

Do we need to change something in the way we traditionally teach a core course in strategy?

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Do we need to change something in the way we traditionally teach a core course in strategy?

- Fragmented
 - Frameworks rather than questions
 - Present looking rather than future looking
 - Focus on environmental analyses – what’s next?
 - Desire for hands-on learning and real-world practice
-
- Do we need to change the **content** of the course?
 - Do we need to change the **pedagogy** ?



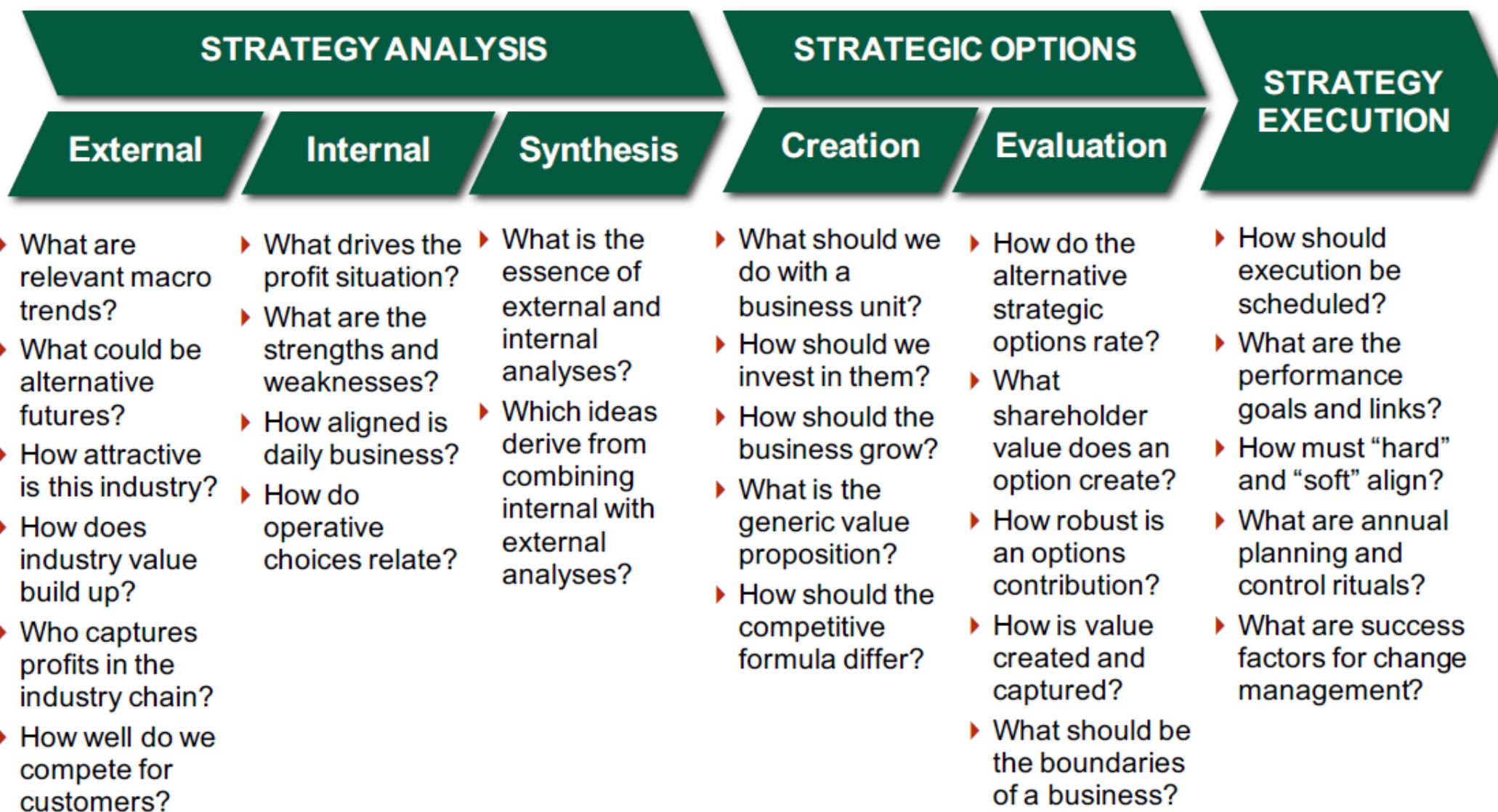
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- Fragmented



- Frameworks rather than questions

Strategy requires asking the right questions ...



- Present looking rather than future looking



Strategy is about preparing for the **future** and planning for success.

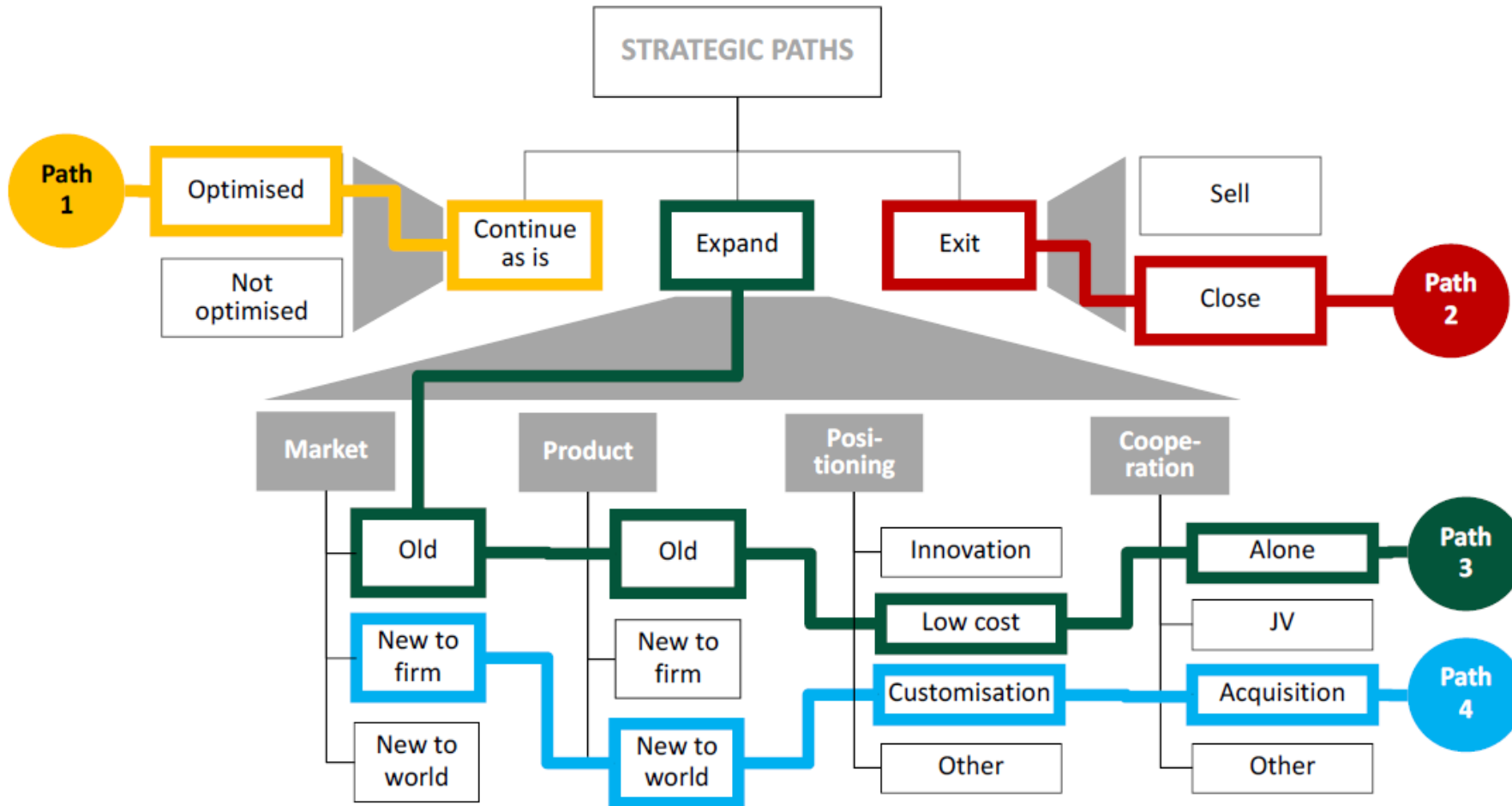
Strategy is a plan designed for a business to **achieve** **and maintain** a sustainable competitive advantage.



- Focus on environmental analyses – what's next?

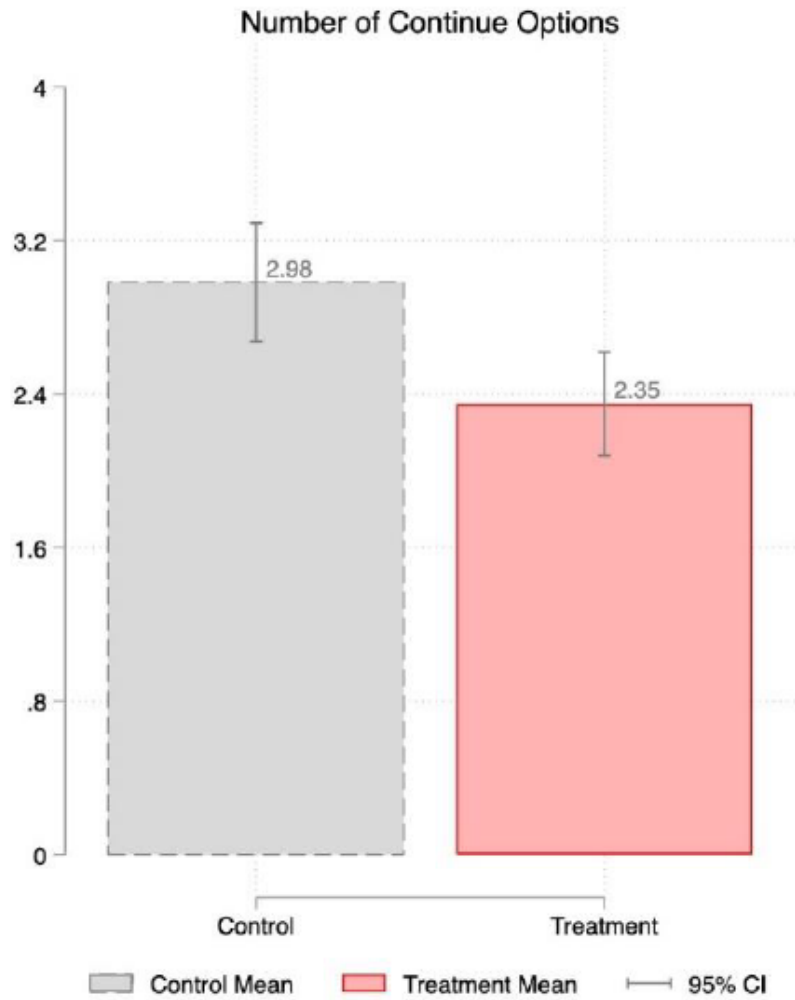
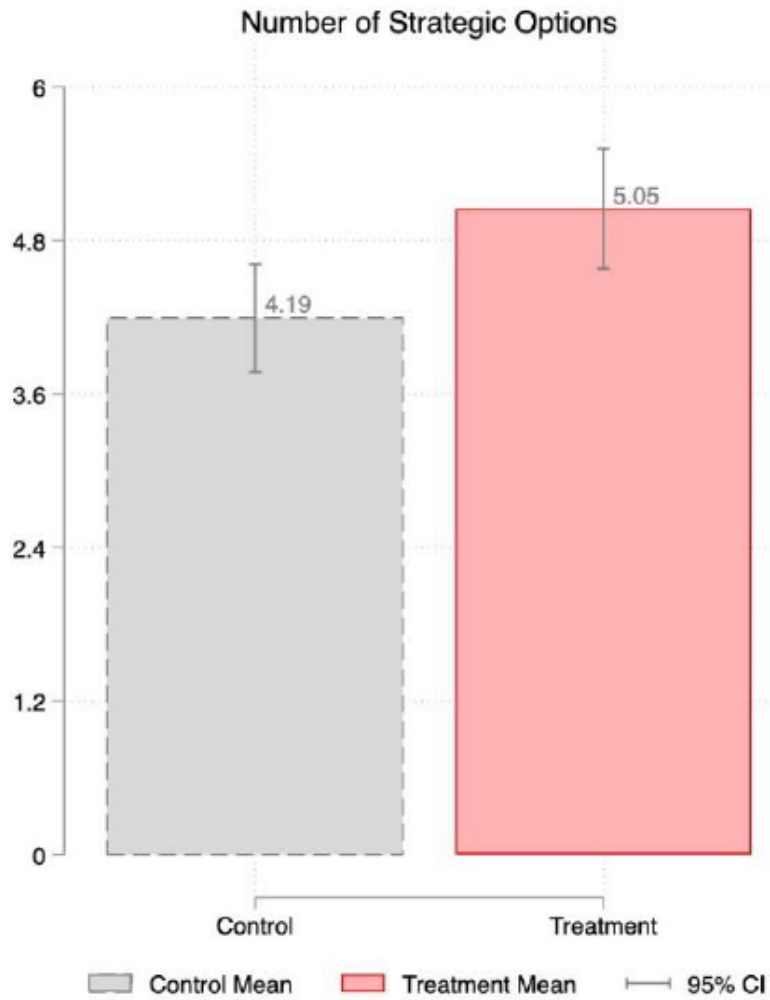


Strategic options!



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How the framework shifts the options decision-makers see



Hyunjin Kim and Nety Wu

Criteria for evaluating strategic options



A COMPANY EXAMPLE

Evaluation criteria		Description
Fit with firm's policy	1 Firm's positioning	Leader in technology and innovation, application know-how with a complete product range
	2 Achievement of set volume goals	45.000 devices und 1.5m accessory units by 2018
Economic appraisal (2015-2020)	3 Contribution margin and EBIT	Product success, differentiated by different cost allocation levels
	4 Necessary investment	Both initial investment and continuing investments
	5 NPV	Increase in shareholder's wealth for each option
Risks	6 Feasibility	Time necessary to implement successfully
	7 Financial risk	Assumed financial loss in the case of failure



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- Desire for hands-on learning and real-world practice



Thank you



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