

The Strategist:

Strategy from Combination

Adam Brandenburger

J.P. Valles Professor, NYU Stern School of Business

Distinguished Professor, NYU Tandon School of Engineering

Faculty Director, NYU Shanghai Program on Creativity + Innovation

Global Network Professor

New York University

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IF their bee nothing new, but that which is,
Hath beene before, how are our braines beguild,
Which laboring for inuention beare amisse
The second burthen of a former child ?
Oh that record could with a back-ward looke,
Euen of five hundreth courses of the Sunne,
Show me your image in some antique booke,
Since minde at first in carrecter was done.
That I might see what the old world could say,
To this composed wonder of your frame,
Whether we are mended, or where better they,
Or whether reuolution be the same.
Oh sure I am the wits of former daies,
To subiects worse haue giuen admiring praise.

F R A M E S

F S

F S

F R A M E S



“Strategy Needs Creativity”

Adam Brandenburger

Harvard Business Review, March-April 2019

Combination – how to begin?

Form groups with diverse expertise and experience; brainstorm new combinations of products and services

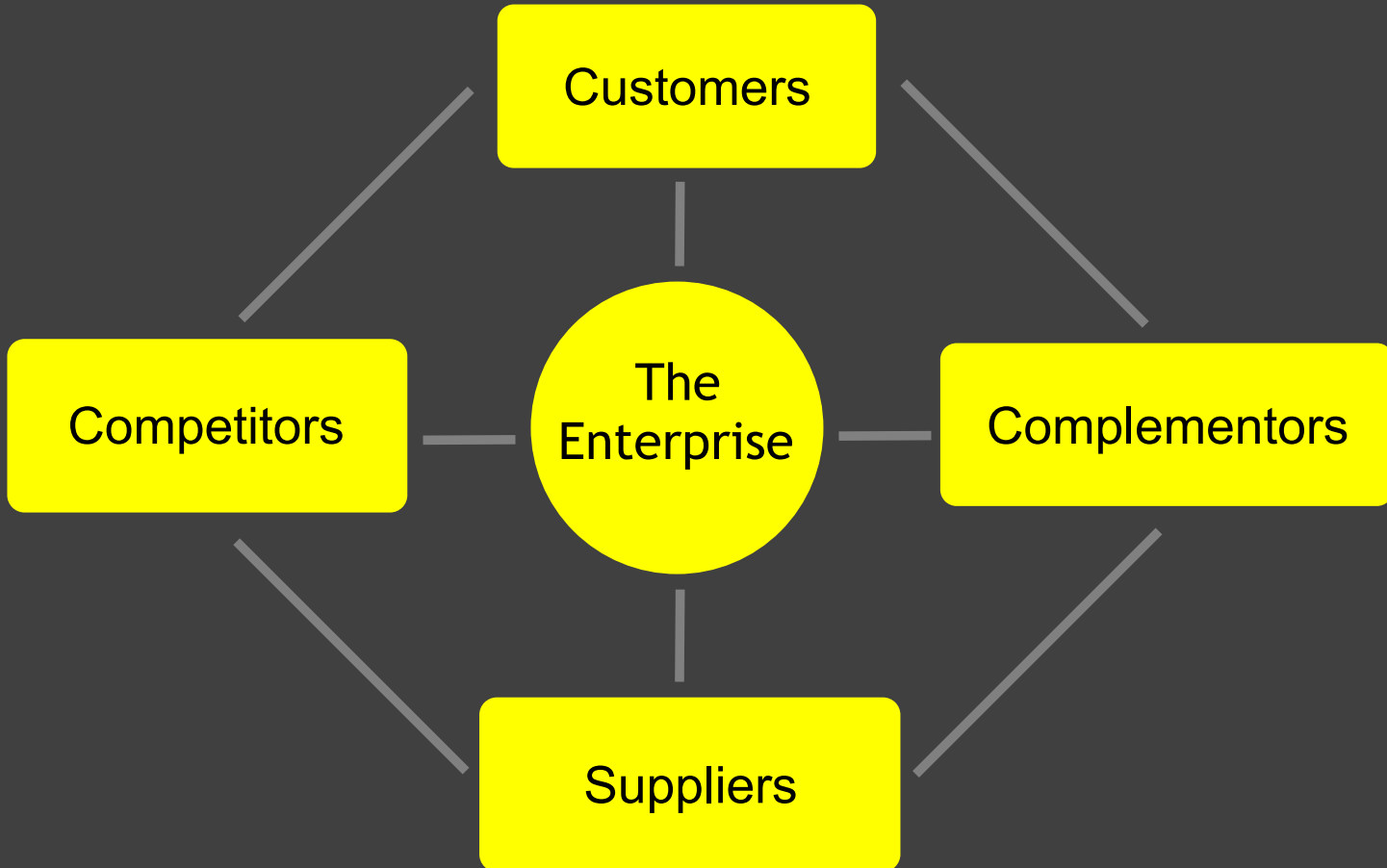
Look for ways to coordinate with providers of complementary products (who may even be competitors)

Combination – what to watch out for?

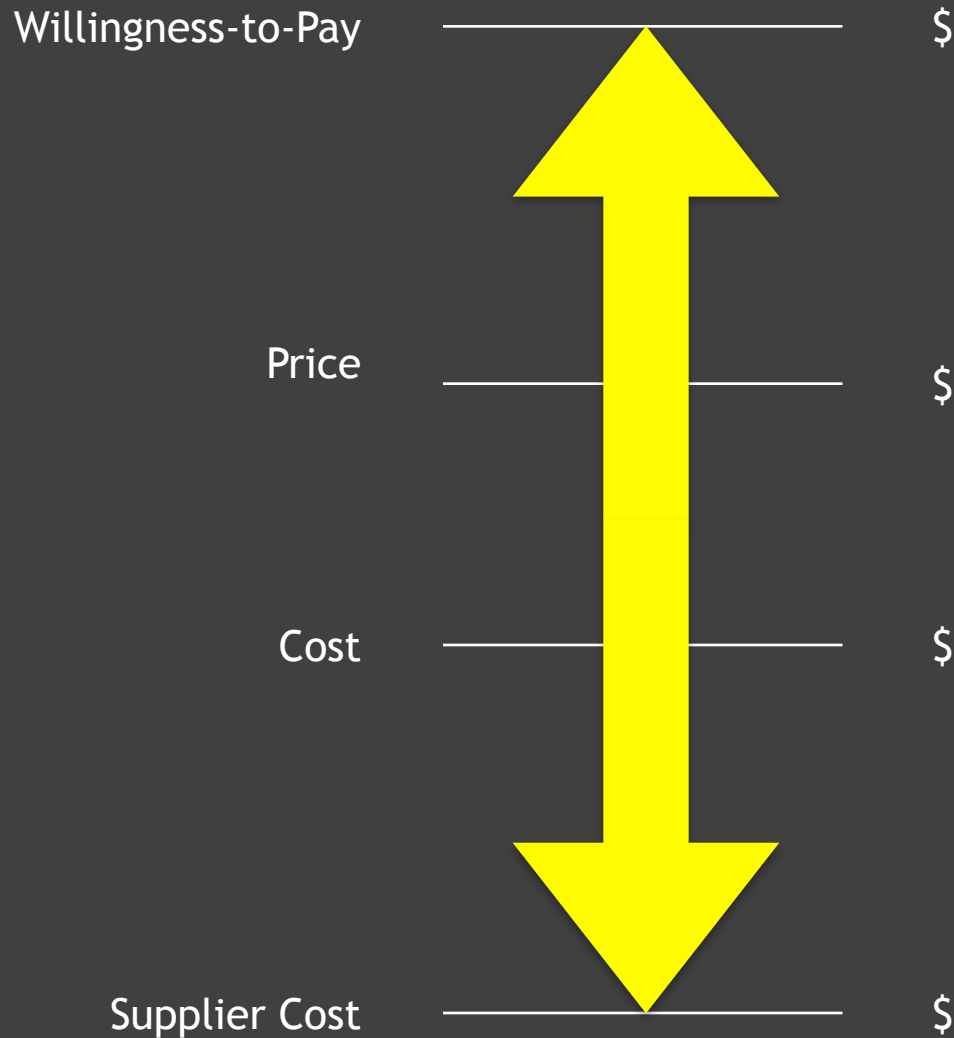
Businesses often manage for and measure profits at the individual product or activity level

But combinations require system-level thinking and measurements

The Value Net



The Value Ladder



Competition and Complementarity

Two businesses A and B are complementors with respect to a customer if

$$W2P(A \ \& \ B) \geq W2P(A) + W2P(B)$$

They are competitors with respect to a customer if

$$W2P(A \ \& \ B) \leq W2P(A) + W2P(B)$$

They are complementors with respect to a supplier if

$$SC(A \ \& \ B) \leq SC(A) + SC(B)$$

They are competitors with respect to a supplier if

$$SC(A \ \& \ B) \geq SC(A) + SC(B)$$

“Consider the world’s greatest challenges --- from climate change to resource scarcity to inequality. Did any one institution, or any one sector, create these challenges? Absolutely not. These are shared challenges, and for that reason, the solutions can only be collaborative. Collaboration --- in the right balance with competition --- can drive value, too --- for businesses, and for the planet. In their book *Co-opetition*, Adam Brandenburger and Barry Nalebuff describe just such a balance --- a new kind of business strategy in which companies work together to develop products and markets in an attempt to expand opportunities for all.”

-- Indra Nooyi, Chair and CEO, PepsiCo

Cooperation in the Face of Competition

Some considerations in deciding whether or not to cooperate with another player

Will the other player do it anyway?

Will I make/save money?

Will it make the other player a more formidable competitor?

...

A problem has been detected and windows has been shut down to prevent damage to your computer.

The problem seems to be caused by the following file: SPCMDCON.SYS

PAGE_FAULT_IN_NONPAGED_AREA

If this is the first time you've seen this stop error screen, restart your computer. If this screen appears again, follow these steps:

Check to make sure any new hardware or software is properly installed. If this is a new installation, ask your hardware or software manufacturer for any windows updates you might need.

If problems continue, disable or remove any newly installed hardware or software. Disable BIOS memory options such as caching or shadowing. If you need to use Safe Mode to remove or disable components, restart your computer, press F8 to select Advanced Startup Options, and then select Safe Mode.

Technical information:

*** STOP: 0x00000050 (0xFD3094C2,0x00000001,0xFBFE7617,0x00000000)

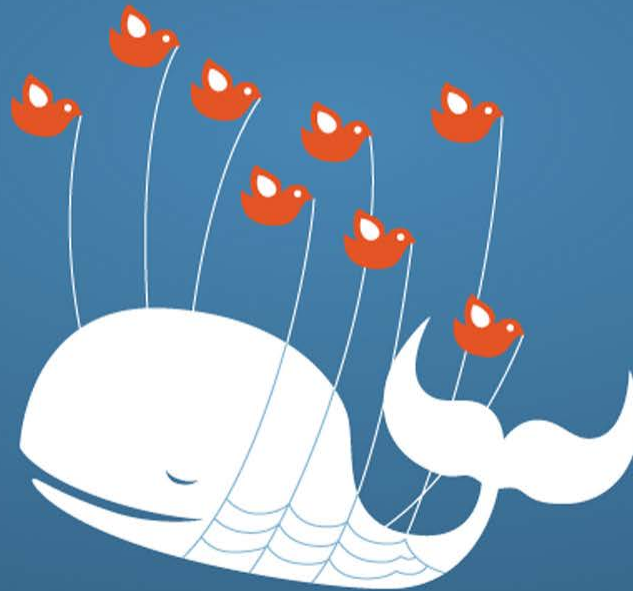
*** SPCMDCON.SYS - Address FBFE7617 base at FBFE5000, DateStamp 3d6dd67c

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Yiying Lu

<http://www.yiyinglu.com>

How to Steal Like An Artist

Austin Kleon

Workman, 2012

If every new idea is a mashup or remix of what already exists, how does one find the best inputs?

You are the average of the ideas you surround yourself with

Search discerningly outside your domain (there are only so many good ideas in one domain)

Study a thinker/doer you really admire, then study three people this person admired, and repeat ...

“Why ‘Many Model Thinkers’ Make Better Decisions”

Scott Page

Harvard Business Review, November 2018

What considerations are proposed for building an ensemble of models?

Attention

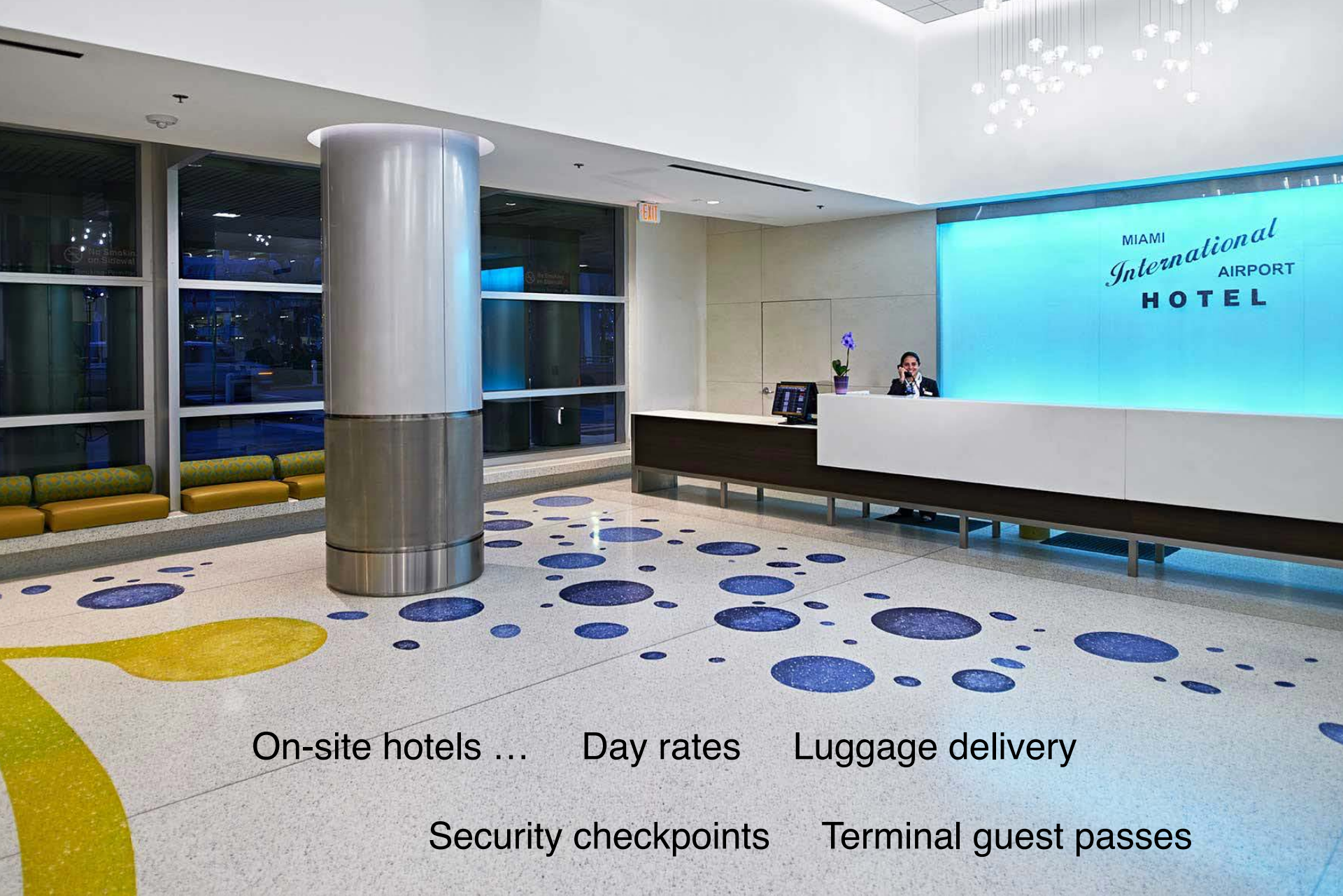
Choose models to combine that focus attention on different parts of a problem or on different processes — specifically, they should contain different variables

Boosting

Choose models to add that focus on where other models in the ensemble fail

Conflict

Choose models that disagree — and then ask what can be learned from the disagreements



On-site hotels ... Day rates Luggage delivery

Security checkpoints Terminal guest passes

30款精彩乐评 与你约见瓶身

人这辈子,最害怕突然把
某一首歌听懂了。

来自网易云音乐用户——北风神75
在《有多少爱可以重来》歌曲下方的评论



我好想你 第一句是假的 第二句也是假的

评论来自歌曲《The truth that you, leave》

分享

In-Class Exercise

- (i) Each of you writes down on an index card the name of a product or service (or draws it)
- (ii) The index cards are collected and shuffled
- (iii) You form into groups, and each group randomly draws cards, one for each member
- (iv) Each group then works on coming up with meaningful, value-creating combinations of the products or services on their cards (ideally, coming up with a combination involving all of the group's cards!)

When you present, tell us both about the combinations you came up with and the process that led to them