Strategy in Competitive Markets Learning Objectives

Key Takeaways

• Assess the competitive landscape in your industry
• Diagnose and design a competitive-level strategy
• Evaluate corporate-level strategies
• Understand the importance and the challenges of corporate “intrapreneurship”
• Diagnose and design business models for new growth
• Outline strategies for strategic repositioning

Session Objectives

Introduction & Building Blocks: Industry

• Outline the purpose of industry analysis
• Evaluate the factors that affect profitability
• Understand how technology revolutionizes industry structures

Introduction & Building Blocks: Business Models

• Identify the components of a business model and why they matter
• Introduce Hypothesis-Driven Entrepreneurship and Lean Startup concepts

What is Strategy? Competitive Positioning

• Review a case study on strategies for competitive positioning
• Determine the effect of internal activities on competitive advantage

Strategic Value Curves

• Use strategic value curves to bring customer centricity into strategy formulation value
• Review key tests of effective competitive strategies

Competition Extended: Network Effects

• Understand the value companies can realize through their networks of suppliers, competitors, complementors and customers
• Discuss a variety of case studies that explore both positive and negative network externalities on product and business success

Entrepreneurship & Strategy

• Explore a case study on entrepreneurial leadership
• Define the difference between management and entrepreneurial leadership
• Discover effective strategies for change management

*subject to change
Intrapreneurship & Incubation
- Assess competitive market drivers
- Examine how Intrapreneurship occurs in large companies
- Differentiate between incubators vs. accelerators
- Outline the core elements of how to implement intrapreneurship and incubation

Silos & Leading Across Organizational Boundaries
- Describe the role of power & influence in effective strategy implementation
- Develop a sophisticated political map of key stakeholders
- Understand the importance of building alliances
- Plan a comprehensive influence strategy

Corporate-Level Strategy: M&A
- Understand the strategic logic of mergers and acquisitions
- Analyze the potential for value creation in M&A
- Discover key lessons of successful M&As
- Clarify the distinction between competitive- and corporate-level strategies
- Strategy-setting in the multi-business company

Pulling it Together
- Integrate all material from the program and create a template for a strategic analysis for your organization

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