**Phase1 Report: Strategic Position Analysis**

**Industry**

Dell Inc.

**Organisation Name**

Sameer Garde

**Organisation Contact Name**

http://www.dell.com

**Website URL**

contactus@dell.com

**Email Address**

Divyasree Gardens, 12/12A Chalgatta Village

**Address**

Bangalore

**City**

Karnataka

**State / Province**

560071

**Zip / Postal Code**

Individual

**Organisation Type**

Technology Hardware & Equipment

INDIA

**Country**

Dell is a US based computer hardware sales and service company. Founded in the 1980's, in the last three decades the company has grown into the worlds one of the biggest MNC's operating in 190 countries with 9 manufacturing bases sprawled in 6 continents. Dell began its operation in India in the early 90's by opening a contact centre for its international business customer care outsourcing unit. Second phase involved the sales of Dell PC, servers and storage in India exported from their Chinese manufacturing facility. In 2009 they took the big step to open their own manufacturing facility in India to cater the growing demand of Dell products in India. The manufacturing base is the second biggest Dell unit as India is Dells fastest growing market. Dell also opened a R&D centre, employing 600 scientists for new product development. Presently Dell's major business involves large enterprises followed by government, SMB's and consumers. In 2010 third quarter Dell became the no.1 Pc in the Indian market by overtaking HP, which ruled the market for years. The annual sales are $1 billion and are growing at 81%. Dell India is the company second biggest market after US, employing 14000 people. The company predicts the Indian market to be their core area of global operation in the coming years.

**Organisation Background**

**:**

**:**

**:**

**:**

**:**

**:**

**:**

**:**

**:**

**:**

**:**

**:**

**:**

**Organisation Profile**

**1.1. External Analysis**

**1.1.1. Pest Analysis**

In terms of external analysis, it is critical to assess whether the contextual economic, social, technological, ecological, media, political, legal and ethical aspects are conducive to a specific direction. For instance, is the local government receptive to the concept of private sector participation? How are the relationships between the local government with the communities and the private sector? These are important aspects of the macro environment which will have a general impact on industries and companies. For this purpose, we will use a model called PEST analysis. This helps you to analyse the Political, Economic, Socio-cultural and Technological factors that affect the organisation.

**Reason**

**Rank**

**Factors**

**1.1.1.1 Political Factors**

:

 4

The government over the last decade has shown stability which has also had a positive impact on the industry

Government Stability

Taxation, employment and safety law

:

 2

With the high number of labour unions in India, it is unfavourable for a company like Dell, to have an efficient and effective workforce. With the added fact that the taxation and safety laws are stringent and strict makes it even tougher

Social welfare policies

:

 3

Dell has helped the Indian government to implement various Health and Education schemes

With the import and export duty rate being very minimal Dell has been able to export its products and services freely without much tax being laid on them

 4

:

Foreign trade regulations

:

Relations between government and the organisation

:

18% of Dell Sales are to the government sector, because of which they enjoy a good relation with the government and also have created a big goodwill with them

 4

Government ownership of industry and attitude to monopolies and competition policy

:

 4

: Dell being a market leader, have always been following the government rules and regulations

'Green' issues that affect the environment

 4

With the growing concerns of global warming, Dell has taken initiatives to create and design product and services which are environment friendly

:

Level and type of energy consumed - renewable energy?

 0

:

Rubbish, waste and its disposal

 0

:

Others

:

 0

With the Indian government being stable for the last decade, it has showed a positive trend not only on the company but also the market. The only cause of concern is the lack of employment and safety law. Dell as company have taken initiatives to curb the global warming by going green which has not gone unnoticed, which has created not only a goodwill from the government but also the consumers too

**Conclusion**

**Reason**

**Rank**

**Factors**

**1.1.1.2 Economic Factors**

Total GDP and GDP per head growth rates (trends)

 4

35% of India's GDP comes from the IT sector, which is one of the biggest contributors industry-wise to the Indian economy

:

Inflation

what once was a high paying industry, IT sector in India faced a lot of problems with the economic downturn, the IT sector too was affected, but as of the start of the new decade the industry has somewhat recovered its lost steam

 3

:

With the growing lifestyle and expenditure has displayed the fact that people are ready to buy

 4

:

Consumer expenditure and disposable income

Interest rates

 4

People who cannot but the computers at one go, are faced with options to buy the same with instalments, where the Interest rates imposed on them are quiet low

:

India has not faced a lot of currency fluctuations, and this has not affected the industry or the IT sector,

 4

:

Currency fluctuations and exchange rates

 0

:

Investment, by the state, private enterprise and foreign companies

Dell has a constant and accurate business cycle, which for the Indian industry seems effective and result oriented

:

 4

Business cycles

Even during the economic downturn, Dell did not have any major shuffling of resources, which did not impact the employment much, though there were there were a few clearouts which were carried out

 3

:

Unemployment

 0

:

Energy costs, transport costs, communications costs

 0

:

Others

**Conclusion**

Just like the Indian government, the Economy too has shown a fair amount of stability. In 2008 when the world started to face the worst ever financial meltdown, Indian Economy stood out and Information technology sector were one of the biggest contributors to the Indian economy. Dell though undertook some staff clearances; they yet maintained a very strong presence in the minds of the Indian customers and the market

**Reason**

**Rank**

**Factors**

**1.1.1.3 Socio-Cultural Factors**

:

Shifts in values and culture

 4

The last two decades in India has seen a growth and a huge paradigm shift in the value and culture

Change in lifestyle

:

 4

A majority of households and individuals today use computers and laptops, a far cry from a decade earlier rating

:

Consumerism

 4

India's today one of the leading consumer target groups, because of which the consumerism is also on the high

:

Attitudes to work and leisure

 4

With more and more private organizations coming to India, the need for quicker and better quality work is seen.

Green’ environmental issues

:

 4

Consumers today in India have realized the need and importance of an eco friendly products and services.

Education and health

:

 4

Computers are given huge importance in Education and health sector, which have been tapped by Dell

Demographic changes

:

 3

With the people in India migrating and shifting to newer places, there have been huge demographic changes

Distribution of income

:

 3

: The working class of India has become more widespread because of which the socio economic classification has also become wider and bigger

:

Social mobility

 0

Others

:

 0

**Conclusion**

Over the last decade the Indian consumerism has been on the rise, this has been evident with the fact, that the average consumer in India knows everything about the product they want to buy, this makes it tricky for company. Coupled with the knowledge that today the buying capacity of an average consumer has also increased, it is even more challenging for a company to keep themselves at the top of the market.

**1.1.1.4 Technological Factors**

**Reason**

**Rank**

**Factors**

:

Government and EU investment policy on research

 0

:

Government and industry focus on technological effort

 0

:

New patents and products

 5

Dell are perhaps one of the few companies which are constantly improving and introducing newer and better products on a regular basis rating

:

Speed of change and adoption of new technology

 4

The newer products introduced and the general deliverability of newer products by the company have captivated and captured the imagination of the average Indian consumer

:

Rates of obsolescence

 0

:

The impact of the Internet

 4

With the advent of the internet, consumerism has been high as the people are able to access the internet and get to know about the products through the internet

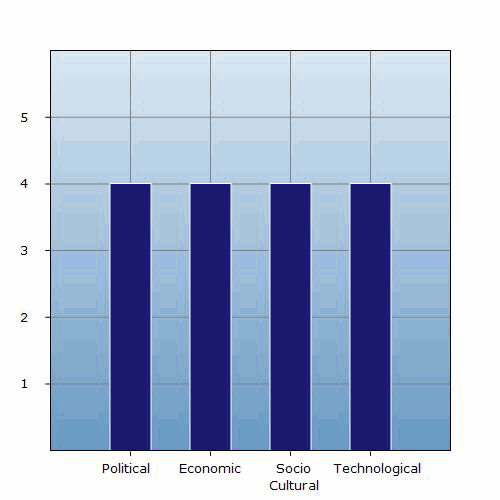
:

Others

 0

**Conclusion**

**1.1.1.5 Pest Conclusion**



**Conclusion**

The Pest analysis shows, the kind of market, India has. The ratings show a fair share of the analysis to be favourable, which is because of the fact, that the Indian market for the last decade has been quiet stable. Despite several twists and turns and many up and downs, the market and the industry has shown stability which could not be seen anywhere else. The stability of the Indian market also stems from the fact that the government has been stable for the last decade and the economic condition too has been pretty constant. Even when the world was facing one of its biggest economic downturns, the Indian economic situation was pretty good, without much difference where it affected and impacted the industry by huge margins. One of the ever changing faces in India is that of the socio economic cultures, where people are constantly upgrading their social status and today people are economically well to do. They have bigger and better buying capacity and the people have a wide variety of products to choose from, as they are educated about the various products by the internet. This is where technology has played a huge role, and Dell’s company strategy to customize PC and laptop as per as the customer’s choice and expectations. This is one of the biggest USP’s of the company. By the research we conducted, we found out that the stability of the market has transcended on the company and has yielded favourable results for not only the company but also the market and the consumers on the whole.

Strategic groups are clusters of organisations within an industry that compete on the basis of a similar positioning, product quality and target very similar customers. This analysis is important as some organisations within industry will compete more directly with others positioned in the same group and might not even compete with others remotely positioned (e.g. Rolls Royce is a direct competitor of Bentley but despite being in the automotive industry, can not really be considered a competitor of SEAT)

**1.1.2. Strategic Group Analysis**

**Price**

**Product/service range**

**Competitor Name**

 4

Dell Inc.

 5

 3

ACER

 4

 7

APPLE

 2

 6

Sony

 6

 4

LENOVO

 4

 2

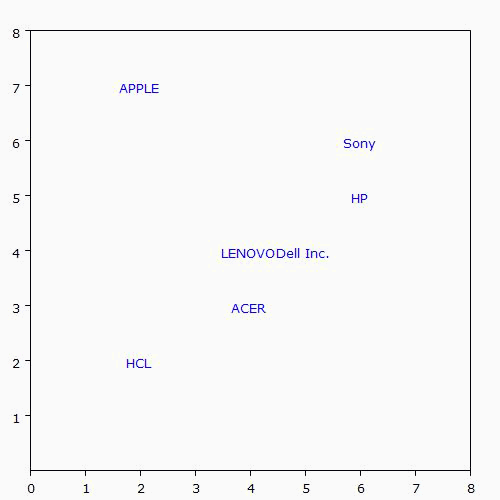
HCL

 2

 5

HP

 6



The life cycle of an industry will strongly affect the level of competition within an industry. This is the case because a high growth rate allows most competitors to grow without having to take margin from other organisations. In opposition, low growth rates will increase competitive rivalry as organisations have to grow at the expenses of their competitors.

**1.1.3. Industry Life Cycle**

**Total Industry Sales**

**Year**

 2008

 1546

 2009

 1433

 2010

 2394

 2005

 534

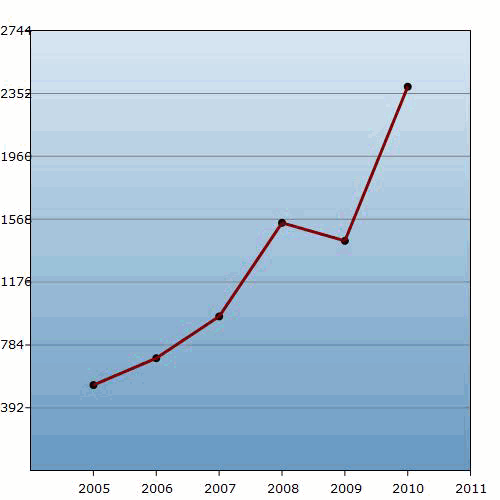
 2006

 701

 2007

 962

**Analyze Life Cycle**



The Indian IT hardware industry has witnessed an incredible growth in 2010 by 42% after the market shrank of 7.3% last year. The compound annual growth rate of the market in the period 2005–09 was 28%. Net books (27%), notebooks (90%) saw huge growth with respect to last year. International MNC's accounted for 52%, while domestic brands only accounted for 13%. The slowdown the industry faced due to the global economic recession has been over and has witnessed an incredible comeback with record sales. Dell was the market leader in PC sales overtaking HP for the first time which ruled the market for years. Dell also is the number one in large enterprise sales when it overtook IBM in 2008. Stiff competition lies in the market for years to come as India market is the world’s fastest growing market in the industry with all global players shifting their focus to India. Dell is the only international company to have its own manufacturing facility in the market and it has finally paid off by being the leader overthrowing HP. Other components of the industry involve servers, storage and other accessories like printer, UPS etc.

**1.1.4. Porter's 5 Forces**

**1.1.4 .1 Threat of New Entrants (Entry Barriers)**

**Reason**

**Rank**

**Factors**

:

Economies of scale

 4

New entrants in the PC market won’t get a good supplier rate from major PC component manufacturers like Microsoft and Intel when compared with Dell, HP, and Lenovo etc. So economy of scale can be matched to dells large volume sales

 0

:

Cost disadvantages from other than scale

:

Differentiation

 2

Major components in the PC industry are supplied by Intel and Microsoft which all big and small PC suppliers have access to. So product differentiation is low. However Dell has managed to differentiate by operating in B2B and B2C with innovative products like Dell Inspiron Zino HD, Studio XPS etc.

:

Brand loyalty

 4

Being the worlds second biggest PC company, Dell has captivated its customer creating a big brand loyalty especially through its direct to customer method

:

Start-up capital requirements

 2

Start up requirements are low for the industry as any company can get the components from the supplier and customize a model as per requirements

:

Switching costs

 4

It is difficult to switch operations due to high dependability on suppliers

:

Access to supply and distribution channels

 4

New entrants find it hard to market and distribute their products when compared with established brands. The new digital marketing also cannot be efficiently used by new companies as all major players have a strong presence in these areas with millions of advertising funds.

:

Legislation or government action

 5

There are no considerable legal issues for new operators in the industry

:

Retaliation (e.g. price cuts and advertising campaigns)

 4

Market has reached saturation w.r.t to retaliation due to competition

:

Entry deterring price

Most PC products are supplied by suppliers which are easily accessible to any new entrants.

 2

:

Others

 0

Threat of new entrants is moderate. But as the Indian PC market is growing at a fast pace their can potential domestic new entrants but cannot match up with brand loyalty Dell has in the country. Moreover Dell India's 48% of 2010 sales comes from large enterprises, i.e. by selling their products to IT companies. Indian Government is also a major consumer of Dell which accounts for 18% of overall sales. Consumers account for 27% and here is where the potential new entrant threat comes in. Low legal and governmental procedures for setting up PC business and even local government agencies provide incubation areas can be a breeding area for new entrants. Brand loyalty is the major weapon dell has in the market.

**Conclusion**

**1.1.4.2 Threat of substitutes (Determinants of substitution threat)**

**Reason**

**Rank**

**Factors**

:

Relative price/performance of substitutes

 2

There is continuous price war happening between major players in the industry which clearly signifies the low profit margin of these companies. Relative price is a crucial factor in the industry

 0

:

Switching costs

:

Effectiveness in meeting specific customer needs

 2

Customization has been the new trend in the industry and dell is the pioneer to introduce it. However it ahs been followed by all major competitors which again possesses a threat

:

Willingness of buyers to substitute

 2

Most specifications in the industry are standard which are manufactured by other suppliers like Intel and Microsoft. So there is a high probability of customer shifting to rival brands unless provided something unique

Differentiation is a hard task to be achieved as most PC components are standard manufactured by other companies. But dell has differentiated its product by launching customized configuration to meet specific customer requirements.

 2

:

Product differentiation

Dell has a good reputation in the industry and is perceived as one of the best quality brand. This offers good brand loyalty however major competitors like Sony, HP and Lenovo are also considered to be the best in the industry with a much closer competition.

 2

:

Brand loyalty

New innovative versions of mobiles like the Apple are causing a threat to dell has it integrates all major functions of a PC which often are considered as a equal substitute and more handy

 3

:

Product-for-product substitution

(E.g. post mail and e-mail)

:

Substitution of need (more reliable transports reducing the need for cars)

 3

I phones and gaming gadgets incorporating PC functions are launched but cause little threat to the comprehensive usage of PC

PC usage cannot be substituted by other means as PC is not a luxury in the modern world but a necessity

:

 3

Generic substitution (disposable income: boats/homes/furniture/holidays, etc.)

:

Others

 0

Threat of substitutes is low as Dell provides with superior quality products at competitive prices. Dell has overtaken Hp which has been the no.1 player in the market for a decade in the last quarter. This is enough evidence of Dells growing influence and the low threat caused by its substitutes. Moreover Dell has its own manufacturing base which no other competitors have in India which enables them to give matching products at low price.

**Conclusion**

**Reason**

**Rank**

**Factors**

**1.1.4.3 Determinants of buyer power**

Concentration (number and size of the firms)

:

 2

There a large number of reputed and independent PC retailers in the market which sells products of different companies. So Dell needs to keep its price competitive when shelved in the outlets or else loose their buyers to its competitors.

Importance of buyer's purchases to the total volume sold by the organisation

:

 2

Depends on the segment. In the B2B there is high importance to the buyer but in the B2C segment the buyers is considered to be not that great

Differentiation of the product/service and alternative sources

:

 2

There are new gadgets which integrate certain PC functions like phones and gaming products but they cannot replace the comprehensive function a PC provides. However alternative brands in the market have a close competition and has less differentiation.

Switching costs

:

 0

The threat of backward integration by the buyer

:

 3

Backward integration is often ignored as per analysis as the PC industry needs a strong after sales support which makes it difficult to function

:

The threat of forward integration of buyers by the organisation

 3

Dell mostly operates through its direct sales methodology hence forward integration doesn’t make much difference for the company

Access to information

:

 2

Buyers have access to information of as most PC product suppliers are standard and are retailed independently

Others

:

 0

**Conclusion**

Buyers bargaining power is high for Dell in the Indian market as their stiff competition happening between companies like HP, Lenovo, Acer and other domestic players like HCL, Wipro and Sahara. Buyers of Dell products are mostly large corporations in the market. Here Dell has overtaken IBM in 2008 to be the market leader but there is high bargaining happening in the industry Similarly consumer, government and SMB's also has high bargaining power as their is less product differentiation between alternative brands and the price is the determining factor on which product to choose.

**Reason**

**Rank**

**Factors**

**1.1.4.4 Determinants of supplier power**

Concentration (number and size of the firms)

:

 2

Because of large number of suppliers for components like hardware & software.

Importance of suppliers’ sales that an industry represents

:

 1

Suppliers are an integral part of the industry as major components of PC are supplied by monopolies like Microsoft and Intel leaving new room for new place to but them

Importance of the buyers in the industry as customers of the suppliers

:

 2

Because large no. of buyers are available for the hardware and software manufactures like Intel and Microsoft.

Major PC components are standard supplied by monopolies in the market hence there is no product alternative.

 2

:

Differentiation of the product/service and alternative sources

Switching costs

:

 2

It is not profitable for the company to switch operations as it’s not the integral area of their operations

The threat of backward integration by the buyer (the organisation in analysis)

:

 2

To involve in suppliers area of business is complicated in the industry as it involves billions of investment and is not a smart move as it will loose focus on its core business areas

:

The threat of forward integration by the supplier

 2

Suppliers can easily integrate forward as PC components are manufactured by independent suppliers and are accessible to all

Others

:

 0

**Conclusion**

Dell has to rely on many suppliers as a PC requires assembling of thousands of independent parts. Some parts are manufactured by dell or other low power suppliers. But there are some components manufactured by monopolies which are standard for all PC in the globe. Microsoft and Intel products are standard for PC products and these suppliers do have high power over their buyers.

**Reason**

**Rank**

**Factors**

**1.1.4 (e) Competitive rivalry determinants**

Market growth rates (life cycle)

:

 1

The industry is in the growth stage and expected to be the same for two decades. This shift the competitor attention to the market swiftly

Overcapacity

:

 2

All major PC companies operate in the market and is growing at fast pace. Pc sales have doubled from 2009 to 2010.

Fixed costs

:

 2

Fixed cost involved is high.

:

Similarity of the size and power of the competitors

 1

Most Dell competitors are international giants like HP, Lenovo, Acer, Apple and other small domestic players like HCL and Wipro.

Differentiation of the products/services provided (switching costs for buyers)

:

 3

Very low differentiation

Brand loyalty among consumers

:

 2

Brand loyalty determines the sales and their is strong competition for acquiring it

:

Barriers to exit (fixed costs of exit, emotional attachment, government restrictions, etc)

 2

Billions are invested before starting operations so fixed cost is high. Also Indian law restricts independent decision on laying off employees or closing a unit for companies having more than 100 staff.

Others

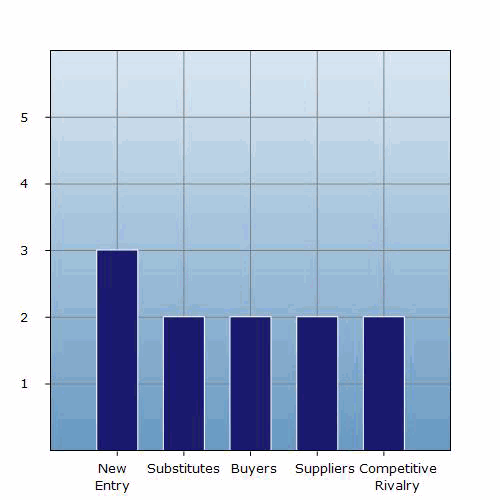
:

 0

**Conclusion**

Indian PC market is the fastest growing PC market in the world with all major global companies having their operations. The competition is high with all companies having an iota of difference in their sales volume and growth. Dell has overtaken HP in the consumer segment and IBM in the large enterprise segment finally becoming the market leader. However their is stiff competition in the market and is often hard to determine the next leader

**1.1.4.6 Porter’s Conclusion**



**Conclusion**

This analysis provides a framework for the development of business strategy for an organisation in a market. Dell India has been highly successful in the Indian market since its inception and finally has achieved the no. 1 position in the large enterprises and consumer segment overtaking big competitors like HP and IBM. But there is close competition from the players and definitive understanding of the above graph is important for future success.

The PC market is growing at an incredible phase and this attracts major international players and new domestic companies. Also the government initiative to promote new entrepreneurship concerns domestically by providing incubation spaces will attract new players. Also all major PC components are available independently making it more accessible to new business entrants. Huge fixed costs and brand loyalty however determines the extent of business success which are favourable to Dell in the present scenario.

Threat of substitutes is low because there is no comprehensive alternative to replace PC usage at its entirety. Launch of new versions of phone integrating most PC functions and new gaming gadgets can substitute certain functions but are not a threat to the industry. PC in India was considered to be a luxury but now is deemed to be a necessity.

Dell major buyers include large enterprises (48%), consumer (27%), government (18%) and SMB's (7%). All buyers have considerable buying power as there are close alternatives available if not met with price and quality requirements. Retail outlets that sell Dell products may shelf competitor products more as there is less product differentiation in the industry if Dell doesn't provide competitive prices.

PC companies rely on hundreds of external suppliers as it requires assembling of thousands of independent parts to get a product to the market. Some supplier powers are low but there are major players like Microsoft and Intel which have high bargaining power. As these products are standard in all Pac’s with no alternatives available companies are highly reliable on them. Backward integration is risky due to the huge investment and chance of loosing focus on core operations.

Indian PC industry has strong competitive rivalry as major players competing on market share by price cuts and ad campaigns. Dell's major competitors involve HP, Lenovo, Acer and domestic companies like HCL, Wipro and Sahara. Dell is the only international PC company having manufacturing unit in the market which provides them advantage over price and delivery. At present Dell is the market leader in India replacing HP in 2010 Q3 sales.

**1.2. Internal Analysis**

**1.2.1.1 Human resources**

**Reason**

**Rank**

**Factors**

**1.2.1. Resource Audit**

:

Number of staff

 5

Dell is the one of the biggest organization hiring an average of 100 employees.

Age distribution

:

 4

Dell employees are recruited round the year and has a good ratio of young and old employees

Education

:

 4

Dell employees one of the most skilled staffs in the world and also enhances it through continuous learning within the organization

:

Skills

:

 5

3 step program to improvise on core skills of employees which involves orientation, technical leadership and development training

Experience

:

 4

Dell HR is one of the most successful head hunters which provides the organization with highly experienced team

Training (including linguistic skills)

:

 5

Dell University an internal training department ensures 3 programs annually for all employees which is evident of their training methodology

Motivation

:

 4

The organisational cultural supports continuous motivation through performance recognition

:

Turnover

 2

Attitudes and cultural awareness

:

 4

Dells cell division strategy by the HR dept creates a culture of change and excitement.

:

Flexibility

 4

Job portfolio is highly flexible due to its growth and segmentation process

Productivity

:

 0

One of the fastest recruiters in the industry averaging around 100 employees per week

Job specifications

:

 4

The HR strategy is crystal clear with roles and responsibility clearly defined by its OHRP (organized Human Resource Planning Software)

:

Recruitment

 5

One of the fastest recruiters in the industry averaging around 100 employees per week

:

Industrial relations

 0

:

Remunerations

 0

Others

:

 0

**Conclusion**

**1.2.1.2 Physical resources**

**Reason**

**Rank**

**Factors**

***Building and equipment:***

:

Locations

With offices in all the major metros Dell has access to all parts of the market maintaining good communications and delivery

 4

Age

:

 4

Most of the Dell infrastructure is new as it is a recent player in the industry

Repair

:

 4

There are new considerable repairs as all major dell facilities are recently purchased

:

Flexibility

:

 0

Configuration

:

 0

Expansion potential

:

 5

Huge scope of expansion potential as it owns a manufacturing base in the country and offices throughout

Capacity utilisation

:

 4

Dell has the second best manufacturing base after US producing nearly 700 units an hour

:

R&D facilities

 4

Dell India has modern R&D facilities in India employing 600 scientists committed to new product innovation

Computer and communication infrastructure

:

 4

Dell has one of the finest computer and communication infrastructures in the country.

:

Land

 3

Dell mostly rents infrastructure in IT parks and Special economic zones.

***Materials:***

Sources

:

 3

Dell relies on external sources for some of its supplies however they also manufacture own products reducing dependability

:

Quality

 4

Emphasis on quality is high in Dell and undergoes strict quality control processes

:

Costs

 4

Materials are cheap as India is rich in raw materials

:

Availability

 4

All raw materials are readily available which is in advantage with the company

Others

:

 0

**Conclusion**

**1.2.1.3 Financial resources**

**Reason**

**Rank**

**Factors**

***Global sources and availability of finance:***

Borrowing capacity

:

 0

Internal funds generation

:

 5

Dell has never declared or paid any dividend to its common stock holders. It does not have any intention to pay dividend in the immediate future. So the company will be having strong retained earnings.

:

Global accounts

:

 0

Global assets and liabilities

:

 0

Control systems

:

 0

International accounting systems

:

 0

:

Taxation systems

 0

Others

:

 0

**Conclusion**

**1.2.1.4 Intangible resources**

**Reason**

**Rank**

**Factors**

:

Technology - ‘know how’

 4

One of the best talent pools Dell has in India is its highly skilled technical workforce

Patents & Copyrights

:

 4

Dell has 2253 patents in 2009 and another 2000 pending for approval.

Know how

:

 4

Continuous training of employees is an important strategy of Dell creating one of the best knowledgeable workforces in the industry

:

IT and communication systems (internal and external)

:

 4

Being from the IT industry itself, Dell has one of the best internal and external communications especially through its OHRP software

Production systems

:

 0

Customer, supplier and competitor information

:

 4

The company has one of the finest databases storing all customer, supplier and distribution information which helps them to plan and deduce their long term strategy

Internal process information

:

 4

The OHRP software of dell enables communication internally well organised and with clarity.

:

Relationships with suppliers, distributors and customers

 4

Dell has maintained good long-term relations which is evident from its growing market share in the market

Customer loyalty

:

 4

Good customer perception due to its good quality products at competitive prices and superior after sales support has made it loyal to the consumers

:

Brands

 4

Dells has segmented its PC products according to varying needs and all brands are globally reputed before launched in the Indian market

Price premium

:

 4

Some Dell products are premium prices targeting certain portfolio customers and have a good sales volume

:

Organisation reputation

 4

Others

:

 0

**Conclusion**

**1.2.2.1 Primary Activities**

**Describe and Analyze**

**Rank**

**Factors**

**1.2.2. Value Chain**

Inbound logistics

:

 4

Dell has one of the best inbound logistics in the industry. As Dell operates through the internet, the product is assembled and delivered within the best possible time. It has coordinated all its supplier products with such precision and delivery with great accuracy of time. In India the major problem facing del will be the poor infrastructure in transports and roads which cause on time delivery difficult. This is a great challenge for Dell in India

Operations

:

Dell mainly operates in B2B and B2C. Major sales are generated through large enterprises followed by SMB, government and consumers. The operation of all these are in different levels of strategy and Dell incorporates all these internally using their organized human resource planning (OHRP) software. This makes communications in different levels controlled and coordinated with clarity and precision.

 5

:

Outbound logistics

:

 3

Dell revolutionised the PC market through its outbound logistics making direct sales to customer with accurate delivery record. In India outbound logistics faces a major challenge due to the poor infrastructure the country has. India has only 20000 miles of express ways which is 23 times less than US. Similarly documentation processes are time consuming when it comes to state borders. These challenges make the supply chain management more challenging when it comes to India.

Marketing & Sales

:

 4

Dell revolutionized the way PC is marketed through its unique direct sales model. In India dell adopted a different strategy by integrating their traditional direct sales model with retailing. Dell products are available in all major retail outlets. The company has also expanded its retail and channel network to 3000 stores delivering dell products to the door step

Customer service

:

 4

Dell has customer service operation in India prior to opening its products. Dell is customer oriented company and it understands the importance of after sales service for the industry. It has customer service centres in all major locations of the market

**Conclusion**

Manufacturing a good product is not always directly proportional to sales in the modern business environment. Availability, timely delivery, after sales support all is important parameters to be judged to analyse the long term success of an organisation. In dell they completely understand the value of time and quality, integrating this to be its primary agenda in strategy formation. It has one of the best inbound logistics because of the just in time (JIT) plan.

Internal and external data are well recorded and studied statistically to form their future strategy, although outbound logistics cause a major challenge in India due to the lack of infrastructure in communication, transport and buildings. Huge formalities on borders will interrupt the just on time strategy of Dell. Dell adopted a different marketing & sales approach in India. They integrated their traditional direct sales with retail sales. They adopted this strategy as they understand India is a developing country and people are not well used to direct sales.

Customer service has been integral part of Dell operation as in the highly competitive PC market in India it is important to give quality after sales service to survive the stiff competition as there is no much product differentiation. So overall Dells value chain is above average but there are certain factors which need to be approved but are beyond their control.

**1.2.2.2 Secondary Activities**

**Describe and Analyze**

**Rank**

**Factors**

:

Firm infrastructure

 4

Dell has the best infrastructure among all the PC companies operating in the market. It is the only company to have a manufacturing facility in the country. Dell also has state of the art R&D facility having all the modern amenities.

:

Human resource management

 4

Dell HR is one of the most efficient departments in the company. The company HR strategy starts with best recruiting practices and solidifies further with good communication and interconnectivity. The unique Organized Human Resource Planning (OHRP) software makes communication within departments with clarity. Continuous learning and employee training is also a primary focus

:

Technology development

 4

Dell has the best technologies in the market. It has been innovative in its product integrating it with the latest of technologies. The company has its own R&D centre in Bangalore which helps the company to have better technology.

:

Procurement/Purchasing

 4

Dell obtains most of its product from suppliers. The company maintains close relationship with its suppliers to ensure right delivery. Dell also manufactures its product that makes the company less reliable on suppliers.

**Conclusion**

All major secondary activities are in favour of Dell. The firm infrastructure of Dell is equipped with state of the art modern facilities. Dell manufacturing base in India is its best second facility other than the US one. Human resource management is one of the most efficient departments in the organisation. It starts from recruiting the best of people who shape the organisations future. Continuous learning through Dell university that ensures each employee undergoes at least 3 training programs annually. Also the process of growth and segmentation of processes helps the working ambience exciting, fun and flexible.

Dell being a company from the IT industry technology has played a key role in its success. Dell has been instilled with latest technology in its operations and products. The company has its own R&D centre in India for the development of newer technologies. Dell is dependent on suppliers for most of its products. But it maintains a very close relationship with them to ensure timely delivery. Overall the company has a highly coordinated department which enables smooth function of the operations.

**1.3. SWOT Analysis**

**Opportunities**

New patents and products

Legislation or government action

**Threats**

Importance of suppliers’ sales that an industry represents

Market growth rates (life cycle)

Similarity of the size and power of the competitors

**Other Opportunities**

**Other Threats**

**Strengths**

Number of staff

Skills

Training (including linguistic skills)

Recruitment

Expansion potential

Internal funds generation

Operations

**Weaknesses**

**Other Strengths**

**Other Weaknesses**

**Strengths + Opportunities**

**Weaknesses + Opportunities**

**Strengths + Threats**

**Weaknesses + Threats**

**1.4. Organisational Purposes**

**1.4.1. Vision**

**Please state the vision of the organisation**

It’s the way we do business. It’s the way we interact with the community. It’s the way we interpret the world around us– our customers needs, the future of technology, and the global business climate. Whatever changes the future may bring our vision — Dell Vision — will be our guiding force.

**Evaluate Vision**

Dell has been unique in implementing its vision statement. Firstly it created a highly flexible vision statement when it comes to practicality. Secondly it recruited the best of resources capable of implementing it with clarity and wisdom. In India Dell was competing HP for six years and finally in the last quarter overtook HP in sales. Understanding the market properly, customer styles, technology trends and the business environment was dells key to success. Opening manufacturing base in India, switching its traditional on-line sales by an integrated approach of retail and internet, understanding Indian B2B business etc. all has been Dells Mantra for success and was in conciliation with its vision statement.

**1.4.2. Mission**

**Please state the mission of the organisation**

To be the most successful Computer Company in the world at delivering the best customer experience in markets we serve. In doing so, Dell will meet customer expectations of:

Highest quality

**1.4.2. (a) Evaluation Matrix of Mission Statements**

**Criteria**

1. Customers

2. Products or services

3. Markets

4. Technology

5. Concern for survival, growth, and profitability

6. Philosophy

7. Self-concept

8. Concern for public image

9. Concern for employees

Who are the firm's customers?

What are the firm’s major products or services?

Geographically, where does the firm compete?

Is the firm technologically current?

Is the firm committed to growth and financial soundness?

What are the basic beliefs, values, aspirations, and ethical priorities of the firm?

What are the firm’s distinctive capabilities or major competitive advantage?

Is the firm responsive to social, community, and environmental concerns?

Are employees a valuable asset of the firm?

**Evaluate Mission**



The company primarily deals in PC's, servers and software operating on two scales of business namely B2B and B2C. This customer base includes large enterprises, small and medium businesses, government and consumers. Dell is a global company with presence in over 190

**1.4.3. Objectives**

**Please list the objectives of the organisation:**

A bigger market share

Quicker design-to-market times than rivals

Higher product quality than rivals

**Evaluate Objectives and Stakeholder's Expectations**

**Phase2 Report: Formulation of Strategy**

Dell Inc.

**Organization Name**

:

**2.1. Business Portfolio Decision**

Corporate level strategy is applicable for a multi-business organisation and is concerned with strategic choices made at a higher level in relation to the whole group. This is the level where the corporate purpose and aspirations in terms of the group’s overall mission and vision are defined. It is at this level that the group’s strategic scope is delineated in terms of related or diversified operations. Decisions have to be made in terms of geographical scope; whether the company will be operating on a local, national or international basis.

**2.1.1 Divide the firm into Products/Services**

**Products/Services**

DESKTOP PC's

SERVER AND NETWORKING

LAPTOPS

STORAGE

You can get Market data from Market Research reports like Datamonitor, Euromonitor, Mintel Reports or other useful websites. You need to input the annual value of sales of each market in which each of your SBU operate (whole market).

**2.1.2 Measure the Growth Rate**

**Growth Percent**

**Year**

**Products/ Services**

**Sales**

DESKTOP PC's

(12)

 17244

 2009

 0

 19573

 2008

SERVER AND NETWORKING

(3)

 6275

 2009

 0

 6474

 2008

LAPTOPS

 7

 18638

 2009

 0

 17423

 2008

STORAGE

 8

 2626

 2009

 0

 2435

 2008

**2.1.3 Measure the Relative Product Share**

**2009**

**Products/Services of the Business**

**Sales of**

**Relative Average Sales**

 1.70

 19573

DESKTOP PC's

 0.56

 6474

SERVER AND NETWORKING

 1.51

 17423

LAPTOPS

 0.21

 2435

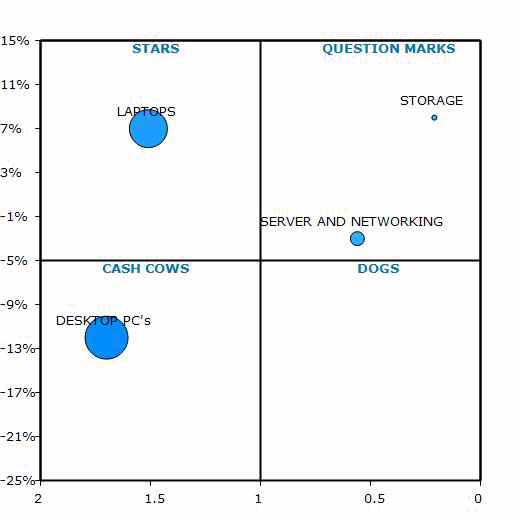
STORAGE

**45905**

**Total Company Sales**

**2.1.4 Position SBU's along the Matrix**

**Analyze Evaluate**



**Matrix Type**

**Price**

**Perceived Quality**

**Name of Competitors**

**2.2. Business Unit Level Strategy - Competitive Strategy**

 2

 2

Dell Inc. Dell Inc.

No Where Play Safe

 2

 3

HP

Good Offer Value for Money

 2

 2

ACER

No Where Play Safe

 1

 3

APPLE

Excellence Premium Quality

 2

 2

LENOVO

No Where Play Safe

 3

 1

HCL

Cheap

**Best Offer**: Targeting well informed quality conscious and price sensitive customers. Only sustainable if company holds a competitive advantage in terms of difficult to imitate low costs combined with strong strategic capability in terms of unique resources and core competences. This strategy carries the risk of provoking price wars or creating adverse effects in terms of customer’s perceptions towards the company's brand image. To overcome this risk, excellent brand management and communication to the market is required.

**Good Offer Value for Money**: Targeting price sensitive customers in search for value for money. Company needs to have low costs to maintain reasonable margin. This strategy can provoke price wars. Good brand management and communication to the market is required in order to preserve brand image.

**Excellence Premier Quality**: Targeting the lowest segments by offering the cheapest products/services through a very low cost base. Company should not pretend selling quality but simply assume and reinforce its lowest price proposition - "You get what you see."

**Good Price Value for Money**: Targeting price sensitive customers in search for bargains. Company needs to have low costs to maintain reasonable margin. This strategy can provoke price wars.

**Nowhere Play Safe**: This is a conservative strategy as the company tries to please all customers by offering products of moderate quality at moderate prices. The risk is that their offer might end up not being good enough for those prepared to pay more for quality, or being cheap enough for those to whom low price is a key purchasing factor. As a result, there is a risk getting stuck in "no man's land"

**Too Expensive Value for Money**: This strategy is doomed to fail as customers will not continue paying an average price for products they perceive to be of lower quality. The company should expect decline in sales and market share.

**Cheap**: Targeting the higher segments by promoting best quality at a premium price. Only companies with a very strong brand identity and premium quality should aspire to follow this strategy based on differentiation.

**No Value for Money**: This strategy is doomed to fail as customers will not continue paying a higher price for products they perceive to be of average quality. The company should expect decline in sales and market share.

**Nonsense**: This strategy is nonsense. Why would customers pay a high price for products they perceive to be of lower quality? Companies should consider change their positioning or expect disastrous results.

**1**

**2**

**3**

**Excellence Premier**

**Quality**

APPLE

**Good Offer**

**Value for money**

HP

**Best Offer**

**3**

H

I

G

H

**Too expensive**

**No value for money**

**No where**

**Play safe**

Dell Inc.

ACER

LENOVO

**Good price**

**Value for money**

**2**

A

V

E

R

A

G

E

**Q**

**U**

**A**

**L**

**I**

**T**

**Y**

**Nonsense**

**No value for money**

**Low price**

HCL

**1**

L

O

W

LOW

AVERAGE

HIGH

**PRICE**

**Analyze / Evaluate**

**2.3. Development Strategy**

**2. Product Development**

**1. Market Penetration/ Consolidation**

Step by step integration

Domestic Partnership

Quality and price competitiveness

Continuous modification

First in the market

Competitive advantage

Major investment shift to Asia

Back operations downsize

Technical support transplant

New models updated

E-series range

Vostro, XPS, Studioline

Competitive Pricing

Just in time delivery

Rural area focus

Printers, scanners and UPS

Networking devices & accessories

Mobility services

Google and Microsoft products

Free Antivirus software

Other trail versions

**3. Market Development**

**4. Diversification**

Major metros and IT parks

300 channel distribution unit

Expansion to rural areas

Free flow of information

Unique style operation

Large enterprises

SMB's and government

Consumer

Platinum councils

Customer preferences

Profitability

Rural areas

Public enterprises

Tapping potential markets

Asian market focussed

India key area

Users should consider the organisation's growth strategy in terms of its products and markets. The first quadrant, Market Penetration/Consolidation corresponds to the growth strategy by which the organisation continues to focus on its existing products to the existing markets. The aim is to increase market share (Market Penetration) or sometimes to even reduce the existing scope of operations (Consolidation) by withdrawing from some markets or downsizing the product portfolio. Sometimes it is appropriate to do so even if it might result in a loss of market share. Other times, the right strategy is not to grow or downsize but simply to protect the current market position by defending and maintaining the existing market share.

**2.3.1 Market Penetration and Consolidation**

**Description**

Dell entered the Indian market in 1992 through a tie-up with an Indian company named Pertech Computer Limited. In 1996 the company terminated the partnership and was focussing primarily on sales and distribution. In the year 2001, it set up a wholly owned Indian subsidiary Dell India. The company was selling PC's, servers and storage services to large, medium small enterprises, government and consumers. Dell major customers are the large enterprises accounting for 48% of 2010 sales. The company is the leader in this segment when it overtook IBM in 2008. The company also replaced HP in 2010 Q3 sales to be the market leader in PC sales. Dell market penetration strategy involved providing superior quality products at competitive prices. Dell products are delivered within 72 hours of order compared with other rivals like HP, IBM that take about 2 weeks. The JIT, just in time strategy has worked immensely for Dell in the Indian market. The company is also shifting their focus on consumers by direct sales and retail channels using the same strategy.

**2.3.1.1. Market Penetration**

**Keypoint/Fact**

Step by step integration

Domestic Partnership

Quality & price competitiveness

**2.3.1.2.1. Withdraw or Downsizing**

**2.3.1.2. Consolidation**

**Description**

Indian PC market is the fastest growing market in the globe. With new major economies emerging in Asia, namely India and China, Dell has been strategically integrating to this market. The company has been investing continuously in these markets downsizing the investment of many older markets that reached maturity or price war is severe. The company also downsized the capacity of many customer service and technical support divisions in the European and US market to Asia mainly due to cost benefits.

**Keypoint/Fact**

Major investment shift to Asia

Back operations downsize

Technical support transplant

**2.3.1.2.2. Maintain Market Share**

The PC industry was growing incredibly from2005 to 2008. However due to global economic recession the market shrank and all major players had a decline on sales. Dell, which sells most of its product to large enterprises, was highly affected by the credit crunch. However the company grew at this period also by focussing more on other segments like government, SMB's and consumers. This enabled them to overcome HP in 2010 when the market was up and gain the biggest market share in the country using their existing portfolio.

**Description**

**Keypoint/Fact**

Competitive Pricing

Just in time delivery

Rural area focus

**2.3.2.1. Modified Product Development**

**2.3.2. Product Development**

Dell has been continuously launching new products or modifying existing product ever since its inception in India. Dell follows a strategy in times of increased competition; instead of going for price-cuts the company modifies the product with new features and relaunches it. This enables the company to gain competence over the rivals, as dell being the only international PC company to have its own manufacturing facility in the market enabling them to get it faster in the market than others.

**Description**

**Keypoint/Fact**

Continuous modification

First in the market

Competitive advantage

**2.3.2.2. New Product Development**

India has been a major market for Dell and is currently the fastest growing one. All major international launches of Dell are simultaneously launched in the Indian market. The company latest product Inspiron one 2305 integrating TV usage to its bigger monitor serves multi purpose usage to customer. Most major Dell products like the Precision and Inspiron range are launched in India along with its US launch which further signifies the importance of Indian market when in comes to new product development. Dell also launched new range of smart phones in 2010 competing with Blackberry, Nokia, Samsung, HTC and HP. Other major products involve servers and storage devices. The latest and companies ever mega launch was the E-series range of notebooks in 2009. Other major products involve XPS, Alienware, Studioline, Inspiron, Latitude, Vostro, Precision etc

**Description**

**Keypoint/Fact**

New models updated

E-series range

Vostro, XPS, Studioline

A very effective product development strategy is to develop, as much as possible, a complimentary portfolio so that the sales of one type of product would, hopefully, lead to the sale of other complimentary ones. With this respect there are two main possibilities. One called grouping/bundling is to sell products/services as a bundle at an overall lower price (computer, software, printer, scanner, etc.). The other option, cross subsidisation, is to sell an initial product a very attractive price, even without making a huge margin, so that it could most probably lead to the subsequent sale of other complimentary products (e.g. Printer and ink cartridges).

**2.3.2.3.1. Grouping/ Bundling Strategy**

**2.3.2.3 Complementary Product Development**

Dell also has bundle products which are often sold with PC range like the printers, UPS, scanners etc. These products does not have significant share in the market independently. Dell also has other products like keyboard, mouse, networking devices etc.

**Description**

**Keypoint/Fact**

Printers, scanners and UPS

Networking devices & accessories

Mobility services

**2.3.2.3.2. Cross Subsidisation Strategy**

Dell has strategically marketed their product through complimentary cross subsidisation with corporate types. Google services are integrated into Dell products and into turn Google use Dell products in their industry. Similarly Microsoft products are also integrated into dell services.

**Description**

**Keypoint/Fact**

Google and Microsoft products

Free Antivirus software

Other trail versions

**2.3.3.1. New Market Segments**

**2.3.2. Market Development**

Dell has been expanding globally from its start up in the US. The company entered to all new markets and has operations currently in 190 countries. In India the company started operations in the all major metros and other large enterprises. The company has resellers throughout the country and has opened channel distribution networks in 300 cities. The company is now tapping the rural areas in the market with government collaboration through innovative education schemes.

**Description**

**Keypoint/Fact**

Major metros and IT parks

300 channel distribution unit

Expansion to rural areas

**2.3.3.2. New Uses**

Dell has been the market leader in the large enterprises in 2008 overtaking IBM in 2008. In 2010 company became the leader in the PC sector by covering HP. The company is now tapping fastest growing small and medium business segment and also the government sector. Also expansion of network is growing at a much faster pace with new cities adding to the profile everyday.

**Description**

**Keypoint/Fact**

Large enterprises

SMB's and government

Consumer

**2.3.3.3.1. New Territories Within the Same Country**

**2.3.3.3. New Geographical Markets**

Dell started its operation by selling IT hardware solutions to larger enterprises in the country. The company expanded its operation to other metros in the country selling its product through direct sales and retail outlets. Dell tie-up with TATA retail chain Croma made the company reach to more cities. The company now has 300 channel distribution networks in major territories within the country. The recent government initiative of education and healthcare has enabled Dell being a supplier to get a wider reach.

**Description**

**Keypoint/Fact**

Rural areas

Public enterprises

**2.3.3.3.2. International Market Development**

Dell has been keen in international expansion ever since the company was founded in the US. The company soon entered the European market in the late 80's and had a significant growth. With

**Description**

**Keypoint/Fact**

Tapping potential markets

Asian market focussed

India key area

**2.3.4.1.1.1 Related Vertical Backward Integration**

**2.3.4.1.1. Related Vertical Integration**

**2.3.4.1. Related**

**2.3.4. Diversification**

Most PC companies are vertically backward integrated. Dell is considered to be the one of the primary examples of virtual backward integration. However the company has a unique style of operations here. The company works closely with its supplier and is often considered as a business associate developing supplies. But strict quality and time parameters are followed for continued relationship with the company. Free flow of information on how much inventory required and how fast is measured by inventory velocity model developed by Dell to reduce inventory stockage and increase speed.

**Description**

**Keypoint/Fact**

Free flow of information

Unique style operation

**2.3.4.1.1.2 Related Vertical Forward Integration**

Vertical forward integration adopted by Dell has revolutionized the PC market. Dell still adopts this methodology in its operations depending on the circumstances. The direct sales model enables Dell to integrate forward by surpassing the middlemen to reach the customer directly. This enables Dell to maintain close relationship with customers, understand changing preferences and after sales service more efficient. Dell has also set up platinum councils to ensure free flow of information with customers on a continual basis. Virtual integration lets Dell meet customers’ needs faster and more efficiently than any other model.

**Description**

**Keypoint/Fact**

Platinum councils

Customer preferences

Profitability

**2.3.4.1.2. Related Lateral/Concentric Integration**

**Description**

**Keypoint/Fact**

**2.3.4.1.3. Related Horizontal Integration**

**Description**

**Keypoint/Fact**

**2.3.4.2. Unrelated Diversification/Conglomerate**

**Description**

**Keypoint/Fact**

Draw major conclusions and provide key recommendations based on the analysis you have undertaken of the organisation's situation in terms of the external and internal factors, organisational purposes and expectations as well as its strategic choice in terms of its portfolio, competitive and development strategies.

Make sure your conclusions are based on your key findings from the analysis.

**3 Conclusions and Recommendations**

**Conclusions**

Dell started its operation with a tie up with a domestic company in 1991. After the termination of agreement in 1996 the company finally became an independent company called Dell India Pvt. Ltd. The major products involved are Laptops, Desktops, Servers and Storage devices. The company was operating in B2B and B2C levels providing IT solutions primarily to large enterprises SMB's Government organisations and consumers. Major competitors involved are international players like HP, Acer, Lenovo and domestic companies like HCL, WIPRO and Sahara. In 2008 the company overtook the market leader IBM in the large enterprise sector. In 2010 the decade old market leader HP was overtaken by Dell in sales, finally being the number one PC supplier in India. The star product of Dell is laptops. All major versions of laptops are launched parallel with its international launch. Inspiring, XPS, Alien ware, Studioline, Latitude, Vostro, Precision, E-series are available in the Indian market.

From a strategic point, the company's market penetration to product development; market development to diversification was highly successful which finally made Dell the market leader in PC. Setting a manufacturing unit in the one billion populations, fast growing economy with large number of IT professionals was other major reason for Dell success where old players are still managing to ship products from overseas. This helped to implement Dell main strategy, quality products at competitive prices, timely delivery etc. In Dell they understand the need of keeping updated with new trends and customer preferences. The launch of 3g in India is going to be the next major revolution in the technology industry. Dell has already been ready on the market with powerful products to utilise and celebrate this trend. The launch of Dell Smartphone and E series notebooks are targeting 3g customers to get the best of experience. To conclude Dell's understanding of the future market, having strategic plan to maximise efficiency and profit and to keep the best of human resources are their key to success.

**Recommendations**

Being the market leader is difficult, but maintaining the position is more difficult. Reason, more and more companies will try to replicate the strategy of Dell. This creates more competition leading to price cuts etc. Dell needs to more focus on promotion of their products. Celebrity advertising and sponsorship is one of the best ways to catch the attention of customers in India. Major companies like HP, Lenovo, and Compaq all have Indian movie and sports celebrities as brand ambassador. As Dell has not been more into advertisement, it is time to go got it. As Dell is a PC maker not a PC builder, Dell can look forward to have strategic relations with other companies to built PC's. Embedded systems and automate vehicles which are considered to be the future of technologies, Dell needs to integrate these into their operations due to their high experience in creating superior machines. Company needs to utilise the launch of 3G by launching more Smartphone’s to compete with major players like Nokia and Blackberry. Dell's products like TV, printers, scanners, UPS are not generating many sales not due to poor quality but rather due to poor promotion. As stated earlier, Indian market needs good advertising strategy for a successful product. Tapping the vast customer base through increased network of resellers backed by good marketing mix will determine Dells future success.

**References**

Dell to effect leadership changes in India <http://www.business-standard.com/india/news/dell-to-effect-leadership-changes-in-india/389177/> March 20, 2010

Dell unveils fresh Inspiron models in India <http://www.siliconindia.com/shownews/Dell\_unveils\_fresh\_Inspiron\_models\_in\_India-nid-71849.html> Wednesday, 22 September 201

Dell Says India May Become New Manufacturing Hub (Update2) <http://www.businessweek.com/news/2010-03-26/dell-says-india-may-become-new-manufacturing-hub-update1-.html> March 26, 2010

www.datamonitor.com Datamonitor Asia Pacific, India- Computer Hardware

Dell's Global Commercial Strength Drives Second Quarter Financial Results <http://www.marketwatch.com/story/dells-global-commercial-strength-drives-second-quarter-financial-results-2010-08-19> Aug. 19, 2010

India PC market sales http://idcindia.com/Press/18aug2010.asp

Rebecca, S. (2000) Business the Dell way: 10 secrets of the world's best computer business. Oxford: Capstone

Menn, J. (2009) Dell enters smartphone market. Financial Times, 13 November, [online]. Available from http://www.ft.com/cms/s/0/21370f1c-d07b-11de-af9c-00144feabdc0.html?nclick\_check=1[Accessed on 15 November 2009]

Kutty, D. (2009) Acer set to edge out Dell to be the second largest computer manufacturer in the world. TopNews 29 June, [online]. Available from http://www.topnews.in/acer-set-edge-out-dell-be-second-largest-computer-manufacturer-world-2183955 [Accessed on 30 October 2009]

Fredman, C. (2000) Direct from Dell. London: Harper Collins Business

Allison, K. (2008) Analysts assess Dell's new strategic thinking Financial Times, 7 April, [online]. Available from http://www.ft.com/cms/s/0/9c4e38a6-043a-11dd-b28b-000077b07658.html?nclick\_check=1 [Accessed on 02 November 2009]

BBC NEWS (2009) Dell gives upbeat sales outlook [online] available from <http://news.bbc.co.uk/1/hi/business/8225800.stm> [27 August 2009]

Dell (2009) Dell Award winning Support site [online]. Available from: http://support.dell.com/support/topics/global.aspx/support/en/dellawards?c=us&l=en&s=gen [Accessed: 15 November 2009].

Dell (2009) Dell – Customer-Driven Innovation [online]. Available from: http://content.dell.com/uk/en/corp/d/corp-comm/cto-customer-driven-innovation.aspx [Accessed: 16 November 2009].

Dell (2009) Dell Product Red | Dell [online]. Available from: http://www.dell.com/content/topics/topic.aspx/global/products/landing/en/us/us/dhs/productred?c=us&cs=19&l=en&s=dhs&redirect=1 [Accessed: 10 November 2009].

Dell India becomes No. 1, topples HP <http://timesofindia.indiatimes.com/business/india-business/Dell-India-becomes-No-1-topples-HP/articleshow/6384154.cms> Aug 21,

2010,

Industry PC industry grow 43% http://dqindia.ciol.com/content/industrymarket/2010/110040901.asp August 23, 2010

Dell India: Game Changer http://dqindia.ciol.com/content/dqtop20\_10/CompanyRanking/2010/110072315.asp July 23, 2010