

## Business Strategy Focus



Business strategy and sustainability are more closely linked than ever before. Environmental, social, and governance strategies have become an essential aspect of how a company positions itself to increase its value. As customers and investors continue to set high environmental and social performance standards, they become a requirement for competitiveness.

And it is possible to gain a competitive advantage through innovative sustainability strategies that are not easily copied or create a unique market position. In any case, current trends show that investors increasingly prefer companies that implement triple bottom line strategies.

In this Lab, participants work as an Executive Team using sustainability as a strategy to position their company. They set their strategy, implement decisions, analyze opportunities for competitive advantage, and make the decisions necessary to run their company. As a result, they receive financial, environmental, and social performance results to evaluate their progress toward goals.

### Choose Your Format for Business Strategy



#### **Introductory**

Duration: 3-4 hours participant time per cycle, 1 cycle



#### **Intermediate**

Duration: 4-5 hours participant time per cycle, 1 to 3 cycles



#### **In-Depth**

Duration: 5+ hours participant time per cycle, 3 cycles



Use in virtual, in-person or blended classes.

Working together, participants learn new ideas, practice new skills, and discuss new approaches with their colleagues.



Apply business strategy concepts and models to analyze the industry.



Set a long-term direction and strategy for the company based on company values and market analysis.



Integrate functional area goals & perspectives to solve problems at the organizational level.



Predict how various external forces can influence company decision-making.



Evaluate competitors and determine their response using SWOT and other analytical models.



Identify opportunities to engage stakeholders in shared value projects.



Analyze company performance using triple-bottom-line metrics.



Explain their decision-making rationale through debrief questions and presentation.

| Team Activity  | Formats for Business Strategy  |  |  |
|--|--|--|--|
|  | Introductory   | Intermediate   | In-Depth   |
| <b>Design and manufacture a physical product and make operational decisions.</b>   | <ol style="list-style-type: none"> <li>1. Design and build a physical product using data about component cost, pollution and energy impact, and customer preferences.</li> </ol> | <ol style="list-style-type: none"> <li>1. Design and build a physical product using data about component cost, pollution and energy impact, and customer preferences.</li> <li>2. Make operational decisions are aligned with the company strategy.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Design and build a physical product using data about component cost, pollution and energy impact, and customer preferences.</li> <li>2. Make operational decisions are aligned with the company strategy.</li> <li>3. Make sure that supply chain decisions are aligned with the company strategy.</li> </ol>  |
| <b>Market the product.</b>   | <ol style="list-style-type: none"> <li>1. Create either a storyboard or 30-second video commercial.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Create either a storyboard or 30-second video commercial.</li> <li>2. Implement marketing decisions that are aligned with the company strategy.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Create either a storyboard or 30-second video commercial.</li> <li>2. Implement marketing decisions that are aligned with the company strategy.</li> <li>3. Qualify for green labels or certifications based on footprint and energy standards.</li> </ol>   |
| <b>Promote the company and product through Social Media.</b>   | Not available.   | This is an optional activity described in the In-Depth format.   | <ol style="list-style-type: none"> <li>1. Post comments about the company and product to the Lab's internal Social Media feed and comment on other posts.</li> </ol>   |
| <b>Engage with stakeholders designed into the Lab.</b>   | This is an optional activity described in the Intermediate format.   | <ol style="list-style-type: none"> <li>1. Consider scripted stakeholder perspectives related to company activities.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Consider scripted stakeholder perspectives related to company activities.</li> <li>2. Engage interactively with stakeholders played by the instructor via the Lab's internal email app (optional).</li> </ol>  |
| <b>Make leadership decisions for your company.</b><br><br>(The instructor selects the topics. For the In-Depth format, we can also create custom topics based on instructor input).                                | <ol style="list-style-type: none"> <li>1. Make decisions for 1 leadership topic described in the Intermediate format.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Make decisions for up to 3 leadership topics from the following list:               <ul style="list-style-type: none"> <li>• Life Cycle Innovation.</li> <li>• Water Stewardship.</li> <li>• Supply Chain Disruption and Ecosystem Services.</li> <li>• Product Take-back.</li> <li>• Remanufacturing and Circularity.</li> <li>• Supply Chain Safety.</li> <li>• Corporate Social Responsibility.</li> <li>• Product as a Service.</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>1. Make decisions for up to 8 leadership topics from the following list:               <ul style="list-style-type: none"> <li>• Life Cycle Innovation.</li> <li>• Water Stewardship.</li> <li>• Supply Chain Disruption and Ecosystem Services.</li> <li>• Product Take-back.</li> <li>• Remanufacturing and Circularity.</li> <li>• Supply Chain Safety.</li> <li>• Corporate Social Responsibility.</li> <li>• Product as a Service.</li> </ul> </li> <li>2. Make decisions for custom topics (optional).</li> </ol>  |
| <b>Propose a solution to a business opportunity related to business strategy.</b><br><br>(The instructor selects the topics. For the In-Depth format, we can also create custom topics based on instructor input). | Not available.   | This is an optional activity described in the In-Depth format.   | <ol style="list-style-type: none"> <li>1. Propose a solution to a business opportunity related to course content. Here are some examples:               <ul style="list-style-type: none"> <li>• Use an idea from SWOT analysis to improve company positioning.</li> <li>• Use core competencies to gain competitive advantage.</li> <li>• Start a project with external stakeholders to create shared value.</li> <li>• Strengthen your supply chain.</li> <li>• Empower women and minorities in your company and supply chain.</li> </ul> </li> <li>2. Propose a solution for custom topics (optional).</li> </ol> |
| <b>Complete Debrief Questions and Surveys about company, team, and peer performance.</b><br><br>(For the In-Depth format, we can create custom surveys based on instructor input).                                 | Answer questions and surveys: <ol style="list-style-type: none"> <li>1. Business Strategy Debrief Questions.</li> </ol>  | Answer questions and surveys: <ol style="list-style-type: none"> <li>1. Business Strategy Debrief Questions.</li> <li>2. Peer Evaluation Survey.</li> </ol>  | Answer questions and surveys: <ol style="list-style-type: none"> <li>1. Business Strategy Debrief Questions.</li> <li>2. Peer Evaluation Survey.</li> <li>3. Team Evaluation Survey.</li> <li>4. Answer custom Debrief Questions or Surveys (optional).</li> </ol>   |
| <b>Make a final presentation to the Board of Directors.</b>  | Not available.   | This is an optional activity described in the In-Depth format.   | <ol style="list-style-type: none"> <li>1. Present company strategy, progress-to-date, and future direction to a volunteer Board of Directors.</li> </ol>   |