

XIMB, Bhubaneswar

**Industry and Competitive Analysis [ICA]**

PGP II– 2020-21

Credit: 3.0

**FACULTY:**

Professor Ranjan Das, Professor of Strategy, Innovation, Entrepreneurship & Leadership,  
IIM Calcutta

**COURSE DESIGN, SCHEDULE OF SESSIONS AND  
SESSION-WISE READING MATERIALS**

**COURSE OBJECTIVES**

- To learn analytical frameworks and tools for analysing industry and competition and understand how competitive forces shape industry attractiveness
- To discuss how the general analytical frameworks and tools for analysing industry and competition can be applied for understanding industry attractiveness in different types of industry setting such as traditional brick and mortar industries, global industries, information and information intensive industries, converging industries and technology intensive industries
- To understand how does an industry evolve over time and strategic choices available to a firm for exploiting industry context prevailing during different stages of evolution
- To examine a variety of competitive choices available to a business, given its unique industry and competitive context [such as those mentioned above] and strategic resources at its disposal, to achieve sustainable competitive advantage, earn above normal returns and attract high valuation

**SCHEDULE OF SESSIONS AND SESSION-WISE READING MATERIALS**

<b>MODULE I: ICA: Program Context &amp; Overview</b>	
1	<ul style="list-style-type: none"><li>• Industry and Competitive Analysis [ICA] - An overview:<ul style="list-style-type: none"><li>• Structural Analysis of the industry</li><li>• Generic competitive strategies</li><li>• Competition analysis and Market signals</li><li>• Implications at firm level – strategy and performance</li></ul></li></ul>
2	<ul style="list-style-type: none"><li>• Industry and Competitive Analysis [ICA] - An overview:<ul style="list-style-type: none"><li>• Structural analysis within the industry and Strategy Groups</li><li>• Industry evolution</li><li>• Implications at firm level – strategy and performance</li></ul></li></ul>
<b>MODULE II: ICA: Brick and Mortar Industries</b>	
3	<ul style="list-style-type: none"><li>• Presentation -1: [a] How Comp Forces Shape Strategy [HBR – July- Aug</li></ul>

	1997] & [b] How to Map Industry's Profit Pool [HBR May-June 1998] <ul style="list-style-type: none"> <li>Case: <b>Air Asia HKU 833</b></li> </ul>
4	<ul style="list-style-type: none"> <li>Presentation – 2 : [a] Analysis of Competition, [b] Market Signals and Competitive moves [Chapter 3, 4 and 5 of Michael Porter's book]</li> <li>Case : <b>Coke vs. Pepsi</b> – 9706447</li> </ul>
5	<ul style="list-style-type: none"> <li>Presentation – 3: [A] MAPPING YOUR COMPETITIVE POSITION [HBR NOV 2007], [B] Competitive pressure system mapping and managing multi-market contact [SMR 091]</li> <li>Case [Consumer Durable Industry]: <b>Diaper War: Kimberly Clerk vs P&amp;G</b> 92M003</li> </ul>
6	<ul style="list-style-type: none"> <li>Presentation – 4: [a] Structural Analysis within industry [Chapter7 of Michael Porter's book] and [b] Achieving and sustaining superior profits 9-797-039 and [C] Impact of Industry and firm factors on firm profitability [UV 1099]</li> <li>Case: <b>Global Aircraft Manufacturing</b> , 2002-11 KEL938</li> </ul>
7	<ul style="list-style-type: none"> <li>Presentation – 5 : [A] How industries Change - HBR Oct 2004 plus [B] industry Evolution [ Chapter 8 Porter book]</li> <li>Case – <b>How autonomous vehicles will change industries and strategies</b> N1484-PDF-ENG</li> </ul>
<b>MODULE III: ICA: Global industries</b>	
8	<ul style="list-style-type: none"> <li>Presentation – 6: [A] Globalization of companies and industries [BEP 040] &amp; [B] Global gamesmanship - [strategic interdependence of markets] – HBR MAY 2003 &amp; [C] [Chapter 13 of Michael Porter's book]</li> <li>Case : <b>Global Oil and Gas Industry TB0443</b></li> </ul>
9	<ul style="list-style-type: none"> <li>Presentation -7: [A] Introduction to Global Strategy [9-706-448] &amp; [B] The New Rules of Globalization [ HBR January- February 2014]</li> <li>Case: <b>Methanex [commodity/ global industry] W13238</b></li> </ul>
<b>MODULE IV: ICA: Information and Information Intensive Industries</b>	
10	<ul style="list-style-type: none"> <li>Presentation -8 : Indian Information Technology, Present and Future Industry -Students to do desk research <b>starting with studying following articles</b> and make presentation ], covering power of 5 forces, global competition and opportunities and threats for Indian IT firms             <ul style="list-style-type: none"> <li>Exporting ITES services from developing countries702064-PDF-ENG</li> <li><a href="https://www.ibef.org/industry/information-technology-india.aspx">https://www.ibef.org/industry/information-technology-india.aspx</a></li> <li><a href="https://www.india-briefing.com/news/india-it-bpo-investment-16286.html/">https://www.india-briefing.com/news/india-it-bpo-investment-16286.html/</a></li> <li><a href="https://www.equitymaster.com/research-it/sector-info/software/Software-Sector-Analysis-Report.asp">https://www.equitymaster.com/research-it/sector-info/software/Software-Sector-Analysis-Report.asp</a></li> </ul> </li> <li>Case [ITES industry]: <b>Indian IT Services Industry</b> –PG0003</li> </ul>
11	<ul style="list-style-type: none"> <li>Presentation - 9: Future of Commerce – 4 articles [1] The future of Shopping HBR Dec 2011 [2] Omni- channel retailing H03D7A-PDF-ENG, [3] Welcome to the New World of Merchandising R0110K-PDF-ENG[4] Five</li> </ul>

	<p>rules for retailing in recession R0904E-PDF-ENG</p> <ul style="list-style-type: none"> <li>Case: <b>Carrefour China HKU 670</b></li> </ul>
12	<ul style="list-style-type: none"> <li>Presentation -10: Presentation on <b>online retailing</b> <ul style="list-style-type: none"> <li>How Retail Can Thrive in a World Without Stores H03SC1-PDF-ENG</li> <li>Online retailing <a href="https://en.wikipedia.org/wiki/Online_shopping">https://en.wikipedia.org/wiki/Online_shopping</a> Use data from the link as required]</li> <li>Mastering the Intermediaries R1406F-PDF-ENG</li> <li>Competing in the Age of Omnichannel Retailing SMR454-PDF-ENG</li> <li>How to Win in an Omnichannel World SMR506-PDF-ENG</li> <li><a href="https://www.digitalcommerce360.com/2019/03/14/top-10-online-retailers/">https://www.digitalcommerce360.com/2019/03/14/top-10-online-retailers/</a></li> </ul> </li> <li>Case: <b>Amazon.com</b> 5-809-014</li> </ul>
13	<ul style="list-style-type: none"> <li>Presentation -11:</li> <li>Financial Services Industry – study the following plus do additional desk research as required: <ul style="list-style-type: none"> <li><a href="https://www.ibef.org/industry/financial-services-india.aspx">https://www.ibef.org/industry/financial-services-india.aspx</a> [INDIA]</li> <li><a href="https://technorely.com/financial-industry-challenges/">https://technorely.com/financial-industry-challenges/</a> [Global]</li> <li>Form Follows Function: The Transformation of Banking 96205-PDF-ENG</li> </ul> </li> <li>Case: <b>ICICI Bank's Credit Card</b> HKU 935</li> </ul>
14	<ul style="list-style-type: none"> <li>Presentation -12 : [1] Porter - How smart connected product &amp; implications for strategy ..HBR Nov 14 3] Digital Ubiquity - HBR NOV 14</li> <li>Case: <b>Appirio</b>: New Venture on a Cloud BAB 694</li> </ul>
<b>MODULE V: ICA: Converging Industries</b>	
15	<ul style="list-style-type: none"> <li>Presentation - 13: [1] Six converging digital technology trends - KPMG-NASSCOM Report &amp; [2] Convergence in communication and content– The Economist Intelligence Unit 2004</li> <li>Case: <b>TiVO- 2007</b> 708-401</li> </ul>
16	<ul style="list-style-type: none"> <li>Presentation - 14: [1] Strategic choices in converging industries, MIT Sloan, Fall 2013, SMR 462 [2] industry Convergence And Transformation of Mobile Communication System of Innovation [3] Implication of digital convergence on strategic management</li> <li>Case: <b>iPod vs. Cell Phone</b> 707-419</li> </ul>
17	<ul style="list-style-type: none"> <li>Presentation 15: Media convergence and business ecosystem, Global Media Journal, Fall 2011, vol 11, issue 19</li> <li>Case: <b>Microsoft Search</b> 709-461</li> </ul>
<b>MODULE VI: ICA: Technology Intensive industries</b>	
18	<ul style="list-style-type: none"> <li>Presentation – 16 : Competency Destroying Technology Transition 9-613-024</li> </ul>

	<ul style="list-style-type: none"> <li>• CASE: <b>Apple 2012</b> [ 9-712-490]</li> <li>• Case: <b>Sun Micro system</b> 906M23</li> </ul>
19	<ul style="list-style-type: none"> <li>• Case: <b>Daktronics (A)</b>: Digital Signage industry NA0232</li> </ul>
20	<ul style="list-style-type: none"> <li>• Case: <b>Intel Research</b> 605-051</li> </ul>

#### **GROUPS:**

- 2 TYPES
  - For Presentations: 8 to 16 number [ depending on number of students]
  - For In-Class Group work on cases [ 10 groups; all 10 groups will participate in 10 IN-CLASS EXERCISES during specific sessions as indicated]

#### **EVALUATION:**

- Presentation: 10%
- Engagement: 15% [as measured through 2 surprise attendance and CPs made either in writing or through audio system].
- In-Class Group work on cases:35%.
- End Term Exam: 40%

#### **FACULTY:**

Professor Ranjan Das, Professor of Strategy, Innovation, Entrepreneurship & Leadership

- 20 Years in Industry [pre and post PhD Program at IIMA]
- IIM Calcutta [ October 1994 onwards]
- The Strategy Academy [January 2008 onwards] -Founder Chairperson
- UPH University – Jakarta [Visiting Sept 2014 - 16]
- IIM Ranchi [ Visiting: 2014-15]
- IIM Trichy [Visiting: 2014-17]
- Indian School of Business, Hyderabad [Visiting: 2008-09]
- Hong Kong University of Science and Technology, Hong Kong [Visiting: 2005-06]