

# Advanced Strategy

## Week 9

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# Announcements

- **Final Presentations: Submission Deadline 05 May**
  - 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.)

# Announcements

- Final Report: Submission Deadline 15 May
- Around 7,000 words (+/- 10%)
- Grading criteria (broad) :
  - Knowledge and understanding of strategy;
  - Ability to apply key concepts and frameworks to the simulation;
  - Critical thinking;
  - Alignment of report and decisions in the simulation;
  - Structure and Style;
- You choose how to structure your report (round per round, per presentation break-up point, etc.)

See Assignment Brief  
See FAQs

# Announcements

- Peer Assessment: Submission Deadline 15 May
- Group submission; guidelines and template on Moodle

# Announcements

- Final Exam: 19 May
- Worth 50% of the final grade;
- The exam will take 90 minutes and will be done using WISEflow;
- Closed-book;
- Case-based exam:
  - You will receive the case 48h in advance;
  - The case will be available to you on the exam day (on WISEflow);
  - What to expect? A couple of open questions

# Announcements

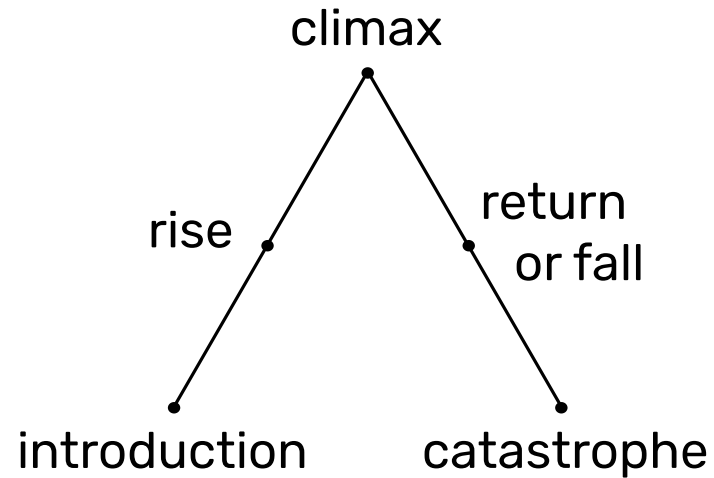
- How to prepare for the Final Exam?
- Case Analysis
- Readings
  - Hambrick, Donald C., and James W. Fredrickson. "Are you sure you have a strategy?." Academy of Management Perspectives 15.4 (2001): 48-59.
  - Porter, Michael E. "The five competitive forces that shape strategy." Harvard business review 86.1 (2008): 78.
  - Barney, J. B. (1986). Strategic factor markets: Expectations, luck, and business strategy. Management science, 32 (10), 1231-1241.
  - Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of management, 17(1), 99-120.
- Concepts mentioned on the slides

# Agenda

- Story of the Pets.com case
- Taking a perspective and identifying problems

# Your Story of the case

## Freytag Pyramid



Source: [https://commons.wikimedia.org/wiki/File:Freytag%27s\\_Pyramid\\_with\\_English\\_text.svg](https://commons.wikimedia.org/wiki/File:Freytag%27s_Pyramid_with_English_text.svg)

- Who is the Protagonist of your story?
- What is the main problem of the protagonist?
- What is the solution?



# Question 1

- As a VC why would you invest in pets.com?
  - Large market size: \$27 Billion
  - Characteristics of consumers: affluent, emotional attachment
  - High frequency transactions
  - High gross margins: 40% gross margins, what about net margins?
  - Valuation benchmarks

# Question 2

- What were the strategic errors made by pets.com?
  - No differentiation
  - No defensive strategy

Thank You!