

DRIVING GROWTH AND CULTURAL TRANSFORMATION ▶▶▶ THROUGH EXECUTIVE DEVELOPMENT

MARKET-BASED STRATEGIC PROBLEM SOLVING

Topic Area: Strategic Decision-Making & Market Analysis

Client Industry: Manufacturing



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The Challenge

As a Fortune 500 company, the company faced complex strategic challenges each year, requiring data-driven decision-making and market analysis. Examples included:

- **Technology Strategy:** Evaluating the economics of cloud computing and Software-as-a-Service (SaaS) to make more informed future technology investment decisions.
- **Competitive Response:** Assessing the implications of a competitor's increased production and determining the best strategic moves to protect and grow market share.

The Approach

To develop market-driven strategic solutions, faculty partnered with cross-functional teams (6–10 people per team) through a structured problem-solving process:

- **Kickoff Workshop (Half-Day):** Defined the core problem, key strategic questions, and learning approach.
- **Team-Based Work:** Teams developed insights with faculty support through office hours.
- **3-Day Intensive Session:** Teams refined their strategic perspectives, stress-tested their ideas, and prepared actionable recommendations for executive leadership.

The Outcome

- Developed a **structured approach** to evaluating cloud economics and SaaS business models.
- Created a **strategic framework** to assess competitive threats and protect long-term growth.
- Strengthened **leaders' ability to think strategically and analyze market dynamics**.

Key Questions

- How do we evaluate emerging business models, such as Cloud and SaaS, to make better strategic decisions?
- How should we respond to competitive market shifts to secure long-term growth?
- How can we build internal capabilities to solve complex strategic challenges with a structured, market-driven approach?