Professor Arnold’s Seminars for Schroders Graduate Programme

Please note that the contents and order of delivery are modified from one year to the next. However, the following gives a rough idea of what is covered and gives examples of slides used in the presentation.

There are five main topic areas, which take 19 full days to go through.

**Strategic analysis:**

* Day 1. Analysing an industry
* Day 2. Competitive resource analysis

**Strategic analysis:**

**Analysing an industry**

**Seminar 1 The five forces**

Explain the five forces of competition

Threat of entry

Intensity of rivalry of existing companies

The threat of substitutes

Buyer power

Supplier power

Here is one of the slides:



**Seminar 2 Industry Evolution**

Conduct a dynamic analysis of industries, taking account of:

* Technological change
* Learning
* Economic change
* Government legislation and policy
* Social change

Here is one of the slides:



**Seminar 3 Other industry analysis tools**

* Explain the relevance of the industry life cycle to understanding the future structure of an industry
* Apply the ideas of cycles of competition and hypercompetition
* Make use of the radar plot of the five forces
* Describe and employ the strategy clock
* Explain the Boston Consulting Group Matrix and the GE-McKinsey Matrix and discuss their drawbacks
* Compare the advantages and disadvantages of being a first mover with being a second mover

Here is one of the slides:



**Afternoon**

Analyse an industry of your choice making use of the industry analysis tools we have discussed

3.30 p.m. – 5.00 p.m. Five group presentations to peers.

Approximately 10 minutes for presentation, followed by 5 minutes of questions and discussions

**Competitive resource analysis**

**Seminar 1 Extraordinary resource analysis**

* Explain the difference between ordinary and extraordinary resources
* Describe and make use of the TRRACK system for analysing extraordinary resources
  + Tangible
  + Relationships
  + Reputation
  + Attitude
  + Capabilities
  + Knowledge
* To enquire whether the three factors that make resources extraordinary are present

Here is one of the slides:



**Seminar 2 More on resources. Greenwald and Kahn’s approach**

* Illustrate the need for investment in resources and the types of resource investment
* Explain the importance of leveraging resources
* Describe the dangers of overexploitation
* How to focus on the key forces within the five
* Analyse local competitive advantage
* Explain why differentiation advantage is sometimes a myth

Here is one of the slides:



**Seminar 3 Competitive advantage analysis: Greenwald and Kahn’s approach**

* Describe and illustrate the main types of competitive advantages
  + Supply
  + Customer captivity
  + Economies of scale
* Explain that market growth is frequently the enemy of competitive advantage
* To be able to search for the two main indicators of barriers to entry:
  + Stability of market share among firms
  + Profitability of firms within the segment
* Discuss the reasons for WalMart’s success
* Explain Greenwald and Kahn’s approach to valuation – the three tranches of value

Here is one of the slides:



**Afternoon**

GROUP EXERCISE

Analyse a company of your choice making use of competitive resource position analysis and Greenwald and Kahn analysis.

Prepare presentations: Approximately 10 minutes for presentation, followed by 5 minutes of questions and discussions