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Identidad III y IV_20
Guía docente 2023-24

[Dr. Alejandro Ruelas-Gossi Bio 200 words. 2023.docx](#)

PRESENTACIÓN

COMPETENCIAS

PROGRAMA

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STRATEGY ORCHESTRATION

SYLLABUS



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A. OBJECTIVES

- 1) Introduce the concept of how to *strategize in a Non-Linear World. The complexity theory context.*
- 2) Introduce the concepts of *inception* and *Innovation Plateau.*
- 3) Strategy Orchestration.
- 4) Immerse in the *Steve Jobs' Apple genius business tactics.*
- 5) Innovation Taxonomy: The Big T Paradigm. The Interaction with Small t.
- 6) Switch to the region/unit of analysis to introduce the concept of the Race-to-the-Top Strategy Paradigm.

Assignments comprehends:

- * Reading the assigned article(s) for the session and be ready to participate in the discussion of the assigned material.
- * Being informed from the syllabus, and from the section of announcements in ADI, of the instructions regarding each session.

B. READINGS/ASSIGNMENTS.

*Surf the web and identify an example from your country of origin that fits a core concept of each article.

*Post your assignment on ADI. Your assignment requires: **the concept you identify + the weblink + at least half-page of explanation.**

Assignments Guidelines:

1. The assignment is not a summary of the article(s). If you like to do introductory summary, it is perfectly ok, though. I understand that sometimes that helps with the organization of the ideas.
2. The best way to "find" a concept on the web that "fits" with the concept of the article that you identified -- and that you need to elicit at the beginning of the assignment -- is to daily read business news. This practice will be very important for the years ahead, to find an outlet that you like that allows you to be on top of business news. (I use Financial Times, and customize my own area of "myFT.com"). There you pick the news you want to receive.



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3. Then, while you are reading both -- the articles for the session and your daily news -- you should be able to "connect the dots".

4. Please do not use other academic articles.

5. Be thorough in your analysis, and thoughtful in writing your assignment.

The learning process through the assignments starts with the discipline of reading business news articles every day. Then, when you read the assigned article(s) for every session, you will be able to "connect". If you diligently do this, the assignments are quite easy. The essential element is the "connecting the dots" practice, until it becomes a habit. This will be key in your future endeavors. It is not about "google" the name of the article, or some concept of the article.

PLEASE SUBMIT YOUR ASSIGNMENTS BEFORE NOON OF THE PREVIOUS DAY TO THE FIRST SESSION OF THE WEEK.

C. PROGRAM

Session 1

TOPIC: **"Strategy-zing in a Non-Linear World":**

Strategy-zing in a Non-Linear World encompass a profound change in the way we understand Strategy. We do not- plan Strategy. We plan the atmosphere – which is the linear part – where we create the conditions —attractors and fractals in the complexity theory jargon— for the Strategy – the non-linear part – to emerge.

READING:

"Strategy-zing in a Non-Linear World". Nuevas Tendencias. Nº 101. January 2019. pp. 2 – 9. Ruelas-Gossi, Alejandro.



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VIDEO (will be reviewed in class):

- Alice in the Wonderland. Walt Disney Studios Home Entertainment. 1951. Lewis Carroll starts the non-sense genre, and a bunch of scenes of this story help us to understand the most relevant and timeless principles in Strategy.

Assignment:

*Surf the web and identify one example from your country of origin that fits a core concept of each one of the articles.

*Post your assignment. Your assignment requires: **the concept you identify + the weblink + at least half-page of explanation.**

IMPORTANT: In the first article of Session 1: "STRATEGY-ZING IN A NON-LINEAR WORLD", please just read the following sections (the other sections of the article, will be covered in other sessions):

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DISEQUILIBRIUM AS THE SOURCE
FOR INNOVATION (PRODUCT &
BUSINESS MODEL)

-

SOURCES FOR DISCONTINUITY

A NEW PARADIGM FOR A
GLOBALIZATION EXCHANGE

RETHINKING THE RICARDIAN
THEORY: A THEORY OF
COMPARATIVE DISADVANTAGE

A NEW APPROACH. THE VANTAGE
POINT

WANT VS NEED



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BUILDING A UNIQUE PATH

PLAYING THE ORCHESTRA

THERE ARE 4 PRINCIPLES OF
CONNECTING

Session 2

TOPIC: **"Innovation Plateau"**: *CEOs find themselves stuck in an Innovation Plateau. They fall into chronic sameness, an inertia driven by a feeling that they must focus on cost, even cheapness, to remain competitive. A main indicator of how widespread this plateau has become is the decline in corporate investment in R&D, the invisible infrastructure that supports true innovation. Investment in fundamental science – the R – has dropped from more than 2% of U.S. GDP in the 1970s to 0.78% today. The less science, the fewer business ideas*

READING:

- Innovation Plateau. Ruelas-Gossi, Alejandro. Harvard Business Review. Apr. 2017. pp. 1 – 4.

For session 2, the article of "The Innovation Plateau" appears with the name of:

"4 Things Your Innovation Efforts Shouldn't Focus On"

- 'Disruptive' science has declined — and no one knows why, Nature, January 2023.

The proportion of publications that send a field in a new direction has plummeted over the past half-century.

<https://www.nature.com/articles/d41586-022-04577-5>

Assignment:

* Surf the web and identify one example from your country of origin that fits a core concept of each one of the articles.

*Post your assignment. Your assignment requires: **the concept you identify + the weblink + at least half-page of explanation.**



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Session 3

TOPIC: "Inception":

During the last 3 decades, some ideas in the field of strategy & value creation, have been extremely pervasive, becoming almost like absolute truths. The traditional managers have incepted in their minds 4 dangerous obsessions: low-price obsession, customer obsession, competitor obsession, and value-added obsession. These 4 obsessions have provoked a mortal virus: sameness.

READING:

- The 4 Obsessions in Management. Alejandro Ruelas – Gossi. Harvard Deusto Business Review. February 2013. pp. 52 – 60.

Assignment:

*Surf the web and identify an example from your country of origin that fits a core concept of each one of the articles.

*Post your assignment. Your assignment requires: **the concept you identify + the weblink + at least half-page of explanation.**

For Session 3 article: "The 4 Obsessions of Management", Identify an example that fits one (or more) of the 4 Obsessions of Management.

[Please skip the last section of the fourth obsession (pages 58 to 60). We will cover the concepts of that section in Session 5].

Session 4

TOPIC: "STRATEGY ORCHESTRATION".

The musical instruments have clearly an intrinsic value by themselves, just like the products have, but the coordinated interplay of the sound of the different instruments play a unique story. Clearly, the value of the orchestra – like the value of the network – bring to the audience an emotional impact, not just a transactional one.

In the field of Strategy, we observe successful firms expanding its value content from product-focus to network-focus. They accomplish that through the deliberate orchestration of nodes around its initial offering. They migrate from "product-transaction with a customer" to "story-impact into the audience". Products are transactional. Stories are emotional.



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READING:

- Strategic Orchestration. Ruelas-Gossi & Sull. Harvard Business Review. Nov. 2006. pp. 1 – 10.
- Strategic Orchestration. Sull & Ruelas-Gossi. Business Strategy Review. 4 (2010), pp. 58-63

Assignment:

* Surf the web and identify one example from your country of origin that fits a core concept of each one of the articles.

*Post your assignment. Your assignment requires: **the concept you identify + the weblink + at least half-page of explanation.**

For Session 5, provide ONE example of the first article, and ONE example of the second article, of a firm using the concept of Orchestration. For both articles, look at the allocentric business model of JLT in the article of **Business Strategy Review**.

Recommended articles on Strategy Orchestration.-

Harvard Business Review. Aug. 2009. **RyanAir**. Alejandro Ruelas-Gossi.

Harvard Business Review. Sept. 2009. **DeBeers**. Alejandro Ruelas-Gossi.

Harvard Business Review. Oct. 2009. **IKEA**. Alejandro Ruelas-Gossi.

Harvard Business Review. Nov. 2009. **ZARA**. Alejandro Ruelas-Gossi.

Harvard Business Review. Dec. 2009. **AON**. Alejandro Ruelas-Gossi.

Harvard Business Review. Jan. 2010. **CINSA**. Alejandro Ruelas-Gossi.

Harvard Business Review. March. 2010. **Blyk**. Alejandro Ruelas-Gossi.

Harvard Business Review. Apr. 2010, **Health 2.0 – Hospital de Solidaridad**. Alejandro Ruelas-Gossi.

Harvard Business Review. May. 2010. **KONE**. Alejandro Ruelas-Gossi.

Harvard Business Review. Jul. 2010. **Human Capital & Social Networks**. Alejandro Ruelas-Gossi.

ACTIVIDADES FORMATIVAS

EVALUACIÓN

CONVOCATORIA ORDINARIA

CONVOCATORIA EXTRAORDINARIA



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BIBLIOGRAFÍA