

Advanced Strategy

Week 8

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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.)

Question 1

- 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: <https://www.youtube.com/watch?v=QoAOzMTLP5s>

Question 1

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

Question 2

- Why did Monsanto decide to move into biotechnology?

Video: <https://www.youtube.com/watch?v=KAZmHliN8VI&t=648s>

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>

Question 3

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

Question 4

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

Question 5

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

Value creation vs value appropriation

Thank You!