

STRATEGY TERM PROJECT



The HP Running Case, a related activity for each strategy term project module, is available in Connect.

//// Module 5: Competitive Advantage Perspectives

Competitive advantage leads to superior firm performance. To explain differences in firm performance and to derive strategic implications—including new strategic initiatives—firms must understand how to measure and assess competitive advantage. In this module we will explore how your company applies different frameworks to measure its performance.

1. Based on information in the annual reports or published on the firm's website, summarize what

the firm views as the reasons for its successes (either past or expected in the future). Search for both quantitative and qualitative success factors provided in the report.

2. Does the firm seem most focused on accounting profitability, shareholder value creation, or economic value creation? Give quotes or information from these sources to support your view.
3. Many firms are now including annual corporate social responsibility (CSR) reports on their websites. See whether your firm does so. If it does not, are there other indications of a triple-bottom-line approach, including social and ecological elements, in the firm's strategies?