CSCA6
INDUSTRY ANALYSIS: MATURE INDUSTRIES

1. Perform a situation analysis of Maytag in 1985? How well is it performing financially compared to the rest of the industry? What implications can we take from this analysis for devising its strategy?

2. What is the appliance industry? How would you define it? Who should be included in it for an industry analysis?

3. Prepare within your teams a succinct analysis of the following:
   Develop a five (or six) forces type analysis of the major home appliance industry in 1985. Consider:
   • Market segmentation and patterns of customer buying behavior.
   • Roles and value-added of retailers and wholesalers.
   • Role of suppliers.
   • Rivalry among producers. What form does this take? With what implications for strategic priorities?
   • Role of complementors
   • Is this an attractive industry for incumbents?

4. Does the structure of this industry permit satisfactory returns for reasonably well-managed competitors? Is it likely to do so over the next five years (1986-90)?

5. Consider the 10x-change notion. Did this industry experience any 10x changes during 1976-85? Is it likely to experience any 10x-changes during the 1986-90 period? What does it mean for the industry? What opportunities are available for all members of the industry?