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Thread: Decision Trees, Decision Trees... **Posted Date:** October 30, 2018 8:31 AM
Post: RE: Decision Trees, Decision Trees... **Status:** Published
Author:  Taylor Leach

Chris,

I gotta agree with you. While I don't incorporate the formal work that we did, I've definitely created crude decision trees on a weekly basis if not more to help out with certain situations. I feel as of late they always have to do with which activity is worth the time. School has been winning most of the time!

(Post is Unread)

Thread: FM I'm not! **Posted Date:** October 30, 2018 8:29 AM
Post: RE: FM I'm not! **Status:** Published
Author:  Taylor Leach

Lisa,

I lean heavily towards being a fast follower as well. It's not that I have a problem with being a first mover, but I prefer to let others proceed and then beat them!

(Post is Unread)

Thread: FM I'm not! **Posted Date:** October 29, 2018 3:32 PM
Post: RE: FM I'm not! **Status:** Published
Author:  Lisa Ely

I think even if I had the money, I would still be a FF. I would rather learn from the costly mistakes of others than my own. :)

(Post is Unread)

Thread:	Project Evaluation Matrix	Posted Date:	October 28, 2018 4:18 PM
Post:	RE: Project Evaluation Matrix	Status:	Published
Author:	 Theodore Machicek		

Sure...let me dig up an old version...that was in my earlier years before I took my current role. Will try to grab a current version from those still doing this role.

(Post is Unread)

Thread:	Decision Trees, Decision Trees...	Posted Date:	October 28, 2018 1:49 PM
Post:		Status:	Published
	RE: Decision Trees, Decision Trees...		

I'm glad I'm not the only one. Constantly throughout the week as we have been evaluating how we could move to higher volumes I keep thinking, "when i leave this meeting I'm going to go make a decision tree." haha. It's seriously an excellent tool that is easy read also. In the past our teams have always done pugh matrices to weigh the options, but with certain situations that give you more facts and data the decision trees are nicer to use.

(Post is Unread)

Thread:	FM I'm not!	Posted Date:	October 27, 2018 10:57 PM
Post:	RE: FM I'm not!	Status:	Published
Author:	 Tyler Hurst		

I would be a first mover if I had the money to do so. I come up with the best million dollar ideas all the time! Money keeps me a fast follower in real life situations.

TDH

(Post is Read)

Thread: Decision Trees, Decision Trees... **Posted Date:** October 27, 2018 9:54 PM
Post: RE: Decision Trees, Decision Trees... **Status:** Published
Author:  **Lisa Ely**

That's awesome that you were able to utilize the trees.

(Post is Read)

Thread: FM I'm not! **Posted Date:** October 27, 2018 9:53 PM
Post: FM I'm not! **Status:** Published
Author:  **Lisa Ely**

I've discovered that not only am I risk averse, I'm a Fast Follower, not a First Mover! :)

(Post is Read)

Thread: Caterpillar and Branding **Posted Date:** October 27, 2018 6:32 PM
Post: Caterpillar and Branding **Status:** Published
Author:  **Crystal Moreno**

Caterpillar applies heavy emphasis on our branding and our values in action. They go as far as to offer a class on branding and a certification entitling you as a brand ambassador. The goal is to sustain the emphasis on our brand name and the positive influence it has. When people think of Caterpillar it can widely be said the common response is one of quality and history. Through the long history of the company the values have been a foundation generation to generation. Safety, Quality, and Velocity are the things we strive at each day to produce our products. Even as I type this it is hard to not type our and we instead of just referring to the company separately. When I started at Caterpillar I was told I would bleed yellow even though I already bled aggie maroon. I guess I now bleed an ugly brown. Caterpillar strives to include its employees as well as its dealers in every strategy and initiative it feels will give it a competitive advantage. These relationships then filter out to our customers and create brand loyalty. When customers and dealers come for tours assemblers take the back of their production boards to write notes welcoming them as they walk along. This personalization is seen from our Caterpillar CEO and board down to every level of our company. This helps us achieve information, feedback, and strive for solutions in new technology that our customers want as well as sustainability with our after market division. Our new company statement is "Our solutions help our

customers build a better world." We want to emphasize that our products have more of an impact than we think and we want to help our customers in whatever goals and impact they are trying to achieve.

(Post is Read)

Thread:	Project Evaluation Matrix	Posted Date:	October 27, 2018 2:38 PM
Post:	RE: Project Evaluation Matrix	Status:	Published
Author:	 Xiaomin Yang		

Dear Ted, Thank you very much for sharing. May I save this matrix and probably use for future classes? Thanks.

(Post is Read)

Thread:	Project Evaluation Matrix	Posted Date:	October 26, 2018 9:53 PM
Post:	Project Evaluation Matrix	Status:	Published
Author:	 Theodore Machicek		

As a program manager overseeing the sustaining test efforts on shipping server solutions, I was tasked to perform Quarterly Business Review (QBR) with our testing labs in China, Taiwan, Sri Lanka, and India. The project evaluation matrix – very similar to the one Xiaomin used in the lecture – was instrumental in:

- Ranking teams' performance (test escapes \ test completions \ configuration coverages) with the same test lab
- Highlighting common trends resulting in product by generation \ configuration
- Quality of the defect logs \ debug \ test resolutions
- Comparing labs in different areas to the same criteria.

In addition, the same framework was applied from the test teams back the development team to assess the:

- Quality of the test plan
- Context and clarity in the test cases
- Resolution and debug efforts on bug submissions
- Project management \ support \ communication

It allowed for productive review meetings, supported continuous process improvement, and removed perception \ biases from the decision makers from both side (HP and the testing vendors)

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:**Xiaomin Yang****Posted Date:****Status:**

October 26, 2018 2:53 PM

Published

Sam, you are right. Nothing is more important than inspiring employees to believe in the strategy and strive to deliver the best results. Thanks for sharing. Xiaomin

(Post is Read)

Thread:

Porter's Horizontal Forces

Posted Date:

October 26, 2018 2:50 PM

Post:

RE: Porter's Horizontal Forces

Status:

Published

Author:**Xiaomin Yang**

Dear Kathleen Teodoro, you asked a very profound question. Actually, a more advanced strategy is called dynamic capability which emphasizing company's capability of sensing and seizing opportunities as well as transforming into new businesses. You think about Apple computer is a good example of this, from desktop, to laptop, to iPod to iTune to iPhone to iPad to AppStore to Apple Watch. I'm a big fan of dynamic capabilities. Xiaomin

(Post is Read)

Thread:

Marketing Strategy Simulation

Posted Date:

October 26, 2018 2:45 PM

Post:

RE: Marketing Strategy Simulation

Status:

Published

Author:**Xiaomin Yang**

Lance, please read my most recent announcement which tells you where you can find the scoring criteria information. Xiaomin

(Post is Read)

Thread:	Lecture 105 SMART Principles	Posted Date:	October 26, 2018 2:43 PM
Post:	RE: Lecture 105 SMART Principles	Status:	Published
Author:	 Xiaomin Yang		

Leigha, Glad to see that this tool may help your firm to improve. Portfolio management is near and dear to my heart. If your company needs any professional advice, please feel free to let me know. Thanks. XY

(Post is Read)

Thread:	Corporate Scorecard	Posted Date:	October 26, 2018 2:40 PM
Post:	RE: Corporate Scorecard	Status:	Published
Author:	 Xiaomin Yang		

Lisa, Excellent to see that your company is doing the similar portfolio managment. Great.

(Post is Read)

Thread:	Decision Trees, Decision Trees...	Posted Date:	October 26, 2018 2:39 PM
Post:	RE: Decision Trees, Decision Trees...	Status:	Published
Author:	 Xiaomin Yang		

Dear Chris, I'm proud of you applying the tool to your current project. Glad to see that your learning make impacts. Xiaomin

(Post is Read)

Thread:	Five forces	Posted Date:	October 26, 2018 11:49 AM
Post:	RE: Five forces	Status:	Published
Author:	 John Portillo		

From 2002-2011, companies that supported and supplied equipment to the commercial nuclear power industry enjoyed having all five forces in our favor (for the most part). Unfortunately after the 2011 Fukushima accident in Japan, the extreme dip in natural gas prices and competition from subsidized wind and solar

power, the CNO's from all of the operating US plants introduced the Delivering the Nuclear Promise (DNP) initiative. These combined forces significantly swung the pendulum out of the industry's favor.

I miss the good ol' days.

(Post is Read)

Thread: Decision Trees, Decision Trees... **Posted Date:** October 26, 2018 6:12 AM
Post: RE: Decision Trees, Decision Trees... **Status:** Published
Author:  Lance Decker

Nice Chris!

I'm using some of all three courses everyday now. It is cool to be able to apply this stuff immediately.

(Post is Read)

Thread: Lecture 105 SMART Principles **Posted Date:** October 25, 2018 7:37 PM
Post: RE: Lecture 105 SMART Principles **Status:** Published
Author:  Leigha Carter

I really enjoyed that one (nerd alert!); I've been doing annual portfolio planning for my organization for the past two years, and I think that seeing it done this way makes so much more sense than how we do it.

(Post is Read)

Thread: What's the business strategy and core competitive advantage of an organization that you once work with? **Posted Date:** October 25, 2018 5:23 PM
Post: RE: What's the business strategy and core competitive advantage of an organization that you once work with? **Status:** Published

Author:  Buckley Edwards

The company I am currently at, started as a fast follower small business with just a couple of employees making aircraft cockpit instruments . They use the old traditional lathes, mills, painting equipment, hand drafted drawings and produced top quality components and assemblies. They had several companies to compete with and learn from, so they knew what to look out for to make their products better. The original machinist is still working with the company but as a vice president know. They had CNC equipment so they were very careful when turn the hand dials on the lathes and mills to get parts within .0010 of an inch. Keeping the paint equipment cleaner that expected so that no sags, runs, particles or improper thicknesses appear on the panels or parts. They out perform the competitors in the local aerospace area and this is what has made them a leader in other customers eyes, such as customers from the USA, Canada, Japan, etc. This has kept them out of the failure rate and they have grown to have approximately 70 employees today. It is a slow time of the year at the moment but they have hired two new people in the machine shop and are looking to add two more technicians to the mechanical assembly.

(Post is Read)

Thread: Decision Trees, Decision Trees... **Posted Date:** October 24, 2018 8:50 PM
Post: Decision Trees, Decision Trees... **Status:** Published
Author:  Christopher Maguire

Utilized another decision tree today at work. Long story short; 4 items total.

Had two major items and two supplemental items. Had to pick one of each based upon how they interacted and best options.

Major Items: #4 and #3. Either of these were "defining tracks".

Supplemental Items: #2 and #1. These were massive supplementals.

Combinations: #4 and #2, #4 and #1, #3 and #2, or #3 and #1.

For each, could calculate their odds of success (based on SME inputs) and their known financial value. Built up a decision tree to verify the calculations and to hone in the lessons learned.

Sure enough, Decision Tree yielded that Option combo of #3 and #1 was the winner.

Excellent and powerful tool, and one that can be quickly and easily done.

(Post is Read)

Thread: Corporate Scorecard
Post: Corporate Scorecard
Author:  **Lisa Ely**

Posted Date: October 24, 2018 8:13 PM
Status: Published

In listening to the lecture on Ford Portfolio Assessment, it occurs to me that what they do is very similar to what we do. We have main business objectives, typically 5 of them. We break them down a bit more and then track our progress and present it to the entire company on a quarterly basis. It allows everyone in the company to see how close we are to achieving our business objectives.

(Post is Read)

Thread: Lecture 105 SMART Principles
Post: RE: Lecture 105 SMART Principles
Author:  **Lisa Ely**

Posted Date: October 24, 2018 8:09 PM
Status: Published

We use SMART all the time when we have to come up with our yearly performance and project goals.

(Post is Read)

Thread: Lecture 105 SMART Principles
Post: Lecture 105 SMART Principles
Author:  **Paul Carman**

Posted Date: October 24, 2018 6:57 PM
Status: Published

This was a very informative lecture. In fact I have a significant opportunity to hash out some projects to a couple of business units and use this method to ask the right questions and to rank the projects. They are interested in some new technology but they don't know what to do. I think this will narrow it down and provide some value.

(Post is Read)

Thread: What's the business strategy and core competitive advantage of an organization that you once work

Posted Date: October 24, 2018 4:25 PM
Status: Published

with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Fernando Guirola

My first job out of college was with Lufkin Industries in Lufkin, TX back in 2007. When I got there, the company built road trailers, oilfield pumping units and automation, a power transmission division and a foundry. The company was over 100 years old. It was a vertically integrated company. The place was a gold mine to learn manufacturing out of college. Even though it was a 2500 workforce, it still felt like you were part of a family. And a family with one goal which was to produce the best products they could. I worked in the oilfield pumping unit's division and their differentiator was built in the USA and their quality.

LI competition came from China. Back in the late 90's and early 2000's, they had more than 80% of the global market share in pumping unit manufacturing. I still remember the story shared to me through the grapevine; that one day a new Chinese customer toured the shop and they went around taking pictures and were very impressed with the facilities and the product. They bought 4 units and shipped them to China. Within 2 years there where over 100 pumping unit manufacturers in China. Apparently, that customer had reverse engineered the units and sold the drawings. One rumor is that they even had scales in the lenses of their cameras so they could measure post development. The quality of their product was horrendous as the units reached catastrophic failure within 6 months. But their prices at less than our cost placed in the US. Their market share when I was there had dropped to 35%. Their justification for the price was that it was made in the USA as well as the quality and longevity of the product. Our product would last 15+ years with little maintenance. I would say their name, reputation and quality of their product was their competitive advantage.

After I left, LI was sold to GE. Within 3 years they had closed the foundry down, they had shipped all the jobs to China and Romania and closed all the manufacturing centers in Lufkin, TX. Since then the brand is still alive as part of the now GE Baker merger.

(Post is Read)

Thread:

Marketing Strategy Simulation

Post:

Marketing Strategy Simulation

Author:



Lance Decker

Posted Date:

October 24, 2018 10:29 AM

Status:

Published

Is there a rubric for the scoring of the Marketing Strategy Simulation or is your

grade your final score?

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 23, 2018 3:56 PM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Rachel Hulett

At my former company, when I first began and for several years to follow, the company focused on cost leadership of their services -- being the lowest cost Regional Transmission Organization. It was noted that the other "competitors" in our not-for-profit business field provided more services and at a higher cost. My organization focused on the cost alone although the the services were not comparable.

Several years later, the company expanded their services to be comparable to the "competitors" and their resulting cost of services increased. The result was that my company was no longer the lowest-cost service provider. After this service expansion, then my company began to promote the differentiation advantage. As they continue to expand in a limited market, they now promote their unique qualities and top-notch service.

My current company is for-profit, and our core strategy is differentiation. From our website- "**Customized Transmission Solutions Designed for your Customer's Needs** --GridLiance partners with municipal utilities, joint action agencies and electric cooperatives to develop unique solutions for your transmission needs. We're the first independent transmission company primarily focused on collaborating with you." As a start-up organization, we're unfortunately a new entrant into the long-lasting utility market. It's been challenging to say the least since our competitors have lots of money and experience to fight us entering the market.

Rachel

(Post is Read)

Thread:	Posted Date:	October 22, 2018 10:31 PM
What's the business strategy and core competitive advantage of an organization that you once work with?	Status:	Published
Post:		
RE: What's the business strategy and core competitive advantage of an organization that you once work with?		

Author:  Caroline Stasiowski

Parker Hannifin's strategy is to be the premier provider of motion and controls systems in the world. Nothing short of world domination for us!

Our WIN strategy focuses on four key goals: Engaged People, Premier Customer Experience, Profitable Growth, and Financial Performance, and there are multiple measures associated with each goal. However, there are 5 breakthrough objectives identified which have been prioritized by our executives as follows:

- 1) Zero Accidents
- 2) Likelihood to Recommend >30
- 3) Organic Growth 200bps > Market
- 4) Grow Distribution & Services
- 5) 17% ROIC

The intent of these breakthrough objectives is to achieve organic growth, customer service excellence, market dominance, and grow in the distribution and services markets, which we currently do have offerings for, but are not a dominant force in. There is a joint venture in which we are working with a Chinese company to set up a service center in China, and we are attempting to gain market share in other countries, specifically the Asian markets where we don't have a strong presence.

Our competitive advantage is that we are highly diversified within the motion and controls industry, and that we are an Engineering company. We design systems and solutions for specific applications, working hand in hand with our customers to meet their needs.

Our diversification allows us to take the cycles of an industry in stride, without too adversely affecting the entire organization. Our strategy of designing solutions specific to a customer's problems allows us to differentiate our offerings, and establish long-term, healthy relationships with our customers.

(Post is Read)

Thread: Porter's Horizontal Forces **Posted Date:** October 22, 2018 10:21 PM
Post: RE: Porter's Horizontal Forces **Status:** Published
Author:  Kathleen Teodoro

I've been thinking about the Ford case study and this conversation about Amazon... and wondering at what point you start to consider seemingly wild forces. For example: could you argue that Uber/Lyft should be considered when measuring the force of substitute goods for mid-range cars in the auto industry? Sure, an Uber driver still purchases a car, but many of his passengers might be choosing NOT to purchase a vehicle. I've read that the rate of teen driving is going down; not as many teens are rushing out to get their licenses. And teens many of those teens depend on uber/lyft.

(Post is Read)

Thread: What's the business strategy and core competitive advantage of an organization that you once work with?
Post: RE: What's the business strategy and core competitive advantage of an organization that you once work with?
Author:  Christopher Maguire

Building upon these two strategies, we can even extend these to First Mover and Fast Follower Advantages. Once again, depending on the situation or program, it appears that Aeronautics fluctuates between being a First Mover and Fast Follower. Aeronautics strives to be on the forefront of technology, and with the Advanced Development Programs (ADP, Skunkworks), I would argue that these programs and divisions operate entirely on First Mover Advantage. This is critical in a technology development world.

However, some programs operate skillfully on Fast-Follower Advantage, by quickly implementing a technology discovered by another into more integrated or multi-functional approaches. One such example, would be development for cyber security and quantum computing. While other companies are fast at work to generate and create these methodologies, LM seems to be at the ready, waiting for an opportunity to take this tech and bring it to the next level. This creates an exciting opportunity to play both sides of the fence.

In the aeronautics regime, one such example of a Fast-Follower would be the area of hypersonics. Once a Fast Mover in the 1960s-1970s, hypersonics fell to the wayside and out of the minds of agencies and services. While a deeply focused on and contested academic subject, hypersonics has only recently been brought to

the forefront of discussions due to recent international arms races and strategic concerns. In this instance, Aeronautics can strive to be a Fast Follower by taking what WORKS from others hypersonic endeavours, and bring them to the next level or integrating the system further for additional capabilities. With all, it seems, balance and strategy is a game of patience and knowing when to move, when to wait, and when to simply bide one's time.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 22, 2018 9:35 PM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Christopher Maguire

What's the business strategy and core competitive advantage of an organization that you once work with?

This is a very interesting question regarding my current employer. Generally, I would say that for our business unit, Aeronautics, the strategy and competitive advantage changes not only within the organization, but across individual business teams and product lines/programs.

From a strategy standpoint, Lockheed Martin seeks to be the global leader in supporting its customers' missions, strengthening security, and advancing scientific discovery.

For the F-35 program, our corporate advantage seems to be a mix of offering our customers greater value by means of providing benefits and services (in this instance, our sustainment contract and continued product support that help justify the price points), as well as providing an edge over our rivals by differentiating our products from the competitors. The use of differentiation here however, is not the same as the one used in the Auto Industry of selling "name brand" or "prestigious" products, as this would not fly in the defense industry (ha ha ha, fly, ahhhhh). This aggressive and hybrid approach is necessary when you're

the largest weapons system in the history of mankind; not only must you make yourself attractive to buyers by distinguishing yourself in terms of capability and strategic advantage, but also entice those who are pennywise by demonstrating that your product is further differentiated by providing lifetime support, maintenance, and sustainment opportunities as well as potential for continued product support and upgrades.

This hybrid approach seems to be accomplished through an elaborate value chain system of offering unrivaled performance and support but also through differentiation that appeals to the defense conscious and strategic minded (Buying a Lockheed Martin 5th Fighter over Boeing's 4th Generation F-18, for example).... More bang for your buck, but also more capabilities at a sizeable additional investment. However this being said, one cannot simply sell expensive defense systems without there being a firm justification for doing so, and this is where the sustainment, maintenance, and product life cycle support and "future proofing" capabilities come into play.

Initially, Aeronautics and most programs strives to offer exceptional capability, performance, and power, in its differentiation of its product lines. However, after the initial contract award, extensive effort is then placed into cost leadership in order to make the program or product solvent and financially viable, and offering exceptional "value" by use of sustainment contracts, maintenance and repair support, as well as random product support. This product support has even extended to sending out the program equivalent of a "locksmith" when a Pilot has locked their data cartridges or sealed the aircraft accidentally (canopy was stuck shut, simple fix, user error).

Summing these up, I would say that we work through Cost Leadership in the long run, but in the short run we focus on differentiation and capability/unmatched and unrivaled performance.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 22, 2018 8:06 PM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Christopher Maguire

Very interesting share, thank you Ted!

(Post is Unread)

Thread: Porter's Horizontal Forces
Post: RE: Porter's Horizontal Forces
Author:  Leigha Carter

This is such an interesting observation! We recently hired a new guy who relocated from somewhere in Nebraska, and his mind was blown by the fact that you can get two-day shipping in Austin (sometimes, next day or even same day delivery). Apparently, the town he was living in was typically a week-long delivery cycle whenever he placed an order. He almost had to relearn how to use the Amazon website because they weren't used to that kind of service! He benefited more from the way retailers are trying to combat Amazon, with the order online and pickup options being a more useful service for his family.

(Post is Read)

Thread: Taking advantage or cost leadership and differentiation at the same time
Post: RE: Taking advantage or cost leadership and differentiation at the same time
Author:  Tyler Hurst

hahaha! Nice quote here.

I agree with you Travis. Maybe these two strategies become more mutually exclusive the bigger a company gets? If I start out a small business I'm going to offer quality products that have a very small profit margin to keep my positioning and foothold in the market. I think of the time and effort in creating such a business the same as putting sweat into restoring a house. It's like sweat equity. To try to keep others out of your business you keep profits small, but also make a premium product later at a slightly higher profit margin and differentiate that product but defiantly keep the low cost product producing (your bread and butter product) for your small business. Maybe then these two strategies become more clear as which one is which and the factor, like Xiaomin mentioned, is time.

(Post is Read)

Thread:	Posted Date:	October 22, 2018 11:51 AM
What's the business strategy and core competitive advantage of an organization that you once work with?	Status:	Published
Post:		
RE: What's the business strategy and core competitive advantage of an organization that you once work with?		

Author:  Xiaomin Yang

Leigha, I really appreciate you sharing this personal story which vividly explained why a company needs a clearly statement of its strategy and make decisions that are consistent with the strategy. Thanks. Xiaomin

(Post is Read)

Thread:	Posted Date:	October 22, 2018 11:47 AM
What's the business strategy and core competitive advantage of an organization that you once work with?	Status:	Published
Post:		
RE: What's the business strategy and core competitive advantage of an organization that you once work with?		

Author:  Xiaomin Yang

Lance, thanks for sharing your story. Yes, the negative of fast follower strategy is missing the disruptive trends. If a company chooses to be a fast follower, they need to monitor the "substitute" threats and prepare to switch the track, keeping following the right market leaders. Xiaomin

(Post is Read)

Thread:	Posted Date:	October 22, 2018 11:43 AM
What's the business strategy and core competitive advantage of an organization that you once work with?	Status:	Published
Post:		
RE: What's the business strategy and core competitive advantage of an organization that you once work with?		

Author:  Xiaomin Yang

Talor, It seems to me that Schneider Electric takes a differentiation approach to develop deep expertise and excellent customer relationship to meet their needs.

Thanks for sharing.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

What's the business strategy and core competitive advantage of an organization that you once work with?

Author:

Xiaomin Yang

Posted Date:

October 22, 2018 11:42 AM

Status:

Published

Wesley, Excellent summary of Cummin's strategy. I agree with you the company follows a differentiation strategy.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:

Xiaomin Yang

Posted Date:

October 22, 2018 11:41 AM

Status:

Published

It seems to me that Schneider Electric takes a differentiation approach to develop deep expertise and excellent customer relationship to meet their needs. Thanks for sharing.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:**Posted Date:**

October 22, 2018 11:38 AM

Status:

Published



Xiaomin Yang

Sounds like Navaria Group build up strong customer relationship advantage to meet their needs and dominate the niche precision aerospace component market.

(Post is Read)

Thread:

Competitive Force Analysis: Bargaining Power of Buyers Question

Posted Date:

October 22, 2018 11:31 AM

Status:

Published

Post:

RE: Competitive Force Analysis: Bargaining Power of Buyers Question

Author:



Xiaomin Yang

Ted, Taylor and John, I greatly appreciate your insightful discussions. As Taylor and John point out, Ford has built very strong brands, such as F-150 which has dominated the pick-up markets for decades. The company has built a large pool of loyal customers across the globe. There are no other pick-up brands with such reputation yet. Not mentioning US, in Saudi, it's symbol of status of drive a Ford pick-up. No other brands are close to the Ford's brands in this category. Xiaomin

(Post is Read)

Thread:

Taking advantage or cost leadership and differentiation at the same time

Posted Date:

October 22, 2018 11:23 AM

Status:

Published

Post:

RE: Taking advantage or cost leadership and differentiation at the same time

Author:



Xiaomin Yang

Dear Travis,

A business must choose one of the two strategies to develop sustainable competitive advantage. Ford learned this in a hard way and sold most of its luxury brands, such as Land Rover and Volvo. The company still keeps Lincoln and GT 500 units which basically operate as independent businesses. However, these business units account for a small portion of Ford's revenue and still survive likely due to their strong brand names with long history. Xiaomin

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:**Joshua Barnard****Posted Date:****Status:**

October 22, 2018 1:06 AM

Published

Correction: (most for **good**, some not)

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:**Joshua Barnard****Posted Date:****Status:**

October 22, 2018 1:03 AM

Published

The company I use to work for was Fitz Aerospace, which at the time was absorbed by Novaria Group, and is now called "ESNA Aerospace". I will be focusing on the strategy for Novaria Group as a whole since it is the "mother ship" for a broad umbrella of products.

<https://www.novariagroup.com/strategic-factors/>

THE business strategy of the Navaria Group is to dominate the aerospace market in "precision aerospace components", Fitz Aerospace in particular did bushings, engine breakaway pins, and fasteners., while other sister companies produced products such as wingskins. The Navaria Group is strategically targeting markets to position themselves as a dominant force in the industry and to secure market share with a broad variety of products. By keeping these products all under the same general industry of aerospace, the Navaria Group is able to accumulate a substantial knowledge base in the precision manufacturing industry and thus share this knowledge across the sister companies. Additionally, as the Navaria umbrella grows and they acquire the knowledge base of all their companies, they also acquire the customer base and the resource base which is extremely important being a frontline manufacturer. They are highly susceptible to raw material markets as well as some of their processes which are "farmed

off" to other companies that are more versed in the process. Zinc plating is the first process that comes to my mind; back when I was working at Fitz Aerospace we would send out our WIP that needed to be zinc plated since we didn't have the equipment to do so. It took a while for us to find a reliable and negotiable source of zinc plating which was a great thing for the company as the prior suppliers we had used wouldn't do good work and would also charge us to perform rework (from their own mistakes), usually on their own time. While Navaria may have shaken up the management of each company they acquired, they are adamant about making sure each company is still able to operate on a plant level rather than having overbearing core management from the "Mother Ship". Many of these companies have been around for quite some time and have built a reputation (most for bad, some not) as well as a close customer base which Navaria recognizes the value in.

So, overall the competitive advantage for the Navaria Group comes in the form of having such a broad reach across different sectors of the industry. By doing so and allowing their companies to operate relatively independently with some oversight, as well as keeping their resources, customer relationships, and knowledge, Navaria can now shift these assets anywhere within their umbrella to focus and respond to sectors of the industry. It is very important in the industry to have a reputable name for quality and well established relationships along with excellent communication with the customer, considering the competitors are usually found overseas (for the commercial market) and cannot deliver on these 3 points as well as the Navaria Group can.

On my exit from Fitz Aerospace I had seen some parts roll through that were meant for oil/gas industry however they probably canceled that product line to realign with the vision of the Navaria Group which is to be the industry leaders of the precision aerospace component market.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Samuel Woods

Posted Date:

October 21, 2018 11:05 PM

Status:

Published

One of our major business strategies in the last year has been the slogan #QuestForEasy. Our new CEO took over at the beginning of last year and made himself very vocal in communicating to the masses. He still sends out regular

newsletters and began pushing the global company to knock down barriers of difficulty for both ourselves and our customers. It sounded like fluff at first, but then he began doubling down on it in the numerous communications and in the press.

A colleague of mine had the intestinal fortitude to email the CEO. He gave him the good, the bad, and the ugly. Our CEO responded and appreciated his feedback and encouraged him to not take "no" for an answer on his idea of improvement. Our CEO encouraged many people in this regard and we have been holding "Hack-A-Thons" twice a year, where the employees find areas of improvement and make it happen. We have been able to change our culture and ability to deliver to our customers. Now that it has taken hold internally, our customers are seeing the benefits in the new solutions and platforms we are delivering and it has helped us grow over the last year.

The youtube clip is representing 1 of the many organizations we have, and it's actually the organization I work within (Networks).

<https://www.youtube.com/watch?v=VVWSiXdekgU>

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 21, 2018 9:47 PM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Jason Evard

At Schneider Electric, one of our business slogans is "We make the most of your energy". Our about us section reads this:

Schneider Electric is leading the Digital Transformation of Energy Management and Automation in Homes, Buildings, Data Centers, Infrastructure and Industries.

With global presence in over 100 countries, Schneider is the undisputable leader in Power Management – Medium Voltage, Low Voltage and Secure Power, and in Automation Systems. We provide integrated efficiency solutions, combining energy, automation and software.

In our global Ecosystem, we collaborate with the largest Partner, Integrator and Developer Community on our Open Platform to deliver real-time control and operational efficiency.

We believe that great people and partners make Schneider a great company and that our commitment to Innovation, Diversity and Sustainability ensures that Life Is On everywhere, for everyone and at every moment.

I would say our competitive advantage is that we have such a broad market and we are working to integrate across all of these markets. I believe we do have the leading product in building automation and control systems.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:

Jason Evard

Posted Date:

October 21, 2018 9:20 PM

Status:

Published

Great analysis, our stuff is really not like anything else on the market! IoT all the way haha

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:

Paul Carman

Posted Date:

October 21, 2018 7:21 PM

Status:

Published

Right now based on that statement, and what I have learned in my first week, the company is more of a cost leadership at this time. However, in my roll they are looking at some differentiation in the near future. They want to look at new technologies for completion practices in the various unconventional basins. I am sure there are several operators like COP that are now doing the same. Since the down turn in the industry, most things have been commoditized and execution and cost are the major factors. In order to increase production, technology will have to come in sooner or later.

(Post is Unread)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Wesley Ruebman

Posted Date:

Status:

October 21, 2018 5:54 PM

Published

Cummins Inc designs, manufactures, distributes and services power technologies, including diesel and natural gas engines, electric and hybrid powertrains, and fuel cells. As for their business strategy, Cummins tries to differentiate itself from its competitors by supplying a reliable product that will work every time, and unmatched customer service. Cummins realizes they are not the cheapest option, but they embrace that idea and focus on the fact that they provide a superior product that will outlast and outperform the competition. One of their core competitive advantages is their reputation. Cummins is known for its reliability and their performance. They rely heavily on that positive reputation. Another competitive advantage is that they own the largest market share in most of the markets they are involved in. They use this to their advantage to keep new competition from entering the market.

(Post is Read)

Thread:

Business strategy and competitive advantage:
Cypress Semiconductor

Posted Date:

October 21, 2018 9:23 AM

Status:

Published

Post:

Business strategy and competitive advantage:
Cypress Semiconductor

Author:



Tyler Hurst

Today, Cypress is able to compete with industry giants such as Samsung and TSMC due to it's innovative and low cost 200mm wafer strategies.

Vertical forces

1) Bargaining power of customers is a **weak to moderate force** because we don't typically set the price point of the devices our chips go in. Although if demand were to slump in the markets we are positioned in, it would decrease overall sells of the distributors that our products go into. Typically we set prices before we produce our devices.

2) Bargaining power of our suppliers is a **moderate to strong force** because our suppliers, sometimes are one-offs that can demand high fixed costs of things like replacement parts, consumables, etc. However part of my job is to find, test, and qualify other sources to replace these parts. It is very challenging. Sometimes there is no replacement and we find ways to repair things that are simply no longer made. We reverse engineer the parts and make them more reliable, or efficient.

Horizontal forces

1) Threat of substitutes would be a **weak to moderate force**. Competitors would need to spend a lot of money to gain entrance into our market segment. With all the certifications you must acquire and vet yourself with quality, reliable products at the price we produce would be extremely difficult to compete. Not only that, we play in some key market categories that once in and established (which we are), it is extremely difficult to dislodge us to compete.

2) Threat of new entrants would be a **weak force**. The capital to build a fab, and this is assuming you build a 300mm fab (because 200mm equipment just doesn't exist anymore), is easily tens of billions of dollars. I used to work at a fab up in New York from its beginning. I was involved in a lot of tool purchases but only for my department. 1 tool is 9 million. I installed and owned and operated 25 tools during my 6 years I was there. Unfortunately the people running that fab didn't understand basics of running a fab (which I learned through the school of hard knocks at Samsung Austin Semiconductor where I started in 2009). Not only would you need a massive amount of capital, you would need a small army of device and integration engineers who knew what they were doing to run the place. These requirements make it near impossible. Only those with seemingly endless deep pockets can play in this industry.

Rivalry amount existing competitors

Like I said before, Cypress is positioned itself very well. While big players (Samsung) play in the high risk, high reward markets such as processors for cell phones, Cypress rides on that momentum. We provide a lot of integration in those devices along with others in different markets all together. The reason I'm being vague here is because Cypress is in too many things for me to list. Also, I'm not sure how much I can share. Think of it like this; does it have bluetooth and/or wifi and does it demand security? Probably has at least 1 (if not more than one) Cypress made chip in it.

(Post is Read)

Competitive Force Analysis: Bargaining Power of Buyers Question

Status:

Published

Post:

RE: Competitive Force Analysis: Bargaining Power of Buyers Question

Author:



John Portillo

Taylor -

I agree with your assessment. The bargaining power of the buyers isn't as big a concern to Ford because they have built such a large customer loyalty base that they know the existing customer and potential customers want the #1 selling truck in the country and they are not willing to easily walk away over a few hundred dollars. Ford isn't as concerned with losing a few customers over price because they know they will sell the truck to someone else. You can extend this to Mustang owners as well. How many Mustang owners have you ever met that would go out and buy a Camero. I have never met one. And vice versa, I'm sure Nedra won't be running out to buy a Mustang and trade in her Chevy.

(Post is Read)

Thread:

Lecture 98 - Slide 119 characteristics #4

Posted Date:

October 21, 2018 7:56 AM

Status:

Published

Post:

RE: Lecture 98 - Slide 119 characteristics #4

Author:



Xiaomin Yang

Got it Thanks.

(Post is Read)

Thread:

Lecture 98 - Slide 119 characteristics #4

Posted Date:

October 20, 2018 8:55 PM

Status:

Published

Post:

Lecture 98 - Slide 119 characteristics #4

Author:



Theodore Machicek

FYI - the slide itself and the audio covers the 4th characteristic; however, the notes on the transcript are for characteristics #3.

(Post is Read)

Thread:
Entertaining aside: Johnny Cash video
Post:
RE: Entertaining aside: Johnny Cash video
Author:  Kathleen Teodoro

Posted Date: October 20, 2018 6:09 PM
Status: Published

You're right, Taylor. I recently went to Walmart.com to order cat litter. They're the only store that still carries the one brand that my cats and I agree on!

Poor delivery person: I had three enormous boxes delivered to my door.

(Post is Read)

Thread:
What's the business strategy and core competitive advantage of an organization that you once work with?

Post:
RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:  Taylor Leach

Posted Date: October 20, 2018 5:43 PM
Status: Published

I started with Schneider Electric at the beginning of this year so I am still trying to get a full comprehension of what our business strategy is considering we are a global company. Our website boasts that we are "the global specialist in energy management and automation. [We develop] connected technologies and solutions to manage energy and process in ways that are safe, reliable, efficient and sustainable."

As an IT person coming into the controls and energy industry, I find this to be very true. While Schneider Electric fits a niche market in that they provide an entire solution package, they serve many different components on a global scale in any and all industries. It has actually been quite fascinating to see what Schneider can do and how operations behind the scenes are managed by Schneider Electric equipment.

Our website goes on to boast that "[w]e are leading the digital transformation of energy management and automation. We make it possible for IoT-enabled solutions to seamlessly connect, collect, analyze and act on data in real-time delivering enhanced safety, efficiency, reliability, and sustainability."

Again, I agree with our claim that we are leading the charge. A lot of the partners (companies that make a living selling products from us and our competitors) I work with on a daily basis tell me that our software product is like nothing else in

the market. For some though, it is too complex to the point where it makes our competitors more appealing. We have been working on that issue by providing various training offers for our partners.

Overall, I don't see a company offering a full package like Schneider Electric does. Whether it's IT, HVAC, or anything else, we provide a full building or industry solution.

(Post is Read)

Thread:	Five forces	Posted Date:	October 20, 2018 5:22 PM
Post:	RE: Five forces	Status:	Published
Author:	 Taylor Leach		

Paul,

I can agree with Xiaomin's example of cloud based computing. It for sure had all 5 forces on its side. Luckily, that has changed which has brought down the price. For someone in the tech industry, what was impossible a few years ago can be done in about five minutes.

With that being said and outside of tech and pharmaceuticals, I'd be very suspicious of a company that have most of or all of the force's on their side.

(Post is Read)

Thread:	Competitive Force Analysis: Bargaining Power of Buyers Question	Posted Date:	October 20, 2018 5:05 PM
Post:	RE: Competitive Force Analysis: Bargaining Power of Buyers Question	Status:	Published

Author:	 Taylor Leach
----------------	--

Ted,

I'm going to go out on a limb here and assume (you know what they say about assume!) that Dr. Yang ranked that because Ford believes that they have differentiated themselves enough to take away some bargaining power from buyers. While rivalry from Dodge and Chevy followed by Nissan and Toyota is high, Ford still boasts that they are ahead of the curve. They somewhat prove that by being the number one selling truck in the world. So really, if you don't want it, so what? Someone else will buy it because it's a Ford.

I'm curious to see if I'm on the right path or not!

(Post is Read)

Thread:

Lecture 94 - Value Chain Study Article

Posted Date:

October 20, 2018 4:33 PM

Post:

Lecture 94 - Value Chain Study Article

Status:

Published

Author:

Theodore Machicek

In slide 3, you reference a study article (as being on eCampus); however, you don't provided the title. One of the authors is Anita McGahan. Your required reading (3 of them) are not associated with Anita McGahan. Am I looking in the wrong place for this article?

(Post is Read)

Thread:

Entertaining aside: Johnny Cash video

Posted Date:

October 20, 2018 4:14 PM

Post:

RE: Entertaining aside: Johnny Cash video

Status:

Published

Author:

Taylor Leach

Kathleen,

Not only am I Johnny Cash fan, but I like the way you think!

Interesting side note - I use an adblocker so I didn't see an ad pop up, but I did turn it off to test. When I reloaded the page, I got an AirBnB ad. Now there's several factors that go into "why" you received that particular ad. One option is that it could have been random. Another (and more probable in my opinion) is that you may have visited walmart.com recently and the ad was chosen to "enhance your ad experience" or so companies say. There's other options and I could add more details to the two options I provided already, but hopefully that gets the point across and makes sense!

A personalized "ad experience" is just another clever way for companies to continue to compete for various market shares whether it be Amazon, Walmart, etc.

(Post is Read)

Thread:
Taking advantage or cost leadership and differentiation at the same time

Post:
RE: Taking advantage or cost leadership and differentiation at the same time

Author:  **Travis Briscoe**

Posted Date: October 20, 2018 3:39 PM
Status: Published

Just to add a little more to my example about vortex after watching topic 93. One way I think vorte differentiated themselves when they first came to the market was by having the best warranty in the industry, they offered a fully transferable no questions asked lifetime warranty on all of their products. To use a line from tommy boy, “if you want me to take a dump in a box and mark it guaranteed I will”, this was the attitude people took towards Vortex's products at first but come to find out they were offering a higher quality product with more features at a lower price point and better warranty. So not only did the company differentiate themselves but they also were cost leaders in the market, forcing other companies to follow many of their examples.

(Post is Read)

Thread:
Taking advantage or cost leadership and differentiation at the same time

Post:
Taking advantage or cost leadership and differentiation at the same time

Author:  **Travis Briscoe**

Posted Date: October 20, 2018 3:15 PM
Status: Published

In topics 92, 91 and 90 it talks about differentiation and cost leadership. In my opinion it makes it sound as if these are mutually exclusive but I it seems to me several companies take advantage of both of these, typically that is by offering multiple products that take advantage of these separately but I have seen one product take advantage of both of these strategies at once.

One example of a company taking advantage of both of these was given in the lecture topic about the automobile industry. Yes, Ford and Chevrolet offer a low cost product that takes advantage of cost leadership but both of them also offer mid-tear products that you could say try to take advantage of both strategies with the mustang and camaro but they also offer premium/ultra-luxury product like the GT 500 and corvette that compete with products like BMW, Lexus, Porsche and other high end vehicles.

Another example that I am familiar with through the competitive shooting sports, which I will be using for my porter's five forces analyst, is Vortex Optics. Most of their products are designed to take advantage of both differentiation and cost leadership and by doing this they have forced other companies to lower the cost on their products because Vortex was quickly acquiring large market share due to their strategies. Vortex produces optics (rifle scopes, binoculars, range finders, spotting scopes, etc.) across a wide cost range. While they have products across a wide range of cost each product in each cost range tries to offer the most features at a lower price than the competing product in that range. Not every product is completely successful at this but many are. One of their most successful products is their premium rifle scope that took the market by storm and brought the company some of their most success because the scope offered more features and more durability than almost all of its competitors at a much lower cost. At first, as one of the slides stated, many customers thought the product had to be cheaply produced but after a few people got their hands on it they realized that was not the truth and vortex cornered the market for a short time until their competitors had to take similar strategies to keep from loosing all of their market.

So, my opinion most of the strategies are not mutually exclusive in my opinion but perhaps I misunderstood the strategies or how they are implemented?

(Post is Read)

Thread:

Competitive Force Analysis: Bargaining Power of Buyers Question

Posted Date:

October 20, 2018 1:36 PM

Status:

Published

Post:

Competitive Force Analysis: Bargaining Power of Buyers Question

Author:



Theodore Machicek

Xiaomin,

After reviewing the Ford analysis, I understand your summary – and agree with your ranking – for everything excluding bargaining power of buyers? What influenced you to rank the force as “moderate” instead of “high to moderate” or a “high?” The threat of substitute is low to moderate; therefore, I agree it would not be a major factor. On the contrast, rivalry was given a score of “high” and when you combine excess capacity, one would assume the rivals will apply pressure to steal market share and disrupt loyalty by offering their own incentives, discounts, warranties, etc.

I for one, have owned many Ford F-150s; however, I have also and owned a few Nissan Titans. When my wife (ref back to previous posts) negotiates an agreeable price with each dealership, she takes herself out of the equation and forces each of them to compete against each other. This results in driving down the cost or adding “additional value” in terms of warranty, service, trade-in allowance, etc.

I don't disagree with your rating, just trying to learn what influenced you to select this moderate rating. As you can tell, I would have assumed – given your comments and “high” score for rivalry – would have driven you to score bargaining power of the buyer as a “high” or a “moderate to high” force.

(Post is Read)

Thread:
Entertaining aside: Johnny Cash video

Post:
Entertaining aside: Johnny Cash video

Author:  Kathleen Teodoro

Posted Date: October 20, 2018 1:25 PM
Status: Published

Howdy. In case anyone has never enjoyed this gem of a Johnny Cash song... just a fun diversion as you study your Ford case!

One piece at a time...

<https://youtu.be/Hb9F2DT8iEQ>

(and I think it opens with a Walmart advertisement... interesting!)

(Post is Read)

Thread:
What's the business strategy and core competitive advantage of an organization that you once work with?

Post:
RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:  Kathleen Teodoro

Posted Date: October 20, 2018 12:03 PM
Status: Published

Lance, I love the quote about the arrows! Great story!

(Post is Read)

Thread: Porter's Horizontal Forces **Posted Date:** October 20, 2018 11:58 AM
Post: RE: Porter's Horizontal Forces **Status:** Published
Author:  **Kathleen Teodoro**

Thanks, Ted. Very useful example. I recently met somebody who's worked 30ish years for a regional grocery chain in the midwest, and he shared about that he never imagined he'd be scrambling to stay alive in the industry - but Amazon. He was now having to rethink so many of the details that had just been "the way things are done." Not only have they added curbside pickup, but since the customer doesn't always even enter the store, grocers can no longer plan for the physical layout of the store to help they induce the impulse purchases or add-on items. They're also experimenting with staffing changes as they look for the right blend of efficiency and knowledge/excellence that might differentiate them and foster customer loyalty.

Just thought of something else... I'm sitting here typing this at 11:50 am, and I'm kicking myself because I didn't make it to the farmers market in my neighborhood that ends at noon. (It's been raining...) Funny that I look forward to walking through a Houston parking lot every Saturday to buy my kombucha, eggs, chicken, veggies and tamales. (I have a teenage son... he's going to be really disappointed about the tamales!) But I do the bulk of my non-food shopping online.

(Post is Read)

Thread: What's the business strategy and core competitive advantage of an organization that you once work with? **Posted Date:** October 20, 2018 10:43 AM
Post: RE: What's the business strategy and core competitive advantage of an organization that you once work with? **Status:** Published

Author:  **Theodore Machicek**

I agree...bullet A was more of a tease for the upcoming USMC birthday. However, with Boeing there was true business strategy. This offered an extremely rare business case for unique R&D that

would have wide implications for multiple departments at Boeing. While the barrier for entry was high, it was not absent of worthy competition; Boeing was not the only large defense contractor willing, or able, to take this business awarded by NASA. Rockwell and several others defense contractors would go into some serious negotiations. At that time, the ISS was still on the drawing board, nothing had been launched or assembled. Boeing's competitive advantage was their engineering strength, which also won them the Safety, Reliability, and Quality Assurance (SRQA) contract...which was big deal post-Challenger. Today, this space is filled with private corporations. and non-US government agencies, which has these traditional defense contractors forming joint ventures and partnership (with each other, as well as the private sector) to adapt a new business strategy and secure a core competitive advantage.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 20, 2018 7:20 AM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Lance Decker

You are going to do great my friend!

(Post is Unread)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 20, 2018 7:19 AM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Lance Decker

I am showing my age here, but I worked for a paging company from 1996 - 2000. In my role, I evaluated new technologies and often spent time with the CEO to help decide whether or not to move on a product. During these

meetings is when I learned that the strategy was Fast Follower. There were many paging companies that were trying new technologies much faster than we were and many were failing in those efforts. There were two very large industry debacles by these leaders which we decided to pass on. If something was successful, we had no issue waiting to see that success and mimicking successes of others. My CEO would say that "Pioneers end up with arrows in their backs" which pretty much summed up his fast follower mentality.

This company's strategy was to be the "cheap beep" for consumers and business. They wanted to provide the lowest cost, yet moderate service solution for customers. The core advantage of this company was its ability to wait and see what worked for competitors, yet it swung a big stick with the suppliers. We originally purchased our infrastructure from only one supplier, so that helped with our maintenance costs. We also purchased pagers from only one provider which gave us buying power. When we entered a new market, we could build out very quickly and at lower cost than others.

Unfortunately, because of the fast follower mentality, we missed the opening for taking on cellular communications which swept paging out of the way.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Pablo Anzueto

Posted Date:

October 20, 2018 7:08 AM

Status:

Published

Our main goal is to provide services to the petrochemical facilities that no other 3rd party can do. For example, the core business is packaging, warehousing and distribution of plastic resin. Anyone can do that, right? Well, we differentiate ourselves by other services and most importantly, recycling. The main goal is to remove the "sales channel" of the resin producers and have that "burden" on our shoulders. This creates one less thing for them to worry about because they know that we have that part covered.

We also offer blending services that most 3rd parties cannot; on a world class scale.

Pablo

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 20, 2018 12:41 AM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:

Xiaomin Yang

Buck, thanks for explaining the business of your company. It seems that your company is following a differentiation strategy, which makes sense for a small firm that target a niche market. Now, I would like to encourage to think what you can do to help your company further strengthen the strategy and how to communicate your projects in that context. Thanks. XY

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 20, 2018 12:36 AM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:

Xiaomin Yang

Ted, while these organizatios are not busienss oriented, both follow a kind of differentiated strategy, maintain technology advantage against competing countries. Thanks XY

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 20, 2018 12:33 AM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Xiaomin Yang

Dear Paul, First congratulations about the New Job. ConocoPhilips is a great company. What's your interpretation of the strategy statement that you shared. what category, cost leadership vs. differentiation, would like to put your company's corporate level strategy into? thanks XY.

(Post is Read)

Thread: Five forces
Post: RE: Five forces
Author: Xiaomin Yang

Posted Date: October 19, 2018 12:08 PM
Status: Published

It's hard to name a specific industry because the market is dynamic. When company realize that an industry is profitable, more companies join and lower the overall profitability. For example, cloud based computing was very profitable in the past five years. Now, more and more companies are joining it. Pharmaceutical (biotech) is also a more profitable industry. XY

(Post is Read)

Thread: Porter's Horizontal Forces
Post: RE: Porter's Horizontal Forces
Author: Xiaomin Yang

Posted Date: October 19, 2018 12:01 PM
Status: Published

Dear Ted, Very insightful observations. Yes, Walmart.com is leading the defense of traditional retailers against the online shopping sites. Walmart.com leverages its distribution network to ensure fast, free delivery and its local presence (retail stores) to create customer services, particularly convenient return experiences. Now, I would first try Walmart.com or Target.com before looking for goods on Amazon.com. Also, I noticed more and more fake goods from Amazon.com which begin losing my trust in. XY

(Post is Read)

Thread: Five forces
Post: Five forces

Posted Date: October 18, 2018 8:04 PM
Status: Published

Author:



Paul Carman

Xiaomin,

These reports are very interesting to read and see where a company actual lies within a industry with public information. Is there an industry or company that you are aware of that most of the forces are in that company's favor?

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Lisa Ely

Posted Date:

October 18, 2018 5:30 PM

Status:

Published

Congrats on the new job, Paul!

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Leigha Carter

Posted Date:

October 18, 2018 9:55 AM

Status:

Published

For about 15 months, I worked for a small medical technology startup here in the Austin area, and I was brought in to help with strategy and planning. Their business strategy was supposed to be focused on differentiation: the mobile features and integrations that they could do were far superior to their competitors. If you asked them outright, that was their documented strategy and what they focused on with their product development and sales plans. And to be fair, they did an amazing job - the system was faster, more accurate, and was able to integrate with various other systems faster than anyone else in the market. Their tech was their core advantage.

What their ACTUAL strategy was aligned to cost and price leadership - they would try to bring in new business by having lower costs than their competitors, while also customizing and integrating with hospitals and billing systems. In an effort to build their customer base, they cut pricing - sometimes so low that they made no money on the deal - but continued to offer the full suite of solutions. To cut costs, one of their strategies was hiring developers that were learning their trade; not always a bad thing, but when you're pushing the limits of what mobile systems are trying to do, it's better to have experienced and creative developers on hand to find ways around roadblocks. Eventually, they had no profit rolling in to invest back into the company, so things got stagnant after a while.

These conflicting strategies always came to light in the monthly ops reviews that we would do with the owner of the company - turns out, you can't try to create a Ferrari at a Kia price, but that was the expectation. It is a major reason why I left and came back to Dell - I felt like the writing was on the wall, and I didn't want to be there when the place finally folds.

(Post is Read)

Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 17, 2018 10:52 PM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Buckley Edwards

The simulator company I am at at the moment carries roughly the same business strategy of other smaller aircraft cockpit instrument companies I have worked at. Which is to get the instruments out to the customer meeting their specs and or additional modifications on time. At the moment I am re-designing an altimeter from a 2D hand sketch of an Altimeter for CAE / Canadian Aviation Electronics. The initial designer did a great job but going from 2D to 3D can be confusing. Sometimes the expectations from a senior designer can be high, but the 2D sketch gives us a competitive advantage over other company's because we have dimensions rather than estimates from a picture with a scale below the image. This follows thru with us getting the instruments out ahead of time, meeting the specs and modification to the customer preference.

We are a small 35 employee company, yet we get the job done and get it done well. The quality of our products are some of the best I have ever seen. The company strategy is old school but I have met and or seen customers from Japan, Canada, and the US that think we make the best simulator instruments. And as we

continue to keep great products coming out we have our brand of product that gets other companies interested in us. So the old school strategy that is followed keeps the companies decisions in alignment with their business strategy and objective.

Buck Edwards

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Thread:	Porter's Horizontal Forces	Posted Date:	October 17, 2018 10:52 PM
Post:	Porter's Horizontal Forces	Status:	Published
Author:	 Theodore Machicek		

Whenever I review the material presented, I try to relate the information back to something I've observed. In this lecture, I've seen how a shift in one factor, the breach of one barrier, can lead to additional changes along that horizontal line.

For years, the market dynamics in a small town like Port Lavaca remained status quo. Due to the small population and remote location along the Texas coastline, Calhoun County was not a strategic location for any new capital investments. In the early 1980s, Walmart was the industry disrupter that had the financial resources, and the capital might, to deliver inventories that would change how the city received its groceries, household items, clothing, automotive supplies, and sporting goods. As a result, it virtually eliminated all of the competition from local retailers. This change was not limited to Port Lavaca. It absorbed the business from every other city in Calhoun Country. Never before had there been one location that could deliver the lowest prices, ample quantity and offer a variety of options to the public at large.

With the internet, came the ability to reach the individuals, without a physical presence, offering goods and services from around the world. That ability offer a substitute experience, a cheaper price, endless options, and 24 \ 48 hours delivery cycle...to your door. It was called Amazon and it is re-writing how Walmart defines its business model.

Interesting enough, today the majority of the retail industry player's are inadvertently working together and diluting one of the Amazon key advantages while everaging against one of its vulnerabilities. Deliveries can arrive damaged; deliveries get stolen. Returns and the hassle of working issues via phone, chat, or emails diminish the value, the saving, you originally expected. Taking advantage of this weakness, Walmart, Kohl's, Macy, Best Buy, and others are now offering deliveries to your door – or – unlike Amazon, buy online with store pickups. In

addition, these physical locations now double as mini distribution hubs that continue to operate as retail store with face-to-face interaction and easy return policies. This in turn has forced Amazon to create pickup and return zones with retailers they've acquired or partnered with and the cycle continues.

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RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Kathleen Teodoro

Posted Date:

October 17, 2018 10:26 PM

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At Moraware, we make software for countertop manufacturers – clearly a niche market in the world of software. Our first generation solution targeted mid- to large-sized companies. The software was intended to be an enterprise solution and required up front purchase. With the housing crisis around 2007, we changed to a software as a subscription (SaaS) model, largely because our customers were requesting financing or price breaks. We now sell only SaaS solutions. As a consequence, customers have more freedom to cancel their subscription at any time, but they are less likely to do so – because we host all their data. We also provide reliable training and support; we help them articulate their business processes as they implement our system. Although we sell products and tools NOT consulting services, many of our customers have come to depend on us as a trusted business resource.

The advent of SaaS companies has also opened doors for competition, however. It's easy for new competitors to see our software and to distribute their own solutions. They don't need to put in as many hours at trade shows and industry events as we did in the beginning. But we still enjoy very strong name recognition, and we've been able to expand our own customer base to include English speaking fabricators in the UK, Australia and New Zealand. The SaaS model also enabled us to develop a new product that appeals even to very small shops and has a per-user pricing model that makes it easy to scale and remain profitable for us with large large fabricators also.

A few years ago, another software company entered the market and positioned itself as a clear alternative. They cater only to the very largest companies, with enterprise software that must be purchased up front and self-hosted. We know we don't want to sell anything but SaaS, so we are consciously ceding a certain (thankfully small) slice

of customers to them.

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Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 17, 2018 9:55 PM

Status:

Published

Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:



Theodore Machicek

A few comments on two organizations I once worked with. Both have a very unique competitive advantages. One has maintained its core values and strategies going on 243 years. The other is in the middle of a dramatic transformation that can be tied to each one of the Porter's Five Forces: rivalry, new entrants, substitutes, power exerted by suppliers and customers.

- A)** The business strategy of the United States Marine Corps is to promote peace, stability, and protect our national interests by projecting a scalable, interoperable, combined-arms Marine Air-Ground Task force aimed at gaining access or prosecute forcible entry operations as mandated by the Commander in Chief. The competitive advantage has always been "the Few, the Proud, the Marines" forged from the traditions established back in Nov 10th, 1775. With years of continuous process improvements behind them, these Devil Dogs are trained to be the most formidable weapon on today's battlefield. This business has the unique ability to disrupt, deny, and destroy the foe...anywhere, anytime regardless of geographical location (Air, Land, or Sea). Total Force in Readiness is the official company vision & strategy for 2025, as stated by the former Commandant of the Marine Corps, General Conway.
- B)** NASA's strategy has been to promote and lead advances in science, technology, aeronautics, and space exploration. At Boeing, supporting the shuttle program's astronaut corps, they held a unique competitive advantage due to the fact – USA was the only country with a man space program and an orbiter with the ability to launch, release, and recover assets to and from low earth orbit. Obviously, this created a tremendous barrier for new entrants due to high cost, supplier constraints, IP, strict government restrictions. Today...virtually every barrier has been torn down.

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Thread:

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Posted Date:

October 17, 2018 9:15 PM

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Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:

Paul Carman

Since working in the oilfield service industry for more than 25 years, the metrics and strategies have always been around efficient execution and providing value of our services to our customers, usually operators (ie Shell, Chevron and other smaller oil and gas companies. Most of the time down at the worker level we never really saw much unless it was included as a bonus metric.

However, since I have now taken a new job at ConocoPhillips (this week) i have found the company business strategy document that details out down to the individual business unit. This is the first time I have seen this type of detailed documentation and also easy to understand.

From the 2017 annual report:

"The global oil market is rebalancing. Crude oil prices improved in 2017, particularly during the latter half of the year; however, we believe prices are likely to remain cyclical in the future. In 2016, we updated our value proposition to position the company for long-term success, given our expectations. Our value proposition principles, namely to maintain financial strength, grow our distributions and pursue disciplined growth, remain essentially unchanged. However, we took steps to improve our competitiveness and resilience by establishing clear priorities for cash allocation."

"In order, the cash allocation priorities are: invest capital at a level that maintains flat production volumes and pays our existing dividend; grow our existing dividend; reduce debt to a level we believe is sufficient to maintain a strong investment grade rating through price cycles; repurchase shares to provide value to our shareholders; and strategically invest capital to grow our cash from operations."

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Thread:

What's the business strategy and core competitive advantage of an organization that you once work with?

Posted Date:

October 17, 2018 7:32 PM

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Post:

RE: What's the business strategy and core competitive advantage of an organization that you once work with?

Author:**Lisa Ely**

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What's the business strategy and core competitive advantage of an organization that you once work with?

Author:**Xiaomin Yang****Posted Date:**

October 14, 2018 1:27 PM

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← OK