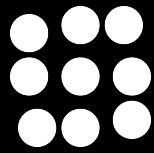
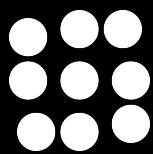


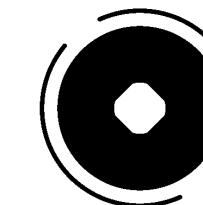
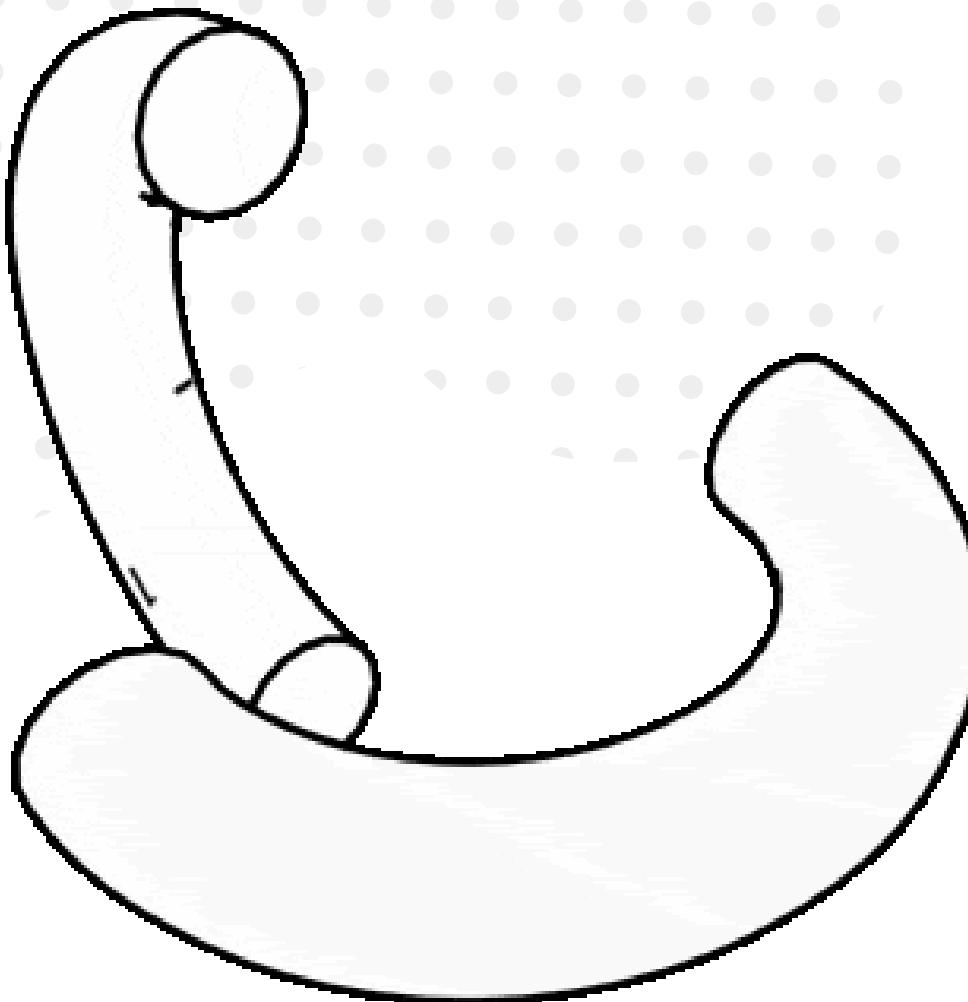
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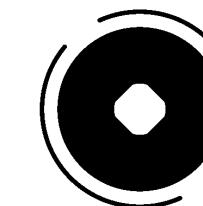
Final Report



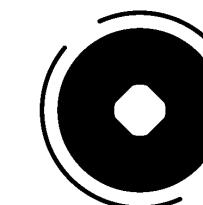
Introduction



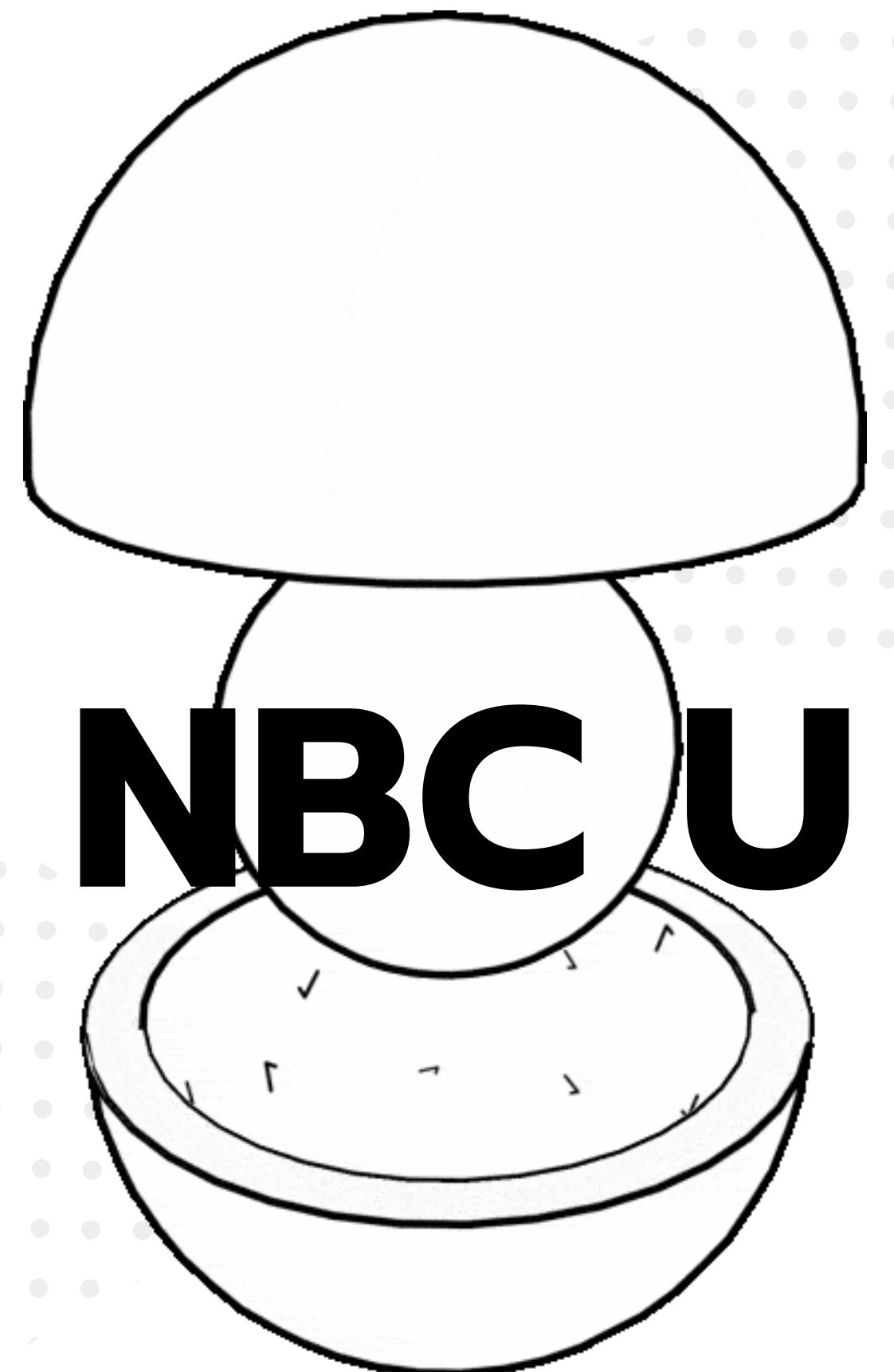
Problem Statement



Company Introduction



Stakeholder Assessment



How effectively is NBCUniversal managing its stakeholder relationships given the expansive range of its offerings? What strategies are they using to stay ahead of their competitors? How likely are they to hold on to a competitive advantage given their current lattice of strategies?

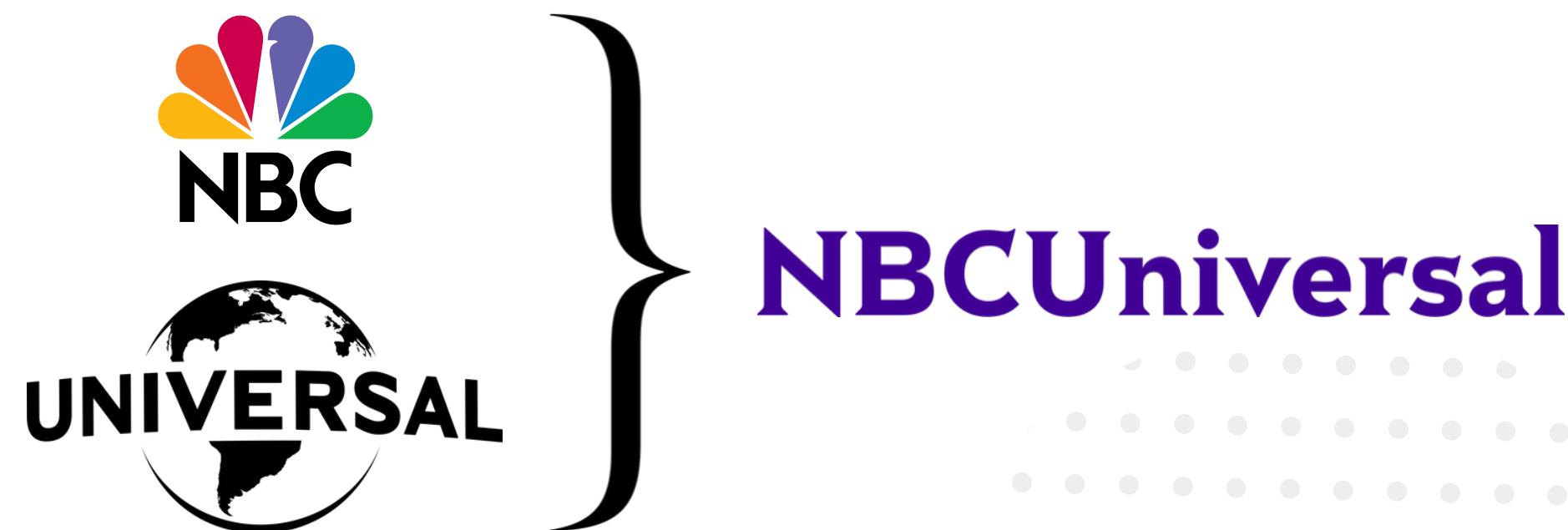
Overview

American mass media conglomerate

- Formed in 2004: merger of **NBC** and **Universal Studios**
- Fully owned by **Comcast**
- **Core values:** inclusive culture, inspiration, discourse, and mobilization of actions
- **Core strategy:** strategic alliances through vertical and horizontal M&As and Partnerships



CEO of NBCUniversal
Steve Burke



History



Founded in **1926**, the **first broadcasting network in the US**

- **1936:** Broadcasted the Olympics
- **1939:** Launched regular TV services
- **1940-1965:** Achieved various feats in radio, sports broadcasting, and political news e.g. Bill Cosby first black man in leading role
- **1951:** Established coast-to-coast network
- **1980:** 133 Emmy nominations

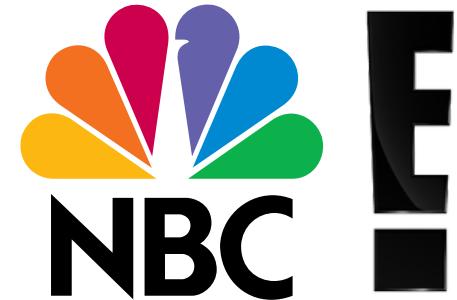


Founded in **1912**, as the movie industry **first gained traction** as an entertainment media

- A leading producer of 1920s film serials and 1930s horror films
- **1993:** Opened Universal Studios and Jurassic Theme Park
- **2000s:** Globally expanded e.g. theme park in Japan, acquisition of Telemundo
- **2010s:** Various franchises e.g. Fast and the Furious; strategic alliances e.g. with the WWE

Offerings

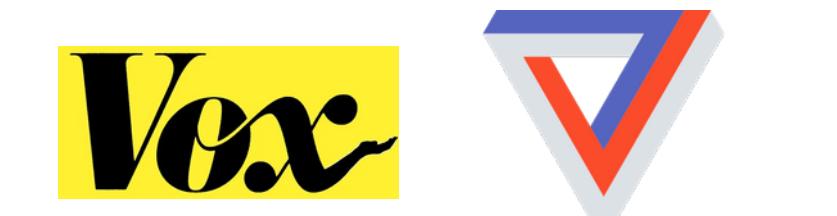
Broadcasting & Film



Parks & Resorts



Modern Media & Streaming

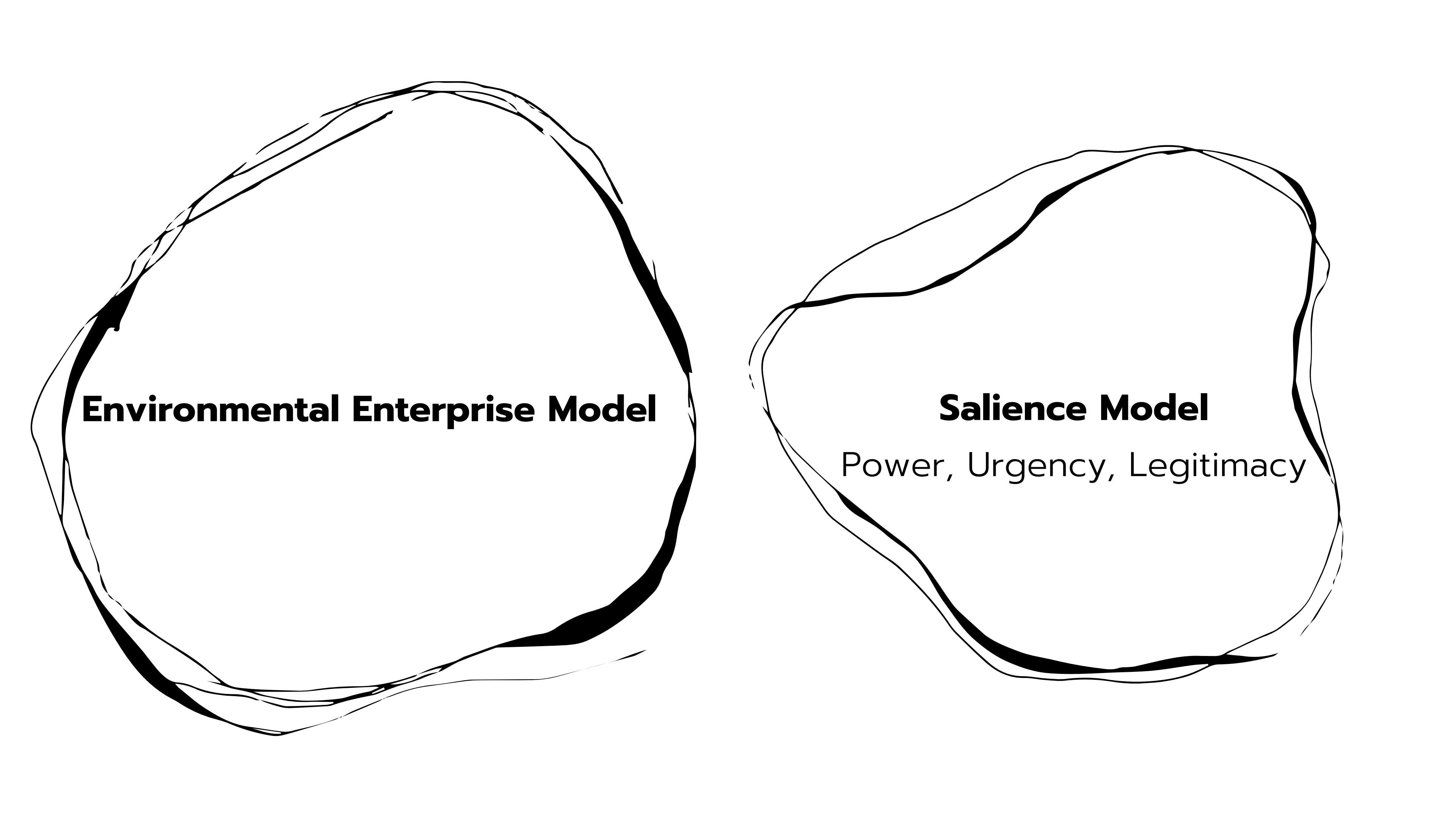


Who are NBCUniversal's stakeholders?



Stakeholder Assessment: NBCUniversal has a wide range of stakeholders. Using the Enterprise Environmental Factors (EEF) model, the following list of non-comprehensive stakeholders were identified for each of NBCUniversal's various offerings. These stakeholders are further organized using the PESTEL Framework.

<u>Government Regulations, External Political Conditions, & Legal Restrictions (Political/Legal)</u>	Sports Associations, Regulatory Bodies such as the FCC (United States) or Competition Appeals Tribunal (UK), Sports Councils (Competition Law), State Cultural and Sports Divisions , EU (ex. Audiovisual Media Services Directive, article 14, EC), Different classes of employees working in the regulatory affairs body such as Federal Government Affairs, Antitrust Committees, Internal Marketing, Commerce, and Communication Departments, Producers, Editors, Anchors, Journalists, CRTC (Canada), Censorship Bodies, Anti-Spam Legislators, Tariff Regulators, Ministry of Information Technology, Production Companies, Editing Boards, Committees for Land Grants, Safety Boards, Inspection Services, House Intellectual Property Subcommittee (US), Congress (US: copyright and IP Laws), Religious Groups with Political Salience, Various Worker Unions, Bipartisan Actors, Ethics Committees, Environmental Laws, Lobbying Groups, etc.
<u>Industry Standards & Market Conditions (Economic)</u>	Print Advertising Department, Digital Advertising Department, Subscription and NewsStand Salesmen, Third-Party Distributors, Data Processing & Hosting Services Companies, Utility Services, Internet Service Providers, Paper Mills, Commercial Leasors, Social Networking Companies, Search Engine Companies, HBO, Security Software Publishers, Database, Storage, and Backup Software Publishers, ERP/CRM/etc. Software Publishers, Transmission Companies, Electricians and Maintenance Staff, Third Party Distributors, Radar and Satellite Operations Company, News Syndicates, Video Post Production Services, Performance & Creative Artists, Camera & Film Wholesalers, Movie Theaters, Movie Distributors, Graphics Designers, Promoters and Distributors, Movie Theaters, Janitorial Services, Real Estate Services, Construction and Maintenance Services, Diverse Range of Audience with Global Reach, Network Boards, Competitors, etc.
<u>Social Conditions</u>	Individuals who are quarantined/socially-distancing, Demographics with varying levels of income, Segments with varying levels of accessibility to Television and the Internet, Individuals with different lifestyle, Various Races, Various Class, Various Religions, Various Culture, Traditions, and Heritages, LGBTQ++ Community, Intersectional individuals, Urban and Rural individuals, Members of ex-colonies, Members belonging to various generational stratifications, Members with varying relationships to content, news, and entertainment, Members with varying access to electricity, Members belonging to Developed Worlds, Members belonging to Emerging Nations, Media Activists, Internet Activists, etc.
<u>Technological Restrictions</u>	Enterprise Management Software Providers Camera, Film, and Post Production Service Providers, Internet Service Providers, Telecommunication Providers, Database Management Software Providers, Hosting Service Providers, etc.
<u>Environmental Restrictions</u>	Land Activists, Environmental Activists, Animal Activists such as PETA, etc.



Environmental Enterprise Model

Salience Model

Power, Urgency, Legitimacy

Government Regulations, External Political Conditions, & Legal Restrictions (Political/Legal)



1. FCC
2. Antitrust Committees
3. Bipartisan Actors

Industry Standards & Market Conditions (Economic)



1. Paper Mills
2. Promoters & Distributors
3. News Syndicate

Social Conditions



1. Varying Income
2. Sexual Orientation
3. Generations

Technological Restrictions



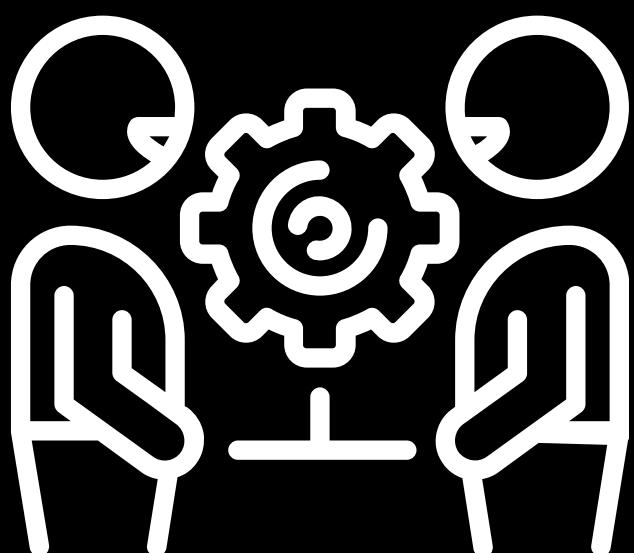
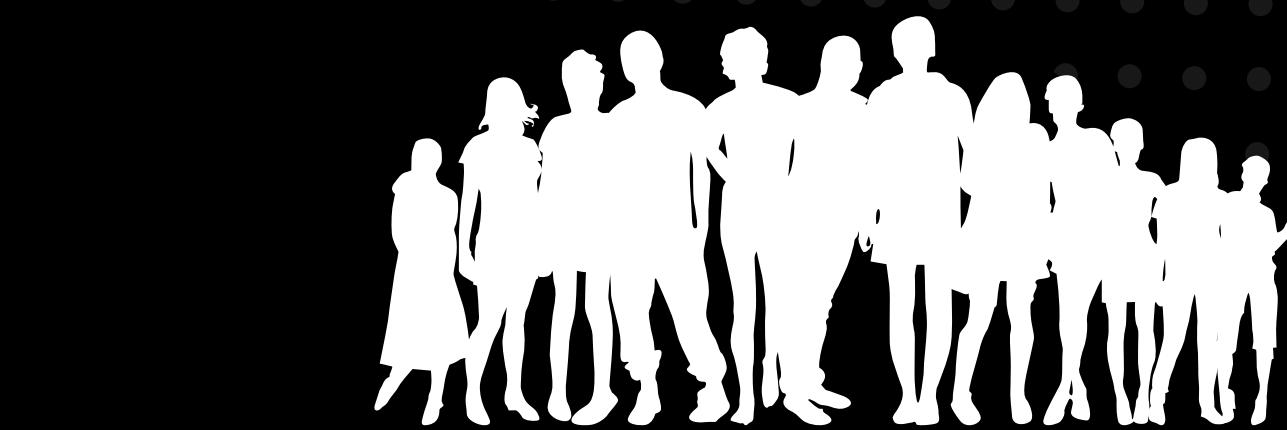
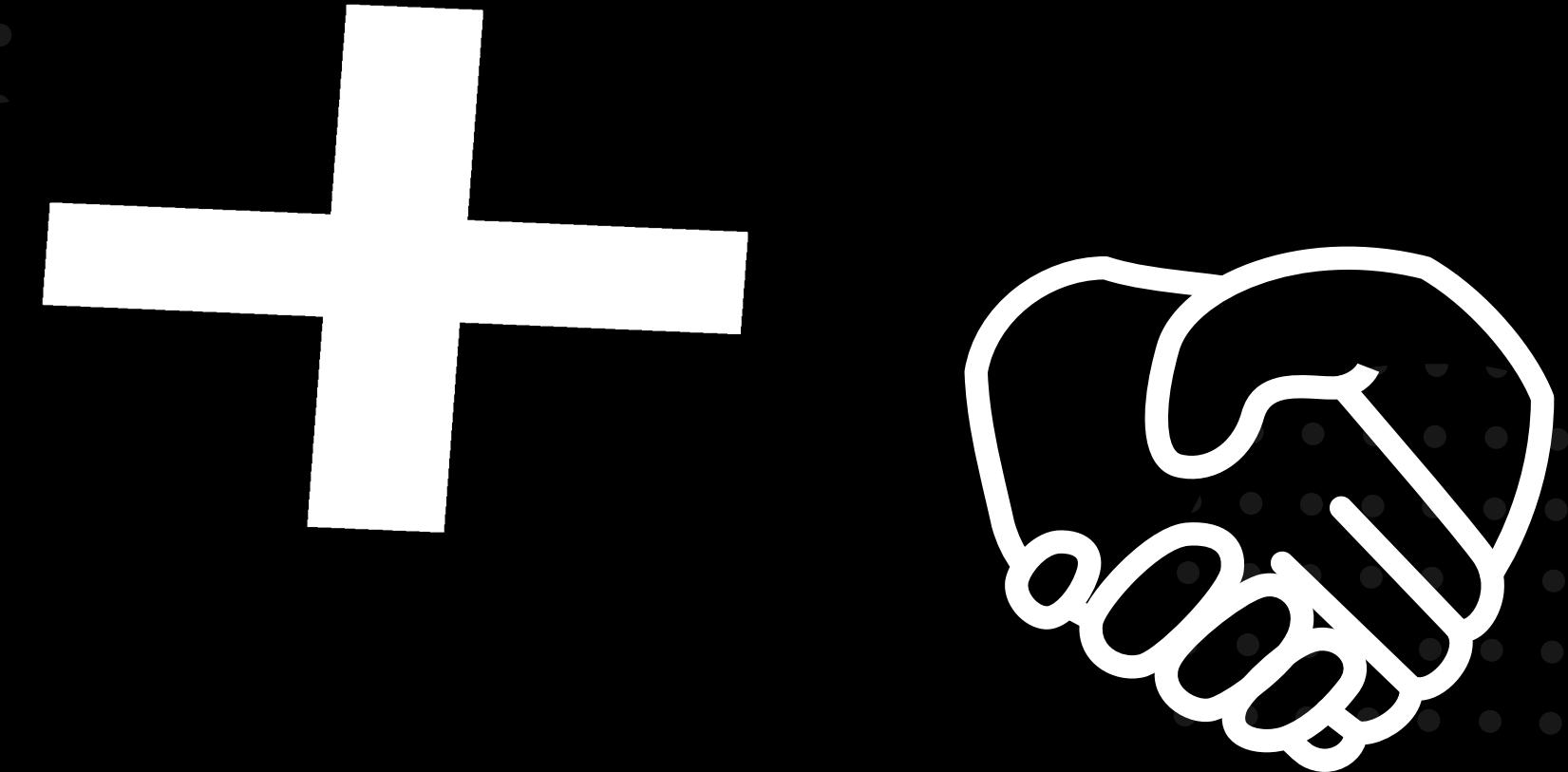
1. Animators
2. Internet Service Providers
3. Telecommunication Providers

Environmental Restrictions

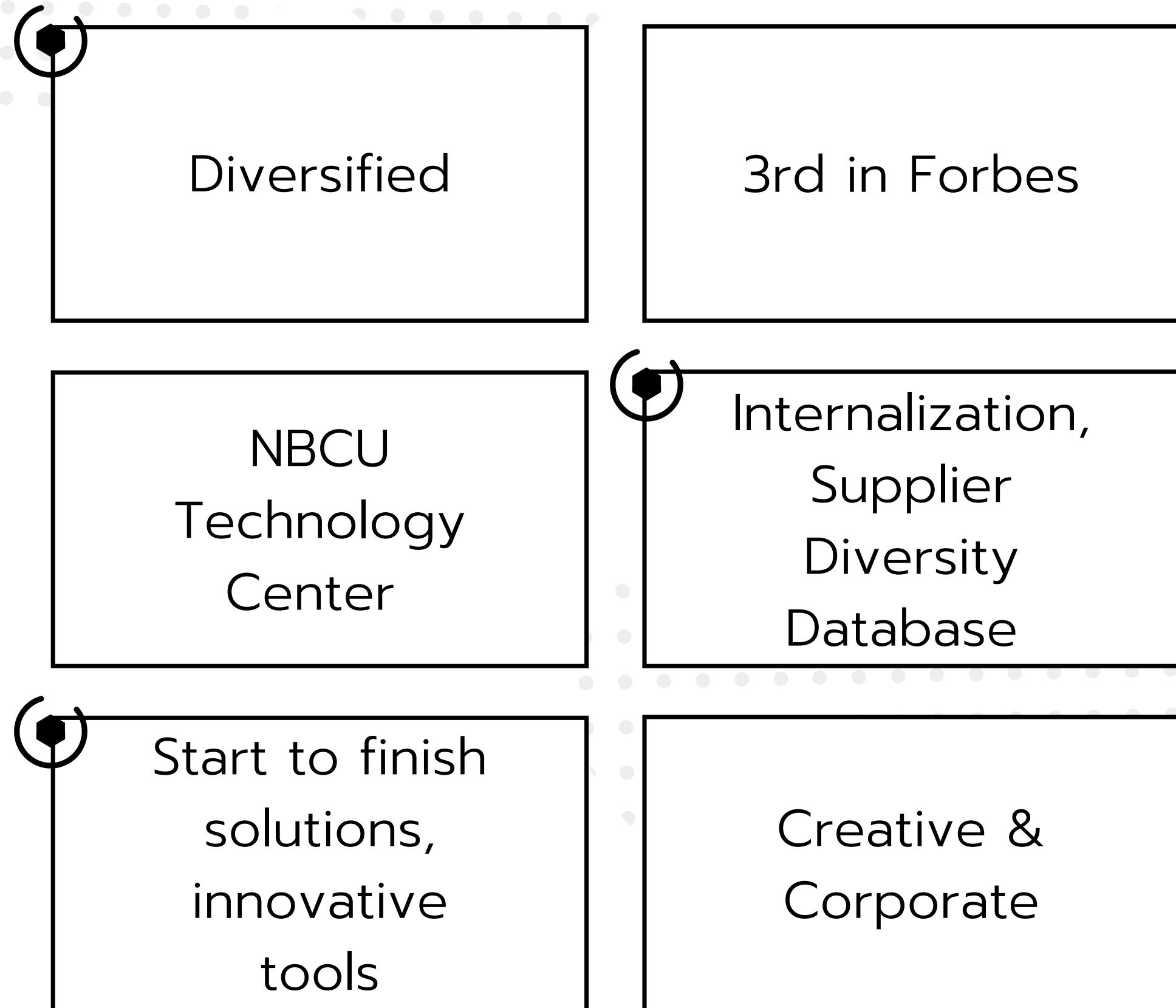
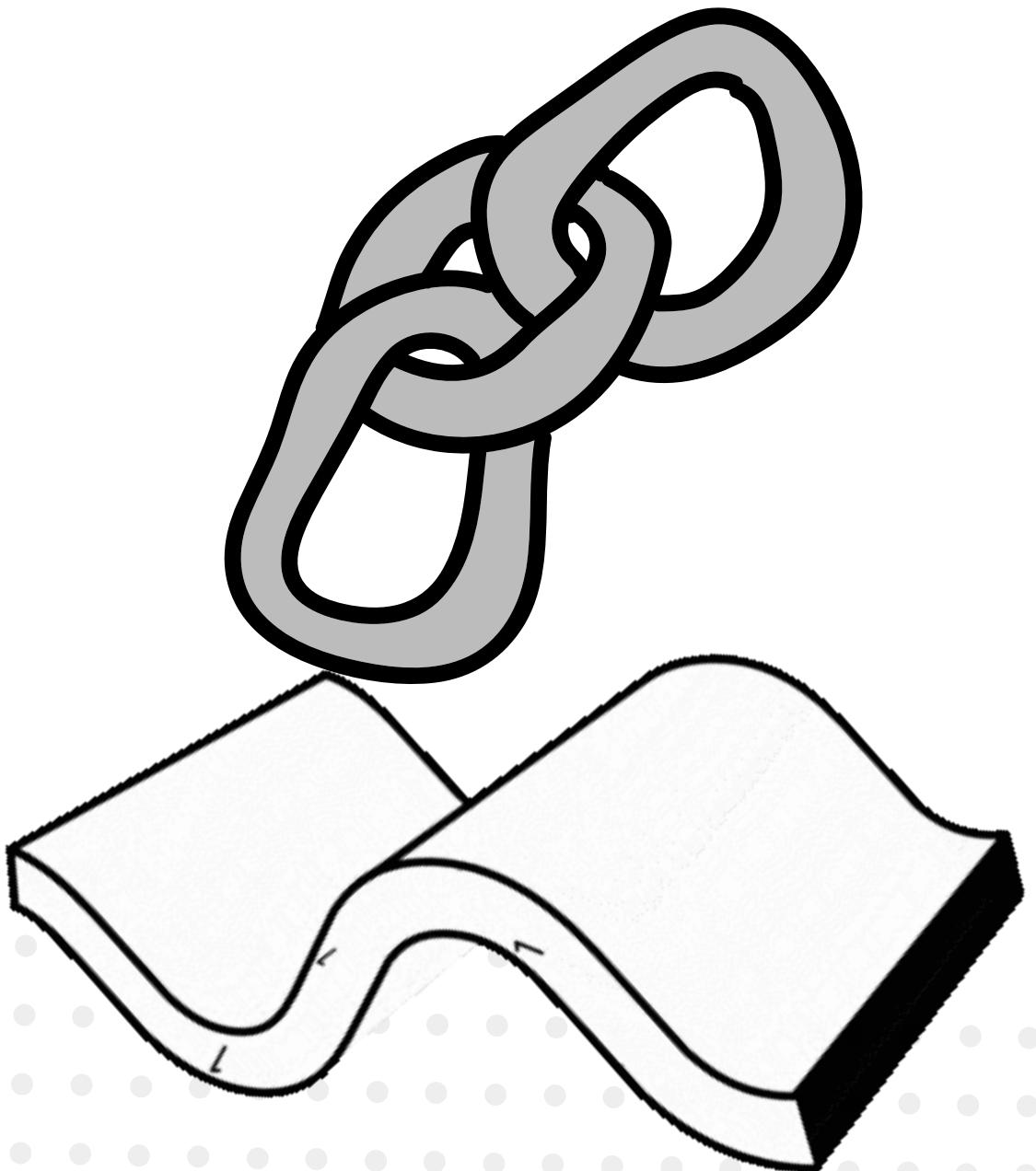


1. Environmental Activists

Stakeholder Strategy



Value Chain



COVID-19





Lasting
Customer
Relationships

Corporate Involvement in Society: A Strategic Approach

Generic Social Impacts	Value Chain Social Impacts	Social Dimensions of Competitive Context
Good citizenship	Mitigate harm from value chain activities Transform value-chain activities to benefit society while reinforcing strategy	Strategic philanthropy that leverages capabilities to improve salient areas of competitive context

Shared Value

Mission and Vision

“to be the premier content provider for television and digital platforms, spanning all television”

The statement reveals what this company is all about: being the best there is. It has the following key features:

- 1 Principal content provider**
- 2 In all media channels**



Internal/External Analysis

Internal		External	
Strengths	Weaknesses	Opportunities	Threats



Intellectual Property



Dependent on US market



Diverse product and brand portfolio



Distribution and reach



Streaming industry



Growing profitability of theme parks



Changing consumer habits



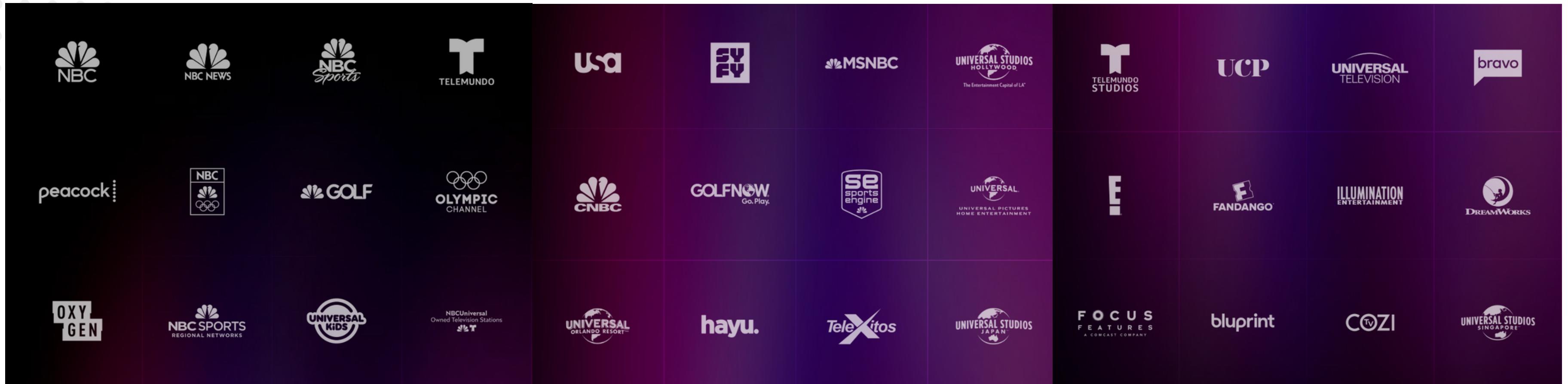
NBC's Universal Fiercely Competitive Industry

WarnerMedia

Disney

VIACOMCBS

NBCU's competitive advantage: Symphony



NBCU's Symphony marketing strategy leverages cross-promotional cooperation across its various platforms by promoting a single show/movie (example: "This Is Us")



Current strategy

1

2

3

"The name 'Peacock' pays homage to the quality content that audiences have come to expect from NBCUniversal – whether it's culture-defining dramas from innovative creators like Sam Esmail, laugh-out-loud comedies from legends like Lorne Michaels and Mike Schur, blockbusters from Universal Pictures, or buzzy unscripted programming from the people who do it best at Bravo and E!,"

-Bonnie Hammer, chairman of direct-to-consumer and digital enterprises



Porter's five forces

Bargaining power of suppliers Low

- Higher number of suppliers compare to the number of firms. Hence suppliers have less control over prices making it a weaker force in the industry.
- Comcast NBCUniversal's supplier diversity program



Threat of New Entrants Low

Entry in the industry requires high investment preventing new entrants. Also big companies such as nbcuniversal benefits from economies of scale. In addition product differentiation as well as brand association is relatively high and creating a name when strong companies already exist can be challenging for new entrants.

Rivalry High

few companies but they are very large in size; they take competitive actions to gain market share and become leader in the industry. Big companies are Walt Disney, NBCUniversal, WarnerMedia, Viacom etc

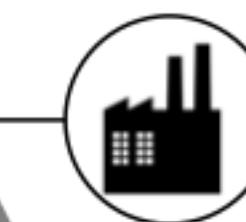
Threat of Substitutes High

there are LOT of services offering movies/channels/tv shows, etc. HOWEVER because of differentiation and the fact that specific offerings require to go under a specific brand the switching might be a bit more complicated than in other sectors

Bargaining power of buyers Low

- Few firms to choose from = not much control over prices
- Product differentiation is high in the industry; if a consumer wants to enjoy NBC contents, they will have to stay with this company
- Quality of the product tends to be important in this industry meaning customers are less price sensitive

Industry/Consumer Trends



Acquisition and Consolidation



Investment in Theme Parks



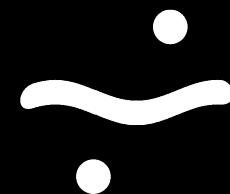
Declining Cable TV Viewership

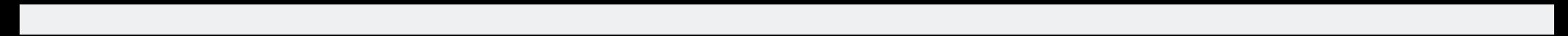
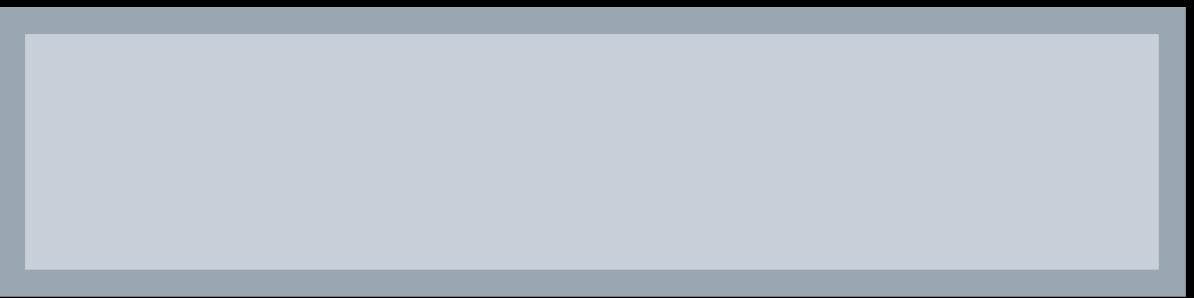


Declining Attendance at Movie
Theatres

Target Market

- 1 Aspiring Bloggers
- 2 Social Media Stars
- 3 Startup Companies





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