

# *Competitive advantage 2*

## Telecommunications management & strategy

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# Introduction

- Competitive advantage
- Grant – Chapter 7
- Grant – Chapter 9
- Case study: Harley-Davidson

# Competitive advantage

- Circumstances in which to create advantage over rivals
- Responsiveness and innovation as sources
- Predicting erosion of competitive advantage by competitors
- Resource conditions as opportunities to create competitive advantage
- Sustaining competitive advantage in an industry

# Emergence

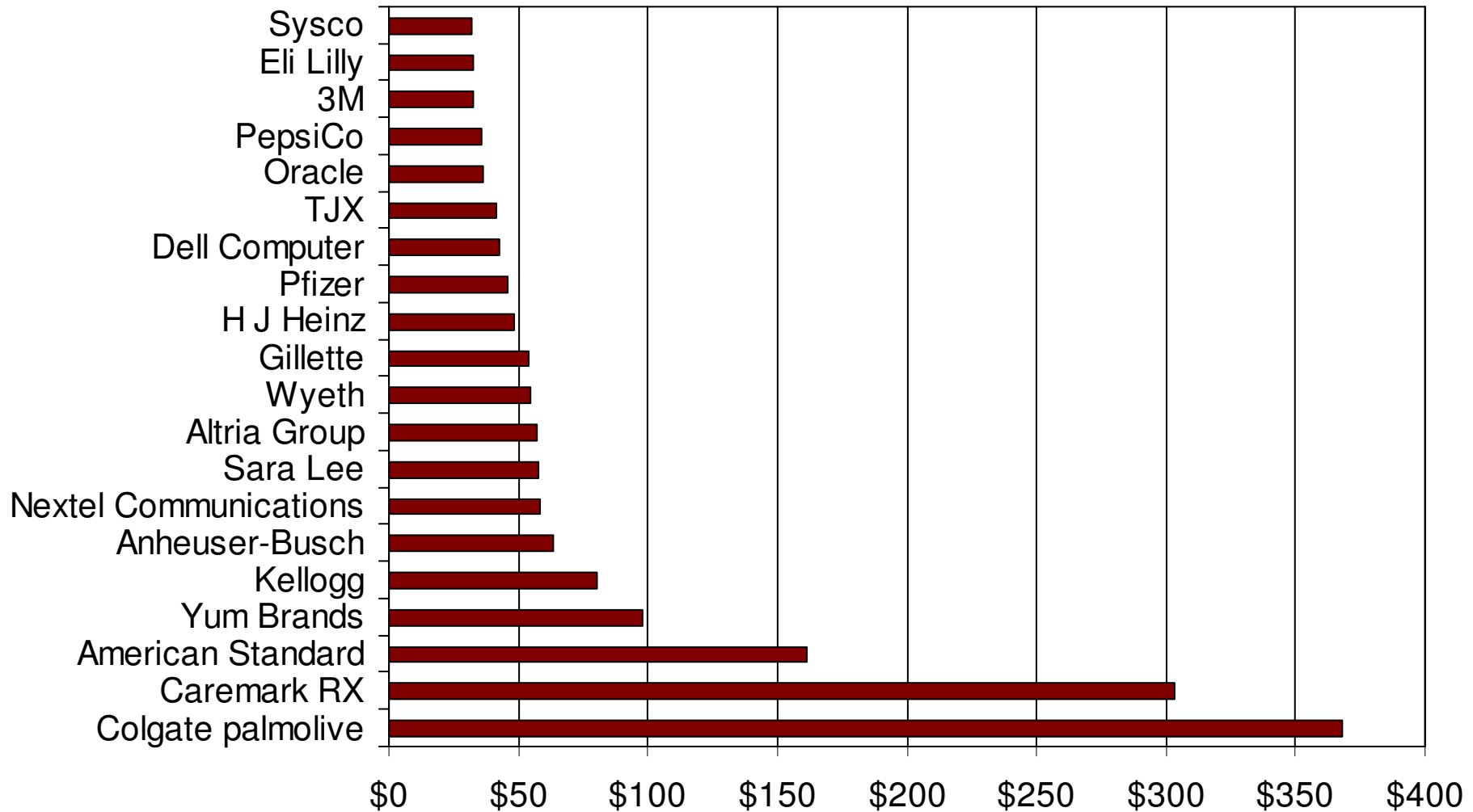
- Internal:
  - creativity
  - innovation
- External changes:
  - customer demand
  - prices
  - technology
- Resource differences
- Faster
- More effective

# Sustaining

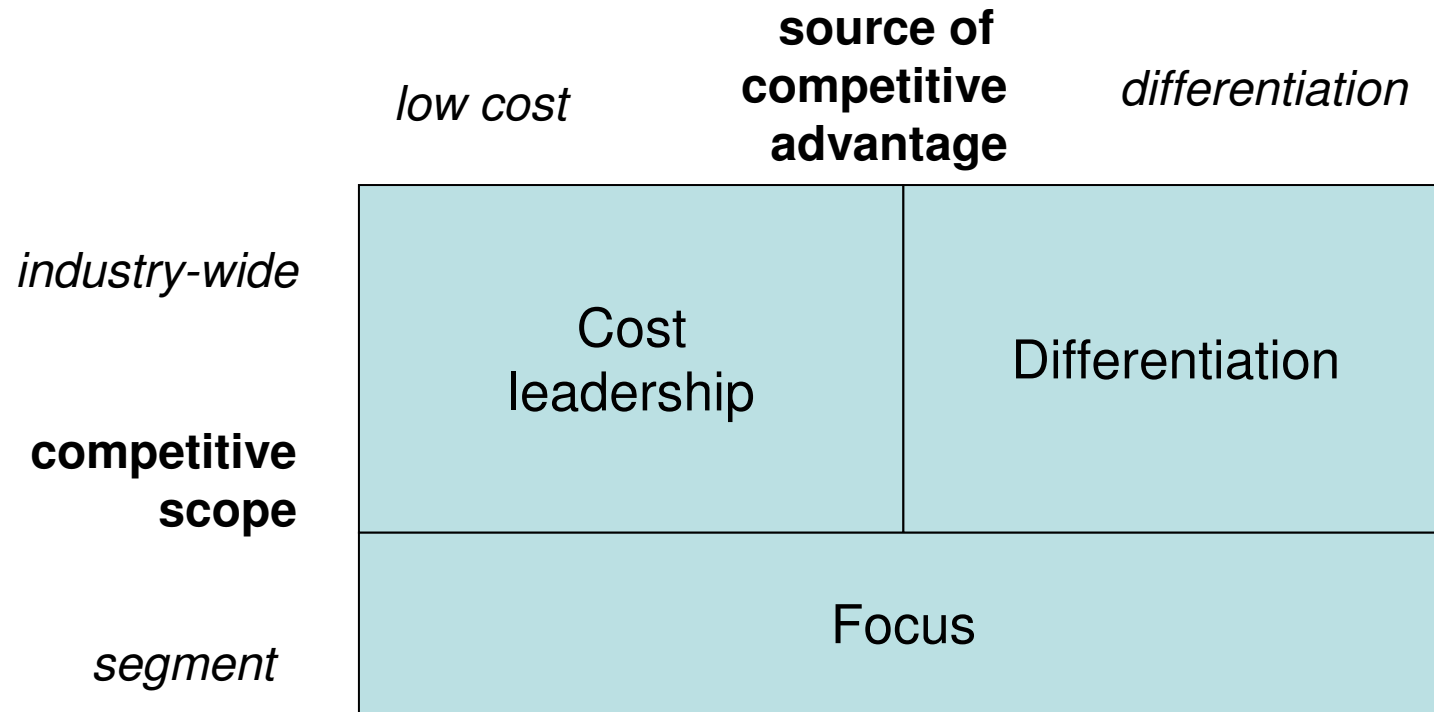
- Obscuring your advantage
- Deterrence and pre-emption
- Acquiring resources and capabilities

# First mover advantage

# Highest return on equity (2002)



# Porter – generic strategies





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