

STURM, RUGER & CO. AND THE U.S. FIREARM INDUSTRY

DISCUSSION QUESTIONS

1. How would you describe Ruger's business model? Is Ruger's business model similar to its competitors? If not, how does it differ?
2. Is Ruger's concentration on a single industry a strength or a weakness?
3. Who are Ruger's key stakeholders?
4. To the extent described in the case, explain how well Ruger manages relationships with each of its key stakeholders.
5. Describe a strategy through which Ruger could co-create more value with customers? Employees? Communities? Co-creation implies a win-win strategy – the stakeholder wins and the firm wins.
6. What are the key success factors in this industry? How well does your company do on each of these factors relative to its closest competitors?
7. Does the company possess any tangible or intangible resources that give it a competitive advantage against its closest competitors? What are they? Are they sustainable?
8. How fast is Ruger growing? Outside of the key success factors, what else is driving or stifling growth?
9. Describe three different ways the company could grow. Evaluate them against each other and come to a recommendation about which one is best.
10. How might Ruger address major threats or opportunities coming from trends in the external environment?
11. If you had money you wanted to invest, would you invest in Ruger as of the time the case was written? Why?