

# The Shifting Source of Competitive Advantage

WHAT ELSE CAN WE MAKE AND SELL?

WHAT ELSE CAN WE DO FOR OUR CUSTOMERS?

UPSTREAM ACTIVITIES				DOWNSTREAM ACTIVITIES		
Sourcing	Production	Logistics	Innovation	Shaping Customer Perception	Innovation	Building Accumulative Advantage
Contract with lowest-cost suppliers	Reduce costs/ maximize scale and throughput	Optimize supply-chain and distribution efficiency	Build better products	Define competitive set Change purchase criteria Build trust	Tailor offering to consumption circumstances Reduce customer costs and risks	Harness network effects Accrue and deploy customer data

**FIXED COSTS, CUSTOMER VALUE, AND COMPETITIVE ADVANTAGE ARE MOVING DOWNSTREAM**

# What Is Strategy Harvard Business Review

**R Pring**



## **What Is Strategy Harvard Business Review:**

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tension leg platforms tlps are floating platforms that combine the buoyancy forces generated by displacement resulting from the draft submerged part of the hull with the tensile forces generated by tubular cables connected to the hull and anchored on the seabed

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jun 30 2018 a tension leg platform which is called tlp in short is a type of fixed platforms that is anchored to the seafloor the deck platform and the hull of ltp s are connected to the foundations

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may 15 2022 the tension leg platform tlp is a type of offshore floating structure that is permanently attached to the seabed by pretensioned vertical tethers or tendons the tethers are kept continually taut by the excess buoyancy of the platform the responses caused by external excitation force is called the forced vibration

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tension leg platforms tlps are bottom founded floating structures which are moored at the seabed by steel tethers connected to driven piles under the action of wind waves and current a tlp moves like an inverted pendulum with negligible heave pitch and roll motions and maintains a near constant distance between the platform and seabed

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tension leg platform a tlp refers to the platform that is held in place by vertical tensioned tendons connected to the sea floor by pile secured templates

