|  |  |
| --- | --- |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |

|  |  |
| --- | --- |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |

|  |  |
| --- | --- |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |

|  |  |
| --- | --- |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |

|  |  |
| --- | --- |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |
|  | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? |
|  |  |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? |
|  |  |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? |
|  |  |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? |
|  |  |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? |

|  |  |  |
| --- | --- | --- |
|  | | You are designated to address the questions highlighted in yellow: |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | | 1a. Explain how Wal-Mart operates its value chain to maintain its cost leadership position. |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg | 1b. Explain how Wal-Mart uses its cost leadership position to defend against Porter’s five forces. | |
| http://entre-femmes.ncf.ca/commanditaire/walmart.jpg  #3 Efficient Internal Market Allocation? | 1ab. Wal-Mart is the world’s largest company. With its huge resources, it could become its own venture capital firm and supply upstart firms with much needed capital, or even support growing organizations. Should they get involved in becoming this kind of portfolio manager? (a) Why or (b) Why not? | |
|  |  | |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2a. Explain how Apple operates its value chain to maintain its position as a differentiator. | |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ | 2b. Explain how Apple uses its position as a differentiator to defend against Porter’s five forces. | |
| http://t3.gstatic.com/images?q=tbn:ANd9GcSRjYHxfyPA4U6mBKSWnDxGs48XZ4oRgP9AhR19P27AcnqVz2iAGV-d8c1CZQ  0 | 2ab. Apple has a reputation for linking technology to software in a way that makes applications readily accessible to users. The company is contemplating getting involved in the 3 D printer business. Should they? (a) Why or (b) Why not? | |
|  |  | |
| http://www.station8050.ca/files/Image/RempelBros.png | 3a. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company operates its value chain to maintain its focused cost leadership position. | |
| http://www.station8050.ca/files/Image/RempelBros.png | 3b. Beginning in Abbotsford, Rempel Bros. Concrete has supplied builders and concrete finishers around the lower mainland. Explain how the company defends its focused cost leadership position against Porter’s five forces in a market with huge players like Lafarge. | |
| http://www.station8050.ca/files/Image/RempelBros.png  #4 restructuring | 3ab. Rempel Bros. may buy a Winnipeg construction company. The firm requires some new equipment but has significant assets & a solid industry reputation. They’re also in some other businesses that may be sold to make the net price near zero. Should they buy the business? (a) Why or (b) Why not? What else? | |
|  |  | |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4a. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company operates its value chain to maintain its focused differentiator position. | |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg | 4b. Beginning in Victoria, Rogers has been making chocolates for over 125 years. Explain how the company defends its focused differentiator position against Porter’s five forces in a market with huge players like Nestle and Hershey. | |
| http://www.boardoftrade.com/images2/webprofiles/RogersChocolates-logo150w.jpg  #1 Sharing activities ? | 4ab. Rogers Chocolates has been approached to buy a local toy maker who makes toys unique to this area. At first glance, it made no sense, but the more they thought about it, the more they thought that there may be economies of scope from sharing activities. Should they buy the business? (a) Why or (b) Why not? | |
|  |  | |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5a. Explain how the Ikea operates its value chain to maintain its position as an integrated cost leader / differentiator. | |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png | 5b. Explain how Ikea uses its position as an integrated cost leader / differen­tia­tor to defend against Porter’s five forces. | |
| http://alydc.files.wordpress.com/2010/08/ikea-logo.png  #2 Transferring core competences? | 5ab. Ikea has been offered the chance to buy a lumber business. The thinking is they may transfer core competencies in furniture design to aid in making the firm successful. Should they make the purchase? (a) Why or (b) Why not? | |