

1. Industry Analysis

a. Define the industry

What is the "standard" industry product/service?

b. What are the Major Segments of the industry?

c. Growth Rate (What is the actual number?)

How fast is this industry growing?

What factors are impacting its growth?

d. Industry Life Cycle

Where is the industry in its life cycle?

What is the evidence to support this assessment?

e. Driving Forces

What are the key driving forces and how are they creating change in the industry?

Identify these changes and their implications for competition.

f. Key Success Factors

Identify the key success factors.

Assess their relative contribution to success and profitability in the industry.

g. Industry Attractiveness (Porter's 5 Forces Analysis): Overall, how attractive is this industry?

2. Macro Analysis

a. Identify and describe 5 key macro economic, social, political, technological trends or issues that are relevant to the industry (please select at 5 of each type).

Make sure you include actual numerical data along with some analysis on trends in the data.

b. Why are these trends or issues relevant to understanding the strategic situation(s) OF FIRMS COMPETING IN THIS INDUSTRY or THE INDUSTRY ITSELF?

c. What are the implications of the information that you have chosen to report on for the company or its industry?

3. General Case Questions

Your analysis of the issues should cover the end of the case period to the present

a. What are the issues underlying this case (*AT THE TIME OF THE CASE*)? Fully explain them. *WHICH ONES ARE STILL "UNRESOLVED"? WHAT ARE THE ISSUES THAT CURRENTLY FACE THE FIRMS COMPETING IN THIS INDUSTRY?* Fully explain them.

The key "issues" refer to the concerns, problems, decisions, challenges or opportunities faced by FIRMS COMPETING IN THIS INDUSTRY.

b. For **THREE** of the issues you have identified (*EITHER UNRESOLVED FROM THE TIME OF THE CASE OR A CURRENT ISSUE*):

- What key concepts from strategic management or another discipline are influencing your assertion that this is an issue? Be sure and define the concept that you are applying. What assumptions underlie these concepts and how do they apply in this case?
- What evidence (e.g., data, information, etc.) do you have to support that this is indeed an issue? If your evidence is based on a theoretical prediction (using proven theory), identify the theory and the most likely outcome.
- What can you infer about the issue based on the evidence you have provided? What are the implications and possible consequences?

c. Make a recommendation to address the issue and justify your recommendation.

Briefly explain how your recommendation addresses the most pertinent issues and why your recommendation makes sense given the issues in the case. What are the potential positive and negative implications of your recommendation?