

**XYZ\* Corporation**  
**“Thinking Strategically” - Senior Executive Workshop**  
**January 13-14, 2015**  
(\* Disguised name)

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**Objective**

This workshop is designed to help the participants understand and internalize the logic that should guide business leaders in assessing and re-designing their business strategies in order to achieve and sustain market leadership. Some of the key topics that we will cover include:

- How to analyze your industry’s eco-system;
- How to create and sustain competitive advantage;
- How to discover and pursue new growth opportunities;
- How to leverage global resources.

The workshop will utilize a mix of teaching approaches to achieve this goal: presentation and discussion of key ideas, analysis of examples and cases on selected other companies, and application of the logic to XYZ. There will be heavy emphasis on the last element i.e., learning through application to XYZ and the pharma industry.

**Reading Material**

*Articles:*

- Porter, “**The Five Competitive Forces That Shape Strategy,**” *Harvard Business Review*, January 2008
- Yoffie & Kwak, “**With Friends Like These: The Art of Managing Complementors,**” *Harvard Business Review*, September 2006
- Gupta, “**Business Unit Strategy,**” *Portable MBA in Strategy*, 2001
- Ghemawat, “**Creating Competitive Advantage**”
- Zook & Allen, “**Growth Outside the Core,**” *Harvard Business Review*, December 2003
- Gupta, Govindarajan & Wang, “**Building Global Presence,**” *The Quest for Global Dominance*, 2009
- Gupta, Govindarajan & Wang, “**Exploiting Global Presence,**” *The Quest for Global Dominance*, 2009

*Cases:*

- Teva Pharmaceutical Industries, Ltd

*PPT Slides:*

To be distributed during the workshop

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***Day 1 - Morning***

**Agenda: Analyzing Industry Dynamics**

Learning Points:

- What is strategy?
- Analyzing your industry as a dynamic eco-system
- Implications of industry analysis for strategy design

Reading Material:

- Porter, “**The Five Competitive Forces That Shape Strategy**”
- Yoffie & Kwak, “**With Friends Like These: The Art of Managing Complementors**”

In-Class Distribution:

- Anil K. Gupta, “Analyzing Industry Dynamics” (PPT slides)

Study Questions:

- How is XYZ’s *customer environment* (structure, needs, willingness to pay, etc.) changing? Implications for XYZ’s strategy?
- How is XYZ’s *supplier environment* changing? Implications for XYZ’s strategy?
- How is XYZ’s *competitive environment* changing? Implications for XYZ’s strategy?
- How is *complementor environment* changing? Implications for XYZ’s strategy?

Team Breakouts

Application of the ideas to XYZ Corporation

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**Day 1 - Afternoon**

**Agenda: Creating and Sustaining Competitive Advantage**

Learning Points:

- Two Faces of Competitive Advantage: Onstage vs. Backstage
- Sources of Onstage Advantage
- Sources of Backstage Advantage

Reading Material:

- Gupta, “**Business Unit Strategy**”
- Ghemawat, “**Creating Competitive Advantage**”

In-Class Distribution:

- Anil K. Gupta, “Creating and Sustaining Competitive Advantage” (PPT slides)

Study Questions:

- Pick *one of XYZ’s product lines*. For this product line, conduct an onstage and backstage competitive analysis of XYZ.
- For *onstage competitive analysis*, begin by identifying the key customer buying criteria. On each of these criteria, how does XYZ compare with its competitors – among the best in the industry, above average, average, below average, among the worst in the industry?
- For *backstage competitive analysis*, begin by identifying the key resources and capabilities necessary for onstage success in the marketplace. On each of these resources and capabilities, how does XYZ compare with its competitors – among the strongest in the industry, above average, average, below average, among the weakest in the industry?

Team Breakouts

Application of the ideas to XYZ Corporation

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## ***Day 2 - Morning***

### **Agenda: Designing A Growth Strategy**

#### Learning Points:

- Why sustaining growth is crucial yet so hard
- Identifying a portfolio of good opportunities
- Assessing and prioritizing across opportunities
- Implementing a strategy to capture the targeted opportunities

#### Reading Material:

- Zook & Allen, “**Growth Outside the Core**”

#### In-Class Distribution:

- Anil K. Gupta, “Designing A Growth Strategy” (PPT slides)

#### Study Questions

- For its current customers, what *new products and services* could XYZ possibly offer?
- Focusing on XYZ’s current products and services, what *new market opportunities* could XYZ possibly go after?
- Focusing now on XYZ’s core capabilities, what *new business opportunities* could XYZ possibly explore?

#### Team Breakouts

Application of the ideas to XYZ Corporation

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## ***Day 2 - Afternoon***

### **Agenda: Building and Leveraging Global Presence**

#### Learning Points:

- How industry economics shape global strategy
- Building global presence
- Leveraging global presence to create competitive advantage

#### Reading Material:

- Teva Pharmaceutical Industries

#### In-Class Distribution:

- Anil K. Gupta, “Designing Global Strategy” (PPT slides)

#### Case Analysis Questions:

- How do you explain Teva’s success in entering and dominating the US generics market?
  - Why have other global pharma companies found it so difficult to neutralize Teva’s competitive advantages?
  - Will Teva succeed in the “innovative” segment of the pharma industry?
  - How should major pharma companies such as Novartis respond to the challenge from Teva?
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