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  **--sharp eye，wise decision ，your choice**

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**Executive Summary**

1. The Boeing Company.  The Promising Chinese market will help the development of Boeing. Boeing's business structure has a strong anti-risk ability.

We will invest $150000 in Boeing.

2. International Business Machines Corp. IBM is the world's largest multinational information industry, but also the world's largest hardware companies (36.28 billion U.S. dollars), information technology services (193 billion U.S. dollars), and information technology leasing and financing (37.8 billion) company.

We will invest $100000 in IBM.

3. China Mobile Ltd. China Mobile has the largest customer base and a large number of potential customers, the communication network with high coverage and excellent quality.

We will invest $300000 in China Mobile.

4. Novo Nordisk A/S. Novo Nordisk A/S is a very steady company which owns its clearly-aim customers and business. Second, its capital chain is very safe and managed well; this company has an advantage on its research to guarantee itself to occupy its place in market.

We will invest $200000 in Novo Nordisk A/S.

5. Wal-Mart Stores, Inc. As the leader of the retailing, Wal-Mart Stores, Inc. serves customers and members more than 200 million times per week at more than 8,100 retail units under 55 different banners in 15 countries.

We will invest $250000 in Wal-Mart Stores, Inc.

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# Part A Industry Analysis

|  |  |  |  |
| --- | --- | --- | --- |
|  | Denmark | China | USA |
| Economic | Despite the decent economic growth of 2004 ~ 2006, Denmark is economic slump. Because of global financial crisis recently. | China is a major player in the global economy. China’s economic potential is huge. | The US has the largest and most technologically powerful economy in the world. US had been undergoing hardships, and little by little its economy is recovering. |
| Socio-culture | Danes are diligent and outgoing. So they like adventure. | Chinese has a culture of drinking tea. | Many people read newspapers, and they live such a simple life. |
| Global | Denmark provides various international activities. (Ex)UN , NATO , EUAlthough owning many kinds of resource, Denmark has an increasing dependence on foreign countries. | Most countries rely on china. Sometimes, china is as strong as USA | Nowadays every little change of US can affect other countries, When US’s economy recovers, the global financial will recover. |
| Technology | Denmark makes non-polluting energy technology as an alternative. | Foundation is weak, but the technology has an increasing development. | The World War II has brought many benefits to US and nowadays US’s computers and medical facilities, aerospace, and military equipment are advanced |

# Part B Competitor Analysis

## Boeing VS Airbus

In the air fields, especially in civil aviation market, for Boeing, Airbus is the most powerful competitors. Facing the 21st century airliner market trends, Boeing has launched a capacity for 250 people’s 7E7, focused on efficiency; while Airbus is developing the largest with capacity of 840 persons A380, focused on carrying capacity.

Using a large number of synthetic material to do the fuselage, more lighter and stronger and therefore less fuel, efficiency is higher, and then environmental improvements in the cabin, especially the increase in cabin humidity, will be fully seized the opportunity to improve passenger comfort. Has a lower noise.

**Product/service quality dimensions:**

Boeing's business structure has a strong anti-risk ability. In addition to civil aircraft, its defense, aerospace and electronics businesses are second to none in the world and its products occupy an important place in the United States Department of Defense procurement

## IBM VS HP

HP is headquartered in California, Palo Alto; the company has more than 80000 employees. HP's many cities in the United States City, as well as in Europe, the Asia-Pacific region, Latin America and Canada are provided in this Division。IBM Company is headquartered in Armonk, New York, Currently has more than 30 million employees worldwide, operations in 164 countries and regions.

**Product/service quality dimensions:**

In the notebook segment, HP has been ranked on the international Top Ten Brands .The quality of hp computer is good in the world. But IBM computer is better. HP notebook with lower prices and quickly service can attract a large number of users.

## China Mobile VS China Unicom

At present, China Mobile’s biggest competitor is the China Unicom. China Unicom's telecommunications services are relatively inexpensive and it has a wide range of low-end market users. The CDMA networks are more mature, which can be smooth transition to the 3G era.

However, China Mobile has about 4 million customers in the whole of China, far more than China Unicom. And then China 95% of the high-end users focused on the China Mobile. China Mobile’s communication network is with large coverage and excellent quality.

**Product/service quality dimensions:**

Performance: the network is clear, not easy to dropped calls, clear and easy to connect

Flexibility: there have a variety of business for different groups of people to choose. For businessman, students, the aged etc.

Serviceability: the 10086 customer service hotline provides 24-hour service.

Timeliness: Customer Service Center stands ready to solve problems for customers asked.

Completeness: there have a variety of communication services for customers to choose.

## Novo Nordisk A/S VS Eli Lilly and Company

Novo Nordisk A/S is a Denmark-based healthcare company which is specialized in haemostasis management, growth hormone therapy and hormone replacement therapy, whereas Eli Lilly and Company is a company which is adept at antibiotics, central nervous system, diabetes and tumour. What’s more, Novo Nordisk A/S‘s services are mainly about pharmaceutical products and services to patients, the medical profession and society. It is not just a selling-pharmacy company; it is more like a healthy consultant which gives customers much more information about healthy experience and so forth. Last but not least, both of them treat the diabetes mellitus, but Novo Nordisk A/S is more professional.

**Product/service quality dimensions:**

Between Novo Nordisk A/S’s new production--Victoza and Eli Lilly and Company’s new production--Byetta, Victoza’s price is a little higher than Byetta. Recently Victoza has gotten the permission of the US FDA system, which contributes to improve the medicine's security certification and expand its market share.

## Wal-mart VS Target

Wal-mart’s competitive strength depends not only on the “Everyday Low Price” but also on the “Zero inventory”. Most of their target customers are masses. Target’s competitive strength depends on their high end retail goods and graceful shopping atmosphere. What’s more, 80% of Target’s customers are female.

**Product/service quality dimensions:**

Timeliness: Zero inventories mean Wal-mart can offer customers what they want in time while Target uses electronic cash register to manage the inventory. In conclusion, Wal-mart’s service is responded quickly.

Convenience: Wal-mart puts the daily necessities on eye-catching counters, it’s convenient for people to choose and also benefit for Wal-mart to sell more daily necessities.

Consistency: “Everyday Low Price” ensures everyday customers can buy goods at a low price. It‘s more consistency than Target’s “Looking forward to more, spent less”.

# Part C Internal Analysis

**The Boeing Company**

Product: the Boeing 7E7

Features: use synthetic material to do the fuselage, much lighter and stronger and therefore less fuel, efficiency is higher, and more environmental.

Benefits: a special customer service department is available

 The after service is Careful, specialized, fast

 The increase in cabin humidity will be fully seized the opportunity to improve passenger’s comfort.

Price：about 1.275 billion, lower than airbus A380

Business Level Strategy：differentiation strategy

The Boeing Company developed a short-range transport aircraft Boeing 737, the short-haul Boeing 727 aircraft; was later developed a long-range Boeing 707 jet transport aircraft, long-range wide-body Boeing 747 transport plane, and then focus on developing the medium-sized passenger aircraft - the Boeing 7E7.

**International Business Machines Corp.**

Product: IBM Company has been in the forefront of the world's top 500 and the quality ranks first in the world. IBM is the leader in the computer industry and the large / minicomputers and laptop (ThinkPad) achievements of the most attention.

Features: high quality and quickly service is IBM computer’s feature. IBM computer can be used 10 years at last.

Differentiation strategy: the quality of IBM computer is very high and so is the price. High-quality and high standard of service to attract consumers。

**China Mobile Ltd.**

Product: Mobile communication services

Features: Have a variety of business for different groups of people to choose. The latest 3G business is powerful, have a wide range of services.

Benefits: People can enjoy a variety of targeted services; have a high degree of freedom

Price: For different businesses have different fees and charges. Have a high discount, easy to be accepted.

Business Level Strategy: Differentiation strategy

The implementation of age-based differences in marketing，Launched the "M-Zone", "Business Link", "Digital Paradise" three customer brands，In contrast with "M-Zone" more low-end market positioning, "Business Link", provides mainly for business people, including GPRS and W-LAN and other means of access, simultaneous voice, short message, E-mail, fax, text message and image transmission of information . "Digital Paradise" is the launch customer for the group, to provide enterprises, including mobile office, GPRS industrial applications such as enterprise-level services.

**Novo Nordisk A/S**

Dating back to its first foundation, Novo Nordisk A/S has a special and unique corporate culture. At the same time, its own business style is formed. Maybe its own special culture and style are played a key role in its competitive strength. Novo Nordisk A/S’s most powerful weapon is super-science research which includes more than 4000 people all over the world. Every year, it will spend 500,000,000 euro on its advanced research. Novo Nordisk A/S is using a different strategy. The medicine of Novo Nordisk A/S has a comparatively high price and a powerful effect on treatment, which is the feature of its different strategy.

**Wal-Mart Stores, Inc.**

Wal-mart has its own satellite system and advanced logistics systems to ensure its timely allocate cargo. Each of the Wal-mart has a large area of shopping environment and it makes people find everything they want easily. Wal-mart is using a cost leadership by direct purchase, offering all kinds of goods at a low price and companies on price.

# Part D Customer Analysis

**The Boeing Company**

Segmentation Analysis

Boeing did not only put in larger aircraft but also increased mid-sized passenger aircraft，market positioning will be shifted below the rank of the 100-seat regional jets. Increase in non-stop flights and increase the density of flights. In addition, it pays more attention to Chinese market.

Loyalty Program

To build a huge customer service system, Boeing set up a special customer service department in order to provide logistical support for more than 7,000 Boeing aircraft in the world. Boeing established a customer training group, training pilots and aircraft maintenance personnel for clients around the world. The after service is Careful, specialized, fast.

Motivating Needs

Based on the market to determine the future of civil aviation is a "small model, multi-frequency"，Boeing focus on developing the medium-sized passenger aircraft - the Boeing 7E7. The Boeing 7E7 will allow airlines to offer passengers more affordable, comfortable, non-stop, point-to-direct flights and connections to more destinations worldwide demand. And then focus on Asian markets. In this way they can attract new consumers.

**International Business Machines Corp.**

The pursuit of higher income quality and service people will choose the IBM computer. IBM always ahead of technology, excellent management and unique products that lead the development of the global information industry to ensure that virtually all industries worldwide customers a full range of information processing needs. Specifically for the needs of SME customers to design, developing and pricing. An online version of Lotus software, through the so-called could compute model to attract new customers.

**China Mobile Ltd.**

Segmentation Analysis：

China Mobile divided the market into the individual market, the family market and the Group's three categories of customer market.

In the individual market, China Mobile launched the Go-Tone, and M-Zone, Easy- Own three brands, were aimed at high-end customers, the low-end customers and the fashion man, three types of mobile phone users.

The main products for the home market are Affection Number.

Customer markets for the Group’s products are mainly short number colony net, mobile switchboard, etc.

Loyalty program:

Pay special attention to the interactive communication, and customer service experience feelings, and then enhance the brand value to increase customer loyalty.

Motivating Needs:

In the individual, family, group, industry, information technology market, the full introduction of 3G applications, to increase the promotion of innovative 3G services. Let customers fully enjoy network.

**Novo Nordisk A/S**

Novo Nordisk A/S’s customers are very steady because of its special position. Most of them are people who get the diabetes mellitus. Most of their ages are above 40 years old. And they have a middle-income. With Novo Nordisk A/S’s spread all over the world and the increased number of people who get the diabetes mellitus, its customers will be more and more. The only question may be the high price. So cash down the price to expand its advantage in a specialized area is the most challenge in front of this company’s executives.

**Wal-Mart Stores, Inc.**

In America, the customers of Wal-mart are people who earn 40000 dollars a year. They think they could buy various goods cheaply in Wal-mart. Wal-mart can carry out market investigation among customers and have its own special customer management systems. Wal-mart can also keep touch with the VIP and hold some activities to show its passion.

# Part E Recommendations

**The Boeing Company (15%)**

The Promising Chinese market will help the development of Boeing. Boeing's business structure has a strong anti-risk ability. In addition to civil aircraft, its defense, aerospace and electronics businesses are the world’s top, its products in the United States Department of Defense procurement occupies an important place.

**International Business Machines Corp. (10%)**

IBM, the International Business Machines Corporation. founded in the United States in 1914, is the world's largest multinational information industry, but also the world's largest hardware companies (36.28 billion U.S. dollars), information technology services (193 billion U.S. dollars), and information technology leasing and financing (37.8 billion) company. IBM's business restructuring since 1993 has increased the market value of 73 billion U.S. So we invest in IBM.

**China Mobile Ltd. (30%)**

China Mobile has the largest customer base and a large number of potential customers, the communication network with high coverage and excellent quality. Being fully into the 3g mobile market, operating performance and strong cash flow generation capability, which will be the company's future development to provide adequate support, while also providing shareholders with a favorable cash return

**Novo Nordisk A/S (20%)**

Choosing a company, the most important problem is its ability to make profit and how much money it will gain through such a long capital circle. First of all, Novo Nordisk A/S is a very steady company which owns its clearly-aim customers and business. Second, its capital chain is very safe and managed well. What is more, this company has an advantage on its research to guarantee itself to occupy its place in market. So we invest in Novo Nordisk A/S.

**Wal-Mart Stores, Inc. (25%)**

After the economic crisis in 2008, the sale of luxury goods reduced greatly. But the demand of daily necessities is still increasing. As the leader of the retailing, Wal-Mart Stores, Inc. (NYSE: WMT) serves customers and members more than 200 million times per week at more than 8,100 retail units under 55 different banners in 15 countries. With fiscal year 2009 sales of $401 billion, Wal-Mart employs more than 2.1 million associates worldwide. So we invested in Wal-mart.