Case Discussion Questions:

1. Netflix

Team Assignment questions:

1) Using a table show the changes in both Netflix and Blockbuster's strategy and associated environmental (social, technological etc.) changes at the time. Identify the respective company's strategies according to the differences of the two companies.
2) Compare Blockbuster's and Netflix's revenue streams and profit models.
3) Using the diagram in the study note, draw Netflix vs. Blockbuster Value Networks and Business Models
4) Drawing from answers for question 1 & 2, explain reasons of Blockbuster's failure and Netflix's success.

Discussion questions:

1) Did Netflix do the same jobs for consumers that Blockbuster did? How did this evolve over time?
2) Did Hastings's first business plan work out? How about the second? How many strategy revisions did the company have to make? What caused them to make each shift?

2. Cola Wars Continue: Coke and Pepsi in the Twenty-First Century

Team Assignment questions:

1) Soft drink business has been one of the most profitable business in the history of the industrial world. How can companies that sell colored, sugar water be so profitable for so long?
2) Compare the economics of the concentrate business to the bottling business: Why is the profitability so different?

   To answer the question, apply Porter's Five Force Model analyzing the industry, using the following guides:

   a. Concentrate manufacturing
      i. Barriers to entry – what are they?
      ii. Substitution – How do the soft drink companies get away with charging $1.00 for a product when the "healthy" substitute (tap water) is free?
      iii. Suppliers – Do suppliers have any real power to the concentrate manufacturer? Who are they?
         - Not sugar (added by the bottler)
         - Not water (added by the bottler)
         - Then what really goes into regular Coca-cola?
      iv. Buyers – How much power do they have? Who are the buyers for the concentrate manufacturer? You have to separate immediate customer and final customer of concentrate products.

    v. Rivalry – How can companies make so much money in the middle of a "war"? Who are the major players of the "war"? What are largely focused in the competition? Who has been winning the war?

  b. Bottlers
    i. Barriers to entry – what levels of barriers to entry of bottlers?
    ii. Substitution – Any substitutes for bottlers?
    iii. Suppliers – Who are suppliers of bottlers? Do they have power?
    iv. Buyers – Who are the buyers? (fountains, vending, food stores/supermarkets, and then warehouse)
    v. Rivalry – competition among bottlers?

After you have done Porter's Five Force analysis on both Concentrate business and Bottler, draw a summary on the profitability of each business, Coke and Pepsi's position in the industry and market, then write down what we can take away from this case as a conclusion.

Discussion questions:

3) Can Coke and Pepsi sustain their profits in the wake of flattening demand and the growing popularity of non-carbonated drinks?

3. Amazon

Debate:

Amazon initiated Amazon Prime, Kindle Fire, Fire Phone, Amazon contend development, Prime instant videos, Amazon Art, acquired Whole Foods Market, and announced partnership with Berkshire Hathaway and JPMorgan Chase to improve health care for employees and opened Amazon Go in Seattle. Is Amazon going too far?

Team Assignment Questions:

1) If you were a traditional retailer, how would you respond to the threat from Amazon?

Discussion questions:

2) What drove Amazon's early success? What do you think Amazon will look like 10 years from now?
What was book retailing like at the time?
What did Amazon's bookselling model do for customers? What did Amazon's bookselling model do for its cost to serve?

4. Google Inc.

Debate:

What Should Google Do Next? A choice between two options:

- Focus on the company’s core competence, namely, offering superior search and targeted advertising solutions.
- Focus on its core competence AND diversify into new arenas.

Team Assignment Questions:

1) We talk a lot about first-mover advantage in our strategy courses. But Google was a late mover in search! How did they manage to overcome late-mover liabilities?
    a. Key factors for early success
        i. Category- Search
        ii. Category – Advertising
        iii. Category - Organization
2) Is Google’s unique organization a strength or liability?
3) By 2014, 95% of Google’s revenue comes from online advertising. How many revenue streams now? How important is it for Google to pursue alternative revenue streams? Which alternatives are the most promising?

Discussion questions:

5. Apple

Debate:

Can Apple sustain its IPhone success?

Team Assignment Questions:

1) What, historically, have been Apple’s competitive advantages?
2) What enables them to raise willingness to pay so much above their competition? What have they done to drive down their relative costs?
3) Apply BCG portfolio analysis, analyzing Apple smartphone, personal pc, Apple Watch, Apple TV, and Apple Car.
4) Analyze the personal computer industry. Are the dynamics favorable or problematic for Apple?

Discussion questions:

6. The Walt Disney Company

Debate:

Disney is taking a strategy of international expansion across six regions: 1) Asia, 2) Australia and New Zealand”, 3) EMEA (Europe, Middle-East, Africa); 4) India, 5) Lation America, and 6) Russia. **Should Disney shift from being an “American” brand to being a “worldwide” brand that represents fun childhood and family times that all countries can identify with?**

Team Assignment Questions:

1) What factors contributed to Disney’s uniqueness?

2) What strategic pillars did Robert Iger put in place to grow Disney into the world’s largest Media and Entertainment Company? Detail each strategic pillar and explain why this may or may not be important to Disney’s future.

Discussion questions:

How did Disney create its uniqueness in the Media and Entertainment industry?

2. How is the media and entertainment industry being disrupted?

3. What are Disney's biggest strategic challenges? What recommendations would you give Robert Iger to address the challenges? Be specific.