

# STRATEGY

2017

Articles | Books & Chapters | Cases | Core Curriculum  
Simulations | Teaching Guides | Video

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- Perseus Books
- Princeton University Press
- Program on Negotiation (PON) at Harvard Law School
- Public Education Leadership Project
- *Rotman Management Magazine*
- Social Enterprise Knowledge Network
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## UPDATED! CORE CURRICULUM

Core Curriculum Readings in Strategy cover the fundamental concepts, theories, and frameworks that students must study. Authored primarily by faculty at Harvard Business School, Readings are approximately 20 to 30 pages each, and many include video clips and Interactive Illustrations. Updates to Core Curriculum include:

- Test Banks
- Test Builder
- Mobile Access
- Online Note-Taking
- Offline Access

The 10 Strategy Readings below are listed in one potential teaching sequence.

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### Introduction to Strategy

*Ramon Casadesus-Masanell*  
#8097

#### INTERACTIVE ILLUSTRATIONS

- Link between Economic Profit of U.S. Industry Groups and Porter's Forces Framework
- Porter's Forces Framework
- Positioning within a Three-Dimensional Business Landscape
- Southwest Airlines' Business Model
- Types of Competitive Advantage within a Specific Segment

#### VIDEO

- The Six Forces

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### Industry Analysis

*Ramon Casadesus-Masanell*  
#8101

#### INTERACTIVE ILLUSTRATIONS

- Porter's Forces Framework
- Link between Economic Profit of U.S. Industry Groups and Porter's Forces Framework

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### Competitive Advantage

*Pankaj Ghemawat, Jan W. Rivkin*  
#8105

#### INTERACTIVE ILLUSTRATIONS

- Added-Value Concept
- Cost Component Analysis
- Division of Value
- Irizar's Value Chain
- Relative Cost Analysis
- Types of Competitive Advantage within a Specific Segment

"This article is part of a new kind of superior and modern teaching material capable of engaging students who dedicate little time to its reading as well as students who want to go really deep."

— Review on Harvard Business Publishing for Educators web site\*

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### Sustaining Competitive Advantage

*Felix Oberholzer-Gee*  
#8109

#### INTERACTIVE ILLUSTRATIONS

- Platform Network Effects
- Riding the Learning Curve

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### Competitive and Cooperative Dynamics

*Ramon Casadesus-Masanell*  
#8131

#### INTERACTIVE ILLUSTRATIONS

- Business Models for Boats
- Reaction Curves in Pricing Strategy

#### VIDEOS

- An Example of Commitment in the Game Show *Golden Balls*
- Game Theory in the Television Show *Numb3rs*
- Mutually Assured Destruction in the Film *Dr. Strangelove or: How I Learned to Stop Worrying and Love the Bomb*

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**Setting Aspirations—Mission, Vision, and Values**

*Ramon Casadesus-Masanell*  
#8114

**VIDEOS**

- Aspirations and Economic Interests
- Medtronic's Enduring Mission
- PepsiCo: Performance with Purpose
- A Shared Sense of Mission, Part 1
- A Shared Sense of Mission, Part 2
- Visions Guide Strategy
- Walking the Talk

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**Corporate Strategy**

*Ramon Casadesus-Masanell*  
#8118

**FORTHCOMING**

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**Competing Globally**

*Juan Alcacer*  
#8123

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**Technology Strategy**

*Pai-Ling Yin*  
#8127

**INTERACTIVE ILLUSTRATION**

- The Chasm in the Technology Adoption Life Cycle

**VIDEO**

- Disruptive Innovation

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**Executing Strategy**

*J. Bruce Harreld*  
#8136

**VIDEOS**

- The Balanced Scorecard
- Defending the Core
- The Importance of Culture
- Transformational Change

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→ Find more *Core Curriculum* Readings at [hbsp.harvard.edu/corecurriculumstrategy](https://hbsp.harvard.edu/corecurriculumstrategy)

**CASES**

Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist's place and suggest business strategies, tactics, and solutions.

## New Cases

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**Alphabet Eyes New Frontiers**

In 2015, Google restructured into Alphabet, a holding company, to facilitate innovation among its diverse subsidiaries. But when news reports revealed struggles within Alphabet companies including the smart thermostat maker Nest, observers wondered whether the reorganization made sense. *Harvard Business School* #717418

**Amazon.com, Inc.**

Founder and CEO Jeff Bezos built Amazon.com into the largest online retailer and comparison-shopping site in the world, diversifying along the way into cloud computing, content delivery, and original content creation. As the company engages in a competitive battle for control of the emerging digital ecosystem, Bezos considers Amazon's strategy.

**TN** McGraw-Hill Education #MH0031

### **Aura: Designing Strategy and Status in Saudi Arabia**

Noura Abdullah launched her Saudi furniture company, Aura, to be a midmarket player. But after positive press from high-end media outlets, she finds that conversion rates are up and foot traffic is down. PowerPoint supplement available.

**TN** Kellogg School of Management #KEL924

### **Building Watson: Not So Elementary, My Dear! (Abridged)**

This case examines IBM Research's efforts to build the "Watson" supercomputer, which bested its human challengers in the television game show *Jeopardy!*

*Harvard Business School* #616025

### **Case Flash Forward: Zara: Fast Fashion (2006)**

This Case Flash Forward provides an update on Inditex and Zara since they were covered in the related case study *Zara: Fast Fashion*. The update covers significant developments, current executives, key readings, and basic financials. *Harvard Business School* #8553

### **chotuKool: "Little Cool," Big Opportunity**

Developed for the approximately 80% of Indians without access to refrigeration, the chotuKool was an innovative, low-cost refrigerator. The case traces chotuKool's development and evolution from an initial product concept to a promising new line of business that emerged from a process of learning and discovery through market feedback.

*Harvard Business School* #616020

### **Competing with a Goliath (HBR Case Study)**

Tela, a Peruvian company that uses local, sustainable materials to make fashionable ponchos, is competing with a large U.S. firm with a global brand. The Tela team must decide how to best position itself against the U.S. company. This 4-page case covers competitive strategy, brand management, and social enterprise. *Harvard Business Review* #R1610X

### **Etsy: A "B Corp" Start-Up Takes on Amazon**

Etsy faces new competition and pressure to allow sales by large-scale manufacturers. Could the company successfully confront these challenges while maintaining its socially responsible, "B corporation" ethos? **TN** Ivey Publishing #W16251

### **Facebook, Inc.**

Facebook COO Sheryl Sandberg hopes to both continue growth in mobile ads and become dominant in the digital ad space. To do so, Facebook would have to surpass Google in both display and search ads, despite having limited expertise in display ads.

**TN** McGraw-Hill Education #MH0030

### **How IKEA's Strategy Was Formed**

This case describes how IKEA's distinctive strategy was formed over 30 years. The various elements of its strategy were created gradually, with the help of many people in addition to founder Ingvar Kamprad. These elements were ultimately integrated in an IKEA organizational culture that came much later. **TN** INSEAD IN1283

### **The Inexorable Rise of Walmart? 1988-2016**

In 2015, Walmart posted the first decline in its history, and 2016 sales were expected to be flat. Elsewhere, Amazon now had a higher market capitalization, and Alibaba eclipsed the company in global sales. Was this the end of the 50-plus-year rise of Walmart?

*Harvard Business School* #716426

### **The Marvel Way: Restoring a Blue Ocean**

In 1998, Marvel was bankrupt and struggling to make payroll. A decade later, the business was acquired by Disney for \$4.2 billion while producing the most valuable movie franchise of all time. This case shows how Marvel pivoted from a red to a blue ocean. **TN** *INSEAD* #IN1182

### **McDonald's Corporation**

By trying to be all things to all people, McDonald's finds itself in a classic "stuck in the middle" strategic dilemma. New CEO Steve Easterbrook must find a way to be a strategic leader willing to make tough decisions yet transform the burger giant into a modern, progressive company. **TN** *McGraw-Hill Education* #MH0037

### **PayPal in 2015: Reshaping the Financial Services Landscape**

The new CEO of PayPal, a digital payments platform, faces several trials, including how to innovate quickly in a large organization, whether and how to re-create PayPal's vision, and how to both partner and compete successfully with new entrants in the market.

**TN** *Stanford University* #E572

### **Recycling at Keurig Green Mountain: A Brewing Problem**

Keurig Green Mountain Coffee faces criticism over the billions of plastic, single-serve "K-Cups" that end up unrecycled in landfills. Its chief sustainability officer must address the environmental impact and public scrutiny of the company's signature product.

**TN** *WDI Publishing at the University of Michigan* #W04C82

### **Reinventing Best Buy**

In 2016, CEO Hubert Joly was in the 4<sup>th</sup> year of his "Renew Blue" strategy. It included committing the company to a multichannel strategy in North America and exiting struggling international operations. Operating margins had increased as a result, but growth was still elusive. *Harvard Business School* #716455

"Great case to depict transition faced by large retailer with lots of locations & growing online sales demands."

— Review from the Harvard Business Publishing for Educators web site\*

### **Reinventing E-Commerce: Amazon's Bet on Unmanned Vehicle Delivery**

In 2013, Amazon CEO Jeff Bezos announced a plan to begin using unmanned drones to deliver packages to customers within 30 minutes of their order. Yet questions remained. Could customers embrace this type of delivery service? Would regulators allow it? If Amazon proceeded, how should it launch the service, and to whom?

**TN** *Kellogg School of Management* #KEL911

### **UFO Moviez—Gentle Disruption**

UFO Moviez's satellite-based technology enables the low-cost, digital delivery of films to Indian cinemas. In 2015, however, Indian cinemas are mostly digitized, and UFO faces challenges to growth. Should the company focus on increasing advertising revenue, leverage its core technology in other areas, or enter the business of film distribution?

**TN** *Harvard Business School* #716447

### **Unilever's Lifebuoy in India: Implementing the Sustainability Plan**

Unilever's new global brand VP must revitalize Lifebuoy soap's sagging market performance while simultaneously improving the health of 1 billion people worldwide. In this case, author Christopher A. Bartlett explores the power and limitations of integrating corporate responsibility with global strategy. **TN** *Harvard Business School* #914417

## Unilever's New Global Strategy: Competing Through Sustainability

New CEO Paul Polman reinvigorates Unilever by introducing a radically different agenda that places 3 sustainability goals at the heart of the company's global strategy. From author Christopher A. Bartlett. **TN** *Harvard Business School* #916414

## World Wildlife Fund (WWF)

World Wildlife Fund works with governments, businesses, NGOs, and communities in 100 countries to set up conservation programs to preserve natural habitats. This case explores WWF's mission, organization, and strategy. *Harvard Business School* #716468

## Popular Cases

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### Aldi: The Dark Horse Discounter

In 2013, German-based Aldi, the world's 8th largest retailer, planned to accelerate its U.S. expansion. Despite its presence with 1,200 stores in 32 states, Aldi was still relatively unknown in the U.S. Could it compete with Walmart in Walmart's home market?

**TN** *Harvard Business School* #714474

### Apple Inc. in 2015

In 2014, Apple Inc. recorded the most profitable quarter of any firm in history, and its market capitalization soon exceeded \$700 billion. This case explores Apple's successes and the challenges facing the company in 2015. Students learn about industry analysis, competitive positioning, and sustaining competitive advantage. **TN** *Harvard Business School* #715456

### Cola Wars Continue: Coke and Pepsi in 2010

Current challenges for Coke and Pepsi include boosting flagging domestic sales and finding new revenue streams. Both firms modify their bottling, pricing, and brand strategies. Both also look to emerging international markets to fuel growth as they broaden brand portfolios to include noncarbonated beverages such as tea, juice, sports drinks, and bottled water.

**TN** *Harvard Business School* #711462

"An excellent case for teaching the VRIO model for achieving competitive advantage. Provides excellent example of competition within an oligopoly. Recent developments with PepsiCo make this case particularly relevant."

— Case review from [Harvard Business Publishing for Educators web site\\*](#)

### LEGO (A): The Crisis

As this case opens, iconic toymaker LEGO stands on the brink of bankruptcy. Jorgen Vig Knudstorp, LEGO's new CEO, must size up changes in the toy industry, learn from the company's recent moves, and craft a strategy that will put LEGO back on track.

**TN** *Harvard Business School* #713478

### Netflix

Netflix is an example of a challenger that disrupted a strong incumbent through a superior business model. This case can be used to discuss disruptive versus sustaining innovations, jobs-based segmentation, and managing the strategy development process.

**TN** *Harvard Business School* #607138

### Patagonia

Already recognized as a worldwide leader in environmentally responsible business, the outdoor apparel firm Patagonia was considering a radical initiative that would include telling customers to "buy less and think twice before they purchased a garment."

**TN** *Harvard Business School* #711020

### **The Rise and Fall of Nokia**

Once the world leader in wireless handsets, Nokia had ceded that position to Samsung by 2012. This case traces Nokia's strategies in Europe, the U.S., and emerging markets over several decades. *Harvard Business School #714428*

### **Tesla Motors**

In 2013, Tesla Motors was riding a wave of success. It had launched its first truly mass-produced car to rave reviews; raised first-year production targets; and started taking orders for its next car, the Model X. Tesla seemed set to become the first U.S. company to successfully launch a fully electric car. **TN** *Harvard Business School #714413*

### **Trader Joe's**

Trader Joe's, one of the most successful grocers in the U.S., achieved success with a distinctive small-format strategy, as well as a unique culture and approach to human resources. In 2013, however, Trader Joe's faced new competitive threats.

**TN** *Harvard Business School #714419*

→ [Find more cases at hbsp.harvard.edu](https://hbsp.harvard.edu)

## **MULTIMEDIA CASES**

Available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

### **BionX**

BionX is a startup that creates powered prosthetic devices for people with amputations. BionX had worked hard to overcome early product problems, but the company still needed more time—and another \$12 million to \$15 million—to reach its goals. **TN** #816702

### **Marks & Spencer: The Phoenix Rises**

Re-creates the attempt by a new team of top executives to restore prosperity to the venerable U.K. retailer Marks & Spencer. #304034

### **The Nehemiah Strategy: Bringing It to Boston**

Contains both a digital print case and supplemental media that illustrate the challenge of implementing an affordable housing initiative in Boston. **TN** #304082

### **ZARA: Fast Fashion**

Spanish retailer Inditex breaks with convention; instead of predicting months ahead what women will want to wear, its ZARA chain adjusts what it produces and merchandises based on what is selling now. This multimedia case is a stand-alone version of the related print case #703497. **TN** #703416

→ [Find more multimedia cases at hbsp.harvard.edu/elearning](https://hbsp.harvard.edu/elearning)

## ARTICLES

Articles from *Harvard Business Review* and other renowned journals provide up-to-the-minute ideas from the best business thinkers.

### New Articles

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#### **Aligning Corporate Learning with Strategy**

Too many corporate learning programs focus on the wrong areas. A better approach to developing a company's leadership and talent pipeline is to design learning programs that link to the organization's priorities. *MIT Sloan Management Review* #SMR535

#### **Cumulative Advantage**

In this "Spotlight" collection of 4 articles, experts provide differing views on the topic of cumulative advantage. Articles include "Customer Loyalty Is Overrated" by A.G. Lafley and Roger L. Martin; "Old Habits Die Hard, but They Do Die" by Rita Gunther McGrath; "Habit Is How We Build the Connection," an interview with Jorgen Vig Knudstorp; and "A Product That Lets People Hold On to Their Habits," an interview with Scott Cook.

*Harvard Business Review* #R1701B

#### **The Fit Organization: How to Create a Continuous-Improvement Culture**

'Fit' companies intentionally pursue a course of action that makes them stronger and more agile over time. The author, a long-time consultant to Toyota and an expert on its lean system, presents 9 steps to creating a culture of continuous improvement.

*Rotman Management Magazine* #ROT285

#### **The Future and How to Survive It**

Since 1980, global corporate profits have grown at an unprecedented pace, especially for multinational companies. But this remarkable era is now coming to an end. This article describes why—and what companies can do to respond to a changing landscape.

*Harvard Business Review* #R1510B

#### **Globalization: A Cautionary Tale**

Risk goes hand in hand with opportunity, yet managers often fail to accurately account for the risks they will face in global markets. *Rotman Management Magazine* #ROT302

#### **How Social Networks Create Competitive Advantage: Building Your Reputation**

This article examines the role of social networks in corporate reputation and suggests strategies that executives can take to create competitive advantage within their networks.

*IESE-Insight Magazine* #IIR148

#### **Knowing When to Reinvent**

No business survives over the long term without reinventing itself. But knowing when to undertake strategic transformation is difficult. This article describes 5 interrelated "fault lines" that can indicate that it's time for a company to radically change.

*Harvard Business Review* #R1512G

#### **Leading in the Age of Super-Transparency**

In today's "super-transparent society," social media and widely availability data make it possible to generate causes and controversies almost instantly. Most business leaders have not yet come to grips with this new reality—and what it means for their organizations.

*MIT Sloan Management Review* #SMR542

## **Lean Strategy**

Startups can see strategy as the enemy of entrepreneurship. But entrepreneurial ventures need strategies that articulate what their ventures will and will not do. The lean strategy process integrates the bottom-up approach of startups with the top-down orientation of strategic management. *Harvard Business Review* #R1603E

## **M&A: The One Thing You Need to Get Right**

The financial world set a record for mergers and acquisitions in 2015. But research shows that 70 to 90% of acquisitions turn out to be expensive mistakes. Roger L. Martin has an explanation for this persistent failure—and offers a way forward.

*Harvard Business Review* #R1606B

## **Pipelines, Platforms, and the New Rules of Strategy**

Platform businesses require a different approach to strategy than traditional “pipeline” businesses do. To exploit the power of platforms, the firms’ focus must shift from controlling resources to orchestrating them and from customer value to ecosystem value.

*Harvard Business Review* #R1604C

## **Planned Opportunism**

The future is shaped by nonlinear changes and chance events. To prepare their companies, leaders must recognize the weak signals that herald important changes—and identify the opportunities they present. *Harvard Business Review* #R1605C

## **Products to Platforms: Making the Leap**

More and more firms are moving beyond products to become platform providers. After studying more than 20 companies that have tried to move from products to platforms, the authors point to 4 practices that can separate winners from losers.

*Harvard Business Review* #R1604E

## **The Six Pricing Myths That Kill Profits**

Pricing is the most important driver of profits. Pricing is also, surprisingly, the area most executives overlook when implementing initiatives to increase profits. This is due to misconceptions about pricing that are ultimately self-defeating.

*Business Horizons* #BH718

## **Stop Comparing Management to Sports**

The business world is awash in sports metaphors, but good management is not like a competitive sport—and managing a company as if it is can lead the business astray.

*Harvard Business Review* Web Article #H02XA1

## **The Transformative Business Model**

A business model that can link a new technology to an emerging market need is the key to industry transformation. The authors analyzed 40 companies that launched new business models and found 6 recurring features of success: personalization, a closed-loop process, asset sharing, usage-based pricing, a collaborative ecosystem, and an agile and adaptive organization. *Harvard Business Review* #R1610H

## **What Is Disruptive Innovation?**

In this article, Clayton M. Christensen and his coauthors take a look back at the theory of disruptive innovation—discussing its utility, correcting some of the misinformation about it, and describing how the thinking on the subject has evolved.

*Harvard Business Review* #R1512B

## Popular Articles

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### **Big Data: The Management Revolution**

Leaders are increasingly realizing that data-driven decisions tend to be better decisions. Companies that figure out how to combine domain expertise with data science pull away from their rivals. But first those companies have to change their decision-making cultures. *Harvard Business Review* #R1210C

### **Blue Ocean Strategy**

Cirque du Soleil has increased its revenue 22-fold over the past 10 years by reinventing the circus concept. Using this example, this article asserts that the best way to generate opportunity is to create areas of uncontested market space instead of competing in overcrowded industries. *Harvard Business Review* #R0410D

### **Can You Say What Your Strategy Is?**

Companies with a clear, concise strategy statement often turn out to be industry stars. This article provides a practical guide for crafting an effective strategy statement and includes an in-depth example of how the brokerage firm Edward Jones developed a successful one. *Harvard Business Review* #R0804E

### **Creating Shared Value**

Companies can redefine their purpose as creating “shared value”—generating economic value in a way that also produces value for society by addressing its challenges. The authors explain that firms can do this in 3 ways: by reconceiving products and markets, redefining productivity in the value chain, and building supportive industry clusters near their locations. *Harvard Business Review* #R1101C

### **Design Thinking**

As innovation extends beyond products to human-centered processes and services, more companies are moving the design process upstream—and asking designers to create ideas rather than to simply dress them up. This article offers several intriguing examples of design thinking at work. *Harvard Business Review* #R0806E

### **The Five Competitive Forces That Shape Strategy**

This update of Michael Porter’s classic article extends his work of strategy formulation and includes new sections that demonstrate how to put the 5-forces analysis into practice. According to Porter, strategy can be viewed as building defenses against competitive forces or as finding a position in an industry where the forces are weaker, with changes in the competitive landscape being critical to ongoing strategy formulation. *Harvard Business Review* #R0801E

### **Managing Differences: The Central Challenge of Global Strategy**

In this article, Pankaj Ghemawat presents a new framework that encompasses 3 effective responses to the challenges of globalization. He calls it the AAA Triangle, with the A’s standing for the 3 distinct types of international strategy: adaptation, aggregation, and arbitrage. *Harvard Business Review* #R0703C

### **Strategies for Two-Sided Markets**

Many of the world’s most revolutionary products and services have been those that serve 2-sided markets. These platform products enjoy increasing returns to scale as a result of what economists call “network effects.” In this article, authors Thomas R. Eisenmann, Geoffrey Parker, and Marshall W. Van Alstyne advise executives negotiating the challenges of 2-sided networks. *Harvard Business Review* #R0610F

## Transient Advantage

Achieving a sustainable competitive advantage is nearly impossible in today's high-velocity business world. Businesses cannot afford to spend months crafting a single long-term strategy; they need a portfolio of multiple transient advantages that can be built quickly and abandoned just as rapidly. *Harvard Business Review* #R1306C

## What Is Strategy?

Michael Porter argues that the essence of strategy is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match than operational effectiveness alone. *Harvard Business Review* #96608

“Michael Porter's insights are applicable to strategy in fields as disparate as military history, politics, and sports, and are crucial to the understanding of modern business. Truly timeless ...”

— Review from Harvard Business Publishing for Educators web site\*

## When Marketing Is Strategy

Companies' upstream activities are being commoditized or outsourced, and downstream activities are emerging as the main sources of competitive advantage. To compete effectively, companies must shift their strategy from products to customers. *Harvard Business Review* #R1312G

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## BOOKS & CHAPTERS

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## Books

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### Beyond Competitive Advantage: How to Solve the Puzzle of Sustaining Growth While Creating Value

This book addresses key topics in corporate strategy, including acquisitions, investments, organizational design, financing, and leadership. But instead of presenting these as an array of à la carte decisions, author Todd Zenger uses the concept of corporate theory to elevate the task of sustaining value creation into a more coherent set of choices guided by a synthetic logic. *Course syllabus available. Available as an eBook. Harvard Business Review Press* #15030

### Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant (Expanded Edition)

In this landmark book, the authors present a systematic approach for capturing blue oceans—untapped new market spaces ripe for growth. The new expanded edition includes updated examples, 2 new chapters, and a new preface by the authors. *Available as an eBook. Harvard Business Review Press* #13892

### **The Clayton M. Christensen Reader**

This book covers the best of Clayton Christensen's seminal work on disruptive innovation, all in one place. Articles include "Disruptive Technologies: Catching the Wave," "Meeting the Challenge of Disruptive Change," "Marketing Malpractice: The Cause and the Cure," "Innovation Killers: How Financial Tools Destroy Your Capacity to Do New Things," "Reinventing Your Business Model," and "The New M&A Playbook." *Available as an eBook.* *Harvard Business Review Press #15003*

### **Edge Strategy: A New Mindset for Profitable Growth**

Substantial opportunities for growth are often hidden in plain sight, at the edge of a company's core business. The "Edge Strategy" framework challenges how the boundaries of a firm's existing products and services map to its customers' views of the world—and then provides 3 different lenses through which managers can see and leverage value: product edge, journey edge, and enterprise edge. *Available as an eBook.* *Harvard Business Review Press #15026*

### **HBR Guide to Data Analytics Basics for Managers**

This book provides practical tips and advice to help leaders make better decisions using data. Through a 3-step process, the guide teaches managers how to get the information they need, study the data, and communicate their findings to others. *Available as an eBook.* *Harvard Business Review Press #10089*

### **Matchmakers: The New Economics of Multisided Platforms**

Many of today's most dynamic companies are matchmakers that connect one group of customers with another group of customers. In this book, David Evans and Richard Schmalensee explain how matchmakers work best in practice, why they do what they do, and how entrepreneurs can improve their chances for success. *Available as an eBook.* *Harvard Business Review Press #10028*

### **Strategy That Works: How Winning Companies Close the Strategy-to-Execution Gap**

Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, the authors identify conventional business practices that unintentionally create a gap between strategy and execution and explain how some of the world's best companies consistently leap ahead of their competitors. *Available as an eBook.* *Harvard Business Review Press #13974*

### **The Three-Box Solution: A Strategy for Leading Innovation**

*The Three-Box Solution* is a simple and proven method for allocating the organization's energy, time, and resources across "the 3 boxes": Box 1: The present—Manage the core business at peak profitability; Box 2: The past—Abandon ideas, practices, and attitudes that could inhibit innovation; Box 3: The future—Convert breakthrough ideas into new products and businesses. *Available as an eBook.* *Harvard Business Review Press #15029*

## **Chapters**

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### **Introduction to 3-Circle Analysis**

The book *Grow by Focusing on What Matters* explains how to build positioning using a "3-circle model" that facilitates speed of understanding and action by focusing attention on the most critical strategy concepts. In this chapter, the authors introduce the basic concepts and include case examples illustrating the development of effective growth strategy.

From *Grow by Focusing on What Matters: Competitive Strategy in 3 Circles*, Business Expert Press #BEP050

### **The Meaning of Value**

This chapter explores the value that customers seek and how existing competitors get credit for the value they create. The authors present 6 basic lessons regarding customer-value dynamics and competition.

From *Grow by Focusing on What Matters: Competitive Strategy in 3 Circles*, Business Expert Press #BEP052

### **Reconstruct Market Boundaries**

This chapter addresses the first principle in Kim and Maurborgne's strategic model, which is to identify a strategic path. The authors present the "6 paths framework" to highlight the basic approaches to remaking market boundaries, such as alternative and complementary industries. They examine each approach in detail with real-world examples.

From *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*, Harvard Business Review Press #0023BC

### **Strategy Is Choice**

In this chapter, authors A.G. Lafley and Roger L. Martin use the story of P&G's revitalization of the Oil of Olay brand to introduce their "strategic choice cascade" of 5 questions that help a company develop a shared understanding of its strategy and the plan to achieve it.

From *Playing to Win: How Strategy Really Works*, Harvard Business Review Press #7106BC

### **Target Markets and Modes of Entry**

This chapter looks at decisions regarding which foreign markets to enter as well as why, when, and how to enter them. Topics include measuring market attractiveness, the use of partnerships and alliances, and the issue of timing market entry.

From *Fundamental of Global Strategy*, Business Expert Press #BEP043

### **What Is a Business Model?**

The chapter offers both qualitative and quantitative steps to consider when creating or revising a business model. There are 3 discussion activities, based on Netflix, Walmart, and eBay. There is also an exercise on analyzing a business model matrix from a qualitative and a quantitative perspective.

From *Business Models and Strategic Management: A New Integration*, Business Expert Press #BEP194

→ [Find more books and chapters at hbsp.harvard.edu/ebooks](https://hbsp.harvard.edu/ebooks)

## SIMULATIONS

→ Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Teaching Note.

### Strategic Innovation: Back Bay Battery V2

In this single-player simulation, students play the role of president at a battery company facing the classic Innovator's Dilemma. Students must manage R&D investment trade-offs between a profitable technology and a costly innovation. This updated version features an updated user experience and enhanced administrative features. Winner of the 2012 International Serious Play Silver Award in Education.

**TN** *Harvard Business Publishing* Seat Time: 90 minutes #7015

“The simulation has been a huge success with students, who stayed focused and engaged for two hours. I have shared the theory with my students for years, but it is the first time that they got the concepts immediately.”

— Review from Harvard Business Publishing for Educators web site\*

### Strategy Simulation: The Balanced Scorecard

In this multiplayer simulation, students experience the benefits and challenges of using a scorecard to implement strategic initiatives and monitor firm performance. Students work together in small teams to choose a strategy for their company, create a strategy map, develop a balanced scorecard, choose initiatives to implement their strategy, and use feedback from the balanced scorecard to adjust their implementation approach over time. At the conclusion of the simulation, each team's company will be purchased by a private investor. Ideal for courses in strategy, strategy implementation, and managerial accounting.

**TN** *Harvard Business School* Seat Time: 75 minutes #114701

“Students are telling me that they really liked this fast-paced simulation. The teaching support is very good.”

— Review from Harvard Business Publishing for Educators web site\*

### Strategy Simulation: Competitive Dynamics and Wintel V2

In the updated version of this simulation, students are exposed to the dynamics of cooperation and competition between 2 different businesses. Playing the role of Microsoft or Intel, students determine product release schedules and pricing, as well as consider whether or not to coordinate schedules and frequency of releases. Asymmetries in profit potential expose students to the multifaceted problems of cooperating and competing simultaneously. Ideal for courses in strategy and negotiation.

**TN** *Harvard Business School* Seat Time: 60 minutes #716801

“Very effective tool in teaching and learning strategy. It enables instructors and students alike to collaborate and engage in a dynamic learning process.”

— Review from Harvard Business Publishing for Educators web site\*

→ Find more Simulations at [hbsp.harvard.edu/simulations](https://hbsp.harvard.edu/simulations)

## ONLINE EXERCISES

An exercise illustrates a fundamental concept in Strategy and can be used to reinforce key learning objectives in case studies, readings, and simulations. Each exercise is available entirely online and takes less than 30 minutes for students to complete.

### New Venture Exercise: The Food Truck Challenge

In this online exercise, students work in small teams to try to run a successful food truck. Teams attempt to maximize revenue over several simulated weeks while considering the trade-offs between analysis, experimentation, and scale. The exercise teaches students about the value of learning by doing, prototyping, and willingness to fail. It is ideal for discussions of innovation, product development, design thinking, team learning, lean startup, marketing, and organizational learning. **TN** Seat Time: 30 minutes #7201

## STRATEGY EXECUTION SERIES

The Strategy Execution series from Professor Robert Simons of Harvard Business School forms a complete course that teaches the latest techniques for using performance measurement and control systems to implement strategy. This series of 15 module notes can be used individually or as a set. Each note is accompanied by a list of recommended case studies that further illustrate the reading's key concepts using current, real-life examples. Module notes include:

- Managing Organizational Tensions #117101
- Building a Successful Strategy #117102
- Using Information for Performance Measurement and Control #117103
- Organizing for Performance #117104
- Building a Profit Plan #117105
- Evaluating Strategic Profit Performance #117106
- Designing Asset Allocation Systems #117107
- Linking Performance to Markets #117108
- Building a Balanced Scorecard #117109
- Using the Job Design Optimization Tool to Build Effective Organizations #117110
- Using Diagnostic and Interactive Control Systems #117111
- Aligning Performance Goals and Incentives #117112
- Identifying Strategic Risk #117113
- Managing Strategic Risk #117114
- Using the Levers of Control to Implement Strategy #117115

*The series is accompanied by the new online Job Design Optimization Tool (JDOT), which can be used to design, or test the design of, any job in any organization. Find the tool at [hbsp.harvard.edu/jdot](http://hbsp.harvard.edu/jdot)*

→ [Find out more at hbsp.harvard.edu/strategyexecution](http://hbsp.harvard.edu/strategyexecution)

## Case Startup Kit

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The Case Startup Kit recommends cases ideal for teaching as a “first case” for aspiring case teachers, with cases selected for their brevity, ease of use, and teachability. Each case comes with a Teaching Note. Cases for Strategy include:

- Alibaba’s Taobao (A) #709456
- Curled Metal Inc.,—Engineered Products Division #709434
- Federal Bureau of Investigation, 2009 #710452
- Gucci Group in 2009 #709459
- Monitor’s Opportunities in India (A) #708482
- Netflix #607138
- Walmart Update, 2011 #711546
- Yamato Transport: Valuing and Pricing Network Services (A) #704475

→ Find more Case Startup Kit cases at [hbsp.harvard.edu/casestartupkit](https://hbsp.harvard.edu/casestartupkit)

## Introductory-Level Curriculum Maps

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Curriculum maps provide an easy way to find course material for common topics. Prepared by experienced editors at Harvard Business Publishing, these maps suggest an array of HBP course materials that include cases, articles, *Core Curriculum* Readings, simulations, and other items. Maps are available for both undergraduate and MBA-level courses in Strategy.

→ Find more curriculum maps at [hbsp.harvard.edu/maps](https://hbsp.harvard.edu/maps)

## Course Modules

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Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4 to 6 items plus alternate suggestions. Popular modules in Strategy include:

- Competitive Advantage
- Competitive Dynamics
- Corporate Strategy
- Industry Analysis

→ Find more Course Modules at [hbsp.harvard.edu/coursemodules](https://hbsp.harvard.edu/coursemodules)

## HARVARD MANAGEMENTOR®

Delivered entirely online, Harvard ManageMentor® is the leading business reference from business experts, featuring 44 self-paced modules that address the full spectrum of management issues. Many modules will also be available in Spanish, Portuguese, Mandarin, and French. Modules in Strategy include:

- Strategic Thinking #9043
- Strategy Execution #9044

→ [Find more Harvard ManageMentor modules at hbsp.harvard.edu/hmm](https://hbsp.harvard.edu/hmm)

## VIDEO SHORTS

These free, short videos are all under 10 minutes long and illustrate a case's central learning objective. The streaming video is available to registered Premium Educators at [hbsp.harvard.edu](https://hbsp.harvard.edu). Cases with Video Shorts include:

- Academia Barilla #507001
- Apollo Hospitals—First-World Health Care at Emerging-Market Prices #706440
- BRAC in 2014 #715414
- Merloni Elettrodomestici SpA: Building for Profit #300118
- Old Mutual #701026
- Tanishq: Positioning to Capture the Indian Woman's Heart #507025

→ [Find more cases with Video Shorts at hbsp.harvard.edu/videoshorts](https://hbsp.harvard.edu/videoshorts)

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