

## Intra-industry analysis

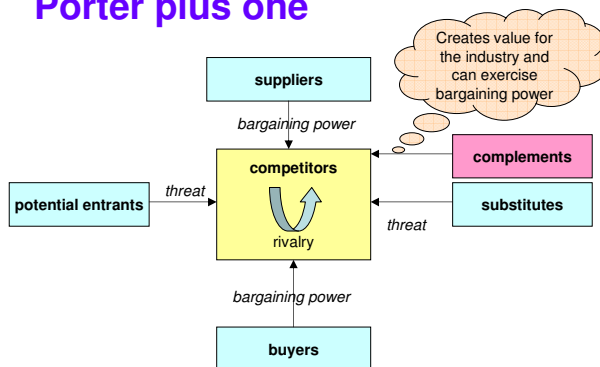
### Telecommunications management & strategy

Ewan Sutherland

## 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



Source: Grant

## 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

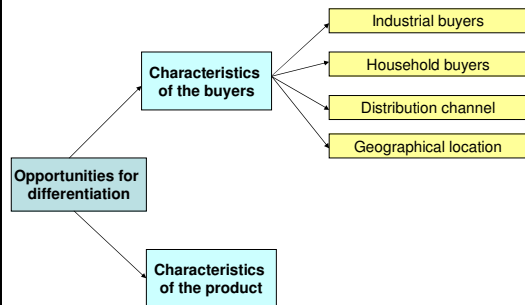
## Game theory applied to strategy

- 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

## Ewan Sutherland

- <http://www.3wan.net/teaching/strategy2006/>
- 3wan [at] 3wan.net
- skype://sutherla