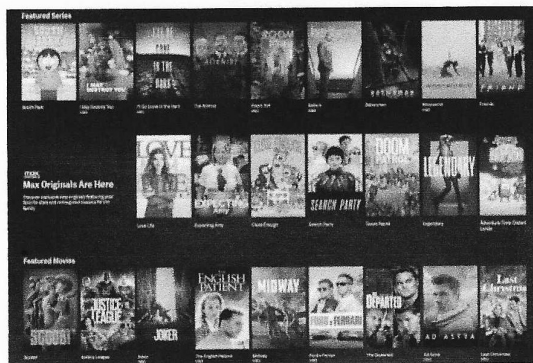


Strategy in Practice Assignment #2

Chapter 4

EVALUATING A COMPANY'S RESOURCES,
CAPABILITIES, AND COMPETITIVENESS

In order to compete effectively, a strategic manager must have a solid understanding of his or her firm's strengths and weaknesses as well as the opportunities and threats that emerge within the organization's external environment. For this assignment, you will consider these fundamentals within the context of subscription-based streaming video providers.

1. Identify two core competencies that WarnerMedia Entertainment has been able to leverage in its recently-launched HBO Max streaming service and explain, element by element, how well each competency satisfies the four distinct elements of VRIN. **(24 points)**
2. Based on your research, identify two areas of weakness that HBO Max presently exhibits and advise WarnerMedia Entertainment as to how the firm can best address these issues. Your proposed solutions must be original and cannot include ideas that the company has already publicly announced. **(20 points)**
3. HBO Max faces competition from many opposing services, including Netflix, Hulu, Amazon Prime Video, and Disney+. Select two rivals from this list that you believe most threaten HBO Max and detail how HBO Max compares and contrasts, in terms of strategy (not simply features and pricing), to these two rivals. **(28 points)**
4. The streaming content landscape continues to evolve, with several new entrants' entering the market earlier this year. Prominent among these newcomers are Peacock and Quibi. Choose one of these two services and devise four creative strategies that the company offering your chosen service can employ to differentiate its streaming service from that of HBO Max. Each strategy should be original and innovative, meaning that you may not simply propose copying features that others have already devised (e.g. *do not* merely suggest "NBCUniversal should organize Peacock's content into distinct brand-based categories" or "Quibi should allow subscribers to create multiple user profiles"). Include in your response brief explanations of how each strategy can help the firm capitalize on particular market opportunities in order to gain a competitive advantage in the market. **(28 points)**

The HBO Max logo, featuring the text 'HBOmax' in a white, sans-serif font on a black background.

When composing your response, ensure that you adhere to all of the specified Strategy in Practice assignment guidelines. Remember that your response must meet the minimum length requirement; be formatted with 1.0 line spacing, 12-point Times New Roman font, and 1-inch margins; and include your name, the section number (CRN), and the assignment number in each page of your document's header. Ensure that your submission contains absolutely no traces of plagiarism. If your response employs wording – even just three or four words in a row – originally written by someone else, make sure that you ascribe credit by placing quotation marks around the copied passage, place the author's name in parentheses after the quote, and provide the full citation in a references section at the end of your paper (APA, MLA, or any other standard format is acceptable). For example:

For many automobile manufacturers, one might say of the early 1980s that “it was the best of times, it was the worst of times” (Dickens).

Works Cited

Dickens, C. (1859). *A Tale of Two Cities*. London, England: Chapman and Hall.

Strategy in Practice Assignment Evaluation Rubric

Criterion	Severely Deficient	Average	Excellent
Content	response fails to address most parts of the assignment prompt or answers incorrectly	response correctly answers most parts of the assignment prompt	response goes beyond the assignment prompt, exceeding expectations by exhibiting thorough content integration, thoughtful insight, and unique perspectives
Grammar and Presentation	response is nearly unreadable, poorly formatted, and/or fails to adhere to instructions	response suffers from several grammatical, formatting, and/or presentational errors, including instruction violations	response is almost completely free from grammatical, formatting, and/or presentational errors and adheres closely to all instructions

Note that the above dimensions are not equally weighted and do not reflect all criteria factored into the final assignment grade. Failure to follow directions, for instance, will result in penalties (e.g. 5 points will be deducted for mislabeling the submission file).