

Case Studies on Competitive Strategies – Vol. III

Edited by

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Case studies are intended to be used as a basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.

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OVERVIEW

Competitive strategy involves a deliberate choice of activities that delivers unique value to the customer. It is a framework that guides competitive positioning and gives organisations a sustainable competitive advantage. Determining competitive advantage requires inquiry into various aspects like:

- Intensity of competition in an industry
- Nature of response to the competitive forces in an industry or particular markets – Porter's five force theory
- Fundamental focus to gain competitive edge – low-cost, differentiation, niche, etc.
- Current and target market position of a company, etc.

Michael E. Porter has given three competitive strategies to succeed in highly volatile business environments. They include cost leadership, differentiation and focus (on either of the two).

The book contains 22 case studies, providing an in-depth understanding on various aspects like strategies to sustain market leadership, penetrating high growth markets as well as growing in matured markets, tackling sluggish industry growth, etc. Giving real-time situations in different companies across different industries, this book gives insights on a wide range of strategies and tactics to ward off competition and gain a sustainable competitive edge.

S. No.	Title of the Case Study	Industry	Core Concept
1.	AMD: The Customer-centric Innovation Strategies	Electronics	Customer-centric Innovation
2.	Amgen, the World's Biggest Biotechnology Group: The Competitive Strategies	Biotechnology	Strategies to confront sluggish industry growth
3.	Apple's "Low-End" Strategy: The Payoffs	Electronics	Targeting the 'low-end' market with cheaper versions of successful products
4.	Christie's: The 240 Year-old Auction House's Competitive Strategies	Auction	Strategies to regain market leader position
5.	EADS in America: The Competitive Strategies	Defense (Aviation)	Competitive strategies in the US defense market
6.	Electronic Arts vs Take-two: The Competitive Strategies in the US Videogame Market	Electronics (Video Games)	Strategies for gaining market leadership
Contd...			

7.	Exelon's Business Strategy – John W. Rowe's Way	Energy	Growth in matured markets through cost-cutting initiatives, acquisitions and divestitures
8.	FedEx in China: The Competitive Strategies	Delivery and Logistics	Penetrating high growth markets like China
9.	Gillette's Challenges and Strategic Responses	Consumer Goods	Strategic response to competition
10.	Google's Grand Moves: Are they Strategic?	Search Engine	Building diversified portfolios to win against competition
11.	HP into Digital Printing: Charting a New Competitive Landscape	Electronics	Fighting competition through market penetration
12.	Jungle Jim's International Market vs Wal-Mart: Jungle Jim's Differentiation Strategies	Retail	Differentiation strategies
13.	Kodak in Asia	Electronics	Need to understand and respond to changing market conditions and consumer preferences
14.	Kroger's Customer-centric Business Model: The Competitive Strategies	Retail	<ul style="list-style-type: none"> • New business model to gain competitive advantage • Challenges due to changing business model
15.	McDonald's in UK: The Competitive Strategies	Fast Food	Meeting the challenges of growing competition and changing consumer preferences
16.	Paul Otellini's "Right Hand Turn" Strategy: Leading Intel in a New Direction?	Semiconductors	New and improved products using new technology
17.	Red Bull: Changing Flavours?	Food & Beverages	Marketing strategies to redefine brand image
18.	Tesco vs ASDA: UK's Retailing Battle	Retail	Market leadership tactics
19.	The Changing Consumer Tastes in US Beer Market: Anheuser-Busch Companies' Competitive Strategies	Alcoholic Beverages (Beer)	Strategies to sustain market leadership
Contd...			

20.	Using Online Presence to Gain Competitive Advantage: The BBC Way	Media	Competitive strategies in the online news market
21.	Walgreen Co.: The US Drugstore Chain's Survival Strategies against the Drug Wars	Pharmaceutical	Redefining the business model
22.	Wrigley vs Cadbury Schweppes: The Competitive Strategies in Chewing Gum Market	Food and Beverages (Confectionery)	Competitive strategies

The case, *AMD: The Customer-centric Innovation Strategies*, elaborates on how the company gained a sustainable competitive edge over established players like Intel by collaborating with customers and launching advanced technology products with low manufacturing costs.

Jungle Jim's International Market vs Wal-Mart: Jungle Jim's Differentiation Strategies, explains how the specialty food retailer stands out with its dual emphasis on shopping clubbed with entertainment as against discount retailers like Wal-Mart. Cases like *Electronic Arts vs Take-two: The Competitive Strategies in the US Videogame Market* and *Tesco vs ASDA: UK's Retailing Battle*, provide insights on market leadership strategies. Thus, each case study in this book delivers an understanding on varied concepts so that the reader gets a clear picture of various competitive strategies adopted by different companies across different industries in different situations.