Advanced Strategy Week 8

Aman Asija

Announcements

- Final Presentations in Week 10
 - Online, 15 minutes, followed by 5 minutes of feedback
 - Slots (20 minutes each) will be available on Moodle soon
 - Submission of slides: 05 May
- Content
 - Overview of the company, industry, and the problem (4 pts.)
 - Initial strategy (4pts.)
 - Realized strategy and the reasons for key changes (4pts.)
 - Learnings and mistakes (4 pts.)
 - Future outlook (2 pts.)
 - Slides and delivery (2 pts.)

 What was Monsanto's business model in 1970s and what changes was it considering?

What is a Business Model?

- A set of hypotheses on how a business generates and realizes value
- VARS Framework: Value Proposition, Activities-Resources-Capabilities, Revenue Model, and Scope
- Business Model Canvas

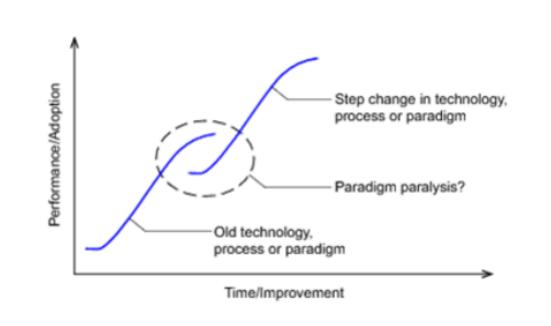
Short video: <u>https://www.youtube.com/watch?v=QoAOzMTLP5s</u>

 What was Monsanto's business model in 1970s and what changes was it considering?

• Why did Monsanto decide to move into biotechnology?

Video: <u>https://www.youtube.com/watch?v=KAZmHIiN8VI&t=648s</u> From 1 minute to 6:45 minute

S-Curve of Innovation



Source: https://www.open.edu/openlearn/nature-environment/organisations-environmental-management-and-innovation/content-section-1.7

• What are the pros and cons of alternative sources of external knowledge considered by Monsanto?

• Should Monsanto capitalize on the biotechnology wave by prioritizing a specific area of focus? If yes, then which one. Give reasons.

 Should Monsanto capitalize on the biotechnology wave by focusing on intermediary products or by developing end products?

Value creation vs value appropriation

Thank You!