

## **DR PEPPER SNAPPLE GROUP: FIGHTING TO PROSPER IN A HIGHLY COMPETITIVE MARKET**

### **DISCUSSION QUESTIONS**

1. What are some of the advantages and disadvantages for a company from being part of a multinational conglomerate like Cadbury as opposed to being an independent company?
2. Are there any advantages to being a number 3 firm in an industry?
3. What is Dr Pepper Snapple's (DPS) business strategy? How well is it working?
4. What resources does DPS possess that give it a competitive advantage, if any? What should the company focus on in the future to develop resources that will lead to a sustainable competitive advantage?
5. Are DPS brands different enough to require a different approach to the market for each one? What synergies does the company enjoy across its brands?
6. Based on his background, is Larry Young the right person to be leading DPS right now? Why or why not? What are the advantages and disadvantages of having a CEO who has spent his/her whole career in the industry?
7. What are the major trends influencing the beverages industry right now? Is DPS well positioned to take advantage of these trends?
8. Do you believe DPS will perform better in the future by forming more cooperative alliances with the top two competitors or by taking them head on?
9. Should any of the DPS brands be divested? Should DPS diversify into other products? If so, which ones and why?