

Intra-industry analysis

Telecommunications management & strategy

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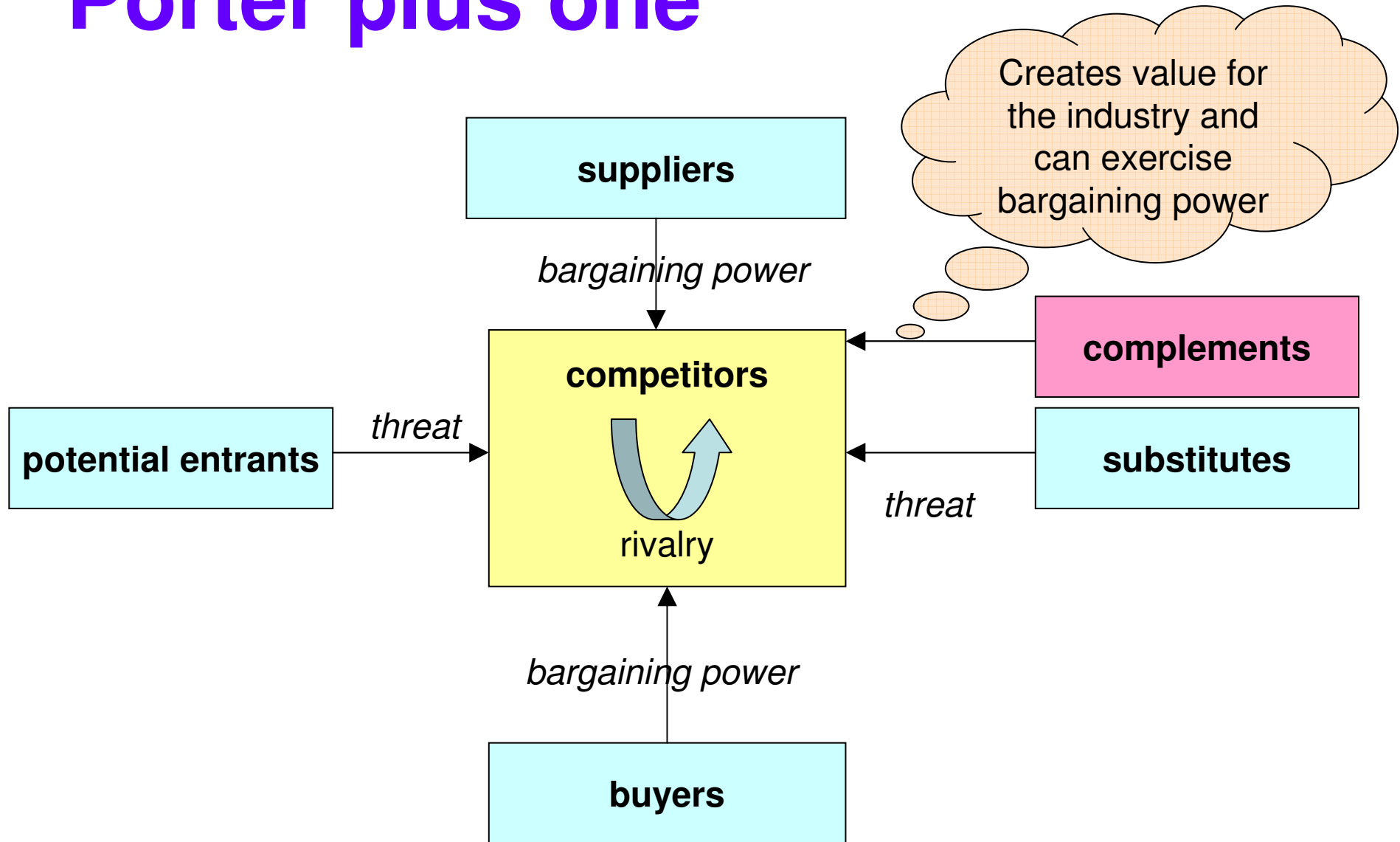
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Introduction

- Intra-industry analysis
 - strategic groups within industries
 - positioning within industries
 - core competences
 - resource-based advantage
- Grant – Chapter 4
- Case study: Ford Motor Company

Porter plus one



Complementarities

- Closely related products
- Value of the system
- Profit goes to the firm with the stronger market position
- Nintendo:
 - manufactures games consoles
 - games are produced by other firms
- Television (IPTV, cable, etc):
 - “must have” content

Creative destruction

- Joseph Schumpeter
- Structures attract new entrants with new products or processes
- Semiconductor industry
 - Downstream industries
 - Consumer electronics
 - Computers

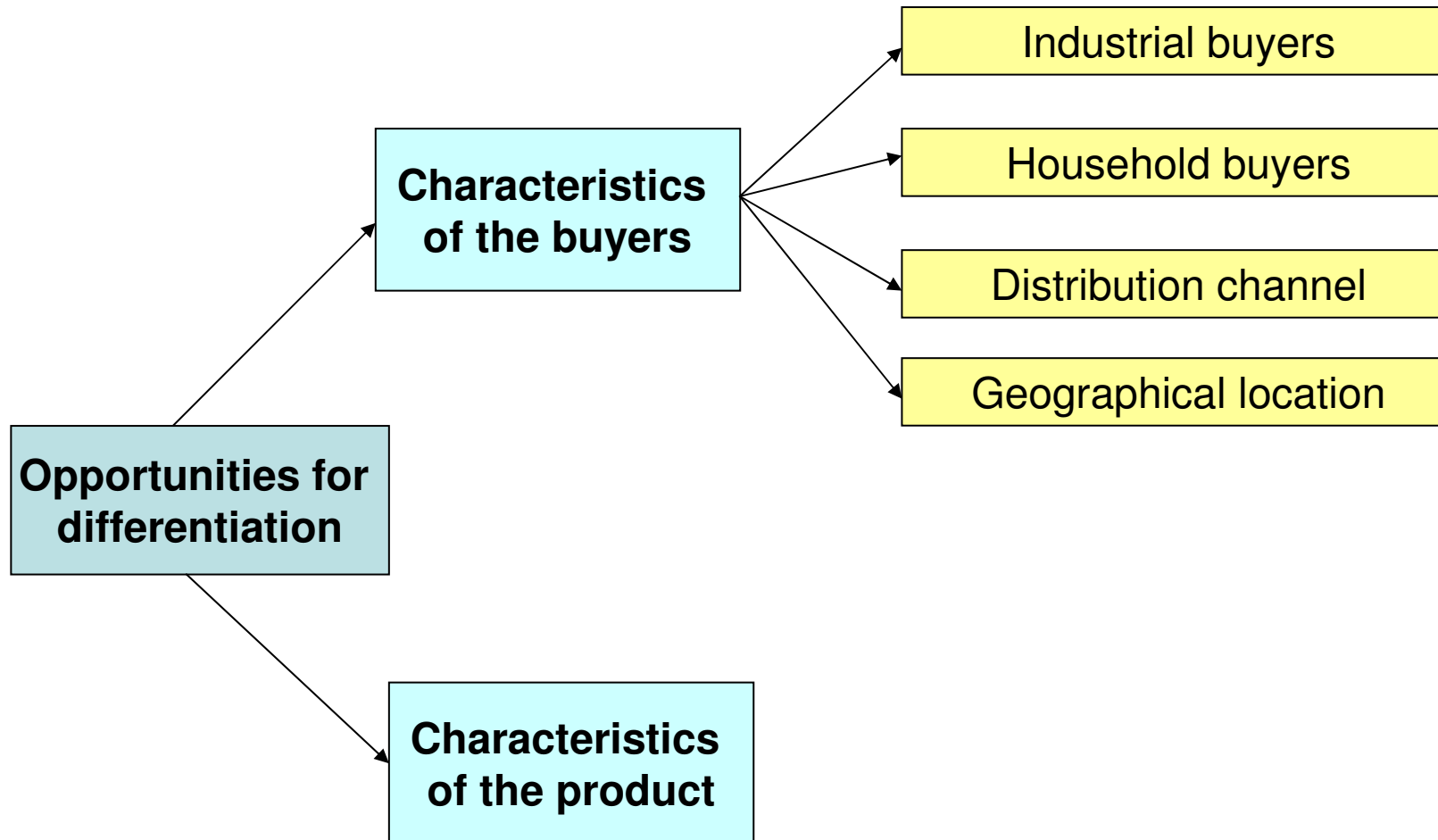
Game theory applied to strategy

- Cooperation
- Deterrence
- Commitment
- Changing the game
- Signaling

Intelligence about competitors

- Current strategy
- Objectives
- Assumptions
- Resources and capabilities

Segmentation analysis



Segmentation analysis

- Identify key segmentation variables
- Construct a segmentation matrix
- Analyse segment attractiveness
- Identify key success factors of the segment
- Select segment scope

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