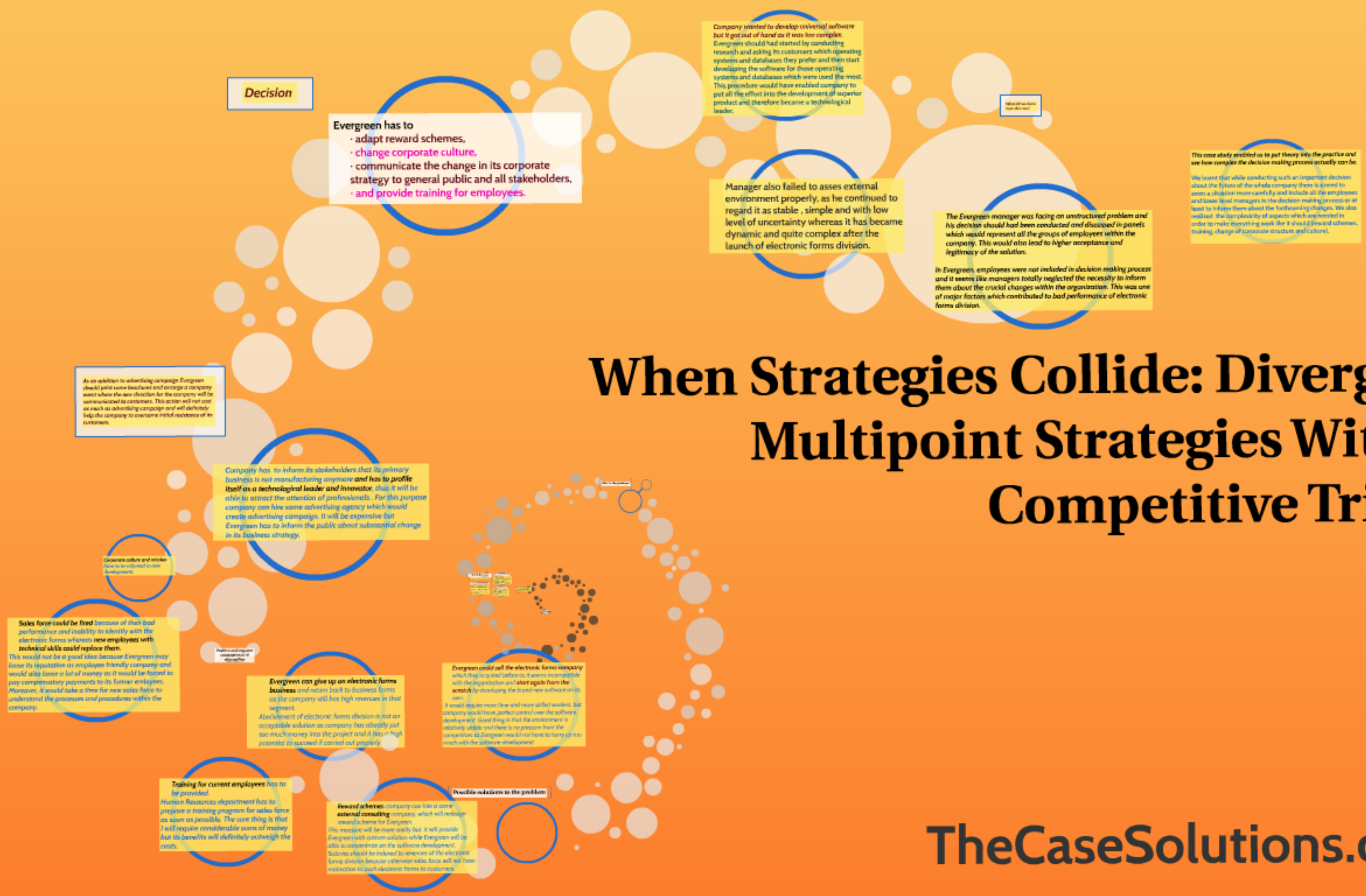

When Strategies Collide: Divergent Multipoint Strategies Within Competitive Triads

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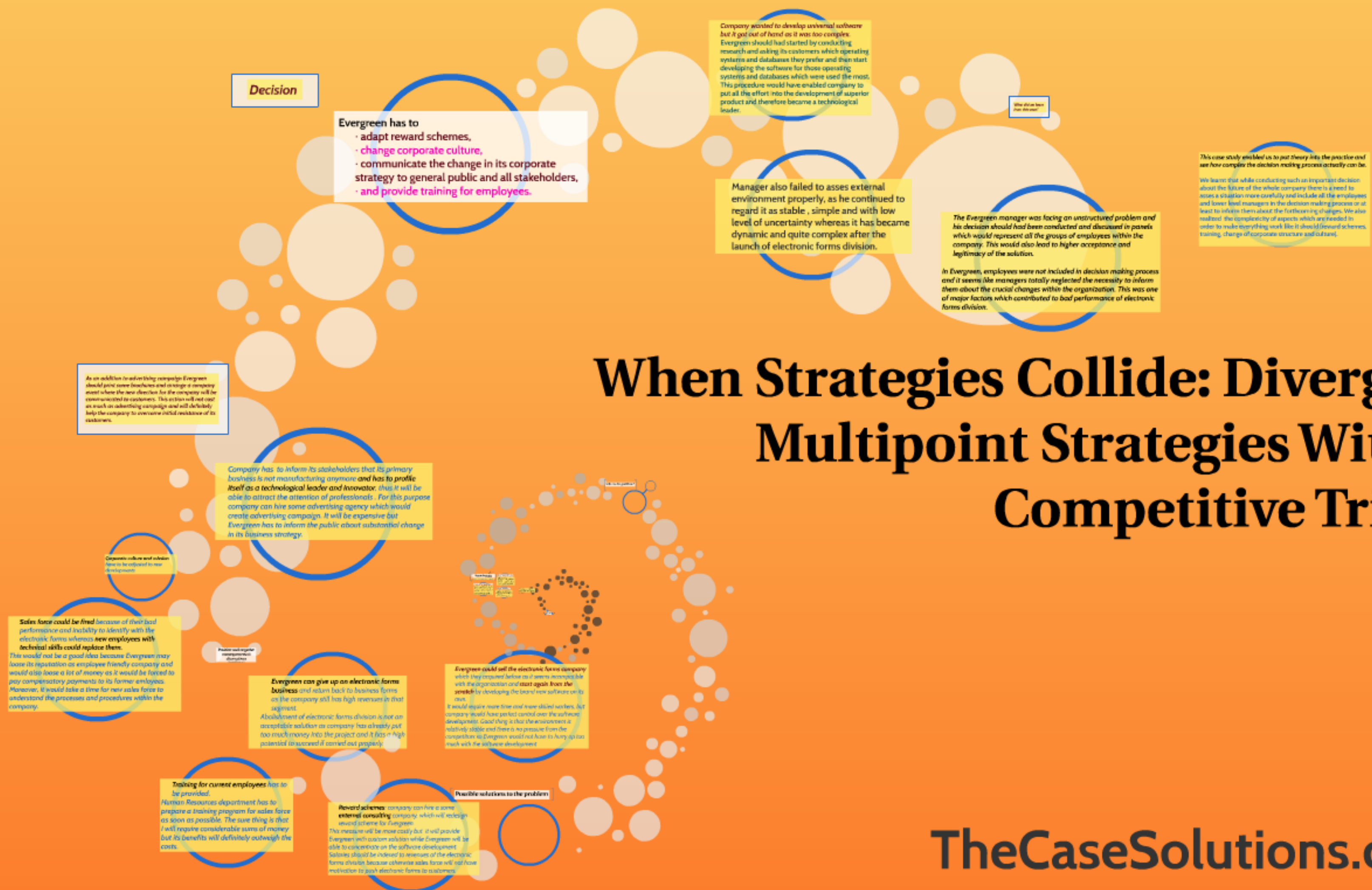

When Strategies Collide: Divergent Multipoint Strategies Within Competitive Triads

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About the facts

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Evergreen preferred to change their strategy

There were many results proved that electronic transition would not be a good fit for Evergreen.

1. Evergreen would not control the product. Necessary customer customerization would be under the software provider's control,

Evergreen was a large business printing company in America.

Evergreen provided four main product lines

- 1st = Printed business forms
- 2nd = Direct response printing : product catalogs, credit card offe
- 3rd = Office products : legal pads, computer paper, ink jet cartridg
- 4th = The Label division : bar-coded shipping labels, bank stock la and airline bag tags

According to these product lines that cover many business, Evergreen h success with annual revenues of $ 800 million.

Evergreen was very successful in its activities before the acquisition most profitable area before the acquisition was manufacturing of business forms. Company has decided to enter the market with electronic forms.

The external environment variables that related to Evergreen electronic forms transition

1. Cost and source of paper, both of which were were controlled by Evergreen paper suppliers and contractual obligation customer base.

ergreen believed that after they changed into electronic ms, they could reduced these variables by indexing produ the market paper price.

2. There was low uncertainty in the technology.
3. Customer needs

Manufacturing of business forms was suffering in consequence of electronic forms division introduction. Being customer oriented company it can be interfered that highly loyal and skilled sales force was a valuable asset of the company.

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There were many results proved that electronic transition would not be a good fit for Evergreen.

1. Evergreen would not control the product. Necessary customer customerization would be under the software provider's control, and Evergreen might not be able to meet customer needs.

2. The existing electronic forms product was targeted at the retail market and not viable commercial product for deployment across an enterprise.

3. The electronic form products included many defects. Evergreen was unwilling to release a defective products to its customers

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Positive and negative consequences of alternatives