

Competitive advantage 2

Telecommunications management & strategy

Ewan Sutherland

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

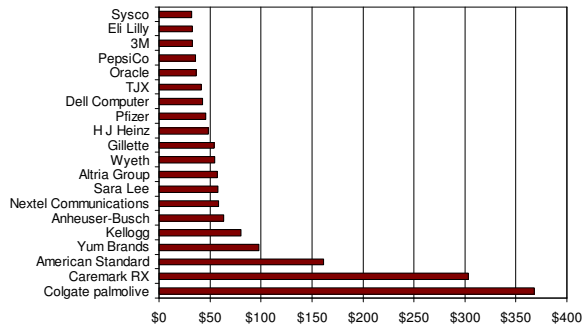
- Internal:
 - creativity
 - innovation
- External changes:
 - customer demand
 - prices
 - technology
- Resource differences
- Faster
- More effective

Sustaining

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

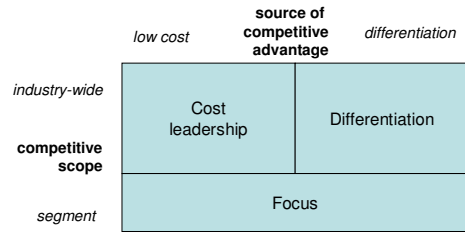
First mover advantage

Highest return on equity (2002)



Source: Grant

Porter – generic strategies



Ewan Sutherland

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