

+ Ivy Case System at a Glance

Type	Approach	Elements
Entering a New Market	Market	Competition Market share Comparative products and services Barriers to entry
	Entry	Start from scratch Acquire an existing player Form a joint venture/strategic alliance with an existing player
Industry Analysis	Current Industry Structure	Life cycle (growth, transition, maturity) Performance, margins Major players and market share Industry changes (new players, new technology) Drivers (brand, size, technology)
	Suppliers	How many? Product availability? What's going on in their market?
	Future	Expanding or shrinking? Mergers and acquisitions? Barriers to entry or exit?
Mergers & Acquisitions	Objectives	Increase market access Diversify holdings Pre-empt the competition Enjoy tax advantages Incorporate synergies Increase shareholder value
	Price	Fair? Affordable? How to pay? If the economy sours...?
	Due Diligence	What shape is the company in? The industry? How secure are its markets and customers? What are the margins? What is the best competitive response to acquisition What are the legal issues
	Exit Strategies	How long to keep it? Divest parts of the organization?
New Product	Product	Special or proprietary? Financing? Patented? Substitutions? Advantages and disadvantages? Place in product line? Cannibalizing our own products? Replacing existing product?

Ivy Case System, continued

Type	Approach	Elements
	Market Strategy	Expansion of customer base Prompts to competitive response Barriers to entry Major players and market share
	Customers	Who? How to reach them? Retention — how to hold them?
	Financing	How funded? Best allocation of funds? Debt viable?
Pricing Strategies	Pricing	Company objective Competitive pricing Cost-based pricing Price-based costing
Growth Strategies	Assessment	Is the industry growing? How are we growing compared to the industry? Are our prices relative to competitors'? What are our competitors' marketing and development strategies? Which segments have the most potential? Funding for higher growth
	Strategies	Increase distribution channels. Increase product line. Invest in major marketing campaign. Diversify products or services offered.
New Business	Market	Who is the competition? What is their market share? Products comparison Barriers to entry
	Cost Benefit Analysis	Management Marketing and strategic plan Distribution channels Product Customers Finance
Competitive Response	Why?	New product? Competitor's strategy changed? Other competitors' increased market share?
	Strategy	Acquire a competitor. Merge with competition. Copy competitor. Hire the competitor's management. Increase profile with marketing campaign.

Ivy Case System, continued

Type	Approach	Elements
Increasing Sales	Assessment (increasing sales doesn't necessarily mean increasing profits)	Growth relative to market share Changes in market share Customer polls Prices competitive? Competitor's strategies (marketing and product development)
	How?	Increase volume. Increase amount of each sale. Increase prices. Create seasonal balance.
Reducing Costs	Assessment	Get cost breakdown. Investigate for irregularities. Benchmark competitors. Consider labor-saving technologies.
	Cost analysis – Internal	Union wages, suppliers, materials, economies of scale, increased support system
	Cost analysis – External	Economy, interest rates, government regulations, transportation/shipping strikes
Increasing Profits	Revenue $E (P = R - C) M$ Always look at external factors first.	Identification of revenue streams? Percentage of total revenue of each? Unusual balance? Have percentages changed?
	Costs	ID fixed costs. ID variable costs. Shifts in costs Unusual costs Benchmark competitors. Reduce costs without damaging revenue streams.
	Volume	Expand into new areas. Increase sales (volume and force). Increase marketing. Reduce prices. Improve customer service.
Turnaround	Strategy	Learn about company. Review services, products, finances. Secure funding. Review talent and culture. Determine short-term / long-term goals. Write a business plan. Reassure clients, suppliers, distributors. Prioritize goals and develop some small successes for momentum