

lululemon athletica, inc.

ASSIGNMENT QUESTIONS

1. How strong are the competitive forces confronting lululemon in the market for performance-based yoga and fitness apparel? Do a five-forces analysis to support your answer.
2. What does your strategic group map of the performance sports apparel industry look like? Is lululemon well positioned? Why or why not?
3. What do you see as the key success factors in the market for performance-based yoga and fitness apparel?
4. What does a SWOT analysis reveal about the overall attractiveness of lululemon's situation?
5. What are the primary components of lululemon's value chain?
6. What are the key elements of lululemon's strategy? If you have previously covered the Under Armour case, what features of lululemon's strategy stand out as being different from the strategy at Under Armour?
7. Which one of the five generic competitive strategies discussed in Chapter 5 most closely approximates the competitive approach that lululemon is employing?
8. What does the data in case Exhibit 1 reveal about lululemon's financial and operating performance?
9. What 3-4 top priority issues do Christine Day and lululemon management need to address?
10. What recommendations would you make to lululemon CEO Christine Day? At a minimum, your recommendations should cover what to do about each of the top priority issues identified in question 9.