

# Competitive Strategy in a Digitizing World

Long-term perspective on how industry dynamics are changing

The digitizing economy has been making many firms and its managers obsolete, but it is also creating unprecedented opportunities for firms that master the new competitive dynamics of digital platforms, ecosystems and disruption.





This program will give you the models, tools and best practice on how to build a competitive strategy for your company in the digitizing world. It will help you develop a long-term perspective on how industry dynamics are changing and how to master the new mechanisms of competitive success, while dealing with the short-term pressures of the current business.

## Questions we will address

- How do industry and ecosystem dynamics shape long-term profitability of market opportunities and how does this change in a digital world?
- What are the rules of competitive advantage in a digital world and how are these different from the past?
- How do platforms and two-sided markets work and what are the key strategic considerations, options and actions to be successful?
- How to reconcile the strategy and profit imperatives of traditional and digital models within the same company?
- How to decide on the scope of corporate activities in a digitizing world?

## How you will benefit

- Understand how digitization shapes the profit and opportunity dynamics in industries
- Acquire models, tools and best practice on creating competitive advantage and strategy in the digitizing world
- Learn the key success factors of platform disruption and ecosystem leadership
- Balance old and new business models within a same organization

	3 days
	€3,600
	New program
	5 – 7 June 2019

## Faculty

**Karel Cool** is a Professor of Strategic Management and the BP Chaired Professor of European Competitiveness at INSEAD. His research, teaching, and consulting focus on problems of industry dynamics and competitive strategy (e.g., competitive positioning; assessment of profit opportunities in markets; strategic supply chain dynamics and management; eco-system leadership; vertical integration and de-integration; industry overcapacity; critical mass races, customer value creation and capturing strategy).

He has published in many journals, including *Management Science*, *Strategic Management Journal*, *Harvard Business Review*, *Organization Science*, *Academy of Management Journal*, etc.; and has contributed to many books on competitive strategy. From 1995 to 2007 he was an Associate Editor of the *Strategic Management Journal*, the leading strategy journal.

Karel Cool has consulted on major strategic issues of corporate and industry restructuring, and worked with various corporations including Unilever, PWC, Daimler-Chrysler, IBM, Expedia, Banque de France, McKinsey, Shell, ING, Dong Energy Wind Power, etc.

Karel Cool obtained his PhD (1985) and MScIA (1982) from Purdue University, and his MA (1981) and Lic (1978) in Applied Economics from the University of Antwerp (UFSIA).

## Program Content

### Understanding and predicting long term profit dynamics in industries and supply chains

- Comprehending the difference between industries, supply chains, platforms and ecosystems
- Understanding long term industry value creation and profit dynamics
- Scanning markets and supply chains for long term profit opportunities

### Models and tools for constructing competitive advantage

- Identifying competitive advantage
- Understanding old and new rules of competitive advantage
- Assessing the competitiveness of your firm and competitors

*Case study: Industry and competitive dynamics in the online travel industry*

### Substitution and disruption dynamics

- Discussing the difference between substitution, disruption and market decline
- Understanding the impact of convergence, substitution and disruption on value creation and profit dynamics in supply chains
- Assessing a disruption threat or opportunity

### Strategies for getting critical mass in two-sided markets and platforms

- Understanding the difference between critical scale and critical mass
- Assessing strategic options for getting critical mass in digital two-sided markets and platforms
- Jumpstarting platform adoption

*Case study: iPad vs. Kindle and the disruption of the publishing industry*

### Managing "old" and "new" business models in the same company

- Understanding the characteristics of digital business models
- Evaluating tensions between old and new business models in the same company
- Building hybrid business models

### Deciding on the scope of corporate activities in a digitizing world

- Understanding the drivers of scope economies in a digital economy
- Insourcing vs internally constructing digital capabilities
- Creating capacity for building digital capabilities

*Case study: Under Armour and the Sports Goods Industry in 2017*

## Enrolling & Practical Information

### Enrollment requirements

AIF considers each enrollment application carefully to ensure the quality and level of the program is maintained and that participation of candidates is beneficial to both themselves and their organizations. The general prerequisite for all AIF programs is the possession of an academic or equivalent degree, as well as proficiency in English and practical experience.

### How to enroll

Enrollment for one of AIF's programs is done via an online application form to be found on AIF's website: [www.aif.nl](http://www.aif.nl). There is no closing date for enrollment although it is advisable to enroll early, as places are limited and preparation is required for all AIF programs. General Terms & Conditions of Enrollment and Cancellation must be agreed before enrolling and are available on AIF's website.

### Accommodation

AIF has special corporate rates available for participants at a number of hotels in central Amsterdam.

### Certificates

An AIF certificate of attendance is awarded to all participants who successfully complete the program.

### Program location

The programs are held in the center of Amsterdam, within an easy walk from Amsterdam Central Station, and within 30 minutes from Schiphol international airport.

### Program fees

Program fees include tuition, all comprehensive program materials, books, and any software that is required for the program, as well as luncheons and daily refreshments. Accommodation is not included.

### In-company programs

For information on how AIF can add value to your organization via a tailored in-company program, please contact AIF directly at: +31 20 520 0160.

## About Amsterdam Institute of Finance

AIF is a global financial innovation and education institute headquartered in Amsterdam. Through our open enrollment programs in Amsterdam and our in-company programs throughout the world, we connect ambitious professionals with the best minds in finance and other related topics. Taking part in one of our programs is a direct investment in your personal future and the success of your organization.

This is what makes the AIF experience unique:

- We believe in responsible, sustainable and inclusive finance
- Our clients, rather than profits, come first
- AIF is an independent and not-for-profit foundation, which allows us to cherry-pick our faculty from the world's leading business schools, such as INSEAD, NYU Stern, Berkeley Haas, Cambridge Judge and others
- AIF delivers top quality programs. Our alumni give our faculty an average rating of 4.6 out of 5.0
- Enrollment in one of our programs means you become part of the AIF network, connecting you to professionals from more than 1,200 organizations in over 110 countries

**AIF VISION:** We believe that better-educated professionals can better their world, be it their career, their organization, their sector or the world itself.