2/14/05

AGENDA

1. ADMIN - PROJECT SECTIONS
2. ?
3. CURRENT EVENTS
4. CN 3 CONCEPTS
### BUS 870 Spring 2005

Class roster and email addresses

<table>
<thead>
<tr>
<th>NAME</th>
<th>EMAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ludovic Leclat</td>
<td><a href="mailto:leclat5@hotmail.com">leclat5@hotmail.com</a></td>
</tr>
<tr>
<td>Jen Buchanan</td>
<td><a href="mailto:jenbuchanan@co.com">jenbuchanan@co.com</a></td>
</tr>
<tr>
<td>Avril Remig</td>
<td><a href="mailto:AVRIL8183@aol.com">AVRIL8183@aol.com</a></td>
</tr>
<tr>
<td>Cheryl Cormier</td>
<td><a href="mailto:cecormier@seabodysupply.com">cecormier@seabodysupply.com</a></td>
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<td>Phil <a href="mailto:Murphy@comcast.net">Murphy@comcast.net</a></td>
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<td><a href="mailto:ralca79@yahoo.com">ralca79@yahoo.com</a></td>
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<td>Phil <a href="mailto:Murphy@comcast.net">Murphy@comcast.net</a></td>
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5 FORCES 1982 - 2004

COMPETITION

NE

MARKET GROWTH

SUPPLIERS

RIVALRY

SUBSTITUTES

BUYERS
WE

SUPPLIERS

RIVALS
- GM
- STAR
- NESTLE
- KRAFT
- P&G

SUBST.

BUYERS
INDUSTRY STRUCTURE

S → R → B

- QTY (PARTICIPANTS, RELATIONSHIPS)
- COMPLEXITY OF RELATIONSHIPS
INC
GLOBALIZATION
S

QTY ↓
SIZE ↑

R

QTY ↑
BIG 3 ↓
OTHERS ↑

B

MORE →
<table>
<thead>
<tr>
<th>KSF</th>
<th>BIG 3</th>
<th>PREM</th>
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<tbody>
<tr>
<td>Quality</td>
<td>WEAK</td>
<td>STRONG</td>
</tr>
<tr>
<td>Low Cost</td>
<td>STRONG</td>
<td>WEAK</td>
</tr>
<tr>
<td>Strong Network</td>
<td>STRONG</td>
<td>AVE</td>
</tr>
<tr>
<td>Shelf Space</td>
<td>STRONG</td>
<td>WEAK-AVE</td>
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</table>
How well is the current strategy working?

- 3 TESTS
  GOF
  CA
  PERF
- STRATEGIC
- FINANCIAL
- FUNCTIONAL.
MKT SEGMENT

BROAD

NARROW

COST DIFFERENTIATION

VALUE

BEST COST PROVIDER
COMPETITIVE Advantage

- hard to copy
- how long will it last
- competitively superior
- trumped

Resource ---> Comp. ---> Core ---> C.A.? 

Tangible

Intangible

S.C.A.
SIZE OF CA

TIME
2. Chapter 3
   Selected Profitability Data on US industries and companies
   Global Warming and the Kyoto Protocol
   First Look at Industry Analysis
   Note on the Structural Analysis of Industries

3. Chapter 4
   The Shifting Sands of Competitive Advantage

4. Chapter 5
   Strategy as a Balance
   Strategy from the Inside Out
   Notes on Competitive Positioning

5. SWOT and Action Plan
   Mastering Balance
   The Genius is in the Implementation
   Keys to successful Strategy Execution
   Managing in the Age of Gurus
   Beyond Strategy Configuration as Competitive Advantage

6. Chapters 6-10
   Leading by Leveraging Culture
   Balancing Corporate Power
   Advise and Dissent

SPRING BREAK

Green Mountain

GE's Digital Revolution

Project outline due. Submit your team contract

Gus Fagan and Sears Logistics Group

John Trud's First Year

3M: Profile of an Innovating Company