# TIM 105: MOT I: Homework # 3 and Project Phase I

# Competitive Strategy (continued), Aggregate Project Plan, Decision Analysis

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**Midterm:** will be handed out on Thursday, 27 October, 2016, and will be due the following Tuesday, 1 November, 2016.

**Readings:** (1)U&E, PDD, Chapters 1-4; (2) “Intel 2004” article (available on class website); (3) “Intel 2006” article (available on class website)

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**Homework Problems (due Thursday, 13 October, 2016):** You need to use the structured problem solving process in all your work.

1. **“Intel 2004”:** **Use the structured problem solving approach to solve this problem**. How has Intel’s Technology strategy, Product/Market strategy, and developmental goals changed from its inception (1968) to 2004. What were the key driving forces that triggered these changes? What do you think are the three key technology/product initiatives that the CEO Craig Barrett should pursue during the next year (2005)?
2. **Sensitivity Analysis for the Umbrella problem.** You have traveled to London (a “rainy city”) and forgotten your umbrella. You have an important interview the next day, for which the probability that it will rain is 40%. If you get caught in the rain you will do $75 of damage to your expensive suit. The cost of an umbrella is $25. Draw the decision tree for this problem. What should you do? How sensitive is your decision to (a) a 10% change in probability of rain; (b) a 20% change in probability of rain.
3. **Large Company Analysis for your team project:** In your project proposal the project team identified a large company (e.g., Microsoft, Boeing, and Ford) which might conceivably design and develop your product. Perform a company analysis of this large company. Proceed as follows:

* Schedule a time to meet **as a team** for the purpose of performing the Large Company analysis
* (before the team meeting) Use the structured problem-solving process to create an explicit plan for performing the large company analysis. This process will include assigning specific tasks to the team members. The “Company Analysis” process is explained on Pages 17, 18 of the “Lecture Notes on Competitive Strategy” handout on the class web-site.
* (before the meeting) Gather relevant information needed for performing the analysis.
* Conduct a team meeting (1-2 hours) to perform (in a time-efficient manner) the Company Analysis
* Turn in a concise, well-written solution documenting all the work done. This solution should include your problem-solving process and clearly show its implementation.

**Note**: To get credit (1) each member of the group must participate in the group meeting, and (2) include the solution when they turn in the homework.

1. (TIM205) **“Intel 2006”**: Read the Intel 2006 article and answer the questions in Question 1 above.

**Project Phase I**

You are a project team in a medium-sized company that is developing several products and technologies to satisfy a given market, e.g., “a smart watch for the consumer electronics market.”

**Phase I Tasks and Deliverables (due on Tuesday, 25 October, 2016):**

* Create a medium-size version of the large Company that you analyzed in HW#3, Problem #3. Provide a clear and concise description of your company: vision, mission, business goals, technology strategy, product/market strategy, competitive strategy, developmental goals. (Do not write an essay!)
* Identify technologies and products that are related to your proposed new product/service. The construct functional maps to show the evolution of these new technologies and products.
* Perform a thorough and **specific** competitive analysis of the industry/market landscape for your proposed new product/service: identify competitors, suppliers, buyers, etc. Are you a new entrant? Are you creating a substitute product? Etc. (Suggestion: Start by identifying the industries relevant to your new product.)
* Perform a market sizing (revenue map) and market (customer) needs analysis for your new product/service.
* Create an aggregate project plan, i.e., an appropriate project mix (R&D, core products, etc.), within the context of (1) your developmental goals (2) your market needs analysis, and (3) your technology, product/market, and competitive strategies.
* Perform a preliminary risk analysis of your project mix, using Decision Trees and Decision Analysis, in order to determine which particular product to develop initially.
* Create a well-structured document clearly explaining all your work: goals and objectives; approach or plan; execution or implementation; results and conclusions. Be sure to explain how and for what purposes the results of each task will be used by the team in the new product development and commercialization process.
* Meet with the instructor and/or TAs, on Tuesday, 25 October 2016, to review your work.