C0 – Introduction to the course

GEST - 468 & MISM
Strategy & Strategic Analysis

Pr Bruno Wattenbergh
WHAT DO YOU GET WHEN YOU COMBINE COGNITIVE BIAS WITH INACCURATE INFORMATION?

OUR BUSINESS STRATEGY! HAHA–HAHAHAHA!!!

I GUESS I SHOULD KEEP MY DAY JOB.

GOOD LUCK WITH THAT.

Sign in for Dilbert daily cartoon [http://www.dilbert.com](http://www.dilbert.com)
Who are you?
Objectives of the course?

- Understanding the Strategic Imperative to **create**, **deliver** and **capture** value; understand what is - and where are the sources of - **competitive advantage**; defining strategy and other relevant elements as vision, mission statement, value; discover methodologies to understand “Business models”, to analyze environment and understand **industries dynamics**; understand the challenge to implement and execute strategy. Consider to be a “strategist” …
MISM

- 1 Introduction session
- 10 courses of 3 hours
- 1 revision session
- 1 exam of 3 hours (2 x 1.5h)
- 1 option session on “The Pitch”

Master 1

- 1 Introduction session
- 18 courses of 2 hours
- 1 revision session
- 1 exam of 3 hours (2 x 1.5h)
- 1 option session on “The Pitch”
• Reminder !

Le concours Start Academy c'est quoi ?

Tu as une idée d'entreprise et tu veux t'initier à l'entrepreneuriat ?

Tu as une équipe d'étudiants ou de jeunes diplômés ?

Tu veux vivre une expérience unique et peut-être gagner jusqu'à 20.000€ ?
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Teaching methods?

- **Theory**:
  - Most of theory comes from own readings + slides **AFTER** the course
  - Slides sent to course secretary or website
  - Base of theory in the books (2)

- **Practice**:
  - As much as possible
  - A lot of exchange in class (attempt / points)
  - Some homework … and a lot (a lot) of readings
My objectives?

✓ Let you understand clearly what strategy is
✓ Give you a large overview of strategies & methods
✓ Illustrate with a lot of cases + Let you practice in one integrative case
✓ Make sure you develop a culture about strategy
✓ Create reflexes you can use when reading or when you will be in a managing position
@ each new course ...

You give me some takeaway from the previous course!

Cold calls ...

Come on! Dare ... 😊
Functioning of the Strategy Course?

• Take away from previous class → Cold call
• You will be reading HBR & MIT Sloan articles (+- 13)
• You will prepare Case studies (active reading + notes)
• We debate extensively the case in class → Q&A / interactions (participation to class noted for final course grade)
• Guest speakers commenting the case → interact please !!!
• Assignments Integrative case → pick a company, analyze it @ each course, diagnostic to be presented at the last session in video and .ppt (noted for final course grade)
Readings?

• A lot of HBR text to read … (a lot) … (see secretary)

• Part of the theory (most of) comes from those texts to read …

• Manage your time …

• Watch your English vocabulary (use on-line dictionary) …

• Highlight in color …

• Discuss in group if possible …
Case studies

- Some case readings
- According to the course topics
- Transversal sometimes
- Interactions with students (noted)
- Videos @ cases method @ the end of this session (4 videos)
- See your secretary for case (own buy or library) 😞
Harvard Business Review

One exam questions about an article on strategy of HBR in English: October, November, December.

Buy it, borrow it, read it online.

You can ask what I call an article on strategy.

We can talk about it in class if you want / ask...

http://hbr.org
Assignment for the next course

• Describing what is expected from you for the next course … :
  – Reading a text or a case + prepare
  – Integrative Case
  – Questions for guest speaker

• Understand it & Do it … + Allocate enough time …

• Talk about it with the others …
Integrative case: Strategic Diagnostic of a chosen company

• Pick-up a great company (choice to be validated)
• With available data’s (not in the “case list” see slides), annual reports, …
• Collect data’s, understand the model, …
• @ each course find out relevant info’s to understand the company
• Build progressively a structure to present @ the end of course / video
• Sketch the strategy in 10 slides max – structure up to you !!!!
• Present collectively @ end of course with a video
• 30% of the final grade: “it matters” 😊
• Watch the “source and paste” temptation 😊
Integrative case: your chosen company

Elements to identify and think about?

1. Form a group ASAP and choose a company (see list of exclusion)

2. Think about your case and take some note about your case while in course

3. Write down question to search for after the course

4. Talk about it & debate with your group members

5. Don’t get lost … try to work parallel to the course
Integrative Case: grade & presentation?

- Presentation of the strategy of the chosen company
- 10 – 12 pages .ppt – structure up to you!
- Be creative … or not
- 1 page with sources
- 1 video of max 10 minutes (Movenote, youtube, of whatever you want)
- Deadline given later …
Potential Exam questions?

• **Indicative** questions for the final exam will be given at each session …

• A “revision session” will be offered at the end of the courses in December …

• An example of previous examinations will be shown as example of excellent integrative cases videos.
Relevant book section?

• Relevant theory from the 3 books will be indicated @ each section of the course …

• Don’t hesitate to consult the books if you are lost or if you want to go further than what is explained in the slides …
Books to acquire:

2. Business Model Generation
3. The Strategist
Other recommended books:

Key Strategy Tools: +80 tools for every manager to build a winning strategy

Competitive Advantage: Creating and Sustaining Superior Performance Hardcover

Competitive Strategy: Techniques for Analyzing Industries and Competitors

Strategic Transformation: Changing While Winning Hardcover (Chapter 1, 7 & 8 in particular) by Manuel Hensmans + …
Final grade?

- Participation to the course 5%
- Integrative case 30% (Video + .ppt)
- Final exam:
  - Theory – restitution – individual open questions 50%
  - Exercise – collective – Business Model Canvas 15%
Companies no to be chosen

- Yahoo
- Henkel
- Inditex (Zara)
- Apple
- Spotfire
- Ducati

- Harley Davidson
- Coca-Cola
- Pepsi-Cola
- Nissan
- Renault
- Ryan Air
- Ikea
Secretary of the Course?

• Elected or not?

• Communicate with me …

• Distributing material … (Bus Case 😞)

• Confirming assignment …

• Organizing optional session …

• Organizing revision session … if you want …

• …
How to contact me?

Pr. Bruno M. WATTENBERGH

- bwa@impulse.brussels or bruno.wattenbergh@skynet.be / @gmail.com
- Skype: wattbru (if connected and you need me give a try)
- Personal Assistant:
  - Dominique Esther – des@impulse.irisnet.be - 02/800.00.55
- Urgent matters: +32475266770
Case teaching (1) ? [http://www.hbs.edu/videos/inside-the-case-method.html]
How to prepare a business case? [https://www.youtube.com/watch?v=ZsH4siQGp9I](https://www.youtube.com/watch?v=ZsH4siQGp9I)
How to prepare a business case and how not to?
https://www.youtube.com/watch?v=tauV48IEcgC
Tips @bout business case resolution?

1. Start reading the questions …
2. Invest (a lot) in reading the case …
3. Put yourself in the protagonist shoes …
4. Consider the exhibits and if necessary crunch the numbers …
5. Don’t be satisfied with your first conclusion …
6. Talk about your conclusions in group …
7. Develop a persuasion strategy …
8. Case Solutions on the Web?
Watch the « cold call » !

• Beginning of the class … cold, sleeping ?
  → Cold Call 😞 might be you !

• Tag with your name : no tag : no point for participation ! 😞

• Dare … and try to develop your arguments …
A lot of reading → manage your time!
Working on a PDF Case?

1. Print and …
   - Stabilo?
   - Pencil?
   - Both?

2. Use a PDF program?
   - PDF Professional
   - iannotate PDF
Assignments for the next session (C1)

Case to prepare?

WSJ & Yahoo Peanut Butter Manifesto of Brad Warlinghouse VP of Yahoo.

Try to identify which elements of the text can be qualified as “strategic”?
Readings for next session?

- HBR: What is strategy?
- HBR: Can you say what strategy is?
- Book Exploring Strategy 9th Edition:
  - Pages 3 to 21
  - Table 1.1 “The strategy checklist”
Some videos to see for next session?

- HBR – The secret origin of Corporate Strategy 9’42: [https://www.youtube.com/watch?v=DQVf7984YDA](https://www.youtube.com/watch?v=DQVf7984YDA)
- Michael Porter – Mistakes in strategy – 1’47: [http://www.youtube.com/watch?v=ibrxIP0H84M](http://www.youtube.com/watch?v=ibrxIP0H84M)
- Strategy in a downturn 13’07: [http://www.youtube.com/watch?v=mwc073nNI3Q&feature=player_detailpage](http://www.youtube.com/watch?v=mwc073nNI3Q&feature=player_detailpage)
- "The 5 components of a business strategy 5’54: [http://www.youtube.com/watch?v=BnNW5VViGJs](http://www.youtube.com/watch?v=BnNW5VViGJs)
- Levels of Strategy 2’05: [https://www.youtube.com/watch?v=uhfFolINNEKI&list=PLGRwBJuam6M2VL_0JyMDbsiXPEKefoO08&index=4](https://www.youtube.com/watch?v=uhfFolINNEKI&list=PLGRwBJuam6M2VL_0JyMDbsiXPEKefoO08&index=4)
Some interesting video channels for you?

- https://www.youtube.com/channel/UCWo4IA01TXzBeGJJKWHOG9g
- https://www.youtube.com/user/stanfordbusiness
- https://www.youtube.com/user/businessmodeltv
- https://www.youtube.com/channel/UCc5cYNhQ8oYNdjmXBy7Z-ug
Subscribe to some interesting newsletters about strategy?

- [http://blogs.hbr.org](http://blogs.hbr.org)
- [http://hbr.org/tip](http://hbr.org/tip)
- [http://sloanreview.mit.edu](http://sloanreview.mit.edu)
- [http://www.strategy-business.com](http://www.strategy-business.com)
Ready to dive? Good Luck 😊
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