

Cambridge Judge Business School • Executive Education

# STRATEGIC MANAGEMENT: CREATING & SUSTAINING COMPETITIVE ADVANTAGE



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

Executive Education





## Strategic Management: Creating & Sustaining Competitive Advantage

In the wake of technological disruptions and shifts in the competitive landscape, executives need to reset their strategic vision and develop a strong market orientation to position for growth. This programme has been carefully designed to provide you with a framework for thinking about strategy and competitive advantage that encompasses how to navigate new platform strategies and work across business ecosystems.

### Face-to-Face

- The programme comprises three day-long sessions
- Sessions take place from 08:45 to 17:30 UK time

### Live Online

- The programme comprises six half-day sessions
- Sessions take place from 08:45 to 12:30 UK time

Please visit our website for dates and fees



## High quality programmes, in flexible formats:

Cambridge Judge Business School Executive Education delivers outstanding professional development from a world-class centre of learning and innovation. We aim to offer diverse formats so you can access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. In addition to our Face-to-Face programmes, our Live Online format brings Cambridge to wherever you are, delivering the best aspects of a Cambridge learning experience to your home or office.

### Face-to-Face delivery



Face-to-Face delivery requires you to travel to the historic city of Cambridge, here you will have the opportunity to meet faculty and peers in person while enjoying the beautiful surroundings of Cambridge University. This also means time away from home and office, which will open a space for you to fully focus on your learning objectives, networking and experience exchange.

Join "Cambridge Union"-style debates, learn from guest speakers and ask questions. Experience close faculty and peer interaction, take part in group exercises, role-play, discussions both in-class and in breaks over lunch or down time.

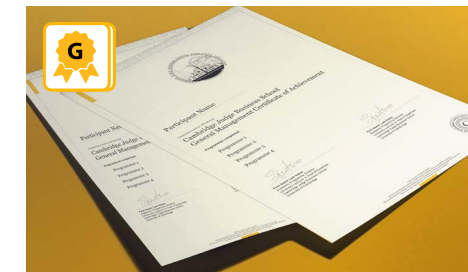
**Duration:** The programmes duration varies from 2 days to 3 weeks.

### Live Online delivery

Live Online brings the best aspects of a face-to-face learning experience to wherever you are! The sessions offer a rich and immersive interaction between you, our faculty and your fellow participants. While having to maintain focus away from office or home distractions, the virtual environment will allow to quickly switch back to your daily routine and tasks. Live Online eliminates travel dependencies, not only making this a budget-friendly option but also enabling you to test learned notions in real time and share your experience with your peers and faculty during the next day.

Just as with our face-to-face programmes you will take part in a Cambridge Virtual Debate where you can discuss and vote to gauge opinion. Interact with guest speakers, ask questions and make use of tools available only in a virtual environment. You will engage with faculty and collaborate with peers in break-out groups, or in group exercises and role-play.

**Duration:** The programmes duration varies from 4 to 6 half days.



### General Management Certificate of Achievement (GMCA)

This programme counts towards the Cambridge Judge Business School General Management Certificate of Achievement.

On completing the GMCA you will be eligible to become an associate member of Cambridge Judge Business School's global network of graduates and business-focused University of Cambridge alumni, faculty and staff.

### The CPD Certification Service

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies. [Find out more about CPD.](#)





## Programme key themes

- Understand how strategy can make the difference between success and failure
- Have the opportunity to reflect on your industry, organisation and role, and gain new insights on your strategic challenges
- Learn to develop strategies to create and maintain competitive advantage by better understanding the dynamics of your industry
- Gain a deeper understanding of the tools and techniques of strategic analysis.



## Top Ten Challenges

Executives come to Cambridge to solve challenges in their organisations.

If you are facing one of these challenges, this programme will help you solve it:

- |          |   |           |  |
|----------|---|-----------|--|
| <b>1</b> | How to tell good strategy from bad without waiting for financial results?             | <b>6</b>  | How to break into and achieve a sustainable competitive advantage in business ecosystems |
| <b>2</b> | How to choose the right strategy for you?   | <b>7</b>  | How to think of new business models and transition between them                          |
| <b>3</b> | How to avoid commonly made mistakes in cost leadership and differentiation strategies | <b>8</b>  | How to improve strategic decision making   |
| <b>4</b> | How to manage the growth process  | <b>9</b>  | How to overcome strategic myopia in executive teams                                      |
| <b>5</b> | How to shift your mindset from bricks and mortar to platform-based competition        | <b>10</b> | How to restructure an organisation to execute particular strategies                      |

**Tim Bearpark, Vice President, Partnerships, Cerba Research**



*"Fantastic course. The preparations that went into the course were clearly evident. Excellent speakers and very interactive. I thought the course was first class and I thoroughly enjoyed it. I learned a lot and I now have an awareness to expand the way I think about strategy. I wanted to increase my strategic management capabilities and knowledge and the course definitely accomplished this. I also highly value the certificate achieved, which benefits future career progression."*

### Who should attend

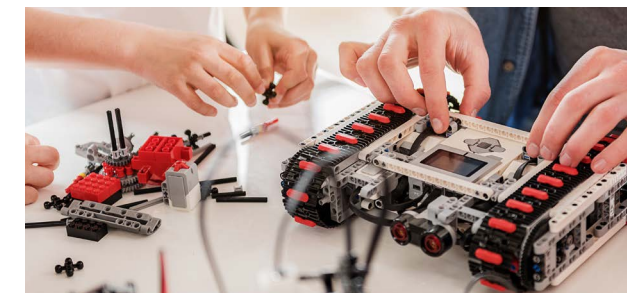
- Business leaders, including senior and middle executives of major corporations
- Owners and senior leaders of small and medium-sized enterprises
- Startup founders.

## Featured case studies

Throughout the programme, you will draw upon a range of different case studies, where you will look at real-world companies facing different challenges with regards to the strategic direction of their organisation.

### Hinchingbrooke Hospital

Discover how Hinchingbrooke Health Care NHS Trust reinvented its strategy to overcome a large financial deficit. Learn how a franchise model was selected to safeguard A&E services whilst using private sector involvement to increase profitability. Hear research first-hand from the case written by Lisa Altmann-Richer under the supervision of Dr Kamal Munir.



### Lego

Discover what had led the LEGO group to the edge of bankruptcy and discuss what you would do to turn their situation around. Explore why Cambridge University hired a 'Lego Professor'.

### Nokia

Analyse the inside story of the rise and fall of Nokia. You will explore how to recognise strategic failure by looking for signals of innovation under-performance and strategic myopia.



*"This programme is aimed at participants who want to be able to craft innovative strategies for their organisations. The programme will teach you to think strategically and avoid the usual pitfalls that lead managers to come up with dysfunctional strategies. Each module - consisting of a lecture, case study or simulation - will introduce you to new strategic concepts all of which come together to equip you with powerful tools for devising effective and game-changing strategies. You will gain an understanding of what differentiates good strategy from bad strategy. You will learn how to gain a competitive advantage by creating novel strategies, manage strategic trade-offs, make better strategic decisions, and thrive in an evolving ecosystem of players and technologies."*

*By the end of this course the participant will be able to understand why some firms are successful and some are not, recognise opportunities and new strategic directions, evaluate business and corporate level strategies, use different frameworks to make sense of strategic dilemmas, and develop, evaluate and implement strategy and turnaround plans."*



**DR KAMAL MUNIR**  
Academic Programme Director  
Strategic Management,  
Reader in Strategy and Policy



# Your learning journey

You will develop core skills essential to strategy formulation and implementation, including new platform strategies, portfolio analyses, creating and maintaining a strategic vision, stakeholder analyses and the necessity of developing a strong market orientation. Over six half-days you will explore how to answer the questions below for your organisation.

## Module 1: What is strategy?

This session will look at the forces shaping the intensity of rivalry in your industry and what strategic objectives and plans you need to have in place to survive and thrive. Through collaborative peer learning you will define what strategy means for you and how you can achieve competitive advantage.

### By the end of the session, you will be able to:

- Define what strategy is and why it is necessary for success
- Explain how to improve competitive advantage through strategic positioning.



## Module 2: Growth strategies

This session looks at how you can achieve competitive advantage through differentiation, growth and Mergers and Acquisitions. You will look at system-level differentiation to create linkages and interdependencies internally and externally to position your organisation for growth.

### By the end of the session, you will be able to:

- Identify how to offer unique value to customers through differentiation strategies
- Set growth targets for your organisation
- Evaluate buyer and seller motives in Mergers and Acquisitions.

## Module 3: Blue Ocean strategies and ecosystems

To win in the future, executives need to stop using the competition as a benchmark and think beyond current market boundaries. In this session you will look at how you can sustain competitive advantage and create a leap in value for both yourself and your customers.

### By the end of the session, you will be able to:

- Redefine your business using blue ocean strategies to challenge assumptions and cross boundaries
- Recognise the impact of the Incumbents and New Entrants perspective in creating and sustaining business ecosystems
- Map and re-configure business ecosystems to offer more competitive value propositions.



## Module 4: Network effects

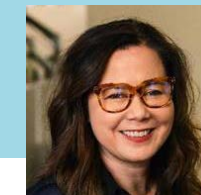
The new competitive landscape is changing. Executives now face challenges with asymmetric, platform-based competition that is eroding the value that competence once brought. This session explores what you can do as a leader when competition leads you into uncharted waters. You will discover how network effects generate value and high switching costs in 21st century strategies.

### By the end of the session, you will be able to:

- Analyse the impact and sources of network effects
- Adjust your strategy to take the best position in an ecosystem.



## Aileen Buchanan, Anaqua, Vice President, Client Success



*"The topic is so germane to where I am in my career and where my company is sitting in the industry. I have not taken any executive education classes in the past so this was my first taster. It was brilliant and motivating in equal measures. The class has actually reinvigorated my energy and my outlook."*



## Module 5: Strategic Failure and Balanced Scorecards

This session will focus on strategy implementation, from why strategies fail to translating your strategy into measurable parameters. Through a simulation you will learn how to communicate your strategy to everyone in the organisation and how to build feedback loops into your strategic planning process.

### By the end of the session, you will be able to:

- Recognise the leadership behaviours that lead to strategic failure
- Apply best practices to align your structure to your strategy
- Identify how firms can use a balanced scorecard to define strategy, implement strategy and measure strategy execution.

## Module 6: Change management and organisational development

This session will help you translate your competitive advantage into a value chain and examine how your organisation is structured to deliver customer value. Through a case-based approach you will learn how to assess how activities within your business align to your strategic objectives.

### By the end of the session, you will be able to:

- Structure your organisation to execute particular strategies
- Identify the importance of an overall strategic change approach when implementing strategy.





# Assignments & Tools

Throughout the programme you will work through a series of assignments with your peers to reflect on and adapt your current strategy. Highlighted below are some of the practical tools and exercises you can cascade to your team post-programme.

## Blue Oceans Six Paths Framework

The Six Paths Framework will help you address the risk many companies struggle with when transitioning to a new strategy - how to move from competing within an industry to creating opportunities across market boundaries. This framework will enable you to successfully identify a range of possibilities that exist for your business that are commercially compelling propositions.



## Business Ecosystem Mapping

Learn how to apply the nine-stage process for mapping your business ecosystems. You will start by defining your ecosystem stakeholders before prioritising high value connections. This process will help you to examine the value exchange and create innovations across your ecosystem.

## Value Chain Transformation Plan

Use this framework to analyse how to structure your organisation to execute particular strategies. Identify areas where you could maximise competitive advantage and learn how to create an overall strategic change plan to aid transformation.



## The Balanced Scorecard

The Balanced Scorecard will help you measure the implementation of your strategy through aligning metrics around your customers, financial operations, business processes and growth.





## Your Name

---

Credential issued on: dd/mm/yy

## Programme Name

Cambridge Judge Business School Executive Education delivers specialist programmes and outstanding professional development from a world-class centre of learning and innovation. We aim to deliver programmes in a diverse format that offers access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. All programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

This is a certificate preview, credentials issued will conform to programme particulars.




---

Academic programme director name  
Academic Programme Director  
Cambridge Judge Business School  
University of Cambridge



**ExecutiveEducation**

©JBS Executive Education Limited  
JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge.  
JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

## Certificate of Attendance

Upon successful completion of the programme, you will be awarded a digital certificate of attendance by Cambridge Judge Business School Executive Education.

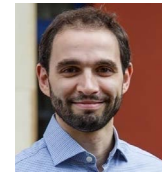
- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people.
- Ability to embed on your website or email
- Available for download in digital format and print





---

## Faculty and speakers



**DR LIONEL PAOLELLA**  
Academic Programme Director,  
University Lecturer in Strategy and Organisation

Dr Paolella's main line of research explores how market categories – a set of firms that share cognitive and cultural similarities – affect the social evaluation and performance of organisations, e.g. in the international legal services market or the Islamic banking industry. He currently teaches the core Strategy course in the MBA curriculum, and he is also involved in Executive Education programmes on Professional Service Firms.



**PROFESSOR SHAZ ANSARI**  
Academic Programme Director,  
Professor in Strategy & Innovation

Shaz Ansari is a Professor of Strategy and Innovation at Judge Business School, University of Cambridge, Director of the MPhil ISO program, and Professorial Fellow of St Edmund's College. His research interests include technological and management innovations, platforms, value creation and new market development, social and environmental issues in management, creation of commons, reputation management, institutional change and diffusion of practices. Ansari's areas of expertise in executive education include strategic management, technological and business model innovation, social innovation, and corporate social responsibility. He has contributed to executive education programs in many organizations, including McKinsey, Roche, Airbus, Tencent, Everbright Group, Shell, British Telecom, China Development Bank, Nokia, Laing O'Rourke, Barclays Bank, Stonehage Fleming, UNICEF, ICBC, China Minsheng bank, Essex County Council, KLEC (Kuala Lumpur Education City) and Nigerian Ministry of Education and Development.



**DR KAMAL MUNIR**  
Reader in Strategy and Policy

Dr Munir's research focuses on social change and stability, as well as innovation and technological shifts in society. His research also spans the competitive advantage of nations. Dr Munir has published several articles in leading organisational and economic journals, including the Academy of Management Journal, Organization Studies, Research Policy, and the Cambridge Journal of Economics, and presented his work at numerous international conferences. At the same time, he has written numerous articles for newspapers and magazines including the Financial Times, The Guardian, Dawn and World Business. His work has been quoted and cited in several forums, including BBC's Hard Talk, CNN, Wall Street Journal and BusinessWeek. He is the founder of OTREG, an international discussion forum for organisational theorists, a Senior Editor of Organization Studies and an Associate Editor of the Journal of Management Inquiry.



## Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

### Faculty

- Delivered by Cambridge University Judge's world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

### Wider University

- Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem
- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

### Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

### Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
  - Psychometric testing both as part of the preparation and debrief on programmes
  - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face-to-Face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.

## Contact us

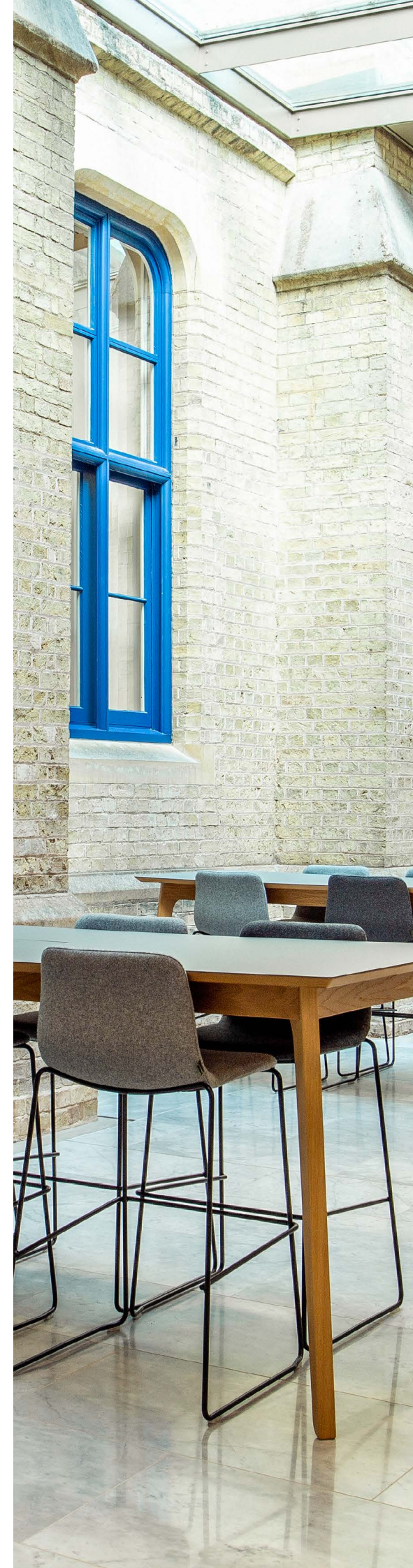
If you have any questions or would like to have a chat about this programme and how it could benefit you or your organisation, please get in touch with the programme advisor:



**Jasmin Abdel-Moneim**  
**Business Development Director,**  
**Open Programmes**

Tel: +44 (0)7850 949628

Email: executive.education@jbs.cam.ac.uk



## You may also be interested in:



### Strategy & Growth programme suite

Our portfolio of strategy programmes provides business managers and directors with a versatile, strategic tool-kit to give coherence and direction to the actions and decisions of the organisation.

Whatever your business agenda, the Cambridge portfolio Strategy and Growth programmes can act as a catalyst for successful strategy development and implementation.



### Certificates of Achievement

Executive education is often about building a new set of capabilities; perhaps to enable a step-up in one's career or enable a career switch. The General Management Certificate of Achievement (GMCA) can be a useful platform to launch you on that next step.

Our Certificates of Achievement can help you in two ways:

You are able to build a truly bespoke package of learning tailored to your needs and objectives; giving you a high level of flexibility yet always with the rigour that one would expect from Cambridge. You will also possess valuable and visible evidence of your new-found skills and a visible demonstration of your commitment to your personal development: a Certificate of Achievement from Cambridge Judge Business School.

In addition, in the case of the GMCA, you will also become an Associate Alumnus of Cambridge Judge Business School upon completion.

### Benefits

- Choose a method of study to meet the demands of your timetable and topic areas that best satisfy your learning requirements
- Access the latest thinking and research from our world-leading faculty
- Network with a diverse group of peers from across the globe, industries and sectors, on our highly interactive programmes
- Receive a digital certificate of attendance from each programme taken, as well as the Certificate of Achievement.



Cambridge Judge Business School  
Executive Education  
University of Cambridge  
Trumpington Street  
Cambridge CB2 1AG  
United Kingdom

Open Programmes Team  
Tel: +44 (0) 1223 762183  
Email: [executive.education@jbs.cam.ac.uk](mailto:executive.education@jbs.cam.ac.uk)  
[www.jbs.cam.ac.uk/executive-education](http://www.jbs.cam.ac.uk/executive-education)

The organisers reserve the right to change any details of the programme without notice.

© JBS Executive Education Limited has copyright of all original material contained in this brochure (September 2023)

JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge.  
JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.