

Université Saint-Joseph Faculté de sciences économiques	Année universitaire 2005-2006 Semestre 2	Test de Strategic Management Date : 13/05/06 – 2h30
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Documents interdits

Question 1 **(7 points)**

TNC, (Telephone Network Corporation) a large manufacturing company is intending to manufacture cell phones.

TNC hire you to apply a segmentation analysis for the cell phone's market.

- 1 - List at least 5 key variables.
Choose the 2 most significant.
- 2 - Create for each significant variable 3 categories.
- 3 - Build the segmentation matrix.
Do the segmentation analysis.
- 4 - Draw a positioning graph for TNC showing 2 other brands.

For all the steps explain your choices.

Pick one segment, according to you, what could be the key success factors for this segment?
Explain your answer.

Question 2 **(7 points)**

A company hires you to appraise the resources and/or capabilities of a sport club location.

- 1- List 10 significant resources and/or capabilities for sport clubs locations.
- 2- Order these resources and/or capabilities on a scale from 1 to 10.
- 3- Draw the appraisal graph showing these resources capabilities for a sport club of your choice.
- 4- Grade this sport club on a scale from 1 to 10.
- 5- What are your conclusions and recommendations?

Question 3 **(4 points)**

What are Porter's five forces of competition?

What are the main structural determinants of these five forces?

What critics would you formulate regarding Porter's framework?

Question 4 **(2 points)**

Define the following concepts:

- Replicability
- Economic value added
- Oligopoly
- Competitive advantage