



JWI 540: Strategy

Assignment 2

Assignment 2: How to Win: Strategic Options Assessment and Recommendation

Due Week 8, Sunday, midnight of your time zone (Weight: 25%)

Introduction

"Strategy means making clear-cut choices about how to compete. You cannot be everything to everybody, no matter what the size of your business or how deep its pockets."

– Jack Welch –

Whew! You have generated some great insights about the Playing Field and Competitors and your own Organization from the work you did in Assignment 1. Now you will transition from looking back to looking ahead and develop the primary "How to Win" strategy that will be your game-winning move!

Your CEO has clarified that you need to think expansively and recommend a Move that is *transformative* rather than *incremental*. To help with this, you have decided to consider each of the seven common winning moves outlined in the Week 6 lecture, and intend to pick one of them as your preferred game winning move. This is an exciting opportunity to actually *create* the plan instead of just *execute* the plan and thus you want to do your best work.

You know that your Game Winning Move will be a decisive choice for the company. But in choosing this Move (as is the case with any strategic initiative), the company will risk money and resources. If your Move is the right one, you will grow sales and profits and beat your competitors! If your Move is the wrong one, you risk disappointing your investors and letting your competitors gain competitive advantage. Given the importance of this Move, you want to evaluate *each* of the seven Moves and do a deep dive on the attractiveness and feasibility and risks of your chosen Move.

Your CEO is expecting an executive brief in Week 8 that summarizes your analysis of the Move you feel offers the most potential and your conclusion on the Game Winning Move that will you be presenting in Week 10.

Instructions for Assignment 2

Important note: We are striving to help you create game-winning moves, and not just evaluate other people's game winning moves. For this Assignment, do NOT recommend a Move that is identical or very similar to a real-life example for your company. As an example, don't recommend that Tesla/Apple/Google/Uber/etc. invest in self-driving car technology or recommend that CVS acquire Aetna as those are all in the public domain. Instead, recommend a Move that is novel and innovative for your company.

Prepare an executive brief for your CEO which provides the following information:

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JWI 540: Strategy

Assignment 2

1. Opening paragraph summarizing the purpose and content of this brief.
2. Consider the applicability and attractiveness of each of the 7 common winning moves (from the Week Six lecture notes) for your organization and your competitive situation in your chosen Playing Field. List your top three most attractive Moves in order from most attractive to least attractive.
3. For your most attractive Move, provide specifics about the Move you would recommend. For example, if you chose acquisition, who might you buy? If you chose geographic expansion, where would you expand? If you chose discontinuous innovation, what would the innovation be? Explain why you think it will generate financially attractive growth (which includes both incremental revenue growth and commensurate incremental profit growth).
4. How does this Move align (or conflict) with your key strength/weakness identified in your Playing Field template?
5. Most Moves require investments of resources and money. What are some significant investments that would be required to implement this move? Note, we are not looking for dollar figures; instead, we are looking for the key categories of investments (like hiring people, investing in new capabilities, or building new manufacturing plants, etc.)
6. Most Moves have risks that need to be considered. What are the most significant risks and what is your recommended risk mitigation plan?
7. How do you think the competition will react to your Move?
8. Conclude with a final paragraph or two which includes a summary of your Game Winning Move and conclusions on the above topics.

Formatting and Submission Requirements

- The executive brief submission should be 2 to 3 pages (not including the cover page or appendixes/references page).
- Typed, single-spaced, professional font (size 10 – 12) with one-inch margins on all sides.
- Include a cover page containing the title of the assignment, your name, professor's name, and the course title and date.
- Include a references page at the end documenting sources and citations used. You must cite three or more current media sources.
- Use headings to identify main topics and subtopics.
- You are welcome to include charts, tables, and graphs in-text or in an appendix.
- Develop and support your research with facts and in-text citations, appendixes, and references.



JWI 540: Strategy

Assignment 2

RUBRIC Assignment 2

Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
1. Recommend a specific Game Winning Move. Weight: 30%	The student does not provide a Move ranking and/or unsatisfactorily describes their recommended Move and how it might generate financially attractive growth for the company.	The student partially describes their recommended Move, but does not include a Move ranking. The student only partially describes how the Move might generate financially attractive growth for the company.	The student rank orders 3 Moves and satisfactorily describes their recommended Move and satisfactorily describes how the Move might generate financially attractive growth for the company. <u>The Move might or might not be reasonably logical or reasonably feasible, but must derive from the 7 common Moves.</u>	The student rank orders 3 Moves and completely describes their recommended Move with sufficient specificity to provide a clear understanding of the Move. Student also completely describes how the Move might generate financially attractive growth for the company. <u>The Move must be reasonably logical and reasonably feasible and derive from the 7 common Moves.</u>	The student rank orders 3 Moves and exemplarily describes their recommended Move with sufficient specificity to provide a clear and unambiguous understanding of the Move. Student also exemplarily describes how the Move might generate financially attractive growth for the company. <u>The Move must be reasonably logical and reasonably feasible and derive from the 7 common Moves.</u>
2. Alignment and Investments. Weight: 20%	The student does not include or unsatisfactorily describes how the Move relates to their company's strength/weakness and significant investments that might be required.	The student partially describes how the Move relates to their company's strength and weakness. The student partially describes significant investments that might be required.	The student satisfactorily describes how the Move relates to their company's strength and weakness. The student demonstrates satisfactorily describes some significant investments that might be required.	The student clearly and concisely describes how the Move relates to their company's strength and weakness. The student demonstrates sound logic and reasoning on some of the significant investments that might be required.	The student clearly and concisely describes how the Move relates to their company's strength and weakness. The student demonstrates exemplary logic and reasoning and foresight on the most significant investments that might be required.



JWI 540: Strategy

Assignment 2

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<p>3. Risks and competitive response.</p> <p>Weight: 20%</p>	<p>Student does not include or unsatisfactorily demonstrates risk mitigation. Student unsatisfactorily anticipates competitive response.</p>	<p>Student partially demonstrates anticipation of the risks of the Move and partially provides risk mitigation plans. Student's competitive response predictions partially address the likely outcomes.</p>	<p>Student demonstrates satisfactory anticipation of the risks of the Move and provides satisfactory risk mitigation plans. Student's competitive response predictions are not unreasonable.</p>	<p>Student demonstrates good anticipation of the most significant risks of the Move and provides sound risk mitigation plans. Student's competitive response predictions demonstrate sound logic and reasoning.</p>	<p>Student demonstrates exemplary anticipation of the most significant risks of the Move and provides cogent and novel risk mitigation plans. Student's competitive response predictions demonstrate exemplary logic and reasoning.</p>
<p>4. Provide an effective and persuasive conclusion that is "fit for use" for a CEO.</p> <p>Weight: 15%</p>	<p>The conclusion is missing or presents an unsatisfactory summary of the Move, risks, and investments.</p>	<p>The conclusion partially summarizes the Move and partially addresses other factors like risks and investments.</p>	<p>The conclusion is a satisfactory synopsis of the key elements of the Move. Conclusion satisfactorily asserts the recommended move, while simultaneously providing some perspective on risks and/or investments.</p>	<p>The conclusion is a complete and succinct synopsis of the Move. Conclusion persuasively asserts the recommended move, while simultaneously providing reasonable fair-balance on investments and risks.</p>	<p>The conclusion is an exemplary and succinct synopsis of the Move. Conclusion persuasively asserts the recommended move, while simultaneously providing reasonable fair-balance on investments and risks. Excised from the brief, the conclusion paragraphs could effectively be used as the elevator pitch for the Move.</p>
<p>5. Present information professionally within the three-page limit, and support recommendations, assertions, and facts with in-text citations, appendixes, and references.</p> <p>Weight: 15%</p>	<p>Brief is missing significant content and generally unprofessional in appearance or due to multiple mechanics and usage errors. Most recommendations, assertions, and facts are not supported with in-text citations, appendixes, and references.</p>	<p>Brief is partially well-written and semi-professional in appearance. Several mechanics and usage errors make parts of the text difficult for the reader to understand. Some recommendations, assertions, and facts are supported with in-text citations, appendixes, and references.</p>	<p>Brief is satisfactorily well-written and generally professional in appearance. There may be a few mechanics and usage errors, but they do not have a major impact on the flow. Many recommendations, assertions, and facts are supported with in-text citations, appendixes, and references.</p>	<p>Brief is succinct and well-written and within the three-page limit (excluding cover, references, and appendixes) and professional in appearance. It includes a cover page. Mechanics and usage errors, if any, are minor and have no impact on the flow. Most recommendations, assertions, and facts are supported with in-text citations, appendixes, and references.</p>	<p>Brief is succinct and well-written and within the three-page limit (excluding cover, references, and appendixes) and very professional in appearance. It includes a cover page. There are no mechanics or usage errors. All recommendations, assertions, and facts are exemplarily supported with in-text citations, appendixes, and references.</p>