

“Placing Strategic Bets for Now and the Future”
June 21-22, 2023
Prof. Ashish Nanda
Harvard Business School

Wednesday, June 21

- 2:30 – 3:00 PM Arrival/registration ([The Cure](#), 345 Park Avenue South, Rooftop)
- 3:00 – 3:15 PM Introduction and Program Roadmap
- 3:15 – 4:45 PM Case Discussion: Cola Wars
- The competition between Coke and Pepsi is a classic corporate battle, which began at the turn of the last century. This case examines the history of the cola wars in the carbonated soft drinks market.
- The case allows participants to discuss what are the drivers of an attractive industry and whether companies can influence those drivers.
- 4:45 – 5:00 PM End-of-day reflections
- 6:00 – 8:00 PM Reception & Dinner ([The Smith](#), 1150 Broadway)

Thursday, June 22

- 8:00 – 9:00 AM Small Group Discussion & Breakfast
- 9:00 – 9:15 AM Program Roadmap
- 9:15 – 10:45 AM Case Discussion: LEGO
- The iconic toymaker LEGO stands on the brink of bankruptcy. Jørgen Vig Knudstorp, LEGO's young and newly appointed CEO, must size up changes in the toy industry, learn from the company's recent moves, and craft a strategy that will put LEGO back on track.
- The case provides participants an opportunity to practice how to craft strategy for an enterprise in the face of challenging circumstances.
- 10:45 – 11:00 AM Break
- 11:00 AM – 12:30 PM Case Discussion: Netflix in 2011
- The home video industry experienced rapid shifts in the two-decades following the late 1990s. This case explores the rise of Netflix and the fall of Blockbuster

in the DVD rental market, and it raises questions about the strength of Netflix's strategy moving forward.

The session discusses the challenges that incumbents face in responding to market disruption.

12:30 – 1:30 PM

Lunch

1:30 – 3:00 PM

Case Discussion: Tesla Motors in 2023: Competition Revs Up

After launching several EV models to rave reviews and becoming the first company since World War II to successfully enter the U.S. automobile market, Tesla was now going head-to-head with major automobile companies. The competitive playing field looked increasingly challenging. How did the future look for Tesla?

The session allows participants to discuss both the potential of disruptive change but also the challenges that a successful disruptor confronts as rivals respond.

3:00 – 3:15 PM

Break

3:15 – 4:30 PM

Case Discussion: Trouble at Tessei

In 2005, Teruo Yabe is asked to revive Tessei, the 669-person JR-East subsidiary responsible for cleaning its Shinkansen (“bullet”) trains. Operational mistakes, customer complaints, safety issues, and employee turnover are at or near all-time highs, even as the demands on Tessei continued to grow. Given previous leaders' failed attempts to fix Tessei's problems, Yabe seeks a new approach to overcome the challenges facing his organization. Like many contemporary leaders, he selects transparency as his tool.

The case presents participants an opportunity to discuss how a well-crafted strategy can be a powerful tool for organizational change.

4:30 – 5:00 PM

Forum: Opportunities and Challenges Facing Public Relation Firms

We will discuss the opportunities and challenges facing Public Relation firms and how they can best respond to them.

5:00 PM

Adjourn