Adolph Coors in the Brewing Industry

1. What factors accounted for Coors’s competitive advantage in the mid-1970s? Was it sustainable? Refer to data in the case to defend your position.
2. Why has Coors’s performance since deteriorated?
3. Did Coors make any strategic mistakes? If so, what should they have done differently and why? If not, explain why their strategy was correct.

Fox Broadcasting Co.

1. What does a television network do? Why were the three networks historically so profitable?
2. How did the changes in the structure of the broadcast industry in the late 1970s and early 1980s affect barriers to entry into network broadcasting?
3. Should Fox become the fourth television network, given its ownership of the television stations?

Enterprise

1. Analyze Enterprise’s strategy and competitive position.
2. Should a major competitor take on Enterprise in the replacement segment of the car rental industry?

Rebirth of the Swiss Watch Industry

1. Evaluate the competitive advantages and disadvantages of the Swiss watch industry in 1979.
2. From the perspective 1979, evaluate the prospects for success of the “Swatch”.

Bombardier TEG

1. What were Bombardier’s strategic advantages and disadvantages in the railcar manufacturing market?
2. What were Morrison Knudsen’s strategic advantages and disadvantages in the U.S. railcar manufacturing market?
3. What characteristics of this industry suggest that price competition would be expected to be fierce in this industry?
4. What factors should Bombardier consider in deciding whether to cut prices on future contracts?
Nintendo
1. How did Nintendo CREATE value in 8-bit video games?
2. What strategies did Nintendo undertake to capture the value that it created?
3. Who are the other players in Nintendo’s value net?

Home Depot
1. Given the information in the WSJ article and the Home Depot case, forecast the success of Villager Hardware. What strengths and weaknesses would you expect Home Depot to have in this new market segment?

Benetton
1. What parts of the supply chain does Benetton choose to outsource rather than keep inhouse? What are the advantages to Benetton of outsourcing these activities?
2. What are Benetton’s distinctive capabilities? Relate them to your answer in 1).
3. What is a relationship-specific investment? Is there any relationship specific investment among Benetton’s contractors? If so, how could/has Benetton solve/d any problems created by the relationship specific investment?

Value Pricing by American Airlines
1. What are American Airlines’ goals in adopting its new fare structure? Be sure to consider the changes in structure as well as levels. Why or why not do you expect it to succeed?

DuPont in Titanium Dioxide (A)
1. What is duPont’s competitive position in the titanium dioxide industry in 1972?
2. You are on the Executive Committee and are presented with Exhibit 1 which summarizes the arguments for the growth strategy. What are the implicit assumptions of the analysis with respect to competition in the TiO2 market? Are you skeptical of them in any way? Why?
3. If duPont goes ahead with the growth strategy, should they announce it immediately?
4. Is technology licensing an attractive strategy for a firm in duPont’s position?

ValuJet
1. Analyze ValuJet’s entry decision including their choice of route structure. What are the long-run competitive issues facing ValuJet?
Sky Television vs. British Satellite Broadcasting

1. What is your structural analysis of this industry? How do you expect competition to look in this industry in the long-run?

2. Analyze the actions of the two companies, considering the way each company tries to affect what its rival will do. If you assume that there will only be one firm in the long-run, can you reconcile the companies’ actions with rational profit-maximizing behavior?
EMI and the CT Scanner (A), (B)

1. Case A: Should EMI enter the market alone, via a joint venture, or through licensing? What are the key competitive factors in the industry and how do you expect competition to evolve?
2. Case B: Evaluate and explain EMI’s performance in the market up to 1976.
3. Case B: What is EMI’s competitive position in 1976? What conclusion do you draw about EMI’s strategy in the CT scanner market between 1972 and 1976?

Philips’ Compact Disc Introduction (A)

1. Case A: Should Philips attempt to make its prototype the industry standard? What are the costs and benefits of standardization? Compare the standards issues with the reading on VCRs. How can Philips earn profits from setting the industry standard?

Pharmaceutical Industry and Medicaid Rebates

1. If you managed a pharmaceutical firm, would you change your prices after the Medicaid Rebate legislation took effect? How? Does your answer vary across products?
2. Given your answer to (1), should Merck have supported this legislation? What should a generic firm have done? What about a typical large HMO?