

St. Mira's College for Girls
(Autonomous-Affiliated to Savitribai Phule Pune University)
Subject: Strategic Management
Subject Code: CMAJCSM123527

Semester: I
Year: 2023-24

Unit 3: Skill Development, Employability

ST. MIRA'S COLLEGE FOR GIRLS, PUNE
(AUTONOMOUS- AFFILIATED TO SAVITRIBAI PHULE PUNE UNIVERSITY)

NAME: AQSA SHOAIB QURESHI
CLASS: MCOM PART I
ROLL NO: 6608
SUBJECT: STRATEGIC MANAGEMENT
DATE OF SUBMISSION: 22nd Sept 2023
SUBMITTED TO: SARAH KHAMBATI
ASSIGNMENT 1
TOPIC: SUMMARIZED RESEARCH PAPERS ON HYPER COMPETITION.

RESEARCH TITLE: Waking up to the new era of hypercompetition.
RESEARCHER: Richard A. D' Aveni

LEARNINGS FROM THE RESEARCH:

1. Wholehearted Disruption- No part of the thesis should come as a surprise, but given this context, what might be less obvious is how companies should evolve beyond approaches that are based on maintaining long-term advantages. Success in hypercompetition demands firms to constantly disrupt their own markets, reinvention of products and stay ahead of the rivals.
2. Need for speed and agility- At the other end of the hypercompetitive scale, firms have to act fast and be more agile in making new strategies work. In many cases, the speed of reaction to changes in the market and even their forecasting allows you to achieve temporary competitive advantages and avoid catching up by competitors.
3. Leverage Strategic Alliances- In a hypercompetitive markets, partnerships and alliances are essential. These firms establish internal links or associations with firms in a way that will better enable them to have access to resources, knowledge, and capabilities, which can be used beyond the existing infrastructure of the partners. To battle the large, well-funded keiretsu, Western companies increasingly have turned to strategic alliances.
4. Invest in innovation – Almost by definition, the source of innovation (assuming firms are not still lying in deep trenches filled with long history) is R&D investment. Being a first-mover in hypercompetition can give you an edge but the overall pressure to become better means that your solution must be innovated constantly. However, for technology companies, that sort of investment in R&D is necessary: Microsoft and Intel pour billions into R&D to maintain their place on the cutting edge of the technology industry.
5. Focus on Flexibility and Resilience- In hypercompetitive environments, it is flexibility at all costs. Firms ought to be willing to

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