

# Case Studies, Exercises, and Supplemental Videos to Consider in Teaching With



A Primer on Business Strategy  
and Strategic Management

by John Hillen

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## What strategy professors say about "The Strategy Dialogues"

*"The Strategy Dialogues is the book I've been waiting for. It takes what can seem to students like arcane and forbidding concepts and frameworks and brings them to life by weaving them into an engaging narrative with realistic storylines and memorable characters. A wonderful complement to my regular strategic management text!"*

—David Wernick, College of Business, Florida International University

*"The Strategy Dialogues changed how my executive MBA students learn strategy. Hillen's well-chosen dialogue outtakes created dynamic, student-driven discussions that made strategic thinking tangible and accessible in a way traditional case discussions rarely achieve. The classroom became more energetic and genuinely engaging, and many students told me this was the first time strategy truly 'clicked.' Combined with the supporting videos and class exercises, this book is an invaluable resource for professors who want dialogue, understanding, and engagement at the center of strategy education."*

—Scott Day, University of Oregon

*"The Strategy Dialogues explains the basics of business strategy, the strategic mindset, and the tools that strategists use in a simple and entertaining way. John Hillen has done any student of business strategy – in a school or on the job – a great service with this readable primer. A fun and enlightening way to learn about strategic management!"*

—**Sarah E. Nutter**, Lundquist College of Business, University of Oregon

*"I was on the search for something better than the usual 500-page strategy textbook that students won't read when I found The Strategy Dialogues. Not only is it a great introduction to strategy, strategic thinking, and strategic planning. The Strategy Dialogues uses a storyline and characters that will capture and keep students' attention. The Strategy Dialogues is a book students can afford, will read, and likely keep after college."*

—**Robert G. Olinger**, KU School of Business, The University of Kansas

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## **Chapters 1 and 2: Introduction to Strategic Management and Strategic Thinking**

### Suggested HBS case study

*IKEA* by: Eric Van Den Steen, Alon Galor

Publication Date: Mar 28, 2016

### Supplemental videos

David Kryscynski, *Introduction to Strategy Topics:*

<https://www.youtube.com/watch?v=oA-3pJjolWA&t=105s>

David Kryscynski, *Describing a Strategy:*

[https://www.youtube.com/watch?v=O9lvI4Q\\_VaM](https://www.youtube.com/watch?v=O9lvI4Q_VaM)

David Kryscynski, *What Strategy Tools Do For You:*

<https://www.youtube.com/watch?v=hw6VOKVrOAw&t=181s>

David Kryscynski, *Questions Mindset:*

<https://www.youtube.com/watch?v=9eTaesblopQ>

David Kryscynski, *What is Strategy?*

<https://youtu.be/TD7WSLeQtVw?si=Rv2zBNZryUlwoUag>

### A supplemental class exercise to test concepts in the chapter

- Take 20 minutes and “meet” in your teams
- Come up with a 35 words (or less) differentiated strategy statement for your company that concisely tells us:
  1. Objectives
  2. Scope of activities
  3. Competitive advantage
- Remember the basic questions of strategy: Where does the firm compete? How does it win? What does it use/do that is key to doing that?

Teams:

1. Harley Davidson
2. Spirit Airlines
3. Great Wolf Lodge
4. Uniqlo

## **Chapter 3: External Analysis**

### Suggested HBS case study

*LEGO* by: Jan W. Rivkin, Stefan Thomke, Daniela Beyersdorfer  
Publication Date: Jul 2012

### Supplemental videos

Kaizen Institute Italy, *The Explainer Porter's Five Forces*  
<https://youtu.be/IPHruQHAECw?si=9Y1JC84ybAPvSJta>

David Kryscynski, *External Analysis Overview*:  
<https://www.youtube.com/watch?v=Cts4QVuVVbs>

David Kryscynski, *Industry Analysis*:  
<https://www.youtube.com/watch?v=UUKAX0E4ckM>

David Kryscynski, *How to Use Industry Analysis*:  
<https://www.youtube.com/watch?v=LMZS2l0Urck>

### A supplemental class exercise to test concepts in the chapter

- Split into your teams:
  - Team 1: pick a consumer electronics company
  - Team 2: pick a clothing retailer
  - Team 3: pick a chain restaurant
- Choose any well-known company in these industries
- Analyze the company's competitive environment using Porter's Five Forces methodology.
- Make some big and basic points about T's and O's facing the company (based on external environment) using SWOT or TOWS worksheets
- Explain your major insights to the full group when we reconvene

## **Chapter 4: Internal Analysis**

### Suggested HBS case studies

1) *Whole Foods Market, Inc.* by: John R. Wells, Travis Haglock  
Publication Date: Jun 2005 (Revised April 02, 2008)

AND

2) *Traders Joe's* by: David L. Ager, Michael A. Roberto  
Publication Date: Sep 2013 (Revised April 07, 2014)

### Supplemental videos

Harvard Business Review, *The Explainer: Finding Your Company's Core Competencies*  
<https://www.youtube.com/watch?v=Abl6b71H2Mc>

David Kryscynski, *Diagnosing a Strategy*:  
<https://www.youtube.com/watch?v=c1w8VH5a-k4>

David Kryscynski, *Generic Strategies Mini Lecture*:  
<https://www.youtube.com/watch?v=V14kuqYEsxE>

David Kryscynski, *Alternative Competitive Advantage*:  
[https://www.youtube.com/watch?v=QPu4v\\_Ae0Vc](https://www.youtube.com/watch?v=QPu4v_Ae0Vc)

25urbany, *Competitive Strategy in 3 Minutes*:  
<https://www.youtube.com/watch?v=bl5cyZlay4k>

Edward Capaldi, *An Introduction to Prahalad & Hamel's Core Competence of the Corporation*:  
[https://www.youtube.com/watch?v=OhuOtnX\\_4zc](https://www.youtube.com/watch?v=OhuOtnX_4zc)

Tine Juhl, *SWOT & TOWS - An Introduction*:  
<https://youtu.be/2xquSq0MSAc?si=KD3dThh7w4QliDyG>

### A supplemental class exercise to test concepts in the chapter

- Split into teams again:
  - Teams 1–3: pick an automobile company
  - Teams 4–5: pick a hotel chain
  - Teams 6–7: pick shoe company
- Talk about your company's strengths and weaknesses.
  1. Make a "brag list"
  2. List those things that your top competitors do well
  3. Drop your claims that others have too
  4. What is left? Anything to add?
- Does your company build its strategy around its processes, products, or customers? What is its main focus of the three?
- Identify your company's unique selling propositions (USPs) or competitive advantages.

## **Chapter 5: Basic and Advances Business Strategies (& Innovation)**

### Suggested HBS case study

*Apple Inc. in 2010* by: David B. Yoffie, Renee Kim  
Publication Date: Apr 2010 (Revised July 06, 2014)

### Supplemental videos

David Kryscynski, *Radical Innovation Strategies*:  
<https://youtu.be/KBMZjX5TLmQ?si=AUQGcjPhJPYzsVu9>

David Kryscynski, *PEST Analysis*:  
[https://youtu.be/v7pUv\\_ZWnyM?si=TpyptdDNxcK-7qYU](https://youtu.be/v7pUv_ZWnyM?si=TpyptdDNxcK-7qYU)

Macat, *An Introduction to W. Kim Chan and Renee Mauborgne's Blue Ocean Strategy - A Macat Business Analysis*:  
<https://youtu.be/Opapq24W7Gw?si=FfPiP1eEKGVCiTbb>

Prof. Robert Perrons, *Disruptive Innovation*:  
<https://www.youtube.com/watch?v=Cu6J6taqOSg>

Aram Taghavi, *"The Innovator's Dilemma" by Clayton Christensen - Video book summary*  
<https://youtu.be/yUAtIQDllo8?si=qn6giJJvdmP0be0a>

Blue Ocean Strategy, *6 Red Ocean Traps that You Should Steer Clear of*  
<https://youtu.be/vOXHD9WL3PE?si=8Vor6ZOaXq1pt1mP>

Blue Ocean Strategy, *Create. Don't Compete*  
<https://youtu.be/ynDg3Y-fNtc?si=rGOJNt6NQZwWBilE>

Productivity Game, *Make the competition irrelevant: BLUE OCEAN STRATEGY* by W.C. Kim and R. Mauborgne  
<https://youtu.be/5Xd5lvyWMe8?si=UiOfV-P1UtwYrARC>

## Supplemental class exercises to test concepts in the chapter

### **Generic Strategy Exercise**

Take a few moments and think of where you would place these car brands (versus companies) in Porter's Generic Strategies Matrix. "Map them" on his matrix:

*Honda Acura Ford Lincoln Toyota Scion Lexus Chevy Saturn  
Buick Cadillac Kia Hyundai BMW Range Rover Tesla McLaren*

### **Red Ocean Exercise**

- Split into your teams. Pick a well-known enterprise:
  - Team 1: an adult beverage company
  - Team 2: a high-end restaurant chain
  - Team 3: an airline
- Identify two or three "direct" competitors
- Identify some of your Red Ocean strategies
- Envision/propose a possible Blue Ocean strategy and explain the difference

## **Chapter 6: Business Models**

### Suggested HBS case study

*Netflix in 2011* By: Willy Shih, Stephen P. Kaufman

Publication Date: Aug 2014

### Supplemental videos

David Kryscynski, *Creating a Strategy Canvas*:

[https://www.youtube.com/watch?v=Upt\\_28d-WGg](https://www.youtube.com/watch?v=Upt_28d-WGg)

Gavin Wedell, *What is a "BUSINESS MODEL"?*:

[https://youtu.be/XnLaQzi8xJc?si=uHT00vpu5579g2\\_x](https://youtu.be/XnLaQzi8xJc?si=uHT00vpu5579g2_x)

Strategyzer, *EP1 - Getting From Business Idea to Business Model*

<https://youtu.be/wwShFsSFb-Y?si=7Z-l7cFb-ip3Q92C>

Strategyzer, *EP2 - Visualizing Your Business Model*

<https://youtu.be/wlKP-BaC0jA?si=7zxo7T7n6gcc0wkh>

Gavin Wedell, *What is Business Model Innovation?*:

<https://youtu.be/-TasUCE64kk?si=9qzBtrU0KTmipv49>

### A supplemental class exercise to test concepts in the chapter

- Split into teams (Team 1: Keurig, Team 2: Dropbox, Team 3: Airbnb, Team 4: Planet Fitness)
- Identify and explain Your company's current business model
- Propose an alternative business model and explain how they might make money the new way

### **Suggested Movie-Based Midterm**

(Testing External Analysis, Internal Competencies, and Business Models)

Watch *The Founder* (2016), a movie starring Michael Keaton – available on Netflix and Amazon Prime Video among other places.

1. External Analysis: What were the basic characteristics of the existing external market for fast food restaurants in 1948 when the McDonald brothers decided to establish what we still know today as the basic strategic position of McDonald's with their re-done store in San Bernadino. What was "the market" at the time and where did they see a "hole in the market?"
2. Internal Analysis: Describe the revolutionary internal capability the McDonald brothers invented to give McDonald's a sustainable competitive advantage that would help enable their strategic position in the market.
3. Business Models: Ray Kroc established the scalable franchise model for McDonald's restaurants and opened many – but what did he and Harry Sonneborn change in the basic business model of Kroc's McDonald's Corporation (the franchiser of McDonald's) that enabled Kroc to achieve success? Answer for the corporation, not the individual restaurants.

## Chapter 7: Corporate Strategies – Vertical Integration, Diversification, M&A

### Suggested HBS case study

*The Walt Disney Company and Pixar, Inc.: To Acquire or Not to Acquire?* by: Juan Alcacer, David J. Collis, Mary Furey

Publication Date: Mar 2009 (Revised November 10, 2021)

### Supplemental videos

David Kryscynski, *Corporate vs. Business Strategy*:

<https://www.youtube.com/watch?v=X50pXorhtjY>

ddd9255, *Mergers and Acquisitions*:

<https://www.youtube.com/watch?v=J-t6zD5G4bk>

Frankfurt School of Finance & Management, *What does “Mergers & Acquisitions” mean?:*

<https://www.youtube.com/watch?v=S7DoKFPOhZk>

Georg Rockall-Schmidt, *Why Disney’s Acquisitions Matter: Vertical Integration & Monopoly:*

<https://youtu.be/u3LysuiOcl8?si=YXid3cCg4FD7Sw9n>

### A supplemental class exercise to test concepts in the chapter

In your teams, study these deals quickly and offer us the basic rationale from the list below (source: McKinsey & Company) for each of these recent mergers or acquisitions:

Team 1: Amazon/Whole Foods

Team 2: Microsoft/LinkedIn

Team 3: CVS/Aetna

Team 4: United/Continental

1. The acquirer will improve the target company’s performance.
2. The acquirer will consolidate to remove capacity from the industry .
3. The acquirer will accelerate market access for the their or our products.
4. The acquirer will get skills or technologies faster or at lower cost than they can be built.
5. The acquirer can exploit a business’s industry-specific scalability.
6. The acquirer will get in on the ground floor of something early and help develop this new business.
7. Other.

## Chapter 8: International Business Strategy

### Suggested HBS case studies

*Global Wine War 2009: New World versus Old* by: Christopher A. Bartlett  
Publication Date: Aug 2009

AND

*Intel: Strategic Decisions in Locating a New Assembly and Test Plant (A)* by: Juan Alcacer, Kerry Herman  
Publication Date: Sep 2012 (Revised December 01, 2013)

### Supplemental videos

Global Hub, *Why International Business:*

[https://youtu.be/IMdhfBQUhtI?si=M02KaFeTA7\\_rh02h](https://youtu.be/IMdhfBQUhtI?si=M02KaFeTA7_rh02h)

David Kryscynski, *PEST Analysis:*

[https://youtu.be/v7pUv\\_ZWnyM?si=TpypTdDNxcK-7qYU](https://youtu.be/v7pUv_ZWnyM?si=TpypTdDNxcK-7qYU)

As/Is, *What American Products Are Called Around the World*

<https://youtu.be/uPjyyZu-csA?si=yFbyJSR1TrFQNKJ1>

domandnicwork, *HBSC Wedding Present*

<https://youtu.be/w-KYII-qLXY?si=IAGQxfNRL3UsdeGQ>

tuoxie208, *HSBC Funny Culture ads (Subway, Bart, Golf)*

<https://youtu.be/GOHvMz7dl2A?si=E1ZRwdUCF8IUpMdZ>

### A supplemental class exercise to test concepts in the chapter

- Split into the following teams:
  - Team 1: Walmart
  - Team 2: The NFL
  - Team 3: IBM
  - Team 4: Dell Technologies
  - Team 5: Proctor & Gamble
- Identify their core international strategy: Aggregation, Adaption, or Arbitrage?
- Identify the most challenging “distance” for them to close internationally with their principal overseas partner(s): Cultural, Administrative, Geographic, or Economic?
- Identify their mode of entry/business model for expanding internationally: Exporting, Licensing, Partnering, Joint Venturing, Acquiring, or Greenfielding?

## Chapter 9: Strategic Planning and Implementation

### Suggested HBS case study

*Strategic Planning at United Parcel Service* by: David A. Garvin, Lynne C. Levesque  
Publication Date: Nov 2005 (Revised June 18, 2006)

### Supplemental videos

David Kryscynski, *Tying the Strategy Pieces Together*:  
<https://www.youtube.com/watch?v=ACEXc8acZ-U>

WHITE FLAME STUDIOS, *Leadership Strategies - Introduction to Strategic Planning (Whiteboard video)*:  
<https://www.youtube.com/watch?v=6c5kl5rJyBo>

SME Strategy, *Strategic Planning Process in under 15 Minutes*:  
<https://www.youtube.com/watch?v=HQ6348u6o08&t=532s>

### A supplemental class exercise to test concepts in the chapter

- Note the common areas of performance leakage in strategic implementations from the diagram on p. 219 of *The Strategy Dialogues* and the article Mankins, M. C., & Steele, R. (2005). Turning great strategy into great performance. *Harvard Business Review*, 83 (7–8), 56–72.
- Identify a new strategy or new initiative that you have experienced in an organization you were part of.
- If it delivered less than promised, put on your cynical realist hat and chart at least 37% leakage for the organization in implementing its new strategy or initiative. Fill in a notional chart of the same kind as in the article tracking what the organization could do to itself in these common under-performance areas or others that could threaten the accomplishment of each of your objectives.
- Present the 3 or 4 most potent sources of leakage.