

L&T-REX #20

ANIMATION OF A SEMESTER IN DISTANCE LEARNING

January 31st, 2023





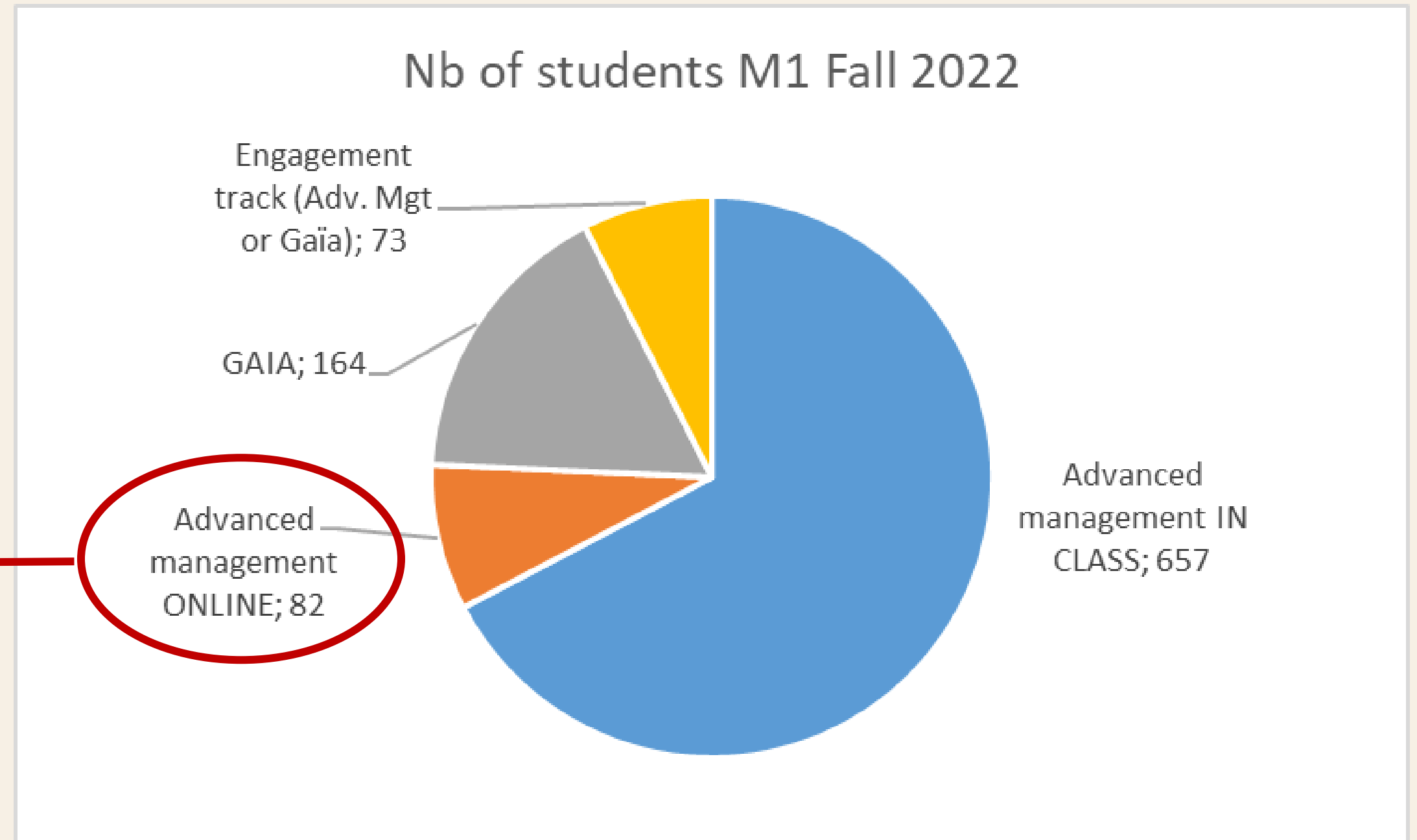
GLOBAL PRESENTATION

WHEN, WHO AND HOW ?

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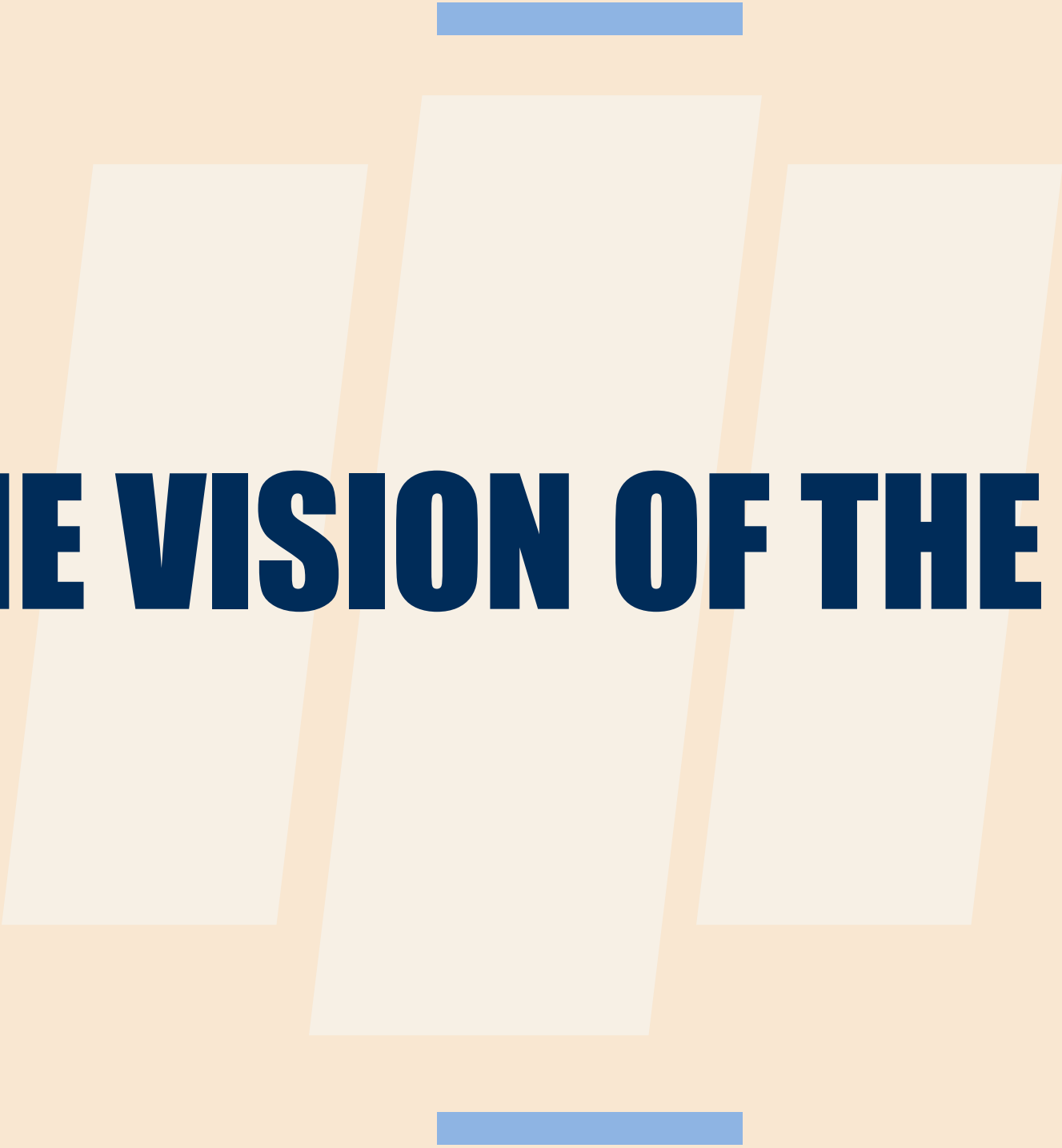
M1 ACADEMIC SEMESTER

2 groups
ow 69 students from 1A
ow 11 international students



DURATION AND BREAKDOWN OF HOURS BY COURSE

Start	End	Courses	Professors	Course before adaptation	Course after adaptation	Total Asynchronous per course	Asynch. (2/3)		Synch. (1/3)	Prof follow-up for all students
							Videos (3/4)	Activities (1/4)		
19-sep.	2-dec.	Financial Analysis	A. Lazos	30	15	10	7	3	5	8
12-sep.	2-dec.	Strategic Management	D. Evans	30	15	10	7	3	5	8
12-sep.	18-nov.	Project management	E. Bernardin	16	8	5	4	1	3	4
12-sep.	11-nov.	Quantitative Finance	D. Ronchetti	16	8	5	4	1	3	4+1
12-sep.	4-nov.	Entrepreneurial project and business plan	V. Lefebvre A. Rauch T. Hache	18+3	12	6	4	2	6	6
17-oct.	2-dec.	Organizational change management	J. Castro	16	8	5	4	1	3	4
19-sep.	2-dec.	Management control	E. Landron	24	12	8	6	2	4	6+2
26-sep.	2-dec.	Business Simulation	H. Vyas	16	8	5	4	1	3	4+3
26-sep.	2-dec.	Customer experience and branding	O. Untilov	30	12	6	6		6	6
5-sep.	2-dec.	How to learn in distance learning	Aline	9,5	9,5	4	4		5,5	
12-sep.	2-dec.	Data analytics fundamentals	Pierre Facq	16						
12-sep.	2-dec.	Introduction to Data Science	Erik Campanini	16						



THE VISION OF THE PGE

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WHY A DISTANCE LEARNING PROGRAM?

The value proposition

- Flexible organization
- Possibility to follow the program abroad
- A different & innovative way of learning, suited to autonomous students
- Strong pedagogical quality
- Reduction of accomodation costs for students who're not originally from Nantes

Key elements

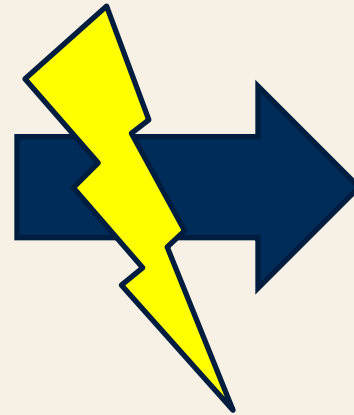
- Strong decrease of synchronous face to face time
 - Only **5-6 hours of synchronous sessions** (4 ECTS course, 30 hrs)
 - All the rest is asynchronous work : online exercises, videos, home- and teamwork, games....
- Synchronous sessions are scheduled taking into account timezones
- Strong individual follow-up and feedbacks. Very structured approach
- Very strong pedagogical innovation (cf Olga's presentation).
- A challenging program for students with real work : In total, students are expected to work **~60 hours** for a 4 ECTS course

A SMALL MISUNDERSTANDING FROM THE VERY BEGINNING?

The value proposition

- Flexible organization
- Possibility to follow the program abroad
- A different & innovative way of learning, suited to autonomous students
- Strong pedagogical quality
- Reduction of accomodation costs for students who're not originally from Nantes

47% stayed abroad or travelled



What part of the students understood

- Less or little work **2/3 of the students intended to work less than 25hrs a week**
- No constraints at all **Part of the students expected to have no synchronous sessions at all**
- Have full time activities besides studying **Some students had full time jobs**

Strong frustration at the beginning of the semester



Adaptations: recorded sessions, no penalty for absence...

Improvement of the communication about the program during the subscription process

BUT AT THE END, A SUCCESSFUL EXPERIENCE

- Feedbacks on Tomorrow: **8.71**
- Recommendation rate:

Would you recommend this program to a friend ? (31 answers)	
Yes absolutely	13%
Yes probably	53%
don't know	19%
Probably not	9%
Absolutely not	6%

} 66%

} 15%

A VERY HETEROGENEOUS STUDENT'S COMMITMENT

Strong individual work & autonomy expected in the distance learning program

Professors perceived a very **heterogeneous commitment** throughout the semester with :

- Highly committed and demanding students
- "Quitters"

Activity tracking on Blackboard : students who don't work are clearly identified

For a course with 60hrs expected total work, ow 30 hours
could be tracked on Blackboard

% of students	Time on BB	Engagement level
30%	< 20 hrs	low engagement
43%	20 - 40 hrs	expected engagement
27%	> 40 hrs	above the expectation engagement

How different is it vs in-class programs?

KEY TAKE-AWAYS - *STUDENTS*

Be very clear about the **expectations** and rules of an online program towards students

This kind of program doesn't match to all students. It can be very challenging.

Students ask for a lot of **individual follow-up**

Programs need to be **extremely structured** and **finely designed**.

Students need to have a very clear view of their global agenda

Avoid too much team work and too many different teams (teamwork is challenging with students scattered all around the world) => **students ask for more individual work**

Each student has his own way of learning! (maybe obvious but food for thought)

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Each student has his own way of learning! (maybe obvious but food for thought)

Session	Title	Topics	Learning Activities
0001	What is Strategy	Definition of Strategy Levels of Strategy Strategic Process	1. Presentation slides + Feedback forms (summaries) 2. Online forum discussion 3. Interactive exercises (cases + levels of strategy) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 1) 6. Live Webinar (Q&A Session)
0002	The Business Environment	SWOT and its use Market analysis Porter's Five Forces PESTEL analysis Characteristics of the PESTEL analysis	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (PESTEL) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapters 1.1 to 1.3) 6. Live Webinar (Q&A Session + Module 1/2) 7. Challenge your contemporary environment
0003	The Industry Environment	Industry structure Porter's Five Forces Industry life cycle Industry structure analysis	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (The Business Environment) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 2.4) 6. Live Webinar (Q&A Session + Module 3/4)
0004	Business and Segmentation	SWOT - What are opportunities Business Management Strategic Groups	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (The Business Environment) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapters 3.2 to 3.5) 6. Live Webinar (Q&A Session)
0005	Creating Value	Customer Advantage and CAPs Value Chain Value Drivers Blue Ocean	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (Strategic Groups and Segmentation) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 4.3) 6. Live Webinar (Q&A Session)
0006	Capabilities and Resources	Strategic Capabilities The VRIO Framework Check and to build on strategy The Role of History	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (Value Creation and Strategy Map) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 4.1 to 4.4) 6. Live Webinar (Q&A Session)
0007	Business Level Strategy	Competitive Advantage Strategic Position Generic Strategies Porter's Five Forces Why Compete?	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (Strategic Capabilities, History and VRIO) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 5) 6. Live Webinar (Q&A Session)
0008	Corporate Strategy	Corporate Strategy Strategic Choice and Integration Corporate Portfolio	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (Strategic Choice and Integration) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 6) 6. Live Webinar (Q&A Session)
0009	MBA, Masters and Innovation	MBA, M.A. & B.A. The MBA process The role of innovation The role of strategy	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (Strategic Choice and Integration) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 6) 6. Live Webinar (Q&A Session)
0010	Memorandum	Strategic Memorandum	1. Presentation slides + Feedback forms (summaries) 2. Question application to business 3. Managerial decision (Strategic Choice and Integration) 4. Practice activities 5. Online Reading Exercise (Strategic Management Chapter 6) 6. Live Webinar (Q&A Session)

KEY TAKE-AWAYS – *THE ORGANIZATION*

Very positive collaboration between Professors and pedagogical engineers (LQD)

Very strong engagement of Professors

Reactivity of the team

Great pedagogical innovations & tools developed



How can pedagogical approaches in in-class programs benefit from this experience?



NEXT STEPS

- Spring ONLINE semester: 1 group
- Development of 4 new electives for Fall 2023

Digital marketing

Financial modeling

Measuring organizational social impact

Managing across cultures

- Digitalization of the Upgrading programs for the AST (Mises à Niveau) for summer 2023

Marketing

Finance

Accounting

Management control

Business Law

Organizational management



FINANCIAL ANALYSIS

ARISTOGENIS LAZOS

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Challenges I faced

What to do when there are technical issues for students when they take the mid term exam.

Solution: A couple hour training on Blackboard and schools policy on what to do could prepare me better

Reflection

Overall it was good, i enjoyed it, just that total workload was more than i initially anticipated

Marks are higher than in person module

Student feedback

Well received : A common comment - Very well structured

Well received: Being available and replying to them quickly

Well received: Sending emails to them regularly and remind them about online quiz, what we will do next class etc

Well received: Live session structure

Not well received: Group projects

Not well received: First mid term exam very early, i.e first week

Areas of improvement

Blackboard and school policy training

Some of them wanted more exercises to practice
Maybe more Scorm activities?!

A way has to be found so students do not have access to taught material
while final exam takes place.



STRATEGIC MANAGEMENT

DANIEL EVANS

never stop daring.

MY KEY TAKEAWAYS

What I learn going forward

- Learning online is challenging and learners need clear structure to decrease uncertainties and focus on learning (*hierarchy of needs*)
- Students are ready to invest significant effort in their learning if they are motivated
- Motivation can be driven by **choice, social recognition, perceived self-efficacy**
- Videos should be limited to 20 minutes and include quizzes/questions that make watching a video more « **active** » and not « passive »
- Active exercises (*like digital learning modules*) are appreciated
- Team based dossiers are very challenging as Distance Learning in teams is prone to free-riders – individual assessment is preferred
- Being available is valued (*even though they don't come to talk to you*)
- **Regular** « low stakes » quizzes (*formative assessment*) is highly valued as students can measure how well they are learning
- Position of « **learner advocate** » (clarify responsibility for learning)
- Simplify participation grading by using available data (forum participation, Panopto data, etc.)

KEEP

- Structured (guided) approach
- Weekly emails (appreciated)
- Focus on learning for live sessions
- Practice quizzes & graded weekly quizzes
- Strict / transparent accounting of work effort
- Learner choice & social recognition
- Rewarding contribution to peer learning

START

- Video text to download (closed caption)
- Clarity on what is graded and how

IMPROVE

- Team activity (min free riding)
- Video length (avoid +20min)
- Use of cases (more)
- Frequency of peer feedback (3 or 4 times)
- Too many activities for some weeks
- Menu (week --> session)

STOP

- Same exam as F2F (if possible)
- Excessive focus on teamwork
- Too much "dated" content (hard to duplicate)

GRADING

Participation grade (10%) – do you help others learn? = forum participation, creation of shared learning resources (video summaries), etc **(all easy to measure)**

8 Weekly quizzes (20%) – small stakes decreases likelihood of cheating, formative

Team dossier (20%) – analyze an industry/company **(this was a headache)**

Final exam (50%) - challenge – required the same exam as F2F – not appropriate **(all content links were hidden the day of the exam)**

MY CLASS SITE

Learning Dashboard

Add Course Module

▼ My Announcements

No Course or Organisation Announcements have been posted in the last 7 days. [more anno](#)

▼ My Tasks

My Tasks:

▼ What's New

Discussion Board (84)

Last Updated: 24 Janu

▼ Needs Attention

No Notifications

Strategic management (MAPD_F_STR401_2022)

Learning Dashboard

Final Examination

Course objectives

Calendar of activities

Team Task Business Analysis Dossier

Team Tools

Virtual classes

Live Session Slides

Graded Quizzes

Notes / Grades

Week 1 : Sept 12-16
What is Strategy?

Week 2 : Sept 19-23
The Macro Environment

Week 3 : Sept 26-30
The Industry Environment

Week 4 : Oct 3-7
Stakeholders & Segments

Week 5 : Oct 10-14
Creating Value

Week 6 : Oct 17-Nov 4
Growth & Resources

Ease of navigation was critical

Highly structured by time

Navigation was critical (decrease technical hurdles)

Significant effort in site design and layout

Even color choices for text was important

Some « simple » html coding required to improve look and feel


- italics in menu
- iframes for microsoft forms
- iframes for videos

TYPICAL WEEK

The weekly kick-off email (designed in Outlook)

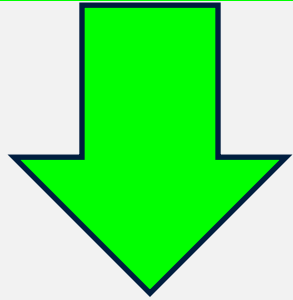
 EVANS Daniel Scott | ■ EVANS Daniel Scott; ■ AGUGLIARO Sandrine; ■ ANZALONE Romain; ■ ARFA Nawres; ■ AZZOUNI Wasim; ■ BELON Esteban; ■ BERTIN Rachel; ■ BIRZIN Sam; ■ BOUCHEMIT Charlotte; + 81 ▾

This Week in Strategy : Sept 12

 Vous avez transféré ce message le 18/09/2022 14:51.

THIS WEEK IN STRATEGY

Consistency in graphics
All exercises, emails, pages used
same family of cartoons.



Welcome to the course! This week we kick things off.
Every week you'll receive an email reminder, laying out the week's activities. I have some deadlines you MUST meet (in red). I also have suggested a work plan you may follow in order to better manage your time and complete the expected workload with as little stress as possible.

Dan EVANS

Week of September 12, 2022 : What is Strategy ?

	Monday	Tuesday	Wednesday	Thursday	Friday	Weekend
DEADLINES	Live kickoff online 11h (Group 1) 11h30 (Group 2)	Complete the welcome post in the forum	Rank the industries you want to study	Submit your video summary by this evening	Submit your question to the forum by this evening	
SUGGESTED PLANNING	Video 1	Video 2 McKinsey Video Levels of Strategy Exercise	Video 3 Vision Exercise		Practice Test	Prepare AirBnB

Workload : 3,5 hours

Hard Deadlines

Soft Deadlines

TYPICAL WEEK

Live event

30 minutes with each group

- Announce the week ahead
- review questions submitted to forum
- « recognize » (reward) effort and good thinking
- review key video takeaway

The live period is to address « learning » challenges and guide students in their learning

VERY LITTLE content is delivered.

This is a moment to help students learn.

**Lastly – a 15 minute weekly quiz is done
(results posted the following day)**

SOME OF YOUR QUESTIONS

Cliquez pour ajouter du texte

Andréa TCHIYEP

Sometimes, external factors like the economic conditions of our systems are unpredictable and play a big role in the health of companies. Are there effective tools/ways to build strategy processes that take into account those external risks.

SOME OF YOUR QUESTIONS

Cliquez pour ajouter du texte

Solène PETIT

What is the real difference between horizons 2 and 3?

WEEKLY « SMALL STAKES » QUIZ

8 quizzes = 20% of grade (each quiz worth 2,5% of grade)

1 week after content is delivered/watched

10 questions

15 minutes

Randomized order of questions

Randomized order of answers

May only advance

No negative points

Results published the next day

SMALL random blocks (each question has 2 possible versions) – so with 10 questions there are over 1000 different combinations.

The screenshot shows a quiz configuration interface for a 'Random Block'. At the top right, it indicates 'Points per question: 1' and 'Total Points: 1'. The configuration includes:

- Total Questions: 2
- Number of Questions to display: 1
- Source Pool: vision
- Question Types: All Pool Questions

A dropdown menu is open, showing 'Preview questions that match selected criteria'. Below this, there is a table with columns for 'QUESTION TYPE', 'QUESTION TEXT', and 'ALIGNMENT COUNT'. The table contains two rows of multiple-choice questions:

QUESTION TYPE	QUESTION TEXT	ALIGNMENT COUNT
Multiple Choice	The _____ explain(s) the company's future and what they want to be, ins...	0
Multiple Choice	The _____ defines what the company is and what it does.	0

At the bottom right, it says 'Displaying 1 to 2 of 2 Items' with buttons for 'Show All' and 'Edit Paging...'.

CLEAR CALENDAR OF ACTIVITIES

Here is the Calendar of learning activities for the semester. I have indicated the deadlines to respect and a suggested (s) learning path to follow.

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1 What is Strategy.	Sept 12 Live Session N°1 (s) Video 1	13 Task Deadline : All About Me (s) Levels of Strategy Exercise (s) Video 2 + McKinsey Video	14 Task Deadline : Rank Industries to Study (s) Vision Exercise (s) Video 3	15 Task Deadline : 3 videos Watch & feedback (17h)	16 Task Deadline : Add Question to Forum (17h) (s) Practice Tests	17 Task Deadline : Read and reflect on AirBnB Case (s) Practice Tests
Week 2 The General Environment	19 Live Session N°2 Debrief AirBnB Horizons (s) Video 1	20 Team Dossiers Assigned (s) SWOT Exercise (s) Video 2	21 Task Deadline : PESTEL Web Resource (s) Video 3	22 Task Deadline : 3 videos Watch + Feedback (17h)	23 Task Deadline : Add Question to Forum (s) Practice Tests	24 Prepare AirBnB Part 2 (s) Practice Tests
Week 3 The Industry Environment	26 Live session N°3 Quiz on Week 1 Debrief AirBnB Part 2 Team Task : Define the Company (s) Video 1	27 (s) Video 2 & Video 3	28 (s) Video 4	29 Task Deadline : 4 videos Watch + Feedback (17h)	30 Task Deadline : Add Question to Forum (s) Practice Tests	Oct 1 (s) Practice Tests
Week 4 Stakeholders & Segmentation	3 Live session N°4 Quiz on Week 2 Team Task : PESTEL Environment (s) Video 1	4 (s) Video 2	5 (s) Video 3	6	7 (s) Practice Tests	8 Task Deadline : Add Question to Forum; Watch Videos + Feedback (s) Practice Tests
Week 5 Creating Value	10 Live session N°5 Quiz on Week 3 Team Task :	11	12	13	14	15 Task Deadline : Add Question to Forum; Watch Videos + Feedback

DETAILED LEARNING EFFORT CALENDAR

Provided for each week

- Live Session Slides
- Graded Quizzes
- Notes / Grades
- Week 1 : Sept 12-16
What is Strategy?
- Week 2 : Sept 19-23
The Macro Environment
- Week 3 : Sept 26-30
The Industry Environment
- Week 4 : Oct 3-7
Stakeholders & Segments
- Week 5 : Oct 10-14
Creating Value
- Week 6 : Oct 17-Nov 4
Capabilities & Resources
- Week 7 : Nov 7-11
Business Strategies
- Week 8 : Nov 14-18
Corporate Strategies
- Week 9 : Nov 21-25
Critical Choices
- Week 10 : Nov 28-Dec 2
Internationalisation

This weeks learning tasks

The learning tasks for this week require approximately **3,95 hours** (237 minutes) of effort.

Learning Activity	Deadline	Estimated time to complete
Live Session N°7 and quiz on Session 5	Monday, Nov 7	45 minutes
Watch the <u>three videos</u> proposed	Thursday, Nov 10	52 minutes - Generic Strategies (14) - Details Cost and Differentiation Strategies (28) - Cooperation (10)
Summarize ONE video Please submit at least one video summary. You may submit more than one if you like (it is a good exercise)	Thursday, Nov 10	10 minutes
Submit ONE original question to the <i>Video Question Forum</i> that could be asked and expected to be answered after watching the videos. This may be a question you or your classmates might have, or just a good question you think I (the professor) would ask and expect you to know.	Friday, Nov 11	20 minutes
Read and answer the IKEA Case study	For our next live session	20 minutes
Practice your understanding of the material using the 10 question self-test. You may take this self-test as any times as you want	no deadline	20 minutes
Team Task Deadline N°6 : Resources & Capabilities	Monday, Nov 14	90 minutes per person

Preparing for Next Week

- 1) There will be a graded quiz on this material next week during our live session.
- 2) We will discuss the questions submitted to the forum in our next live session and I'll answer any questions you may have.

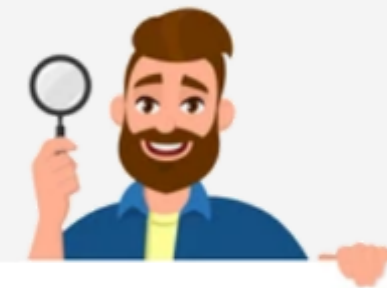
SLIGHT CHANGE

Graded elements

This week's learning tasks to complete

The learning tasks for this week require approximately **4,5 hours** of effort.

Learning Activity	Deadline	Graded	Estimated time to complete
Participate in the live kick-off event on Monday the 12th (virtual classes menu)	Thursday, February 9		45 minutes
Complete the individual welcome exercise in the forum	Friday, Feb 10	Individual Participation	15 minutes
Watch the three videos proposed	Sunday Feb 12	Individual Participation	105 minutes - What is strategy (25 min) - Strategy Horizons (15) - Strategy Process (30)
Add a question or two to the Week's discussion form (also review and answer questions asked by others)	Sunday, Feb 12	Individual Participation	10 minutes
Work together to complete the team study guide - Session 1	Monday, Feb 13	Team Activity Grade	20 minutes
Read and be ready to discuss the AirBnB Case on Strategy Horizons	Monday, Feb 13	Individual Participation	30 minutes
Complete the two digital learning activities (Levels of Strategy & Vision)	no deadline		20 minutes
Practice your understanding of the material using the 10 question self-test. You may take this self-test as any times as you want.	no deadline.		20 minutes



A BIT LOST?
SCROLL DOWN TO DISCOVER EACH
OF THESE ACTIVITIES.



WEEKLY VIDEOS

Video 1 : Generic Business Strategies

Enabled: Statistics Tracking



This first video looks again at competitive advantage and defines the core "generic strategies" businesses can adopt.

Watch before the deadline
Length : 14 minutes

[7 Generic Strategies.pdf](#)



Optional Reading

This chapter by Kennedy offers a nice review of Cost and Differentiation Strategies

[Strategic-Management Chapter 6 Selecting Business Level Strategies.pdf](#)

Video Summaries - Generic Business Strategies

Time to watch indicated (usually time of video + 20%)

Subject + deadline indicated

PPT to download

Link to video

Optional readings if desired

Required to summarize ONE of the week's videos (**their choice**)

Summaries posted at end of week in BB

WEEKLY VIDEOS

In video quizzes

Video Generic Business Strategies

Take time to carefully watch and understand the video.

Strategic Business Units

- At the corporate level, companies need to decide in which wish to compete.



- An SBU supplies goods and services for a **distinct activity**.
(note : in French, we often refer to a DAS – Domain d'Activité Stratégique)
 - Defined by market (chanel, customers, ...) or capabilities

And these Das are defined by particular markets or capabilities the organization may have.

To submit your summary, go back to the list of activities and choose the "Week 7 Video Feedback" activity

You only need to submit ONE summary but more are welcome !

Video Generic Business Strategies

Take time to carefully watch and understand the video.

Close

Quiz

1 of 1

Disney was founded in 1923 and through the years has become one of the largest companies in the world. In the early 1990s they started to purchase other companies including ABC, ESPN, Pixar Studios, and Marvel Entertainment. This use of acquisitions is an example of Disney's _____.

- Corporate-Level Strategy
- Business-Level Strategy
- Functional-Level Strategy

< Previous

✓ Finish

To submit your summary, go back to the list of activities and choose the "Week 7 Video Feedback" activity

You only need to submit ONE summary but more are welcome !

VIDEO SUMMARIES

WSQ – Watch – summarize – question

Microsoft forms with iframe (stay inside BB)

Offer choice of video to summarize
(choice increases motivation)

All summaries shared

Choose video and submit feedback

Week 7 Video Feedback

* Required

1. Your LAST Name *

2. Your First Name *

Choose the video you wish to provide feedback for *

- Generic Business Strategies
- Details Cost and Differentiation Strategies
- Cooperation

strategic management
MAPD_F_STR401_2022

Learning Dashboard

Final Examination

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Calendar of activities

Team Task

Business Analysis Dossier

Team Tools

Virtual classes

Live Session Slides

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Notes / Grades

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What is Strategy?

Week 2 : Sept 19-23
The Macro Environment

Week 3 : Sept 26-30
The Industry Environment

Week 4 : Oct 3-7
Stakeholders & Segments

* Video Summaries - Generic Business Strat

Alignments

* Indicates a required field.

CONTENT

Content

For the toolbar, press ALT+F10 (PC) or ALT+FN+F10 (Mac).

B I U Paragraph Arial 10pt

Enzo

A business strategy is based on two different questions: How and where do we compete ?
From there we can adapt to use either a cost advantage strategy (to sell at a lower price than a competitor) or a differentiation strategy. Once the company has created value, you need to know where to deliver it, with a broad target strategy or a narrow target strategy.

ACTIVE WATCHING OF VIDEOS

WSQ – Watch – summarize - question

Add ONE question to the forum (with answer) (OR question for professor)
Summarize ONE video

Week 7 Video Feedback

Enabled: Statistics Tracking
Submit at least ONE summary of a video you watched before this coming **Friday**.

Video Question Forum

Enabled: Statistics Tracking
Please submit **ONE** question to the forum about the videos. You must do this **no later than Saturday**.

The screenshot displays a forum thread with the following content:

DANIEL EVANS
Week 7 : Business Strategy
Overall Rating: [stars]
After watching the videos, submit **ONE** original question by **replying to this post**.
The question you propose could be asked and expected to be answered after watching the video. This may be a question your classmates might have, or just a good question you think I (the professor) should ask and expect you to know.
Also, take time to read and **rate** the questions asked by your colleagues.
[Reply](#)

Charles SCHULLER
RE: Week 7 : Business Strategy
Overall Rating: ★★★★★
What are the two strategies to use its competitive advantage?
1) Differentiation and high cost
2) Differentiation and low cost
3) Segmentation and high cost
4) Segmentation and low cost
The right answer is 2. Indeed, the two main strategies to use its competitive advantage is either to use a low price strategy like Aldi or to differentiate like some American supermarkets that use organic and good quality products to acquire new consumers.

Mark Discussion Forum Users
Marks entered or changed here are entered or changed automatically in the Grade Centre. **Points possible: 0** [More Help](#)

LAST NAME	FIRST NAME	USERNAME	POSTS	MARK
ABDELMALEK	Firas	fabdelmalek@audencia.com_previewuser	0	--
AGUGLIARO	Sandrine	s.agugliaro@audencia.com	5	--
ANZALONE	Romain	romain.anzalone@audencia.com	9	--

TEST UNDERSTANDING

Weekly practice test

Not graded – do as many times as they want

Pool of questions

Week 5 : Practice Test

You can use this to test your understanding. This practice test is NOT GRADED and you may do it as many times as you wish.
Each time you take the test, 10 questions are randomly selected from a pool of questions.
To help you practice for the weekly quiz, the self-test is defined under the following conditions

Questions are presented "one per page"

You may NOT go backward in the test

You have 60 seconds to answer each question (10 minutes)

The self-test stops after 10 minutes - any unanswered questions are blank

ONE point is awarded for each correct answer.

No points are awarded (or deducted) for wrong answers.

Each question has ONE correct answer.

DIGITAL ACTIVITIES

For each Vision Statement, simply choose the right company by clicking on it. Be careful. There are more companies than Vision Statements!

We believe that we are on the face of the earth to make great products and that's not changing

00:28
00

TESLA OTIS Delta Airlines
Microsoft Apple Netflix
LinkedIn Disney IBM

Click on the most relevant organizational level.

00:49
00

Move from a divisional to a matrix type organization

Corporate Strategy
Business Strategy
Functional Strategy

INFO

MENU
Welcome ✓
Introduction ✓
Exercise ✓
Conclusion

If all the switches are in the right position, the brewer works and you create value.
If wrong, try again

Value creating ON
Rare ON
Inimitable OFF
Organizational Fit ON

START

TODAY'S BREW
CUSTOMER SERVICE
Another important factor well known about Starbucks Coffee is its customer service.
Brew to create value →
Brewer malfunction
Try Again

OTHER ACTIVITIES

Underscore choice and recognize contributions

Build wiki of web sources for final team dossier
Choose an industry to analyse

Your Web Resources

Enabled: Statistics Tracking

Below are the web resources you have identified to further investigate the PESTEL environment. Click on the arrow to open the resource list.

- ▶ Political Mileu
- ▶ Economic Mileu
- ▼ Social Mileu

<https://www.wikitrend.org/>

COMMENTS: This website tries to help people everywhere discover trendsetting ideas, products and experiences for fun, insight, inspiration and profit. They analyze a large number of sectors like culture, PROPOSED BY: Pierre FESSY

<https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/wellness-in-2030>

COMMENTS: This website explains how the wellness market is actually growing through six different categories which are: health, fitness, nutrition, appearance, sleep and mindfulness. PROPOSED BY: Renata GOSPODINOFF

<https://www.census.gov/quickfacts/fact/table/US/PST045221>

COMMENTS: This website is really interesting if our research demographic data in the US. It's a comprehensive and accurate data base. PROPOSED BY: Luis HENRIQUES

<https://doc.arcgis.com>

COMMENTS: The second site is more global and useful to compare with other regions. PROPOSED BY: Luis HENRIQUES

<https://data.census.gov>

COMMENTS: This website provides data on the United States' people and economy : population, education, business, employment, health, housing, income and poverty, economy, families and living arrangements, international trade. PROPOSED BY: Antony HOUL

<https://www.worldvaluessurvey.org/wvs.jsp>

COMMENTS: This website provides data regarding social, political, economic, religious and cultural values of people around the world. The site can help you analyze people's values, beliefs and norms in a cross-national and over-time perspective. PROPOSED BY: Yiyang HUANG

PEER FEEDBACK

Done twice (will increase)

Used to help teams manage participation

Used to adjust the team grade

TEAMMATES was used (easy to implement)

<https://teammatesv4.appspot.com/>

Existing Students ▼

New Students ▲

	Section	Team	Name	Email	Comments
1					
2					
3					
4					
5					
6					

Submission opening time
Tue, 29 Nov, 2022 09:00H ▼

Submission closing time
Fri, 02 Dec, 2022 23:59H ▼

Grace period
15 min ▼
[Individual Deadline Extensions](#)

Add New Question **Copy Question**

- Choose from template questions
- Essay question
- Multiple-choice (single answer) question
- Multiple-choice (multiple answers) question
- Numerical-scale question
- Distribute points (among options) question
- Distribute points (among recipients) question

Sponsored by School [become a sponsor](#)

Flavia CHEN (Student)

- Did NO WORK on the team dossier
- Did MUCH LESS work than others on the team
- Did LESS work than others on the team
- Did ABOUT THE SAME amount of work as others on the team
- Did MORE work than others on the team
- Did MUCH MORE work than others on the team

TECH TRICKS

- Copy past pages in BB (create week 1, copy inside course, modify)
- Video creation = intro/outro with rapid mooc + screencast with screencast-o-matic
- Use graphics tablette to animate videos – pen, etc.
- Set language on PANOPTO directory to ENGLISH (automate closed-caption translation)

OVERVIEW

- Resources and Capabilities
- Value Decomposition
- The Value Chain
- The Value Shop
- The Value Network
- The Business Model Canvas

Value decomposition is all about taking a deep dive in this value creation process.

BUILDING COMPETITIVE ADVANTAGE

Resources & Capabilities

Process Activities

CSF

A B C D

A B C D

A B C D

How is this done ?

How can we do this better than others?

Maybe others have a similar value proposition but at higher costs.

Right. We have our our customers and they're looking at, you know, our combination of these critical success factors relative to our competition.

SUMMARY

- Resources and Capabilities
- Value Decomposition
- The Value Chain
- The Value Shop
- The Value Network
- The Business Model Canvas

how resources and capabilities are combined to create a unique if you want a unique selling proposition or unique value proposition.

NEXT STEPS

1. Provide the video captions for download (text to read - read/write learners)
2. Create STRATEGY STUDY GUIDE– as team exercise. Clear responsibilities for each team member. Elements will then be shared across all students in BB page (database of learning resources)
 1. *Definitions*
 2. *Examples*
 3. *Short answer questions with answers*
 4. *Web resources*
 5. *MCQ questions*
 6. *"Muddy points"*
3. Cut some videos down



QUESTIONS AND ANSWERS

never stop daring.

Une école



Thank you for attention.

