Template for MBR Industry Analysis (IA) Submission

# Overview

An MBR IA article is expected to:

* Describe an industry of practical importance to managers, specifying the geographic and conceptual boundaries of the industry
* Identify relevant sources of information regarding that industry, which are likely to include both databases, trade publications and research publications
* Report the results of an industry analysis conducted by the author(s)
* Present a summary of the key insights of that analysis from a the practitioner’s viewpoint
* Speculate on how that industry is likely to change in the near and long term future

Such an article would normally be around 5 to 15 pages, not including tables and graphics.

Acceptance of an MBR IA submission will take into consideration:

* The likely degree of managerial interest in the industry being profiled
* The potential relevance to a broad range of industry stakeholders, including participants, suppliers, customers, regulators and the communities being served
* The quality of the analysis being performed
* The degree to which various industry stakeholders are likely to be unaware of the findings
* The degree to which the findings go beyond mere projection of current trends
* The degree to which it would be realistic for stakeholders to apply the findings in the course of their decision-making
* Presentation of findings in a manner likely to engage readers.

# Instructions

* Save this document under the name to be used with the IA submission
* Delete the “Instructions” page
* On the first page, replace the generic information with your specific information:
  + Leave the “Industry Analysis” heading
  + Title: Use the **Title** style, centered.
  + (Author information will be submitted in the review system)
* Styles should be used for all headings
  + Main headings should use **Heading 1** style
    - Sub headings should use **Heading 2** style
      * **Heading 3**, Etc.
* Graphics should be embedded as .jpg, .gif or .png images. Do not use Office drawings.
* References should be listed at the end, in APA format
* Fill in the information specified in the **Reviewer Appendix** at the end of the template. This information will not be included in the published version of the article, but will be used during the review process.

Industry Analysis Cover Page

Industry Analysis: The Title Goes Here

# Tagline

In this section, place a 25-50 word paragraph that captures the importance and potential applicability of the industry and types of analysis being conducted. This will not appear in the article itself, but will be used in the contents.

# Keywords

Put 5-10 keywords that will be used to index the article and make it easier to find when a search is done.

# Executive Summary

A 150-250 word summary that summarizes the nature of the industry being analyzed, they types of analysis being performed and the key findings of the analysis. This will appear at the beginning of the article.

Industry Analysis

Industry Analysis: The Title Goes Here

# The Industry

An IA article will normally begin with a brief description of the industry being analyzed. Of particular importance is specifying the boundaries (e.g., local, regional, national, or global; types of products or services being considered; specific segments being targeted) to which the analysis is being applied. Charts and graphics illustrating industry scope and present direction (e.g., sales, trends) are encouraged.Where increasing the scope of the industry being considered would potentially reduce the quality of the analysis being performed, it is nearly always better to opt for higher quality, as the description of the types of analysis being performed may, in itself, serve as a useful inspiration to researchers considering similar studies.

# Stakeholders

An overview of the important industry stakeholders, including competitors, suppliers, customers, regulators and the community. Authors have latitude in choosing to add or omit different types of stakeholders, as their relative importance will vary considerably across different industries. After a manager has read this and the prior section, he or she should have a clear sense of what the author(s) mean by “the industry”.

# Method

A summary of the activities involved in conducting the industry analysis. This should include elements such as:

* The investigator(s) background
* Sources of information used in the analysis (e.g., public data, interviews, industry reports, trade journals, research articles)
* Steps in the research protocol, including data gathering, analysis and interpretation.
* Any analytical tools (e.g., conceptual, software) employed in the protocol

Upon reading this section, which should be less than a page, a manager should be able to make an assessment of the rigor of the industry analysis. *Note:* A more detailed description of the protocol is required as part of the Reviewer Appendix.

# Analysis

The industry analysis is performed. It is expected that the section will have multiple subheadings dealing with different aspects of the analysis. Because tables and graphics are encouraged in this section, these will not count against the author in the event the nominal 15 page limit for the manuscript is exceeded.

Authors should tailor their analysis to the specific nature of the industry. In some cases, it may make sense to include widely used analytical frameworks (e.g., SWOT, Growth-Share, 5 forces, Diffusion S-curve) while others may benefit most from novel analyses based around the available data.

# Discussion

Where possible, the findings of the analysis should be discussed. Of particular interest in this discussion would be two particular items:

1. What the analysis suggests about the future of the industry, particularly where a change from prevailing trends is indicated.
2. How the findings of the analysis relate to the existing research literature. In this case, findings that either support or conflict with academic research results would be of interest.

In the event these items are largely addressed within the analysis itself, the discussion section may be omitted.

# Conclusions

The summary of the key takeaways from the IA. Normally, these should be under a page and should be sufficiently self-contained that a reader can jump to them and still understand them.

# References

APA format should be used for all references.

# Reviewer Appendix

The reviewer appendix is not published with the article, but it is a critical component of the review process. It is required to allow the manuscript’s reviewers to assess whether the IA was conducted according to standards of rigor consistent with publishable research. The author(s) should fill out each of sections that follows.

# Background

Explain the process through which the decision to perform the IA was made.

# The IA Protocol

Provide specific information on the IA protocol beyond the summary presented in the article itself. This is likely to include:

* Describing the process through which specific data sources were identified. Of particular interest will be an explanation as to why some were used and some were rejected.
* A detailed description of how the research and trade literatures were employed in the study, including specific information on what databases were searched and what queries were used.
* A listing of industry, government and other sources (e.g., Chamber of Commerce) data sources that were available and the type of information contained in each.
* Where it is not self-explanatory in the manuscript’s analysis, a description of the process used to compile summary data, graphics and charts presented in the body of the paper.

# Permissions

The author(s) of a manuscript is responsible for acquiring necessary permissions prior to publication. For interviews, these permissions are likely to involve permission to use any external materials (such as graphics or extensive quoted content) that are included in the discussion.

Particular care should be taken when copying images. Even when it is claimed that they are available to copy, it is not always the case that the site displaying them has the right to make that claim. When copying a graphic, if there is any doubt you can recreate the graphic (using your own styling) in PowerPoint or some other tool, then cite the source as “Adapted from {source citations}”.