

ECONOMICS OF STRATEGIC BEHAVIOR

EMBA Global Spring 2020

PROFESSOR WOUTER DESSEIN

SUBJECT TO CHANGE

A. ADMINISTRATIVE INFORMATION

Contact Information

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Required Materials

- Case studies, readings, hand-outs posted on CANVAS.
- Bruce Greenwald and Judd Kahn: Competition Demystified (CD).

B. COURSE DESCRIPTION

This course examines the underlying economics of successful business strategy, including

- (i) The sources of long-run competitive advantage.
- (ii) The dynamics of competition and competitive advantage.
- (iii) Strategic interactions (competitive and/or cooperative) between pairs of firms.

Three characteristics distinguish our approach. First, we focus on the large strategic decisions which firms face rather than more detailed, operation/managerial issues. Second, we seek broad principles that can be applied across many firms and markets, rather than anecdotal success stories or institutional details that apply only in limited cases or as a result of quite idiosyncratic factors. Finally, we develop these broad principles from the framework of microeconomic theory. As such, potential answers will be subjected to the rigor of economic analysis to test their validity and applicability.

The approach toward teaching and learning is primarily inductive. That is, you will learn the concepts and principles outlined above largely through examples – this is the essence of the case study method.

The goal is to carefully study specific business situations and decisions with the goal of extracting broader principles about business strategy, which will then be available to you in a wide variety of managerial contexts. Course time will be split roughly 70/30 between case discussions and lectures.

Good cases are necessarily complex and ambiguous. In preparing for case discussions, you may find sorting through this complexity and ambiguity to be frustrating. The problems presented in the case discussion may not have one correct answer. However, there will generally be a set of insights and solutions that are better than others. And it is in working through the messy details to find these insights and solutions – both in your own preparation and in class discussion – that the concepts and principles introduced in the readings and lectures will come alive and be enriched for you.

C. CLASS SCHEDULE

I. Sources of Competitive Advantage.

The first part of the course is focused on understanding the sources and dynamics of competitive advantages. It presents a simplified approach to business strategy, based on the notion that any long-run competitive advantage must rely on “barriers to entry”. Firms without competitive advantages should concentrate all their efforts on being efficient. Firms that do have competitive advantages need to design strategy with their competitors in mind.

Session	Topic	Cases <i>Other Reading Assignments</i>
Session 1	Intro to Competitive Strategy.	Enterprise Rent-A-Car Competition Demystified (CD) Chapters 1-3
Session 2	Sources of Competitive Advantage.	Aldi: The Dark Horse Discounter Capital One CD Chapters 4-6
Session 3	Source of Competitive Advantage.	Disney and Pixar CD Chapter 7

II. Shared Competitive Advantages: Managing Strategic Interactions.

After having developed the basic tools for the analysis of competitive advantage, we will use game theory as a framework for analyzing “shared competitive advantages”. The basic issue is simply this – when competitive advantage is shared with other firms, any action I take will elicit a reaction by my competitors. How can I incorporate those reactions in forming strategies so that I am not blindsided, and if possible, can even use them to my advantage? Can I find a way to move away from mutually destructive price competition, toward win-win games? How do I enter an industry, or avoid entry by new competitors? How do I structure and manage my relationship with suppliers and competitors?

Session	Topic	Cases <i>Other Reading Assignments</i>
Session 4	Intro to Strategic Interactions	Setting Strategy at S Group: Finland’s Largest Retailer Anticipates Amazon’s Arrival Shrimp Game
Session 5	Price Wars & Dynamics of Competition	Philip Morris: Marlboro Friday “Game Theory: How to make it Pay” <i>CD Chapters 8-9</i>
Session 6	Price Wars & Dynamics of Competition Basics of Antitrust (I): Collusion	Albert Heijn: Price Wars Among Retailers “Dynamics of Price Competition” “A Primer in Anti-trust”
Session 7	Entry and Entry-deterrence strategies Basics of Antitrust (ii): Abuse of dominance.	Ready-to-Eat Breakfast Cereal <i>CD Chapters 10-11</i>
Session 8	Entry Strategies & Dynamics of Competition;	Mining Potash: BHP versus PCS Dogfight over Europe: Ryanair

Session 9	Entry Strategies & Dynamics of Competition; Distributors, Suppliers and Complementors: Friends or Foes?	Red Bull Tempur Sealy International (A) <i>CD Chapters 12-13</i>
Session 10	Distributors, Suppliers and Complementors: Friends or Foes? Course Wrap-up	Power Play (A): Nintendo <i>CD Chapter 14-15</i>

D. COURSE REQUIREMENTS AND GRADING

Grading will be based on (1) On-line case quizzes, (2) Class Participation and (3) a Final group project.

1) On-line Quizzes (15% - Individual/Type B)

For each starred case, there will be an **online quiz**, to be taken prior to 9am the day of class. Questions are multiple choice and/or require you to write a paragraph justifying your answer. Grading is based on the *thoughtful completion* of each of the quizzes. Be also prepared to discuss your answers in class.

2) Class Participation (25% - Individual/Type B)

Class participation is essential in order for you to get the maximum benefit from the course. Your grade will be based on attendance, effort and the content of your contributions to the class discussions. The evaluation of content will be based on the following:

- **Relevance:** Are your comments clearly related to the case and to the comments of others?

Do they move the discussion forward?

- **Fact-Based:** Have you used specific data from the case, from readings, or from personal experience to support the assertions that you are making?

Case discussion constitutes more than half the class time, so there will be ample opportunity for each of you to participate. If you feel that you are preparing well but that I am not calling on you enough, please let me know so that I can address the problem. In addition to voluntary participation, *I often randomly select a few students to open and/or lead the case discussion.*

Importantly, I ask that you deal with the cases as you find them; **do not seek outside or post-case data on the firm or industry**. Of course, if you already know things about the case, from previous experience, this can be very useful in case discussions. Please let me know about it in advance, and I will make a point to call on you at the appropriate time.

3) Final Group Project (60% – Group/Type A)

Analyze a company or industry, ideally focused on a particular strategic decision (or set of strategic decisions) by that company or the players in that industry. The main goal of the exercise is to make you think carefully about applying the concepts of “The Economics of Strategic Behavior”. *You can work in groups of two to four people. No individual papers, and no groups of 5 people will be allowed.*

You should try to pick something creative, enlightening, and somewhat complex. Industries with a small number of firms are a good place to start. Try to have at least one “insider source” (somebody who works or has worked in that industry or company). Some research on the details is essential, but the key to a successful paper is to analyze, not just describe. Finally, do not base your paper on a case you discussed in one of your classes at CBS or on a previous paper you wrote (in case of doubt, contact me first.) Suggested length is 10-12 pages double spaced (that would be around 3000 words). You may include as many relevant exhibits as you wish (not counted in the page total). Be sure to include references. A number of final papers of previous years will be posted online.

Due Date: TBD. (DROPBOX CANVAS).

Preparation Questions (be prepared to discuss these questions in class)

Enterprise Rent-a-Car (Case posted on CANVAS)

1. How attractive is the car rental industry in terms of long-term profitability?
2. Analyze Enterprise’s strategy and competitive position. Why has Enterprise been so successful?
3. Should Hertz or Avis launch a frontal assault on Enterprise?

Aldi: The Dark Horse Discounter

Aldi, the German-based hard discounter, has ambitious growth plans for the US market.

1. Discuss the main elements/choices of Aldi's strategy. Does this strategy result in a cost advantage in the discount grocery segment relative to Walmart?
2. Does Aldi have a (sustainable) competitive advantage in the US? Yes or no?
3. How should Walmart react to Aldi's expansion? Should they imitate some of the key choices of Aldi's? Should they go to a price war to stop Aldi's expansion?

Capital One

1. What, if any, competitive advantages does Capital One have?
2. Are these advantages sustainable into the future?
3. As head of Capital One, what would be your strategic priorities?

Disney and Pixar

1. Are Disney and Pixar better together?
2. What are the alternatives to acquire Pixar. Is ownership really necessary? Or could another long-term contract do the trick?
3. If you decide to acquire Pixar, how would you integrate the two companies? Where are the opportunities and the headaches, how would you handle them?

Setting Strategy at S Group

1. Describe S Group's strategy in 2017. How does its approach result in lower costs and/or higher willingness-to-pay for S Group versus competitors (i.e., Kesko, Lidl)?
2. How concerned should S Group be about Amazon's expansion in Europe? What actions can S Group undertake in anticipation of Amazon's expansion in Finland?
3. Which of the following options is S Group's best path forward to pursue growth, increase scale, and secure long-term success?
 - Solidify and increase S Group's market share in groceries, through "cheapifying" superior logistics and data-driven analytics.
 - Become Finland's e-commerce leader (in both groceries and consumer goods).
 - Further diversification in other lines of business (e.g., travel, banks, restaurants, etc.), allowing members to use the S-Etukortti bonus card in larger networks of stores and businesses.
 - International expansion.
4. How should S Group proceed in monetizing its unique data on S-group members?

Philip Morris: Marlboro Friday

1. How would you describe Marlboro's competitive position in early 1993?
2. What is Marlboro's marketing strategy at that time?
3. How does this compare to RJ Reynolds'?
4. What accounts for Philip Morris' dramatic shift in strategy in April 1993? What are its goals?
5. How should RJ Reynolds respond?
6. What kind of industry future does Philip Morris anticipate?

Albert Heijn: Price Wars Among Retailers

1. How would you describe Albert Heijn's competitive position in 2003?
2. What are the goals of Albert Heijn's dramatic shift in strategy in October 2003?
3. Will Albert Heijn be successful in achieving its goals? Is the new price strategy a smart move?

Mining Potash: BHP versus Potash Corporation of Saskatchewan (PCS)

1. What determines Potash prices historically (exhibit 1)? What explains the recent price increase? What is your outlook for Potash prices? Are prices above \$300-\$350 sustainable in the future?
2. Does BHP's \$39Bn offer over or under-values PCS? Note that Potash net income was on average \$1.5Bn from 2006 to 2010 (exhibit 13), which is mainly driven by one exceptional year (2008), with 3.8Bn in net income. Historically, operating profits have rarely exceeded \$1Bn.
3. Does it make sense for BHP Billeton, after a potential acquisition, to exit the Canpotex cartel and run mines at full capacity as they say they will? ("Our basic philosophy is to run our assets at full capacity and take the market prices").
4. In the absence of a take-over, do the mining rights to Jansen provide BHP with a competitive advantage in Potash? Note that the cost of developing a Greenfield mine such as Jansen is almost twice the cost of expanding the capacity of an existing mine (exhibit 4).

Ready-to-Eat Breakfast Cereal Industry

1. Why has RTE cereal been such a profitable business?
2. How have the incumbent brands managed rivalry?
3. And how has entry been avoided for such a long time?
4. How should RTE cereal producers react to non-branded entry?

Dogfight over Europe: Ryanair (A)

1. Describe Ryan Air's entry strategy.
2. Evaluate Ryan Air's entry strategy. Will it succeed?

3. Place yourself in the shoes of the CEO of BA or AL. How would you respond to Ryan Air's entry?

Red Bull

1. At the time Red Bull entered the US market, would Coke have been at a competitive advantage if it had attacked Red Bull? If so, what were its sources of advantage? Why didn't it attack aggressively?
2. Is there anything that Coke or Red Bull should have done differently?
3. How was Monster Drinks able to catch up with Red Bull? Why didn't Red Bull react more aggressively? Should Red Bull or Monster have done things differently?

Tempur Sealy International (A)

1. What should Scott Thompson do in Sept 2016 (post Steinhoff acquisition of Mattress Firm)
2. Who has a better bargaining position as of Sept 2016: Tempur Sealy of Mattress Firm? Who would you rather be, Thompson (TPX) or Murphy (MTFM)?
3. How did the Steinhoff acquisition change the bargaining position of MTFM?

Nintendo

1. Nintendo successfully recreated the home video game business following the Atari-era boom and bust. How did it do so?
2. How did Nintendo capture value from the home video game business? How did it avoid that "content" developers (such as Electronic Arts), or distribution channels (such as Wal-Mart, ToysRUs) captured all the rents?