-type: none"> • demographics • lifestyle trends • media and publicity • attitudes about quality of worklife • work and career expectations • workforce diversity • consumer buying patterns • consumer activism • major events and influences • ethical issues • ethnic/religious factors • attitudes towards “foreign” • concerns about environment 	SOCIO-CULTURAL	TECHNOLOGICAL	Criteria examples <ul style="list-style-type: none"> • maturity of technology • competing technology development • associated/dependent technologies • research funding (state, private) • technology legislation • global communications • innovation potential • technology access • licensing • patents • intellectual property issues

Template 2: Analysis of external environment – Relevant developments in target markets

Country	Opportunities	Threats	Strengths	Weaknesses
Country 1				
Country 2				
Country 3				
Country 4				
Country 5				
Country 6				
Country 7				
Country 8				

Template 3: Analysis of external environment – Relevant factors in the field of higher education

Country	Share of enrollment in tertiary education (% of population)		Expenditure per student (% of GDP per capita)		Investment in research and development (% of GDP)		Number of researchers per million population	
	2019	2016	2019	2016	2019	2016	2019	2016
Montenegro								
Country 1								
Country 2								
Country 3								
Country 4								
Country 5								
Country 6								

Template 4: Analysis of external environment – Partner and competing universities

Variable	Home university	University 1	University 2	University 3	University 4
Partner, competitor or both?					
No. of. students (full time / part time)					
Study levels (1, 2, 3)					
Executive education (Y/N)					
No. of international agreements					
No. of double degrees					
% of international students					
Summer school (Y/N)					
International accreditations (e.g. EQUIS, AACSB)					
University rankings (e.g. FT, CWTS, ARWU)					
No. of employees: - academic - non-academic					
Annual budget (EUR)					
Annual budget per student (EUR)					
Annual budget per employee (EUR)					
No. of publications by WOS categories 2016-2020: - total - economics and business - engineering ...					
Citations by WOS categories 2016-2020 (no., h-index): - total - economics and business - engineering ...					

Template 5: Analysis of external environment – Expectations of external stakeholders

Stakeholder group	What do they expect from us?	Do we meet their expectations (yes, partly, no)?	Comments
1. Students			
2. Government			
3. Employers			
4. Companies as partners			
5. Non-for-profit organizations as partners			
6. Host communities			
7. ...			
8. ...			

Template 6: Analysis of internal environment – General internationalization indicators

[illegible]

Template 7: Analysis of internal environment – Success in achieving existing strategic goals

Goal	Success in achieving the goal
Goal 1:	
Goal 2:	
Goal 3:	
Goal 4:	
Goal 5:	
Goal 6:	
Goal 7:	
Goal 8:	
Goal 9:	
Goal 10:	

Template 8: Summary of external and internal environment analysis (SWOT analysis)

Criteria <ul style="list-style-type: none"> • exists in the company (is a factor internal to the company) • has positive influence (is likely to have positive contribution to the company performance) 	STRENGTHS	WEAKNESSES	Criteria <ul style="list-style-type: none"> • exists in the company (is a factor internal to the company) • has negative influence (is likely to have negative contribution to the company performance)
Criteria <ul style="list-style-type: none"> • exists in the environment (is a factor external to the company) • has positive influence (is likely to have positive contribution to the company performance) 	OPPORTUNITIES	THREATS	Criteria <ul style="list-style-type: none"> • exists in the environment (is a factor external to the company) • has negative influence (is likely to have negative contribution to the company performance)

Template 9: Mission, identity and values

Mission:		
Identity:		
Values:		
Values	Desirable behavior	Unwanted behavior
Value 1:	1. 2. 3.	1. 2. 3.
Value 2:	1. 2. 3.	1. 2. 3.
Value 3:	1. 2. 3.	1. 2. 3.
Value 4:	1. 2. 3.	1. 2. 3.
Value 5:	1. 2. 3.	1. 2. 3.

Template 10: Vision and strategic objectives

Vision:			
Strategic objectives: Financial perspective	Priority	Strategic objectives: External relationships perspective	Priority
Strategic objectives: Internal processes perspective	Priority	Strategic objectives: Learning and growth perspective	Priority

Template 11: Strategic map

Strategic outcomes
Strategic activities

Template 12: Key performance indicators

Strategic activities	Key performance indicators	Unit	2020	2021	2022	2023	2024	2025
SA-1:	KPI-1: KPI-2:							
SA-2:	KPI-1: KPI-2:							
SA-3:	KPI-1: KPI-2:							
SA-4:	KPI-1: KPI-2:							
SA-5:	KPI-1: KPI-2:							
SA-6:	KPI-1: KPI-2:							
Strategic outcomes	Key performance indicators	Unit	Y ₀	Y ₁	Y ₂	Y ₃	Y ₄	Y ₅
SO-1:	KPI-1: KPI-2:							
SO-2:	KPI-1: KPI-2:							
SO-3:	KPI-1: KPI-2:							
SO-4:	KPI-1: KPI-2:							
SO-5:	KPI-1: KPI-2:							
SO-6:	KPI-1: KPI-2:							

Template 13: Specific plans

Strategic activity	
Description of the strategic activity	
Manager	
Team members	
Projects, programs, tactical plans, budgets, action plans, procedures	
Risks and uncertainties	
Expected outcomes	