



Strategy
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ENT 101 : Course Team



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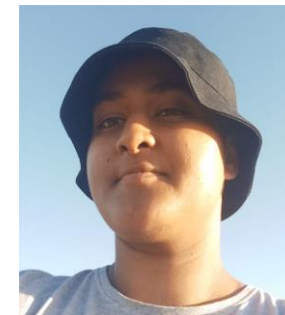
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Strategy

- matching an **unmet customer need** with your **unique ability** to serve to create **all around value**
- an integrated set of **choices**, including **what not to do**

Business

- An Organization that **creates, delivers, captures and sustains/grows** value
- Business model show the logic of how a company intends to make money
 - ✓ A **blueprint** for a strategy to be implemented through **organizational structures, processes, and systems**

What strategy really is?

	Strategy is...	Strategy is not...
	<ul style="list-style-type: none">• An integrated set of hard-to-reverse choices	<ul style="list-style-type: none">• A vision, goal or ambition• Many choices• Reversible choices
	<ul style="list-style-type: none">• Made ahead of time in the face of uncertainty	<ul style="list-style-type: none">• Deterministic future
	<ul style="list-style-type: none">• To create and capture economic profit	<ul style="list-style-type: none">• To gain a few points of market share• To beat only your competitor

Strategy is challenging



Strategy is...

An integrated set
of hard-to-reverse
choices

It is challenging because...

Truly strategic choices require
deep commitment and you have
to make **bold trade-offs**



Made ahead of time
in the face of
uncertainty

You must get **ahead of**
fundamental trends and navigate
toward a **highly uncertain future**



To create and capture
economic profit

Market forces are always at work
to **neutralize advantages** and
erode economic profit

The 10 Tests of Strategy

1. Will your strategy beat the market?
2. Does your strategy tap a true advantage?
3. Does your strategy put you ahead of trends?
4. Does your strategy rest on privileged Insights?
5. Is your strategy granular about where to compete?
6. Does your strategy embrace uncertainty?
7. Does your strategy balance commitment and flexibility?
8. Is your strategy contaminated by bias?
9. Is there conviction to act on your strategy?
10. Have you translated your strategy into an action plan?