

## **STRATEGY EXECUTION**

**Master in Management MIM-EN SEP-2024 S-SOT**

Area Strategy

Number of sessions: 15

Term: Concentration Term

Category: regular

Language: English

Professor: **JACOBO OSORIO PITARCH**

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Jacobo Osorio holds a degree in Business Administration from the Universidad Pontificia Comillas (ICADE). He later completed an Executive MBA at IESE.

He began his professional career in finance-related roles in both auditing firms (Arthur Andersen) and the industrial sector (Altadis). During this period, he developed his skills in financial statement analysis, business process reviews, risk management, and managing mergers and acquisitions processes.

After completing his Executive MBA, he reoriented his professional career towards strategy. In 2008, he started working at the consulting firm Boston Consulting Group (BCG). For over three years, he managed strategy projects for large industrial companies in both the public and private sectors, as well as for private equity firms.

Since 2011, he has been working at Ferrovial, where he is currently the Director of Corporate Strategy. He has led multiple projects related to strategic planning. His current responsibilities include the group's strategic planning process, overseeing the strategic plans of business units, analyzing infrastructure sector trends, monitoring competition, identifying new sectors and activities of interest, and supporting strategy communications to the Management Committee and the Board of Directors.

Throughout his professional career, he has worked in various geographies, including Spain, United Kingdom, United States, Chile, France, Australia and Poland.

### **Office Hours**

Office hours will be on request. Please contact at:

[josorio@faculty.ie.edu](mailto:josorio@faculty.ie.edu)

### **SUBJECT DESCRIPTION**

This course will focus on how to build and maintain successful organizations. Why does one business meet its objectives, while another, apparently equally strong, fails? Every organization is different, and different firms in the same sector choose different strategies when responding to the same competitive environment. How the choice of an appropriate strategy can make a difference in achieving success, particularly within a context of extreme dynamism, competitiveness and disruption?

Success does not depend only on selecting a winning strategy: the achievement of results depends on factors such as the effectiveness of management, their ability to enhance the power of their entire organization, as well as their skills in interacting with their stakeholders. Why does one firm build a strong, adaptive, resilient organization capable of creating and responding to competitive strategies, while others don't?

You will receive a set of tools that you can take with you to your jobs beyond the Master In Management program. Tools to analyze or diagnose organizational problems so you can understand the root causes and propose solutions.

## LEARNING OBJECTIVES

- Solidify concepts around strategy definition and strategic planning as the basis for solid strategy execution.
- Understand key lessons learned from both successful and unsuccessful organizations in executing strategy both in organic, as well as inorganic growth scenarios, focusing on organization structure, operating model, the influence of top-management and CEO's, the company's culture, the ability to cope with change, as well as the mechanisms to measure and manage performance.
- Learn how to diagnose organizational problems.
- Develop an understanding of methodologies and tools available to set roadmaps for strategy execution.

## 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
Lectures	20.0 %
Discussions	20.0 %
Exercises in class, Asynchronous sessions, Field Work	15.0 %
Group work	15.0 %
Individual studying	30.0 %
TOTAL	100.0 %

## AI POLICY

In today's world, generative artificial intelligence (GenAI) is changing how we work, study and, in general, how we get things done. However, in the context of this course, the use of GenAI is not permitted, unless it is otherwise stated by the instructor. The use of GenAI tools would jeopardize the students' ability to acquire fundamental knowledge or skills of this course.

If a student is found to have used AI-generated content for any form of assessment, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

## **PROGRAM**

### **SESSION 1 (LIVE IN-PERSON)**

#### **Introduction to strategy execution**

In this first session we will introduce the course and work through an overview of the content, dynamics, and overall expectations.

We will focus on fundamental concepts to be discussed through the course sessions:

- Strategy definition, goals and plan
- Corporate vs. business strategy, and how they relate
- Performance management and KPI's
- Strategic plans and project management
- Organization structure and operating models
- Information sharing and collaboration
- Managing change and disruptions
- Organization culture
- Implementing growth strategies
- Value creation

*Article: The Secrets to Successful Strategy Execution (HBR R0806C-PDF-ENG)*

*Article: Turning Great Strategy into Great Performance (HBS R0507E-PDF-ENG)*

*Note: Note on implementing strategy (HBS 383015-PDF-ENG)*

### **SESSION 2 (LIVE IN-PERSON)**

#### **Strategy development process**

Strategic planning process in large and global organization, focusing on range of activities involved in the short and in the long term.

Implication of the whole organization in the strategic planning process, and how roles and responsibilities of line and staff contribute to this (top-down and bottom-up approach).

*Case: Strategic Planning at United Parcel Service (HBS 306002-PDF-ENG)*

### **SESSION 3 (LIVE IN-PERSON)**

#### **Building a real plan: A strategy for an EV charging infrastructure player**

*(working groups challenge - session 1)*

The class will be divided in working groups to develop a real strategic plan for a new business unit of an EV charging infrastructure business within a multinational company.

Students will receive detailed information to position the case.

Scope of first session:

- Market sizing
- Key success factors of the sector
- Competitive environment: types of players and commercial dynamics
- Strategic priorities

*Article: How One Chinese EV Company Made Battery Swapping Work (HBR H088KM-PDF-ENG)*

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

### **Building a real plan: A strategy for an EV charging infrastructure player**

*(working groups challenge - session 2)*

Students will continue working with their Groups, completing the strategic plan for a new business unit of an EV charging infrastructure.

The scope of this second session will be:

- Organization and resources
- Strategic planning: estimating revenues, capex and opex (high level)
- Developing an investment proposal to be approved by a Board of Director (one-pager with investment highlights)

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

### **Organization and strategy**

Strategy needs to be translated to organizational structures and systems, and the effectiveness of this is a key success factor that leads to sustainable competitive advantages in many sectors.

As organizations grow, so does complexity, and CEO's and HR Directors face the challenge of balancing growth and efficiency

*Case: Procter & Gamble Organization 2005 (HBS 9-707-519-PDF-ENG)*

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

### **Change and culture in successful organizations**

Culture is one of the basis of successful companies in their origin, maintain and reinforcing this identity leads to sustainable value creation.

*Manual against wastage (Ferrovial) – to be distributed in the previous class to the students*

*Note: What leaders need to know about organizational culture (HBS - BH816-PDF-ENG)*

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

### **Leadership and decision making**

When addressing strategy execution leadership styles can have a significant impact, best leaders foster outstanding performance.

Leadership capabilities can be developed by identifying young talent, providing adequate tools and promoting internal careers.

*Case: Silvio Napoli at Schindler India (A) (HBS 303086-PDF-ENG)*

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

Strategy governance

Corporate governance guides how a company is directed and its relationships with its shareholders and stakeholders.

With the right structure and systems in place, good corporate governance enables companies to create an environment of trust, transparency and accountability, which promotes long-term patient capital and supports economic growth and financial stability.

*Case: Dieselgate – Heavy fumes exhausting The Volkswagen Group (HBS HK-1089-ENG)*

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

### **Executing strategy under dynamic environments**

Strategy is easier to implement when we have predictable, relatively stable environments. But what if we have an unpredictable or highly-dynamic environment?

Managing disruption in strategy execution, and preparing organizations with future-proof talent that can tackle exponential change is becoming increasingly necessary.

*Case: The Rise and Fall of BlackBerry (HBS TB0485-PDF-ENG)*

*Article: Why do so many strategies fail (HBS R2104E-PDF-ENG)*

## **SESSION 10 (LIVE IN-PERSON)**

### **Implementation growth strategies: organic, mergers, acquisitions and alliances strategies**

Defining the path for growth and balancing organic and inorganic execution requires a clear corporate strategy, specific execution skills and dynamic capabilities.

Students will understand the importance of divestments, and how limited economic and human resources lead to divestures as necessary lever to maximize value creation.

*Article: Creating an organic growth machine (HBR R1205F)*

*Article: Organic growth the underestimated opportunity (HBR H007P7)*

*Article: M&A the one thing you need to get right (HBR R1606B)*

*Article: Successful divestures need proper cultivation (HBP IIR053-PDF-ENG)*

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

### **Balancing asset allocation and risks**

Large companies face a growth dilemma: how to manage their growth portfolio compensating success and failure stories, and the need to be constantly creating growth options.

*Case: Successes and Failures of Amazon's Growth Strategies: Causes and Consequences (HBS IN1397-PDF-ENG)*

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

### **Evaluating strategic performance**

A critical step in the strategy execution process is cascading objectives down through the organization structure to ensure accountability. We will look at how the Balanced Scorecard helps us do that, and how "corporate" vs. "individual" performance management interact.

**BACK TO YOUR GROUPS:** Class exercise to define the most suitable metrics to include in the balance score card of your EV Charging business.

*Technical note: Strategy Execution Module 9: Building a Balanced Scorecard. (HBS 117109-PDF-ENG)*

## SESSION 13 (LIVE IN-PERSON)

### Long term growth and value creation as best investment thesis

Value creation is maximized in the long term, successful family-owned business create more value than short-term focused CEO's of listed companies.

Warren Buffet value creation focus, and the long-term performance of Berkshire Hathaway have left excellent lessons for business managers to adopt.

*Article: Stress test your strategy – 7 questions to ask (HBR R1011G-PDF-ENG)*

*Article: Private Equity's Long View (HBR F0707A-PDF-ENG)*

## SESSION 14 (LIVE IN-PERSON)

### Managing strategy execution

All elements analyzed in this Strategy Execution course can be wrapped up analyzing the performance of a successful startup. How an idea is raised, the initial funding phase, setting up the team, scaling up the business and launching the commercialization phase.

In this session we will wrap up the course giving students the key takeaways from each case analyzed and a short list critical elements to be considered in successful strategy execution.

*Case: C3.ai – Driven to succeed (HBS 9 119-004-PDF-ENG)*

## SESSION 15 (LIVE IN-PERSON)

### FINAL EXAM

## EVALUATION CRITERIA

Final grades will be determined by the following evaluation criteria and formula. A description of each component follows. Student grades will be distributed on a curve, following guidelines provided by the IE Business School.

criteria	percentage	Learning Objectives	Comments
Final Exam	40 %		Students will take a final closed-book exam in the last class, consisting on a short case with a few follow-up questions based on the case and related to the frameworks and analysis studied during the course.
Individual presentation	0 %		
Group Presentation	0 %		
Individual work	0 %		

Group Work	30 %		The class will be divided into working groups to prepare an executive summary that outlines the key aspects of a company's strategic plan. To limit the depth of the work, the report should be a maximum of 8 pages. The importance of the exercise lies not in the company's potential for value creation, but in the quality of the strategic approach.
Class Participation	30 %		Class participation is a key element to ensure the success of this course. The quality and value of individual contributions will be positively assessed. You are invited to participate with comments or questions that are relevant to the group. The diversity of class interventions, made from different perspectives and by students with different professional backgrounds, is very enriching for everyone.
Intermediate tests	0 %		
Other	0 %		

### **FAILING GRADE AND REASSESSMENT**

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

## **BIBLIOGRAPHY**

### **Recommended**

- Lawrence G. Hrebiniak. (2013). *Making Strategy Work: Leading Effective Execution and Change*. 2nd Edition. Pearson FT Press. ISBN 0133092577  
(Printed)

## **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.

