Using the readings up through Class 03, and focusing on the case "Knights Apparel and the Alta Gracia Factory", answer the following questions.

**What are the challenges to creating competitive advantage in the Russian Ice Cream market?  (Be sure to "use" 5-Forces).  How well positioned is Ice Fili compared to its key competitors? (Be sure to draw upon What Is Strategy, Creating Competitive Advantage & Analyzing Relative Costs.)**

Grading is based on three main areas: integration of case and concepts (60%), integration of other cases & concepts (20%) and clarity / language (20%). See the assignment grading rubric.

Your essay must not exceed 1-page, single spaced, 1-inch margins, 12 point Arial font. You may have an additional 2-pages for graphs or charts and 1-page for a works-cited page.