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# STRATEGIES FOR COMPETING IN INDUSTRIES AND MARKETS

**Dual Degree in Business Administration & Data and Business  
Analytics BBADBA SEP-2024 SCIMn-NBDA.3.M.A**

Area Strategy

Number of sessions: 30

Academic year: 24-25

Degree course: THIRD

Number of credits: 5.0

Semester: 1º

Category: COMPULSORY

Language: English

Professor: **DAVID MILLAN PLANELLES**

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"The IE classroom is an outstanding environment to develop a truly strategic mindset". David Millán believes in the educational and experiential value of the course. "This is a time when students are encouraged to go through an analytical process which enhances their capabilities", he says. Therefore the teaching approach is not only focused on the concepts themselves but also in the ability to develop those personal skills.

When it comes to areas of interest, Prof Millán believes that one of the truly strategic concepts is the process of value creation. "It is amazing how corporation decide which their sources of value creation are and how they put them into practice. One needs to understand that value is a far more important concept than sales or growth", he says.

On the professional side, Prof Millán is dedicated to help corporations to take strategic decisions and hence build competitive advantages. "In these days we are living, we need to rethink the sources of competitive advantage. I believe we are currently living not only a change in the international relationships but also, and more importantly, a change in the mindset of our society. This is why we can not rely on the same competitive forces of the past".

## **Academic Background**

- International PhD, Universidad Politécnica de Valencia, Valencia, Spain
- International MBA, IE Business School, Madrid, Spain
- MBA Intensification in Marketing (with honors), Schulich School of Business, Toronto, Canada
- Degree Science Engineering, Universidad Politécnica de Valencia, Valencia, Spain
- Mechanical Engineering intensification, Swiss Institute of Technology, ETH Zurich, Zurich, Switzerland

## **Academic Experience**

- Adjunct Professor of Strategy, IE Business School
- Visiting Professor, INCAE Business School
- Visiting Professor, Les Roches

- Visiting Professor, International University of Monaco - Visiting Researcher, INSEAD

### **Publications**

- Book. "Strategic Luxury Management. Value creation and creativity for competitive advantage", Ed. Routledge (2022)
- Case Study. "KRUG Champagne. The "savoir faire" of a luxury turnaround". IE Publishing (2022)
- Case Study. "El Confidencial. Leading the digital revolution of the newspaper industry". Awarded best Case, IE Competition (2020).
- Case Study. "MB&F, the management of creativity ". Awarded best Entrepreneurship Case, EFMD (2018).
- Case Study. "Porsche AG: Beyond the limits of luxury?". Awarded best case at the IE Case Competition (2014).
- Case Study. "LVMH & Bulgari. Time for Luxury". Awarded with the Honor Mention at the IE Case Competition (2013).
- Article. "Creatividad en el lujo. ¿Cadena o sistema de valor?. Harvard Deusto Business Review (2014)
- Article. "El concepto de lujo. Un enfoque estratégico". Harvard Deusto Business Review (2013)
- Article. "Competencia internacional en un entorno sin paradigmas" Harvard Deusto Business Review (2012)
- Book. "Cuestión de Valor. De querer Vender a saber Competir". Ed. Wolters Kluwer, (2011).
- Awarded Best Management Article of the Year by Fundación RuralCaja (2010).

### **Corporate Experience**

- Independent Advisor.
- Marketing Director, DOMA Yachts, Spain.
- Consultant Product Launch, Turrone 1880, Jijona, Spain.
- Project Manager, ALTEC Automotive GmbH, Stuttgart and Hof, Germany. - Development Engineer, CYPE Ingenieros, Alicante, Spain.
- Design Engineer, Rolls Royce, Berlin, Germany.
- Trainee Engineer, ABB Turbo Systems, Baden, Switzerland.

### **Office Hours**

Office hours will be on request. Please contact at:

dmillan@faculty.ie.edu

## **SUBJECT DESCRIPTION**

*"Strategy is a plan, a method, a series of actions designed to achieve a specific goal or effect"*

(Wordsmyth Dictionary)

This course aims to assist you in becoming an effective and responsible strategist, able to critically evaluate existing strategies of firms, and make well-grounded recommendations directing the future of organizations.

We will start by examining reasons why some firms outperform other firms—one of the most fundamental questions in the field of strategy. We systematically examine what drives profitability differences across industries and how firms can effectively adapt strategy to their industry. We then explore how firms can distinguish themselves from competitors within their industry and create a competitive advantage. You will learn key tools and frameworks to navigate a firm's corporate strategy—where to compete?—and business strategy—how to compete?

In the second half of the course will focus on strategizing in increasingly dynamic and unpredictable environments. We will learn how to incorporate potential moves from competitors, artificial intelligence, and sustainability goals in a firm's strategy and current challenges in developing an effective, timely, and responsible strategy.

## LEARNING OBJECTIVES

The purpose of this course is to develop participants' ability to **think strategically** and to provide suitable tools and knowledge to understand how companies can achieve and sustain competitive advantage. The course is designed to:

- Learn how to analyze industries and the competitive position of firms
- Learn how firms create value and competitive advantage
- Learn how firms sustain competitive advantage over time
- Learn how to critically evaluate firms' existing strategies and develop effective, timely, and responsible strategies
- Learn how to make well-grounded recommendations directing firms' future strategy through practical examples

The course will use core tools and frameworks of strategic management to understand how firms can **incorporate sustainability goals** in their strategy and create responsible strategies. Course participants will:

- Learn to understand and analyze business strategies that drive positive change
- Learn how firms can create competitive advantages by being a purpose-driven leader in their industry
- Learn how firms can adjust their strategy to meet their broader stakeholders' needs
- Learn to understand challenges in implementing and sustaining purpose-driven strategies

## TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	32.0 %	40.0 hours
Discussions	24.0 %	30.0 hours
Exercises in class, Asynchronous sessions, Field Work	16.0 %	20.0 hours
Group work	16.0 %	20.0 hours
Individual studying	12.0 %	15.0 hours
TOTAL	100.0 %	125.0 hours

## AI POLICY

- Generative artificial intelligence (GenAI) tools may be used in this course for the described acceptable use cases: ideation, proofreading, grammar check, and image generation with appropriate acknowledgement.
- GenAI may not be used for the midterm quiz and final exam. If a student is found to have used AI-generated content inappropriately, it will be considered academic misconduct, and the student might fail the respective assignment or the course.
- If you are in doubt as to whether you are using GenAI tools appropriately in this course, I encourage you to discuss your situation with me.

Below, a suggested format to acknowledge the use of generative AI tools. Please note that acknowledging AI will not impact your grade.

- I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work]
- If AI was permitted to use in your assignment, but you have chosen not to include any AI generated content, the following disclosure is recommended: No content generated by AI technologies has been used in this assignment.

## PROGRAM

### SESSION 1 (LIVE IN-PERSON)

#### Introduction

Chapter 1 from Grant Textbook (See Bibliography)

### SESSION 2 (LIVE IN-PERSON)

#### Sustainability Topics:

- Social Challenge

#### Value creation and capturing

*Book Chapters: Contemporary Strategy Analysis*

Chapter 2 from Grant Textbook (See Bibliography)

Chapter 1, Pages 9-25 and Chapter 9, Pages 279-292 from Besanko textbook (See Bibliography)

## **SESSION 3 (ASYNCHRONOUS)**

**Exercise – Applying value creation and capturing**

## **SESSION 4 (LIVE IN-PERSON)**

**Industry analysis and the structure-conduct-performance paradigm**

*Book Chapters: Contemporary Strategy Analysis*

Chapter 3 and the first paragraph (Does Industry Really Matter?) of Chapter 4 from Grant Textbook

Chapter 5 pages 155-162 and Chapter 8 pages 274-254 from Besanko Textbook (See Bibliography)

## **SESSION 5 (LIVE IN-PERSON)**

**Applying industry analysis**

*Book Chapters: Contemporary Strategy Analysis*

US Airlines, source: Grant Textbook

## **SESSION 6 (LIVE IN-PERSON)**

**Industry segmentation and Blue Ocean strategy**

*Book Chapters: Contemporary Strategy Analysis*

*Article: Blue Ocean Strategy: From Theory to Practice (HBS CMR312-PDF-ENG)*

Chapter 4 from Grant textbook (paragraph on Segmentation and Strategic Groups) (See Bibliography)

Chapter 9, Pages 310-314 from Besanko textbook (See Bibliography)

## **SESSION 7 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Environment
- Social Challenge

**Resources and capabilities**

*Book Chapters: Contemporary Strategy Analysis*

Chapter 5 from Grant Textbook (See Bibliography)

Chapter 11, Pages 353-357 from Besanko Textbook (See Bibliography)

## **SESSION 8 (LIVE IN-PERSON)**

**Applying the Resource-based-view**

*Book Chapters: Contemporary Strategy Analysis*

Harley Davidson Case, source: Grant Textbook

## **SESSION 9 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Environment
- Social Challenge

### **Creating and sustaining competitive advantage**

*Book Chapters: Contemporary Strategy Analysis*

Chapter 7 from Grant Textbook (See Bibliography)

Chapter 1, Pages 9-25; Chapter 2, Pages 68-75; and Chapter 9, Pages 296-310 from Besanko Textbook (See Bibliography)

## **SESSION 10 (ASYNCHRONOUS)**

### **Exercise – Applying and understanding cost leadership**

*Book Chapters: Contemporary Strategy Analysis*

Chapter 7 from Grant Textbook (See Bibliography)

## **SESSION 11 (LIVE IN-PERSON)**

### **Simulation - Applying and understanding benefit (differentiation) leadership**

*Practical Case : Arrogant Brewery (STR010104-U-ENG-HTM)*

## **SESSION 12 (LIVE IN-PERSON)**

### **Midterm Quiz**

## **SESSION 13 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge

### **Strategy and artificial intelligence**

## **SESSION 14 (LIVE IN-PERSON)**

### **Competitive interactions and fundamentals of game theory**

*Book Chapters: Economics of Strategy*

Paragraph "Economics Primer" from Besanko Textbook, Pages 29-32 (See Bibliography)

Additional notes from the professor

## **SESSION 15 (ASYNCHRONOUS)**

### **Exercise – Applying the fundamentals of game theory**

## **SESSIONS 16 - 17 (LIVE IN-PERSON)**

### **Simulation – Understanding competitive interactions in action (The Lobster simulation)**

*Book Chapters: Economics of Strategy*

*Book Chapters: Economics of Strategy*

Instructions and Notes from the professor

Chapter 5, Pages 170-178 from the Besanko Textbook (See Bibliography)

## **SESSION 18 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Environment
- Governance

**Entry dynamics and strategy**

Chapter 6 and Chapter 11, Pages 364-367 from Besanko textbook (See Bibliography)

**SESSION 19 (LIVE IN-PERSON)****Sustainability Topics:**

- Environment
- Governance

**Industry life cycles and strategy in mature industries**

*Book Chapters: Contemporary Strategy Analysis*

Chapters 8 and 10 from Grant Textbook (See Bibliography)

**SESSION 20 (ASYNCHRONOUS)****Exercise – Applying strategic management in dynamic environments**

*Practical Case : Porsche AG. Beyond the limits of Luxury? (STR010106-U-ENG-HTM)*

**SESSION 21 (LIVE IN-PERSON)****Understanding corporate strategy – Vertical integration**

*Book Chapters: Contemporary Strategy Analysis*

Chapter 11 from Grant Textbook (See Bibliography)

**SESSION 22 (LIVE IN-PERSON)****Sustainability Topics:**

- Social Challenge
- Economic Development

**Applying vertical integration**

*Practical Case: The Lao Coffee Industry: Implementing Vertical Integration for a Social Cause at Bolaven Farms (HBS HKU933-PDF-ENG)*

**SESSION 23 (LIVE IN-PERSON)****Sustainability Topics:**

- Social Challenge
- Economic Development

**Understanding corporate strategy – Diversification**

*Book Chapters: Contemporary Strategy Analysis*

Chapter 13 from Grant Textbook (See Bibliography)

Chapter 2, Pages 64-67 & 75-80 from Besanko Textbook (See Bibliography)

**SESSION 24 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge

### **Strategy, social and environmental objectives**

*Practical Case : Because There is No Planet B. The Case of Ecoalf (STR010114-U-ENG-WOD)*

*Book Chapters: Contemporary Strategy Analysis*

## **SESSION 25 (ASYNCHRONOUS)**

### **Exercise - Applying diversification**

Alphabet Case from Grant Textbook (10th or 11th Edition) (See Bibliography)

## **SESSIONS 26 - 27 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge

### **Case competition.**

*Practical Case : Because There is No Planet B. The Case of Ecoalf (STR010114-U-ENG-WOD)*

## **SESSION 28 (LIVE IN-PERSON)**

### **Guest speaker session**

## **SESSION 29 (LIVE IN-PERSON)**

### **Wrap up and conclusion**

## **SESSION 30 (LIVE IN-PERSON)**

### **Final exam**

## **EVALUATION CRITERIA**

Please notice that from the beginning of the course, you will be assigned to a workgroup. Your final grade in the course will be based on both individual and group work and will be weighted according to the overview below.

The evaluation of the class complies with the following rules:

- A necessary requirement to pass the course is to achieve **a minimum grade of 4.5 on the Final Exam**. If a student completes the Midterm Quiz, an average of 4.5 in the Midterm Quiz and Final Exam is sufficient to pass the course. If the minimum threshold of 4.5 is not reached, the course is to be evaluated as **FAILED**. Students will have to retake the exam in the extraordinary call in June/July and will lose their grades for the asynchronous assignments, case study competition, and participation.
- **Examinations cannot be rescheduled for any reason**. This applies to the Midterm Quiz, the



Final Exam, and the Case Study Competition. Students who do not show up to an examination will receive an evaluation equal to 'zero' for the respective examination. [The only exception for the Final Exam and every in-class evaluation is a dispensa or a justification from the BBA office provided upon the presentation of official (medical) documentation. If a justification is provided to skip the Final Exam, the student will take the exam in the extraordinary call of June/July.]

- In case of severe IT problems during an examination, the course coordination together with the strategy department chair can consider an ad hoc alternative evaluation or exam. This includes the possibility of an oral exam.

The examination of the course will include the following elements that will be weighted according to the provided overview:

**A. FINAL EXAM (50%):** The Final Exam will test the content from Sessions 1 to 30 and includes the discussed content from the indicated readings (incl. textbooks), slides, case studies, and notes.

**B. MIDTERM QUIZ (10%):** The Midterm Quiz is an individual examination that will test the content of the class (Sessions 1 to 11). This test aims to allow students to receive an indication of how they are keeping up with the class content and "training" for the Final Exam. **The Midterm Quiz is voluntary and an opportunity to improve a student's grade in the final exam:** the Midterm Quiz will only be included in the overall evaluation of the class if its outcome improves a student's overall grade of the course. That is, the Midterm Quiz will only be included in the overall evaluation of the course if the grade of the Midterm Quiz exceeds a student's grade in the Final Exam. Otherwise, the Final Exam will count 60% toward the overall course evaluation. This will also be the case if a student misses the Midterm Quiz.

**C. ASYNCHRONOUS ASSIGNMENTS (15%):** Asynchronous assignments are group-based. They consist of self-study material and exercises that need to be completed in Workgroups and submitted according to the provided deadlines and instructions. Asynchronous assignments test students' ability to apply course content from the preceding sessions.

**D. CASE STUDY COMPETITION (15%):** The case study competition will take place in sessions 27-28 and is a Group task. Students will be assigned a short business case with questions and are asked to provide well-grounded recommendations to solve the case in form of a presentation. The presentation has to include slides submitted via Blackboard. Grades will be ranked on a competitive basis.

**E. PARTICIPATION (10%):** Successful individual participation in class requires attendance and compliance with IE's and the class code of conduct. Participation is an individual grade and will be evaluated based on the following criteria:

1. **Depth and Quality of a student's contribution to the class:** High-quality comments distinguish by their depth of insight, rigorous use of case evidence, consistency of argument, and realism.
2. **Moving Your Peers' Understanding:** Great ideas can be lost through a poor presentation. A high-quality presentation of ideas is concise and clear and considers the relevance and timing of comments and the flow of the ensuing class discussion.
3. **Frequency:** Frequency refers to the attainment of a threshold quantity of contributions that is sufficient for making a reliable assessment of comment quality. Once a sufficient threshold quantity is met, increased "airtime" does not automatically improve your evaluation and evaluation depends on the comments' quality. Students are expected to make active attempts to contribute to the class debate regularly and not only wait for the instructor's invitation to contribute.

**RESIT / RETAKE POLICY** will follow the program rules. Please consult the BBA office for details.

criteria	percentage	Learning Objectives	Comments
Final Exam	50 %		
Group Presentation	15 %		
Group Work	15 %		
Class Participation	10 %		
Intermediate tests	10 %		

## RE-SIT / RE-TAKE POLICY

**The RESIT / RETAKE POLICY will follow the program rules.**

This includes the rules specified below. Please consult the BBA office for details.

- Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years.
- Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or "re-sit") in June/July.
- Students who do not comply with the 80% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

**The Extraordinary Call Evaluation criteria will be subject to the following rules:**

- Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).
- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance.
- All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)
- The June/July re-sit will consist of a comprehensive evaluation of the course.
- Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call.
- Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., "notable" in the extraordinary call.

### Re-takers:

- Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year).
- The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).
- After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to

attend the session in order to clarify any concerns you might have regarding your grade.

- Your professor will inform you about the time and place of the review session.
- Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program.
- Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.
- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

## **BIBLIOGRAPHY**

### **Compulsory**

- Robert M Grant. (2015). *Contemporary strategy analysis : text and cases*. 10th. Wiley. ISBN 9781119120841 (Digital)

eBook

- David Besanko. (2017). *Economics of strategy*. Wiley. ISBN 9781119378761 (Digital)

eBook

## **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

## **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

## **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.