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## **CHAPTER 6**

# **Business-Level Strategy and the Industry Environment**

### **SYNOPSIS OF CHAPTER**

This chapter extends the analysis of business-level strategy by considering the different competitive strategies that firms can and should adopt as they enter different industry environments. The formulation of business-level strategy does not take place in a vacuum; companies have to consider the reaction of other firms to their competitive moves. The chapter is therefore a necessary addition to Chapter 5 and provides a building block to the chapters on corporate-level strategy.

The chapter mainly examines the challenges of managing a generic business-level competitive strategy in different kinds of industry environments: fragmented industries, embryonic and growth industries, mature industries, and finally declining industries. In each type of industry, there is a discussion of the competitive problems associated with that particular environment and the appropriate strategies that firms can use to tackle those problems.

### **TEACHING OBJECTIVES**

1. Explain why strategic managers need to align their business models with the conditions that exist in different kinds of industry environments
2. Identify the strategies managers can develop to increase profitability in fragmented industries
3. Discuss the special problems that exist in embryonic and growth industries and how companies can develop successful business models to effectively compete

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# Strategic Futuresinstructors Manual

**Guillaume Favre**



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