
“Business Strategies Part II – How and why Management Decisions are taken?”

Tor Vergata University of Rome
2nd Semester 2021 (online)
- Global Governance -
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Curriculum vitae



Business Strategies - Content Part II

1. Introduction: Two Examples about Business and Strategy
2. Globalization
3. Economics and Mathematics of Strategy
4. Managing an International Subsidiary
5. (Company) Culture
6. The Process to Develop, Formulate and Execute a Strategy
7. Area Strategies and their Integration
8. Megatrends and their Impact on some Business Models
9. Covid-19 Crisis and Business Strategy
10. Building a Strategy Map and a Balanced Scorecard

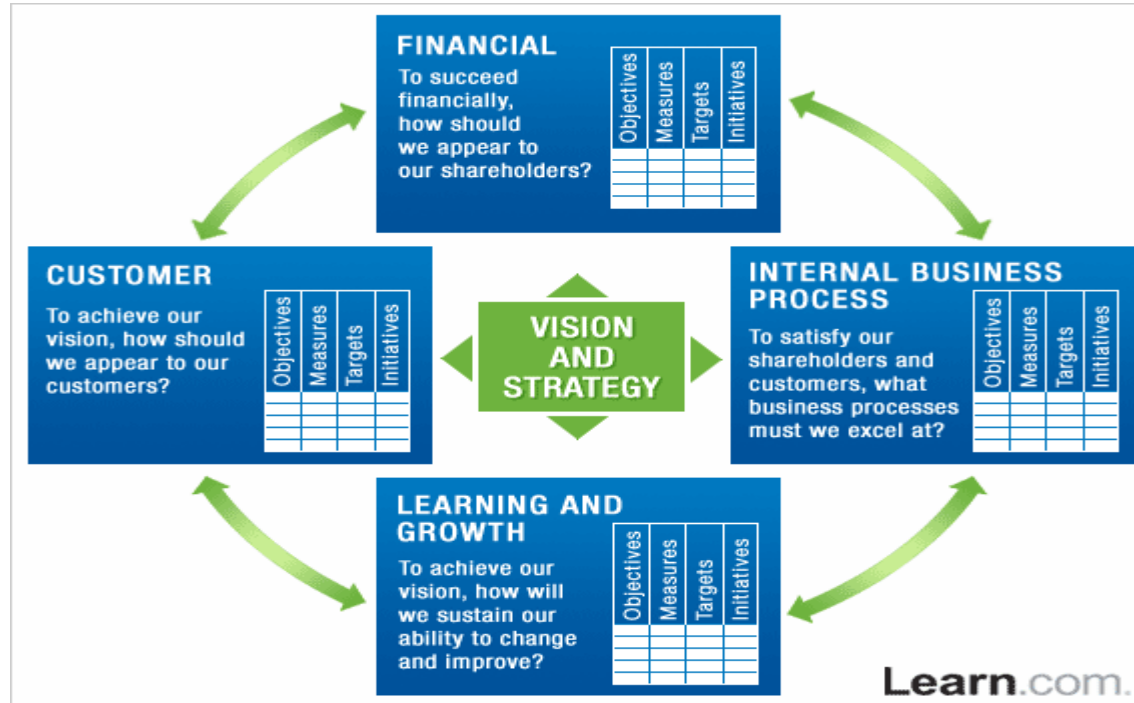
9.1. Structuring of the Teamwork – online



1. Start of the seminar: Define 4 teams and their tasks:
 - Select a company
 - Divide responsibility for the presentation of relevant facts/data: history and strategy, financial situation, market and competitors, supply chain and internal organization
2. „BSC construction day“: The 4 teams – one for each BSC perspective – construct their proposals in 4 steps:
 1. Show presentation of relevant facts/data
 2. Develop proposal for 2-5 strategic **objectives** per BSC perspective
 3. Develop proposal for 2-3 **metrics** to measure the achievement of the objective
 4. Develop proposal for 2-3 strategic **initiatives/actions** to reach the objectives
3. Final Discussion

Business Strategies – Backup - BSC: An integrating Management System II

The four perspectives of the BSC



Business Strategies Part II – Chapter 1

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Business Strategies – Two Examples about Business and Strategy

Case: Volkswagen Group entering in China 1984

Backup VW and UBS



Case: Restructuring of UBS Bank



Business Strategies – Bkup: Volkswagen entering in China

Key Takeaways about VW China Strategy

- „The early bird catches the worm“
- Visionary about the potential outcome
- Open to involve politics
- Always frontrunner
- Use market share chances
- Take the appropriate technology for the (developing) market
- Try to keep the pace even with front winds ahead

Key Takeaways of UBS Strategy

- Competent managers, politically connected
- Acceptance of failures
- Clear change of business strategies
- Communication about strategy change
- Solid, but no extreme performance
- Worldwide reaction
- Strong home base
- Change of leaders after a certain periode of governance