

## Resources, Competencies, Dynamic Capabilities & Competitive Advantage

MEIM Naples 2024 (February 6-8)

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### CLASS SCHEDULE

#### **Day 1 Morning**

**Internal Environment and Business Level Strategy**

**1 *Amazon.com, Inc.*  
(MHE FTR-068)**

Preparation Questions to think about (and discuss):

1. Which factors can best explain the long-term success of Amazon?
2. **\*\*What is the source of any competitive advantage that Amazon may have? How sustainable is this advantage? Explain.**

#### **Day 1 Afternoon**

**Blue Ocean Business Level Strategy**

**2 *Video Case in Class***

Preparation Questions/Tasks:

1. Identify an innovation that you are familiar with that enhances customer value and at the same time reduces cost. Cite specific attributes of the product or service/experience that customers value that are superior to alternative product/service offers and explain why competitors must charge more for their alternative (inferior) offers. How do you account for this?

## Day 2 All Day

### Building and deploying dynamic capabilities

#### – Understanding resource interdependence

### 3 In class Simulation\*\*\*

\*\*\* Each group should ensure they have a PC or laptop with a large screen or one that can be connected to a large screen monitor.

Preparation Questions to think about

1. **How attractive is the market for an airline start-up?**
2. **What does it take to succeed in this industry?**
3. **What competitive threats might you face and how would you address them?**

## Day 3 Morning

### Integrating the use of Strategy tools

### 4 WinChannel's Digital Gambit to Revitalize Rural China (A) (CB0077)

Preparation Questions/Tasks:

1. **\*\*Please click on the link (or scan the QR code)\* below and complete the short survey comparing the attractiveness of the four retail formats listed.\***
2. **\*\*Identify the major players along China's FMCG industry value chain; and . . .**
  - a. **Select ONE and describe the value this player is creating.**
  - b. **Select ONE that is struggling to make money and explain why it is so difficult for them to make money.**
3. **What opportunities existed in 2015 to create more value in this industry? What specifically do you recommend that Andrew Cui do?**

\* You can do the survey based on your own experience before reading any course material. Please submit completed survey (by clicking the arrow → on the bottom right of the page) before **Midnight on Tuesday, February 6**). The survey can be completed on your phone but it may be awkward using the phone's keyboard. It will be faster to do it on a computer.

[https://ceibs.qualtrics.com/jfe/form/SV\\_6E9732KFGjutNoG](https://ceibs.qualtrics.com/jfe/form/SV_6E9732KFGjutNoG)



## Reading Material List\*

(\* Indicates: *Please read before session; all other readings are optional*)

### 1. Day 1 Morning - Internal Environment and Business Level Strategy

Case: Amazon.com, Inc.

**\*Reading: *Amazon.com, Inc.* (McGraw Hill Case MHE FTR-068 REV: 12-16-19 MH0068)**

Optional Post Reading: *Collis, D.J. & Montgomery, C.A., (2008). "Competing on Resources". (HBR R0807N)*

### 2. Day 1 Afternoon- Blue Ocean (Business Level) Strategy

Case: Video case in class

Optional Post Reading: *Kim, W.C. & Mauborgne, R., (2015). "Blue Ocean Strategy: How to create uncontested market space and make the competition irrelevant", Chapter 2. Harvard Business Review Press: Analytical Tools and Frameworks. (HBR 0022BC)*

### 3. Day 2 All Day – Building Capabilities

Case: In-class Simulation

**\*Optional Pre-Reading: Warren, K. (2016). "The Dynamics of Strategy"**

**\*Optional Pre-Reading: Sterman, J.D. (2016). "People Express Management Flight Simulator", Strategy Dynamics Ltd, Buckinghamshire, England**

Optional Post Reading: *Morecroft, J. D. W. (2007), "Strategic modelling and business dynamics", Read chapter 2: Introduction to Feedback System Thinking; Hoboken, NJ: John Wiley & Sons.*

### 4. Day 3 Morning - Integrating the use of Strategy tools

Case: WinChannel

**\*Reading: *WinChannel's Digital Gambit to Revitalize Rural China (A)* (HBR CB0077 REV: 09-23-20)**