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- 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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CORE CURRICULUM READINGS

Core Curriculum Readings in Strategy cover the fundamental concepts, theories, and frameworks that business students must learn. Authored primarily by faculty at Harvard Business School, each 20-30 page Reading comes with a Teaching Note, test bank, exhibit slides, and a list of related materials. Many also include video clips and Interactive Illustrations. The 10 Strategy Readings below are listed in one potential teaching sequence:

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

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

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

Sustaining Competitive Advantage

FELIX OBERHOLZER-GEE

#8109

INTERACTIVE ILLUSTRATIONS

- Platform Network Effects
- Riding the Learning Curve

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*

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

Corporate Strategy

RAMON CASADESUS-MASANELL

#8118

INTERACTIVE ILLUSTRATIONS

- Factors That Influence How a Transaction Is Governed
- Potential Synergies from a Long-term Exchange

Competing Globally

JUAN ALCACER

#8123

CONTINUED ON NEXT PAGE

Technology Strategy

PAI-LING YIN

#8127

INTERACTIVE ILLUSTRATION

- The Chasm in the Technology Adoption Life Cycle

VIDEO

- Disruptive Innovation

Executing Strategy

J. BRUCE HARRELD

#8136

VIDEOS

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

➔ Find more **Core Curriculum** Readings at hbsp.harvard.edu/core-curriculum

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

Amazon Go: Venturing into Traditional Retail

In December 2016, Amazon entered the offline retailing industry by launching its first Amazon Go store in Seattle. Given its current competitive advantages in the online retail business, could Amazon reproduce this success in offline markets? **TN** IVEY PUBLISHING #W17398

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

Aston Martin: A Second Century of Performance and Luxury

Since 1902, Aston Martin had been known as a leading manufacturer of luxury automobiles. But amid a technological revolution and shifting consumer landscape, could Aston Martin, one of the few luxury car companies not backed by a larger automaker, make the necessary changes to continue its success?

HARVARD BUSINESS SCHOOL #617033

ATH Technologies (A): Making the Numbers

This case-based exercise takes students through 5 stages of growth in a medical device startup: founding, growth, push to profitability, refocusing, and takeover by new management. At each stage, students must confront tensions in balancing profit, growth, and control. **TN** HARVARD BUSINESS SCHOOL #117013

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**

A Dark Horse in the Global Smartphone Market: Huawei's Smartphone Strategy

This case examines Huawei Technologies in the context of the evolving global smartphone industry. Students learn about Huawei's positioning and the links between its competitive strategy and corporate strategy. **TN** INSEAD #IN1324

The De Beers Group: Exploring the Diamond Reselling Opportunity

De Beers had recently run a 15-month pilot program to explore the diamond reselling market—a major strategic departure for the world’s leading diamond company. Now, the De Beers executive committee must decide whether to end the pilot program, extend it for another year, or convert it into a new stand-alone business unit. **TN** HARVARD BUSINESS SCHOOL #717430

Etsy: A “B Corp” Start-Up Takes on Amazon

Etsy faces new competition and pressure to allow sales from large-scale manufacturing. Could the company successfully confront these challenges while maintaining its socially responsible “B Corporation” ethos?

TN IVEY PUBLISHING #W16251

Facebook Fake News in the Post-Truth World

This case situates the fake-news controversy surrounding Facebook within the broader strategic evolution of the company, as well as the anthropology and psychology of social networking. It is suitable for courses in basic strategy, strategy and change, and digital strategy. **TN** HARVARD BUSINESS SCHOOL #717473

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 Kamrad. 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+ 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

“Affinity for the material makes it that much more interesting to the students. ... Great case for the classroom to teach an organization’s need to pivot as business needs arise.”

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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

Reinventing Best Buy

In 2016, CEO Hubert Joly was in the 4th 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 and growing online sales demands.”

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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 ordering. 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

Tata Nano's Execution Failure: How the People's Car Failed to Reshape the Auto Industry and Create New Growth

This case analyses Tata Motors' strategic move to create and launch the Tata Nano, exploring the factors behind the project's earlier success and the reasons for its execution failure. **TN** INSEAD #IN1314

Popular Cases

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

"This was a very good case and students clearly learned several management concepts from using it!"

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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 their 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."

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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


"Excellent case study! Students were challenged and the class discussion was intellectually stimulating."

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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.”  **HARVARD BUSINESS SCHOOL #711020**

“Excellent case for examining sustainability throughout the value chain and organizational choice in the development of strategy. Opens discussions about cost/benefit analysis versus organizational responsibility and about strategy development using alternate models.”

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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.

 **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.  **HARVARD BUSINESS SCHOOL #714419**

 **Find more cases at 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.  **#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.  **#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).  **#703416**

 **Find more multimedia cases at hbsp.harvard.edu/cases**

ARTICLES

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

New Articles

Finding the Platform in Your Product

Many of the world's most valuable companies derive much of their worth from multisided platforms. But most companies that sell products or services don't realize that they, too, could turn their offering into a platform business. **HARVARD BUSINESS REVIEW #R1704G**

How to Turn Customer Insight into Growth

Having experienced little to no growth since the 2008 recession, consumer-facing companies in developed economies are increasingly looking outward for growth. This article examines the challenges and benefits of integrating customer insight into a company's core processes. **ROTMAN MANAGEMENT MAGAZINE #ROT339**

Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality

A billion people remain in extreme poverty in the developing world, and traditional corporate social responsibility programs have done little to help. In this article, the authors argue that, instead of trying to fix local problems, corporations and other actors need to reimagine the regional ecosystems in which they participate. **HARVARD BUSINESS REVIEW #R1801K**

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**

Lean Strategy

Start-ups 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 start-ups 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%–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**

Managing the Machines: The Challenge Ahead

When looking to assess the impact of radical technological change, the key is to ask, What is this reducing the cost of? For artificial intelligence, the answer to that question is prediction. As AI makes prediction cheap, it will pose a host of new challenges for managers and employees alike.

ROTMAN MANAGEMENT MAGAZINE #ROT333

Pipelines, Platforms, and the New Rules of Strategy

Platform businesses require a different approach to strategy than traditional "pipeline" businesses. To exploit the power of platforms, the firm's focus must shift from controlling resources to orchestrating them, and from customer value to ecosystem value. **HARVARD BUSINESS REVIEW #R1604C**

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 Doubling Down on Your Failing Strategy

Companies often stick with an existing course of action, no matter how irrational. This phenomenon, known as escalation of commitment, is explained by a number of mutually reinforcing biases. The authors describe 6 practices that can help counteract these biases. **HARVARD BUSINESS REVIEW #R1706H**

Strategy in the Age of Superabundant Capital

In an era of cheap and abundant capital, its skillful allocation is no longer a source of a company's competitive advantage. To win in this new climate, companies must lower hurdle rates, make numerous small investments in growth opportunities, and improve how they manage their human capital.

HARVARD BUSINESS REVIEW #R1702C

Using Scenario Planning to Reshape Strategy

Instead of trying to predict the future, firms need to strengthen their ability to cope with uncertainty. A new approach to scenario planning can help companies reframe their long-term strategies by developing several plausible scenarios. **MIT SLOAN MANAGEMENT REVIEW #SMR617**

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**

What's Your Data Strategy?

Good data management is critical to success, but most firms remain badly behind the curve. Companies need a data strategy that balances 2 types of data management: defensive, such as security and governance, and offensive, such as predictive analytics. **HARVARD BUSINESS REVIEW #R1703H**

Popular Articles

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**

“Absolutely recommended for (non-)business students.”

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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**

“Best article that clarifies how sustainability can be embedded in strategy.”

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

Design Thinking

As innovation extends to human-centered processes and services as well as products, 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

“A classic strategy framework that has been updated but has not lost any of its relevance. ... Must-read material for a broad spectrum of audiences in Business Administration and Strategy Formulation.”

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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 As 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 draw 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 THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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

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

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

Breaking Bad Habits: Defy Industry Norms and Reinvigorate Your Business

“Best practices” can often be outdated, harmful, and a hindrance to innovation. This book describes how identifying and eliminating popular but outworn ideas, processes, and strategies can create new opportunities for innovation and growth. AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10161

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

Competing on Analytics, Updated, with a New Introduction: The New Science of Winning

The updated edition of this landmark work explains how analytics are rewriting the rules of competition. Updated with fresh content, *Competing on Analytics* provides the road map for becoming an analytical competitor, showing readers how to create new strategies for their organizations based on sophisticated analytics. AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10157

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**

HBR Guide to Thinking Strategically

When faced with competing projects and limited time, managers often struggle to keep strategy top-of-mind. This book provides practical tips and advice for continuing to focus on the long term amid the short-term demands of daily work. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10152**

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**

Red Ocean Traps (Harvard Business Review Classics)

Despite much investment and commitment, most firms struggle to create and capture new markets. The authors of *Blue Ocean Strategy* argue that the trouble lies in managers' mental models—ingrained assumptions and theories about the way the world works.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10104

Turning Goals into Results: The Power of Catalytic Mechanisms (Harvard Business Review Classics)

Most executives have a big, audacious goal. But they install layers of stultifying bureaucracy that prevent them from realizing it. In this book, author Jim Collins introduces the catalytic mechanism, a simple yet powerful managerial tool that helps turn lofty aspirations into reality.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10099

The W. Chan Kim and Renee Mauborgne Blue Ocean Strategy Reader

This collection features the best of W. Chan Kim and Renee Mauborgne's articles on blue ocean strategy, all in one place. These articles explain the process of creating blue oceans and introduce tools for exploring and exploiting these markets. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10116**

Chapters

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 #BEPO50

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 #BEPO52

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* #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* #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 *Fundamentals 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 quantitative perspectives.

FROM *Business Models and Strategic Management: A New Integration*, BUSINESS EXPERT PRESS #BEP194

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SIMULATIONS

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NEW Innovation Simulation: Breaking News

Winner of the 2018 International Serious Play Gold Medal Award

In this 20-minute online simulation, students manage the innovation process for a struggling newspaper company. Working with limited time and budget, students design innovation initiatives—open innovation campaigns, customer focus groups, and internal R&D projects—to generate a pool of innovation ideas. Students must then review, test, and make a selection from among those ideas in order to choose the best possible innovation. Students learn about managing the innovation process, the different modes of innovation, idea generation and selection, and the role of organizational context in innovation.

 SEAT TIME: 20 MINUTES #8675

New Venture Simulation: The Food Truck Challenge

In this online simulation, students work in small teams to try to run a successful food truck. Teams attempt to maximize profit over several simulated weeks while considering the trade-offs between analysis, experimentation, and scale. The simulation 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

“The students and I found it easy to set up, understand and play, and the competitive element (I show the Leaderboard so everyone can see how they’re doing during gameplay) adds a lot of fun to the proceedings. Students try a variety of strategies in their first iteration, so there is a great foundation on which to teach the main points about prototyping and experimentation.”

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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 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 THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

Strategy Simulation: The Balanced Scorecard

In this multi-player 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** SEAT TIME: 75 MINUTES. HARVARD BUSINESS SCHOOL #114701

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

REVIEW FROM THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

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 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 SEAT TIME: 60 MINUTES. HARVARD BUSINESS SCHOOL #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 THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE*

NEW Strategy Simulation: The Negotiator's Dilemma

This simulation teaches students how to identify a counterpart's strategy and then apply those lessons in a fast-paced group negotiation with other students. The 20-minute simulation uses a prisoner's dilemma exercise to teach important lessons in negotiation, strategy, competition, game theory, and interpersonal communications. Created by Michael A. Wheeler, the simulation is accompanied by faculty videos and a teaching PowerPoint. **TN** SEAT TIME: 20 MINUTES #8670

NEW Strategy Simulation: Value Champion

In this 30-minute simulation, students learn about value chain analysis and competitive advantage. Acting as a manager at SmartShoe, a manufacturer of technology-enabled footwear, students make strategic decisions about everything from raw materials to shipping and delivery, manufacturing, staffing, procurement, and product features. Their decisions will impact SmartShoe's costs and the buyer's willingness to pay. In the debrief, students learn how to use value chain analysis to help decrease cost, increase differentiation, and create value. **TN** SEAT TIME: 30 MINUTES #8685

NEW Value Proposition Simulation: Surgical Robotics

This simulation teaches students about the concept of value proposition and highlights how effective propositions connect to an organization's strategy and drive brand value. Playing the role of CEO at competing surgical robotics companies, students are tasked with improving their value proposition to customers, gaining market share, and further expanding their market category penetration.

TN SEAT TIME: 90 MINUTES #8720

➔ Find more simulations at hbsp.harvard.edu/simulations

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/strategy-execution

➔ Find out more at hbsp.harvard.edu/strategy-execution

Introductory-Level Curriculum Maps

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 at hbsp.harvard.edu/guides

Case Startup Kit

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/guides

Course Modules

Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4-6 items plus alternate options.

POPULAR MODULES IN STRATEGY INCLUDE:

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

➔ Find more Course Modules at hbsp.harvard.edu/guides

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/online-tools

VIDEO SHORTS

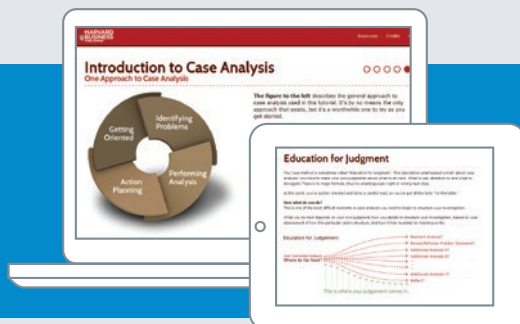
These free, short videos are all under 10 minutes long and illustrate a case's central learning objective. The streaming video is available to registered Educators on the HBP Education website.

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

CASE ANALYSIS COACH



“Highly recommended ... A very helpful guide for first-year MBA students on how to learn from cases.”

REVIEW FROM HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE

- An online, self-paced tutorial
- Prepares students to analyze, discuss, and write about cases
- Requires interpretation of both qualitative and quantitative data

Delivered entirely online, the Case Analysis Coach is a self-paced tutorial that offers students an introduction to the concepts required to analyze and interpret business case studies. It is ideally assigned as students prepare to analyze a case for the first time.

Short examples from cases in various disciplines illustrate multiple types of case situations. The tutorial's framework and process will prepare students for multiple case analysis situations, including written reports, formal presentations, “cold calls” during classroom discussion, and final exams.

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