

MBA

Course : Strategy

ASSESSMENT DETAILS

Individual firm analysis 700 words

- For this assignment, each individual would be analyzing his or her own firm and writing a report of no more than 700 words in the body of the text (i.e., excluding figures, tables, and references).
- The written analysis should include the following items. For each item, make sure that you provide appropriate justifications based on using the appropriate course concepts and frameworks.
 - What industry or industries is the firm in? Who are its main competitors?
 - Does the company have any sources of competitive advantage? Is it (are they) sustainable? Why or why not?
 - What is the company's business-level strategy? What makes you think so? Is it appropriate for this company?

(((notes from instructor)))

Most of you will be doing the individual firm analysis on your own organization since you should know a great deal about its internal workings. However, you can opt to do the analysis on a different firm instead if you should so choose. In this situation, you may choose any company that is not the main subject of any of the readings or cases. I look forward to reading these analyses.

Additionally, for both sets of analyses (i.e., the individual firm analysis and the group industry analysis), the body of the text has to be 700 words or less, but you may add appendices for further clarification. The appendices will not count as part of the 700 words. However, you should note that appendices are intended to be *additional or supplementary* material that may be nice but is not necessary. Thus, the body of your report needs to be able to stand on its own.

NOTES: my instructor said these slides its like a map to follow the analyzing assignment ..it can help

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Value chain

How are we doing relative to our competitors?

- Superior?
- Equivalent?
- Inferior?

The diagram illustrates the Value Chain as a large arrow pointing to the right. The arrow is divided into two main sections: Support Activities and Primary Activities. Support Activities are located in the upper part of the arrow and include Firm Infrastructure, Human Resources, Technological Development, and Procurement. Primary Activities are located in the lower part of the arrow and include Inbound Logistics, Operations, Outbound Logistics, Marketing & Sales, and After-Sales Service. The right side of the arrow is a red wedge labeled 'Margin'.

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Business Strategies

Source of Advantage

		Uniqueness	Low Cost
Customers Targeted	Broad	Differentiation	Cost Leadership
	Narrow	Focused Differentiation	Focused Cost Leadership

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Group industry analysis ----- 700 words

NOTES:::: My group choose (Aviation Sector in Middle East)

• For this assignment, each individual will be working in a group to analyse an industry of the group's choice (can be any industry other than automobiles or consumer electronics) and write a report of no more than 700 words in the body of the text (i.e., excluding figures, tables, and references).

• The written analysis should include the following items. For each item, make sure that you provide appropriate justifications based on using the appropriate course concepts and frameworks. – What industry are you analysing? What are the boundaries of this industry? Is this an attractive industry? Why or why not? ▪ What is the level of the threat of new entrants?

- Who are the buyers for this industry? What is the level of buyer power?
- Who are the suppliers for this industry? What is the level of supplier power?
- What are the substitutes to this industry? What is the level of the threat of substitutes?
- Who are the main competitors? What is the degree of rivalry

– Competitors and strategic groups ▪ What information do you have about the main competitors? Are there different strategic groups in this industry? If so, along what dimensions?

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Value chain

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Support Activities

- Firm Infrastructure
- Human Resources
- Technological Development
- Procurement

Primary Activities

- Inbound Logistics
- Operations
- Outbound Logistics
- Marketing & Sales
- After-Sales Service

Margin

Margin

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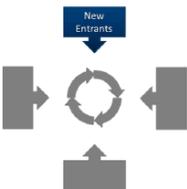
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Threat of New Entrants

- Are there barriers to entry?
 - Economies of scale
 - Product differentiation
 - Capital requirements
 - Technical requirements
 - Switching costs
 - Access to distribution channels
 - Cost advantages independent of scale
 - Government policy
- Expected retaliation



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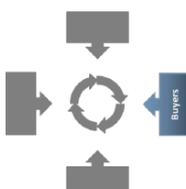
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Power of Buyers

- Do buyers purchase a large portion of an industry's total output?
- Are buyers more concentrated than the industry it purchases from?
- Could buyers easily switch to another product?
- Do the buyers earn low profits?
- Are the industry's products undifferentiated or standardized?
- Do buyers pose a credible threat to integrate backward into the seller's industry?



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Power of Suppliers

- Is the supplier's industry more concentrated than the industry it sells to?
- Are satisfactory substitute products available to industry firms?
- Are industry firms an important customer for the supplier group?
- Are suppliers' goods critical to buyers' marketplace success?
- Are there switching costs to using goods from a different group of suppliers?
- Do suppliers pose a credible threat to integrate forward into the buyers' industry?

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Threat of Substitutes

- Number and types of substitutes?
- Do customers face switching costs?
- Are the price of substitute products price lower?
- What are the relative quality and performance capabilities of substitute products?

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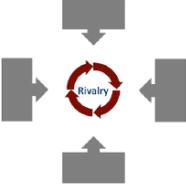
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Degree of Rivalry

- How intense is the competition?
 - Are competitors numerous and of similar size?
 - How much growth is there in this industry?
 - Are fixed costs high?
 - Are products differentiated in this industry?
 - Is this industry of major strategic importance to several competitors?
- Exit barriers



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