

How to Compute the Index Score Value and How to Document it in the “2-3-6 Scoring Table” [COMPANY_236_ScoringTB.doc]?

1. Discuss and understand the “2-3-6 Value System for Digital Content and Electronic Channel System Analysis.”
Use course literature and class notes (e.g., Schlueter Langdon and Shaw 2002; IOM 538 Spring 04 Lecture Notes). Play through the Interactive Animation of the 2-3-6 concept, which is available at: http://www.ebizstrategy.org/Research/Projects/Pr96_236/Pr96_236.htm.
2. Discuss and understand each 2-3-6 Building Block (e.g., inputs/outputs, scope of business activities, core assets). Use aforementioned course literature and class notes.
3. Understand target COMPANY’s businesses.
Use **Hoover profiles** (available through your USC Marshall School electronic resources; <http://www.marshall.usc.edu/>, Library, Electronic Resources).
Print Hoover profile.
Create a **manila folder** and label it “**COMPANY 2-3-6 References Folder**”.
Add Hoover’s COMPANY profile print out to the “COMPANY 236 References Folder.”
4. Match a target's businesses with 2-3-6 Building Blocks (BBs):
 - 4.1 Does target have assets and skills in a 2-3-6 BB category?
 - 4.2 And/or does target generate revenue in a 2-3-6 BB category?Use the "**Detailed 2-3-6 Value System Map.**"
5. (1) For each year and (2) each 2-3-6 BB of target COMPANY perform the following:
 - a. Access the strength of competence relative to peers (in same BB category).
Competence is defined as “the quality or state of having requisite or adequate ability or qualities or the capacity to function or develop in a particular way” (Webster 2004).
For a discussion of the concept of "Core Competence" please use course literature and lecture notes, particularly, Prahalad and Hamel (1990).
For background information about your target COMPANY’s BB competencies please search for and obtain **newspaper or magazine articles**, at least **3 per year** (not per BB!).
You can use newspaper articles from *The Wall Street Journal* and *The New York Times*, and magazine articles from *The Economist*, *Wired Magazine*, *Business Week*, *Harvard Business Review*, and *Sloan Management Review* (available through your USC Marshall School electronic resources).
 - b. Assign a best estimate, preliminary Index Score of 0, 1, 2, 3 or 4:
0 = no competence, 1 = weak, 2 = average, 3 = strong, 4 = top.
 - c. Use “**2-3-6 Scoring Table**” [file named COMPANY_236_ScoringTB.doc] to document your preliminary Index Score value as the result of your analysis together with key arguments that lead to your conclusion.
Enter your preliminary score, key arguments and short references of the 3 sources in respective categories (LAST NAME AUTHOR/NAME OF INSTITUTION YEAR, PAGES XX-XX) (for an example of how to reference properly please visit: <http://www.ebizstrategy.org/Teaching/538/assignments.htm>, go to “Use of Required Readings,” Text).
 - d. Update your **digital “COMPANY 2-3-6 References List,”** which is sorted alphabetically [file named COMPANY_236_Refs.doc].

- e. Add a **copy of each article** to the alphabetically sorted “**COMPANY 2-3-6 References Folder**,” manila folder.
6. After assessing each 2-3-6 BB competence of target COMPANY for all years please review your summary of all preliminary assessments and finalize Index Score values.