

investment-friendly attractive climate for investors to enhance the business environment which will lead to an increase in the national competitiveness of a country?

Analyse the strategic groups according to different variables established at the automotive industry example and include an explanation of reasons which had led the companies to start forming strategic groups within the industry.

Notes

- 1 Michael Porter and his researchers have conducted hundreds of interviews with top managers, leaders, consultants, researchers, bankers and others to research the role of a cluster in the growth of national competitiveness. In a cluster study conducted in San Diego, his group partly used the results obtained by a research based on the method of a profound psychological interview with over 160 top managers.
- 2 Jack Welch stated that the invention of Internet is the most significant event in American economy since the industrial revolution.
- 3 *Key success factors* can amount to 20% of factors conditioning 80% of company profitability or strategic business units.
- 4 There are a lot of different market structures placed between perfect competition and monopoly. The attempt of forging a unique theory uniting them in a microeconomic analysis has introduced the theory of games. The basic idea of Nash's balance from game theory is just a generalisation of Cournot's balance (Pascal, 1999).
- 5 Besides, the well-known book *Megatrends* by John Naisbitt, which has become a global bestseller, is the result of similar data collection.
- 6 Fahey, King and Narayanan compare the approaches of collecting information on an industry considering the following dimensions: means, scale, motif, time, dimension, range and holders. Following the listed items, the collection of information is conducted: irregularly (ad hoc updating, specific events, crisis at an initial phase, reactive level, retrospective data, short deadline, different agencies and similar), occasionally (periodic updating, selected events, ongoing crisis, proactive level, current data, medium deadline, particular agencies and similar) and continuously (structured updating, broad events, deep crisis, overactive level, prospect data, long deadlines and similar).
- 7 There is a theory and belief that strategic groups were initially introduced by Hunt in 1972 and further developed by Newman in 1978.
- 8 The level of vertical integration and the broadness of the production line are two key dimensions leading towards the separation of the company with completely covered production lines which in turn enables complete superiority in relation to other narrowly focused companies. In addition to these key dimensions, the authors argue that the following ones can be considered: Price/quality (high, medium, low), area (local, regional, state, global), middlemen (one, some, all), services (without any, limited, full) and similar.
- 9 Strategic groups in the automotive industry are, for example, positioned according to key dimensions: price (low and high) and product (many and few). The strategic group characterised by high price and a small programme includes: Ferrari, Lamborghini and Porsche. The strategic group characterised by low price and a small programme includes: Hyundai and Kia. The strategic group characterised by high price and high programme includes: Mercedes and BMW. The strategic group characterised by large programmes and low price includes: Toyota, Ford, Chrysler, Honda and Nissan.