Enrolment No. _____

AHMEDABAD UNIVERSITY

AMRUT MODY SCHOOL OF MANAGEMENT

UNDERGRADUATE PROGRAMMES

2023-2024 WINTER SEMESTER

END SEMESTER EXAMINATION

MGT341 Competitive Strategy

Date: 18-02-2024 Total Marks: 40

Time: 08.00 am – 10.00 am No. of printed pages: 02

Instructions:

- This question paper consists of 2 pages with 4 questions
- It is a closed book and closed notes exam. No electronic gadgets, notes or books will be allowed into the examination hall.
- Marks are mentioned at the end of each question.
- Clearly write assumptions, if any, before commencing your answers

1. From the table below, for the given industry, explain probable reasons why the forces have changed from past to present. How has the industry attractiveness changed from past to present? Which force/s should the incumbent companies focus on? **(10)**

	Industry A	
	Past	Present
Threat of New Entrants	M	L
B.P. of Suppliers	M	H
B.P. of Buyers	H	M
Threat of Substitutes	M	L
Intensity of Rivalry	H	M

2. Netflix has taken its tentative first steps into the world of gaming. Although there's a modest line-up of mobile games, which launched globally on last month to begin with, this is a pivotal moment for the industry. For a decade or more, the games industry has been trying, and mostly failing, to deliver a streaming service that is as sturdy and reliable as Netflix. The often mooted "Netflix of gaming" title has been assigned to a number of copycats that haven't been able to deliver on the promise. Xbox and PlayStation both have a similar service. As does Amazon. Google Stadia was supposed to be the chosen one that would make it, but has struggled to convince the masses that it's worth jumping to, owing to a lack of games and coverage across the world. But with Netflix in the mix, there's far more belief that streaming could be the future of video games.

   The advantages Netflix has in making this dream a reality is down to infrastructure and practice. As of the second quarter of 2021, Netflix had a whopping 209 million paying subscribers. As impressive as the numbers are for the company's coffers, it's also a sign that a lot of people trust Netflix to deliver excellent entertainment across a thoroughly stable network. It's reliable and mostly worldwide, and that's something that can't be said about any previous attempt.

Mike Verdu, Netflix's vice president of game development, says the company is in "the early days of creating a great gaming experience". The focus is currently on a handful of mobile games that are available exclusively through Android devices, with iOS coming soon. Crucially, they're part of your current subscription and available via the dedicated Games tab in the app.
This measured approach that includes Stranger Things: 1984, Stranger Things 3: The Game, Card Blast, Teeter (Up) and Shooting Hoops isn't exactly packed with must-play titles, but it's an important first step towards a much broader future. What that future looks like for Netflix is very much up in the air, but the potential is enormous.

Should Netflix wish to stick to the mobile gaming angle, then they've got a captured market of millions of users to deliver new and interesting games to. Smaller studios will be clambering to be part of the line-up as it means more eyes on their video games. More intriguing would be if Netflix decides to take on the dominance of Sony, Microsoft and Nintendo by entering the triple-A market.

Levelling up to compete with the big three is no mean feat. It will mean either Netflix will have to build its own controller that can be used with its games on TV and monitor set-ups, or it'll have to come up with a way to use established tech to play its titles. Whatever happens, the streaming service will likely have no problem convincing third-party game publishers such as Activision (Call of Duty) or Ubisoft (Assassin's Creed) to get on board. Any opportunity to get more people playing their games makes sense.

[Source: Irvine, N. (2021) *Netflix Games is about to shake up the gaming industry*, http://thenationalnews.com]

Question:

What should the company's strategy be with respect to gaming industry? Should it position itself as a mobile gaming platform or also enter console-based gaming compatible with Netflix OTT? Why? **(10)**

3. You are the Chief Strategy Officer of a telecom company operating in India. With the upcoming rollout of 5G technology, analyze the competitive landscape in the Indian telecom industry. Propose a strategic plan for your company to gain a competitive advantage in the 5G era. Discuss key elements such as infrastructure investment, pricing strategies, and customer retention to position your company as a leader in the evolving telecommunications landscape. **(10)**

4. Answer the following:
   a) Imagine you are a strategic consultant working with a large manufacturing firm that has successfully adopted the cost leadership strategy. The industry is experiencing a technological shift, and the firm is considering significant investments in automation and digitization. Assess the potential challenges and opportunities for the company in maintaining its cost leadership position while adapting to the technological advancements. Provide specific recommendations on how the company can leverage technology to enhance its cost leadership strategy. **(5)**

   b) As the Chief Strategy Officer of a well-established fashion retail brand following a differentiation strategy, you are facing increased competition from fast fashion and e-commerce players. Discuss the strategic dilemmas you might face to sustain your brand's differentiation in a market where trends change rapidly and customer preferences evolve quickly. How would you maintain the brand's unique identity? **(5)**