

Summer 2020 Strategy and Policy
Case Analysis Guideline
Section B70 Online

Case Analysis (15%)

Each student is to present analysis of an assigned case related to a chapter. The case analysis should include four sections:

- Summary of the case: including the history, current challenges, and major strategic issues the firm is facing
- List of key concepts related to strategic management (you should look for those concepts in the chapter related to the case)
- Answer to the following questions (a detailed list follows, but not all the questions are required)
- Brief update of the company, if any

You should include subtitles for each section in your paper, and list the questions you choose to answer.

For each case, there are **two lists of questions**: a list of general questions as following, and a list of case and chapter specific questions posted on Blackboard. You are required to answer four to five questions from the two lists, but it's up to you to choose which questions to focus on. It's recommended that you include subtitles for each section in your paper.

The student will choose one of the cases from the assigned chapter cases to write the case project. The student should inform the instructor by filling up the case selection survey on BB by **June 23, Tue**. The due date of the case project is **June 30, Tue**. There are four cases to choose from: Tesla, Tata Motors, Avon, and Redbox. These cases are taken from the textbook and also posted on BB.

A detailed list of general questions:

1. Introduction and analysis of financial performance
 - Indicate the company's name and line of business, and define the industry in which it competes.
 - Report the financial performance of the company within this business over the past three to five years.
 - Report the average financial performance of firms in the industry. Identify whether the industry is above- or below-average in profitability.
 - Identify whether the company has a competitive advantage based on the difference between its performance and the industry average, and its performance compared with major competitors.
 - Provide a broad overview of the issues that the company is facing.
2. Analysis of external environment

- Describe the factors in the general environment especially important to the firm and the industry.
 - Describe the total revenues and profitability of the industry over the past few years.
 - Explain why industry profitability is less or greater than the national average using Porter's five-forces model.
 - Do buyers have significant bargaining power?
 - Do suppliers have significant bargaining power?
 - Is the threat of entry significant?
 - Is the threat of substitution significant?
 - Is rivalry intense?
3. Analysis of the company's competitive position (internal factors)
- Describe the company's financial performance relative to the industry average and major competitors over the past few years.
 - Identify the company's strategy.
 - What are the company's quantitative goals for market share and profitability?
 - How do the company's products/services differ from those of rivals? Does the company achieve a premium price?
 - What are the critical resources and capabilities that distinguish the company from its competitors? Are these resources and capabilities easy to imitate and substitute for?
 - Does the company have unusual problems that put it at a competitive disadvantage?
4. Analysis of forthcoming change in the company's industry
- What major trends are likely to affect the profitability of the industry? Which are likely to improve profitability and which are likely to damage profitability of the industry as a whole?
 - What is the timing of the trends? Will the industry likely go through a major punctuated change over the next five years?
 - Are the trends likely to have particularly strong impact on the company?
5. Analysis of threats to the sustainability of the company's competitive advantage
- Are there trends that are likely to have particular impact on the company's competitive advantage or disadvantage?
 - Are there major threats to the sustainability of the company's position?
6. Recommendations
- Are the company's industry structure and competitive position satisfactory?
 - What options does the company face for improving its financial returns over the next five years?
 - What strategic actions do you recommend given your analysis of the options available to the company?

The case report paper should be single spaced, no more than 3 pages, excluding endnotes and appendix. Use Word-standard top, bottom, and side margins, 12-point Time New Roman font. You should cite references for all facts, conclusions, analysis, logic, and/or quotations that come from others. You may either use “endnotes” by listing, at the end of your paper (and NOT included in the 3-page limit) the full citation and the name of the author and/or publication and date within the text (e.g., [Hitt et al 2013]) or formal “raised number” footnotes plus a formal bibliography listing all sources. APA citation format is recommended (<http://www.bibme.org/citation-guide/apa/>). You may also find it useful to put tables, graphs, charts, maps, etc., in an appendix (which is NOT part of the 3-page limit). **One point will be deducted for over page limit.**

The case presentation is about 10-15 minutes, including about 10-15 slides. Supplementary material is encouraged but not required. You must cite your source, for example, web site, publication, etc. **Only the presentation slides are required for this class. No presentation is required.**

The presentation slides and the written report are due on June 30, Tue.

One point will be deducted for late submission.

Please name your case presentation as **YourLastNameCasename.pptx**, for example, LiangTesla.pptx, and your case report **YourLastNameCasename.docx**. Please send these documents to the instructor by email fenghelen.liang@wku.edu . Please also post your report and slides on Discussion Forum by the due date so that the class can discuss the case together. No hardcopy is required.

In addition to posting your own report and presentation, you are also required to make at least one comment on others’ report/presentation. **The comment posts are due on July 2 Thu.**

Your paper and presentation will be graded based on the following criteria:

Case Total: 15

Case report: 10

summary (2 points), key issues (3 points), answer to discussion questions (4 points), update (1 point)

Case presentation slides: 5

clear outline of analysis (1 point), logical and coherent analysis with relevant supporting evidence (3 points), rich information or creative ideas (1 point)

