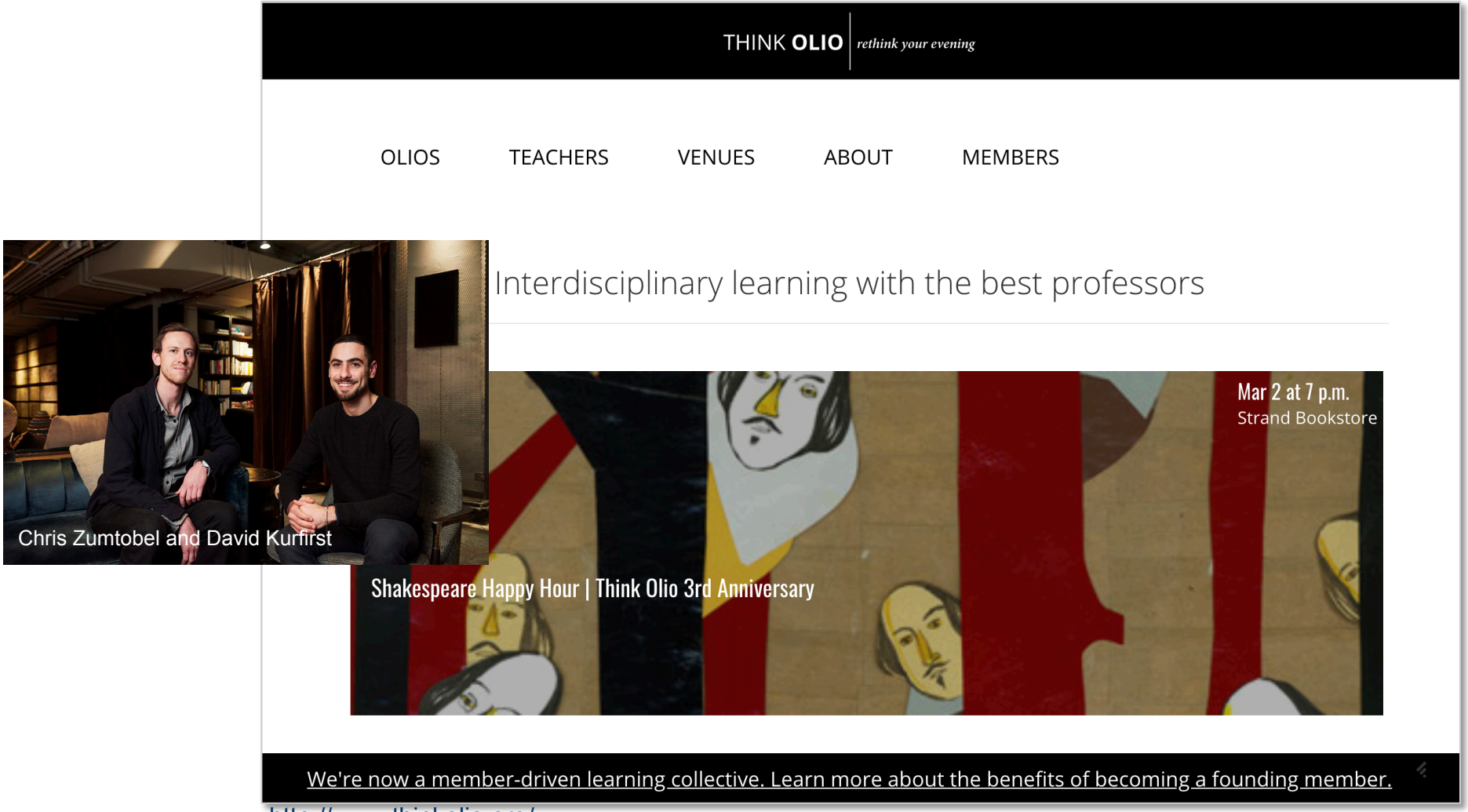
Leading
Learning®
Leading Learning MBA
Strategy
with Jeff Cobb



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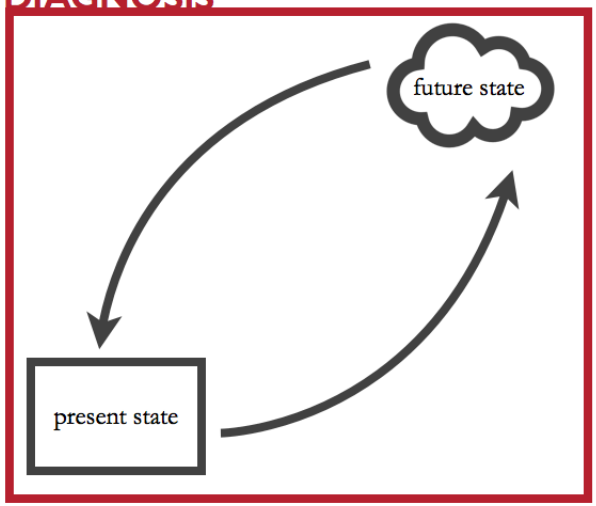
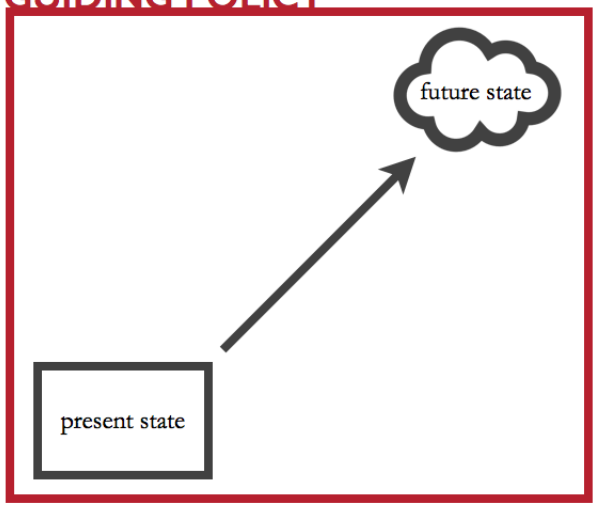
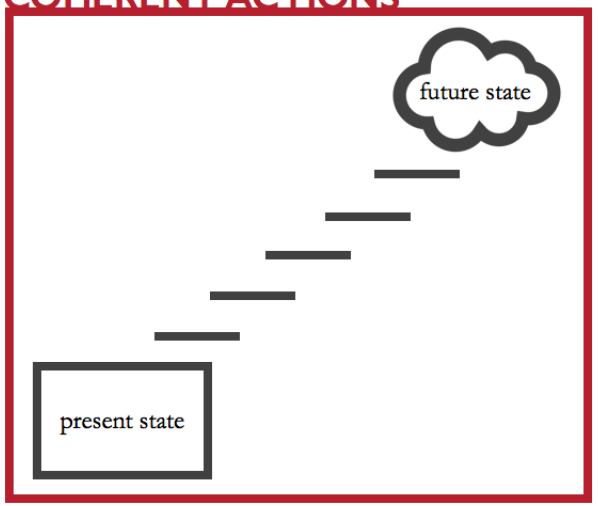
DIAGNOSIS



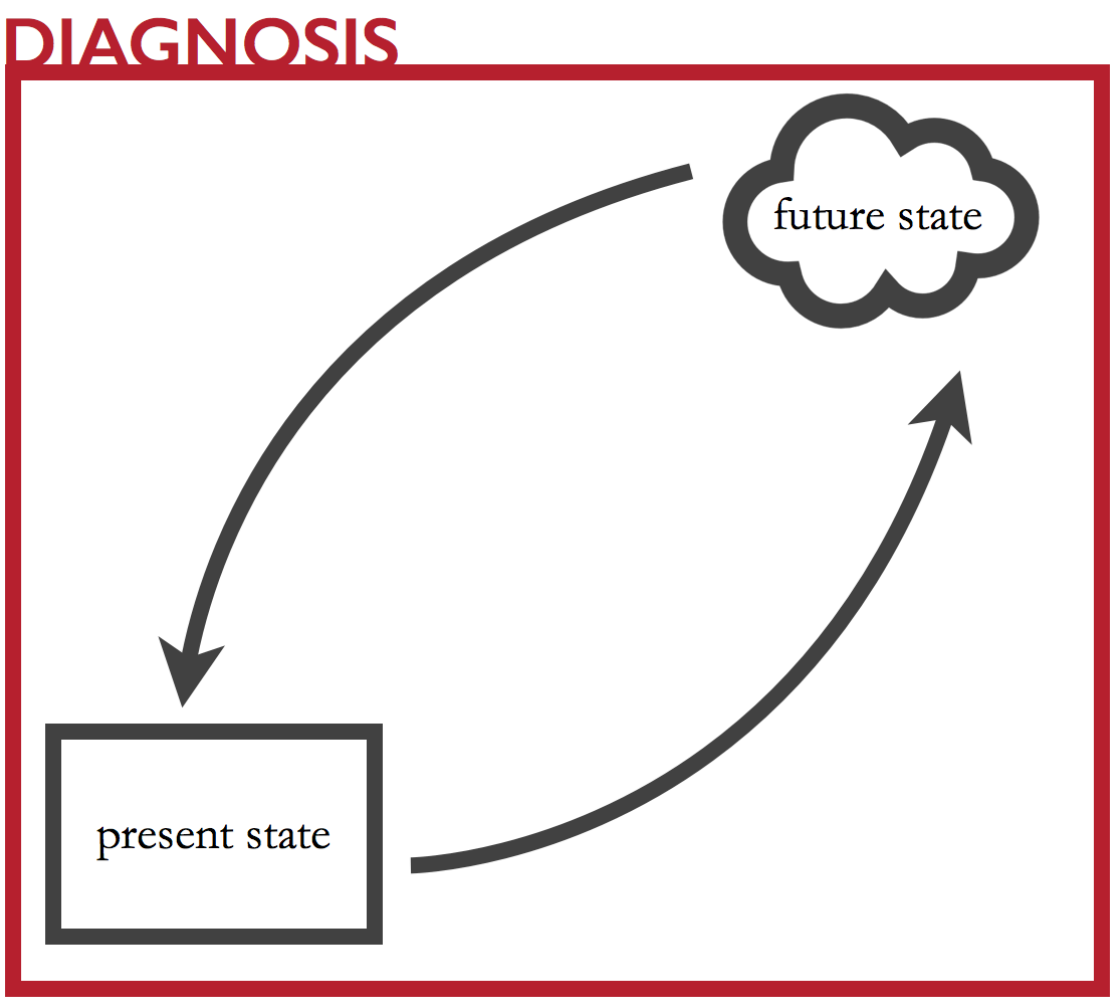
GUIDING POLICY



COHERENT ACTIONS



Adapted from *Good Strategy, Bad Strategy* by Richard Rumelt


DIAGNOSIS
future state
present state

Example Diagnosis Questions

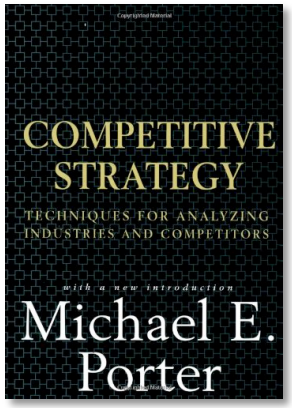
- What has changed significantly about the market in which we operate?
- Who are the learners we intend to serve (segments)?
- What are the outcomes each segment seeks to achieve?
- What are our desired outcomes for each segment?
- What are the most compelling opportunities for reaching these learners and achieving the target outcomes?
- What are the obstacles that could interfere or prevent us from realizing this opportunity?
- What advantage do we have in overcoming the obstacles?

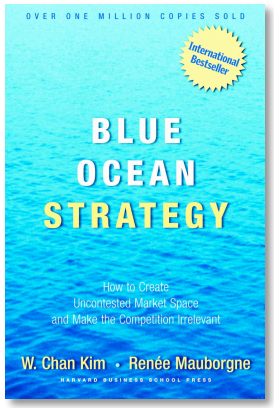
Always Go Deeper

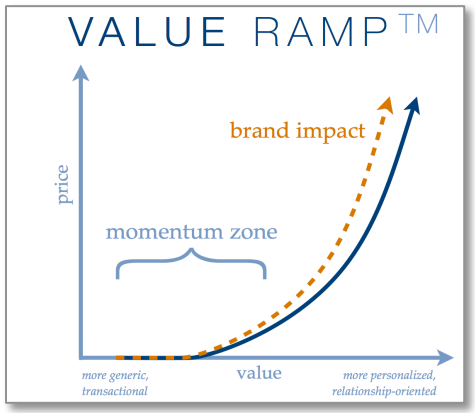
- What has changed significantly about the market in which we operate?
  - Nature of work
  - Characteristics of audience
  - Suppliers (e.g., subject matter experts)
  - Competition … and Deeper
    - What are the substitute for what we offer?
    - What are the alternatives to what we offer?
    - What are the key factors of competition?

Tools to Help with Diagnosis

- Porter's Five Forces
- Strategy Canvas and Six Paths
- Value Ramp and Product Value Profile



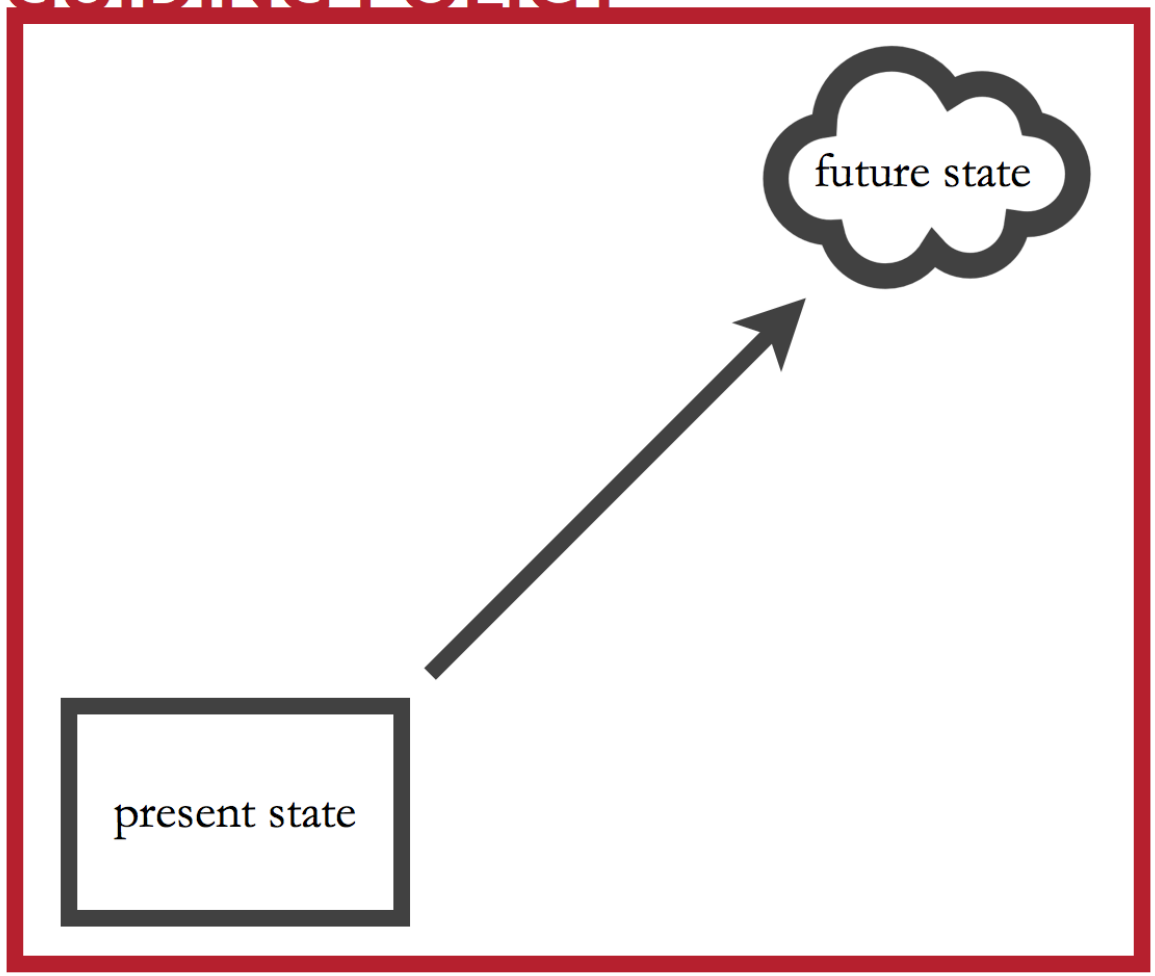




Reflection

- What are the most meaningful elements of your situation?
- What is your ideal future state?
- What are the key obstacles that must be addressed?

GUIDING POLICY



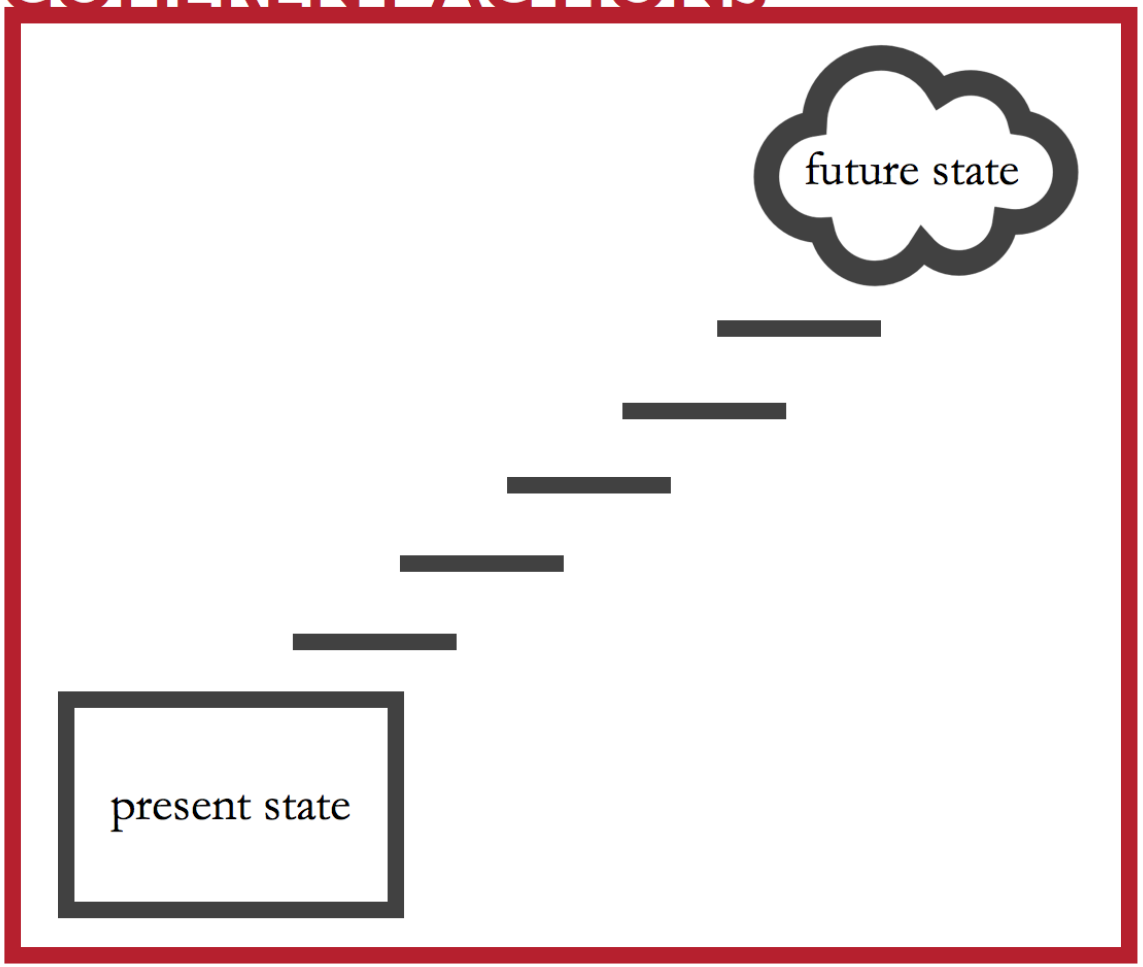
Key Guiding Policy Questions

- What are the obstacles that could interfere or prevent us from reaching our intended learners and achieving our desired outcomes?
- What advantage do we have in overcoming the obstacles?

Reflection

- What approach will enable you to move past the obstacles, ideally in a way that others will find it difficult to copy?

COHERENT ACTIONS



Coherent Action Questions

- What key actions will we take to support the guiding policy?
- What represents a significant near-term win?

Reflection

- What are a few actions that seem particularly high priority for supporting your guiding policy?

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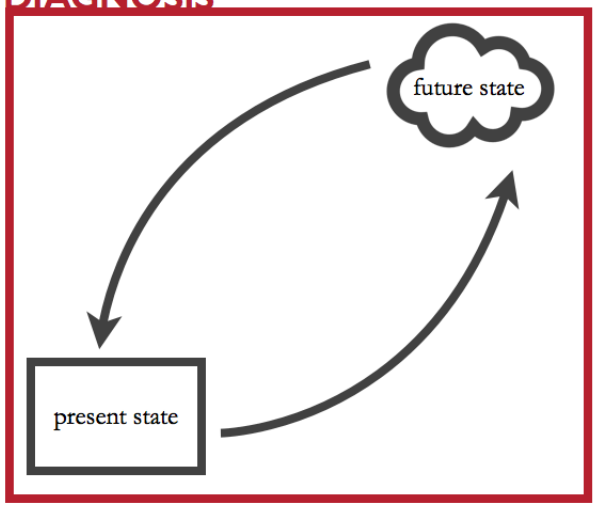
DIAGNOSIS



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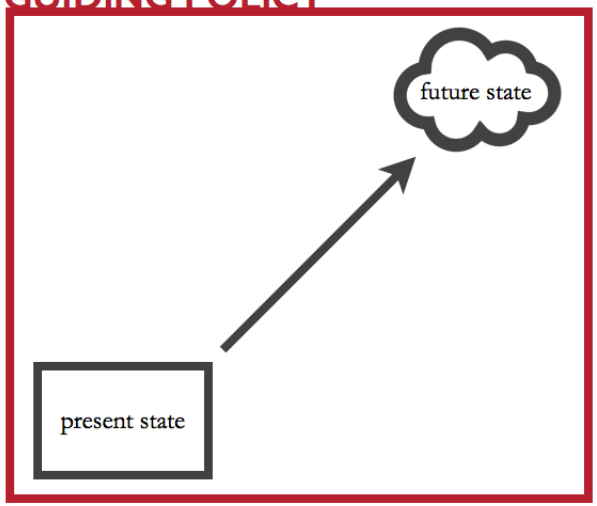
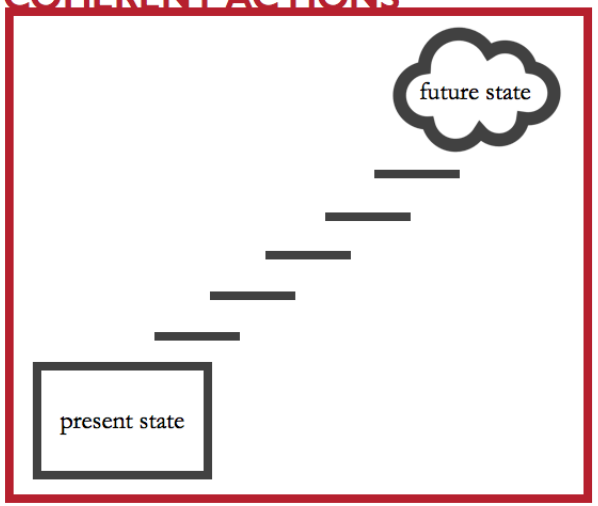
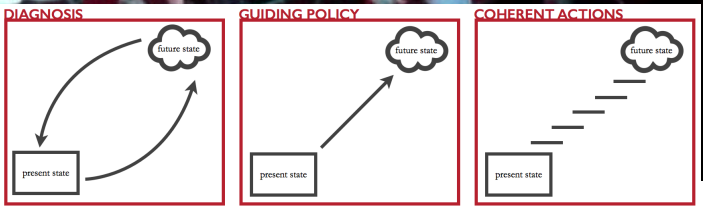


COHERENT ACTIONS



REBOOT
TED


DIAGNOSIS
future state
present state
GUIDING POLICY
future state
present state
COHERENT ACTIONS
future state
present state

Leading Learning MBA

Business Model Innovation

with Jeff Cobb

Strategy
Business Model
Captured Value

Business Model Components

Value Proposition	Resources
• Specific buyer segment • Outcome-focused • What and *how*	• People • Technology • Brand, etc.
Profit Formula	**Processes**
• Revenue (P*V) • Costs (Direct/Indirect) • Margins and *Velocity*	• Design & Development • Sales & Marketing • Training, etc.

Adapted from *Seizing the White Space* by Mark Johnson

Value Proposition

- Important job-to-be-done, not supported well currently
- Offering that is better than the alternatives, at lowest appropriate price

Business Model Components

Value Proposition	Resources
• Specific buyer segment • Outcome-focused • What and *how*	• People • Technology • Brand, etc.
Profit Formula	**Processes**
• Revenue (P*V) • Costs (Direct/Indirect) • Margins and *Velocity*	• Design & Development • Sales & Marketing • Training, etc.

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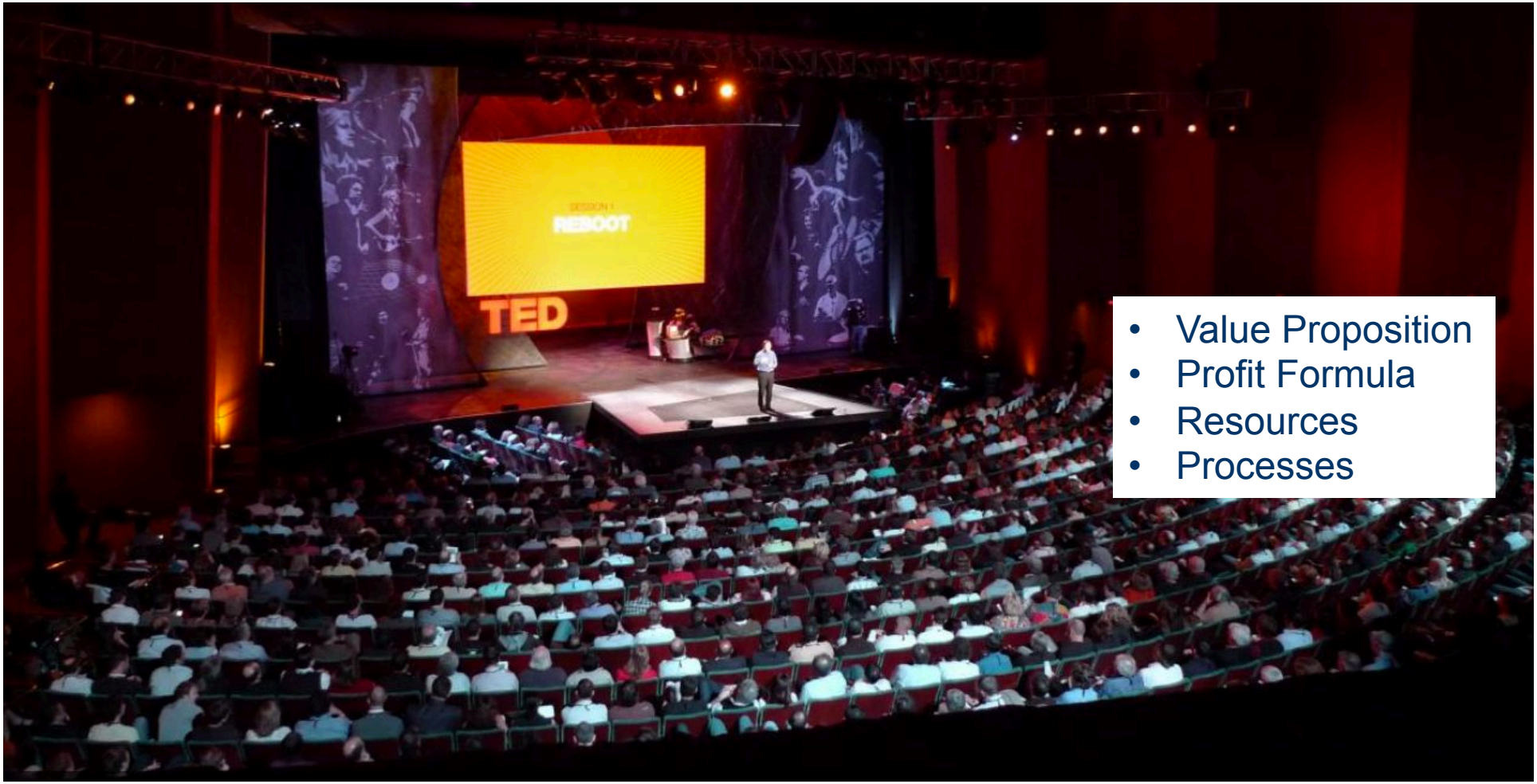
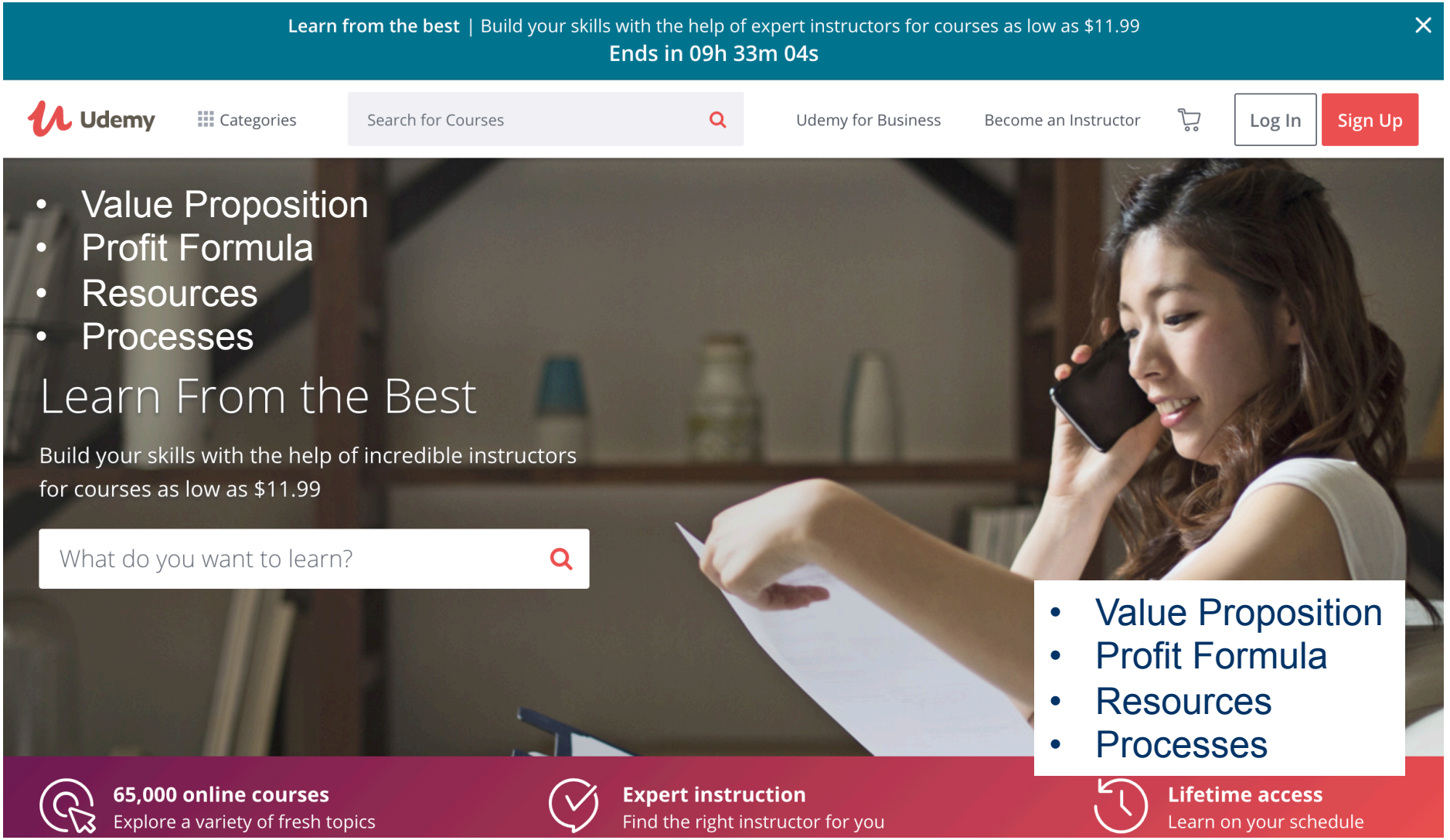

REBOOT
TED
• Value Proposition
• Profit Formula
• Resources
• Processes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Business Model Analogies

CAN'T THINK OF A NEW BUSINESS MODEL?
Try adapting one of these basic forms.

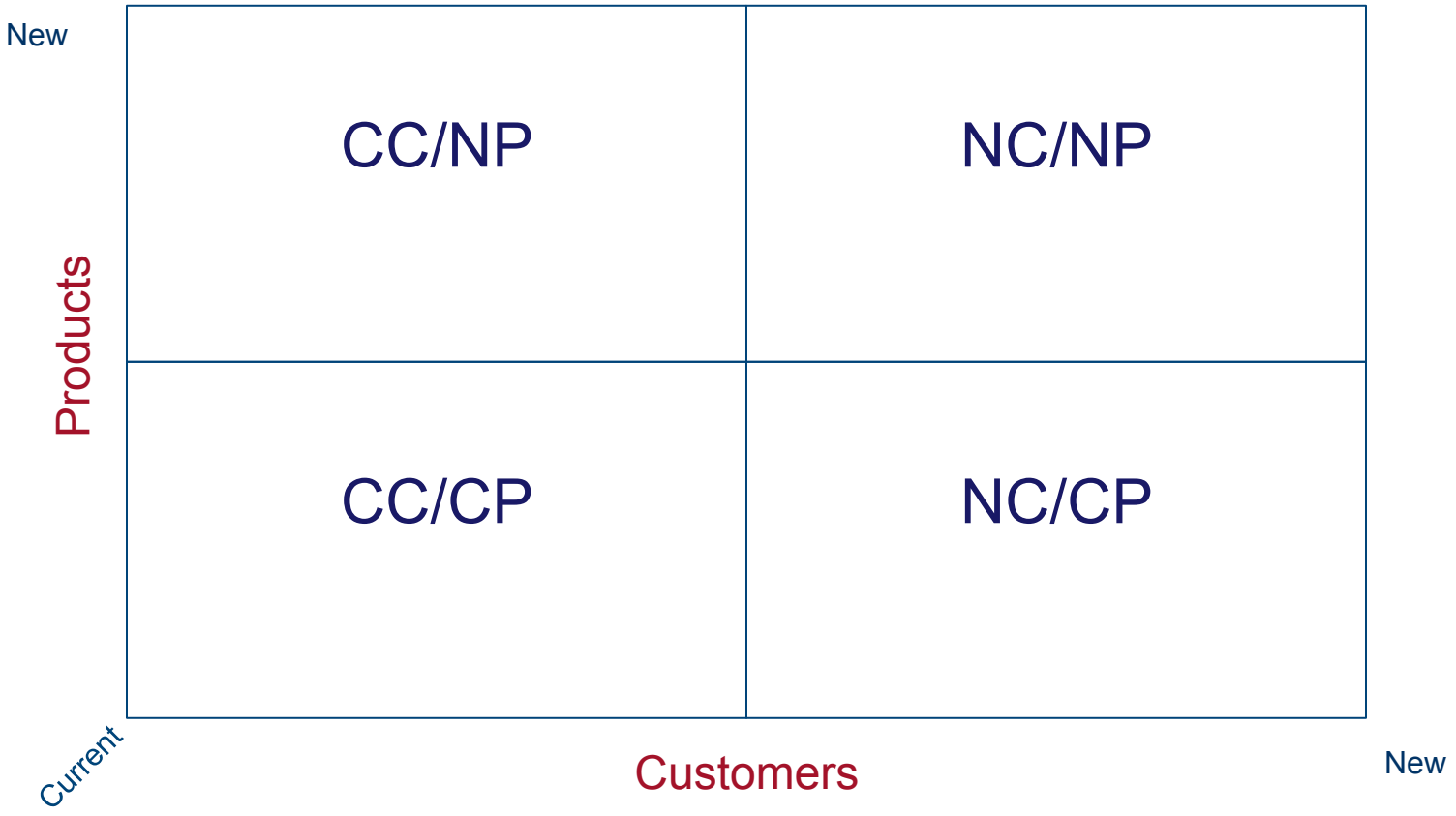
ANALOGY	HOW IT WORKS	EXAMPLE
Affinity club	Pay royalties to some large organization for the right to sell your product exclusively to their customers.	• MBNA
Brokerage	Bring together buyers and sellers, charging a fee per transaction to one or another party.	• Century 21 • Orbitz
Bundling	Package related goods and services together.	• Fast-food value meals • iPod/iTunes
Cell phone	Charge different rates for discrete levels of a service.	• Sprint • Better Place
Crowdsourcing	Get a large group of people to contribute content for free in exchange for access to other people's content.	• Wikipedia • YouTube
Disintermediation	Sell direct, sidestepping traditional middlemen.	• Dell • WebMD
Fractionalization	Sell partial use of something.	• NetJets • Time-shares
Freemium	Offer basic services for free, charge for premium service.	• LinkedIn
Leasing	Rent, rather than sell, high-margin, high-priced products.	• Cars • MachineryLink
Low-touch	Lower prices by decreasing service.	• Walmart • IKEA
Negative operating cycle	Lower prices by receiving payment before delivering the offering.	• Amazon
Pay as you go	Charge for actual, metered usage.	• Electric companies
Razor/ blades	Offer the high-margin razor below cost to increase volume sales of the low-margin razor blades.	• Printers and ink
Reverse razor/ blades	Offer the low-margin item below cost to encourage sales of the high-margin companion product.	• Kindle • iPod/iTunes
Reverse auction	Set a ceiling price and have participants bid as the price drops.	• Elance.com
Product to service	Rather than sell a product, sell the service the product performs.	• Zipcar
Standardization	Standardize a previously personalized service to lower costs.	• MinuteClinic
Subscription	Charge a subscription fee to gain access to a service.	• Netflix
User communities	Grant members access to a network, charging both membership fees and advertising.	• Angie's List

From *Seizing the White Space* by Mark Johnson

Leading Learning MBA

Markets, Customers, and Channels

with Jeff Cobb


New
CC/NP
NC/NP
Products
CC/CP
NC/CP
Current
Customers
New

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	Head-to-Head Competition	Blue Ocean Creation
Industry	Focuses on rivals within its industry	Looks across alternative industries
Strategic Group	Focuses on competitive position within strategic group	Looks across strategic groups within industry
Buyer Group	Focuses on better serving the buyer group	Redefines the industry buyer group
Scope of Product or Service Offering	Focuses on maximizing the value of product and service offerings within the bounds of its industry	Looks across to complementary product and service offerings
Functional-emotional Orientation	Focuses on improving the price performance within the functional-emotional orientation of its industry	Rethinks the functional-emotional orientation of its industry
Time	Focuses on adapting to external trends as they occur	Participates in shaping external trends over time

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Product Development and Lifecycle

with Jeff Cobb

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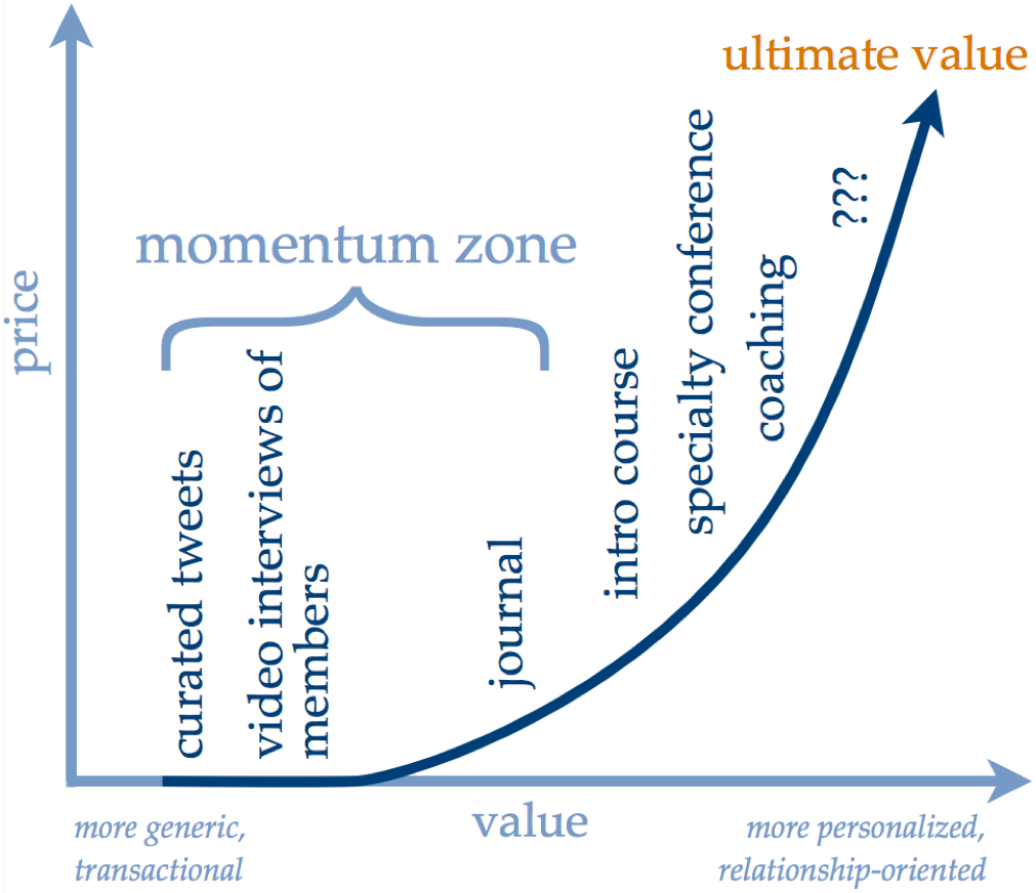
Value Ramp™



https://www.tagoras.com/value-ramp

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Market Insight Matrix™

	IDEA GENERATION	IDEA VERIFICATION	IDEA TESTING
TRACKING	*Examples:* Web site analytics | LMS reporting | Google Trends	*Examples:* Web searches | Channel searches	*Examples:* Split testing | Offer testing (e.g., AdWords)
LISTENING	*Examples:* Communities | Listserves | Evaluations	*Examples:* Monitoring social networks, blogs, alerts, etc.	*Examples:* User testing | Social reaction | Content marketing
ASKING	*Examples:* Focus groups | Brainstorming | Interviews	*Examples:* Surveys | Interviews	*Examples:* Pre-selling | Crowdfunding

https://www.tagoras.com/market-insight

Benchmarking

Prior to this survey, how aware were you of the following specific [Learning Business / Product Line] courses? Please also indicate whether anyone at your organization – including yourself – has ever participated in any of the courses.

	NOT AWARE	AWARE – WE HAVE PARTICIPATED	AWARE – WE HAVE NOT PARTICIPATED	AWARE – UNSURE ABOUT PARTICIPATION	TOTAL
Course #1	52.68% 59	19.64% 22	24.11% 27	3.57% 4	112
Course #2	51.35% 57	14.41% 16	29.73% 33	4.50% 5	111
Course #3	47.32% 53	18.75% 21	30.36% 34	3.57% 4	112
Course #4	34.55% 38	20.00% 22	40.00% 44	5.45% 6	110
Course #5	33.94% 37	10.09% 11	49.54% 54	6.42% 7	109

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Alpha Filter ("Gut Check")						Arguments, Clarifications, and Evidence
Can we lead the market with this product?						Why do we think we can lead the market? If we have not previously led the market with this product, why not? What will change going forward
Are we *committed* to leading the market with this product?						What's the evidence of commitment?
Alterenative/Additional: Does this product fill a critical gap in our value story?						
If "Yes" to both, then >>>						
	Low	**Moderate**	**High**			
Beta Filters	**0 to 1**	**2 to 3**	**4 to 5**	**Score**		**Arguments, Clarifications, and Evidence**
Alignment with core strategic focus areas (e.g., orientation, leadership, innovation, communication)	Very weak, if any, alignment with core focus areas	Clear, moderately strong alignment with core focus areas	Very clear, strong alignment with core focus areas			Identify area(s) of alignment.
Strength of Advantage	ORG's capabilities are competitive, but will not likely be perceived as differentiated by the market	ORG's capabilities are distinctive - relatively few providers can match or exceed	ORG is uniquely positioned to do this better than any other provider			Why is it reasonable to think ORG does or does not have an advantage? If needed, how might we validate?
Tangible Benefit	Unlikely to positively impact revenue, enrollments, or other major metrics	Positive impact if appropriately managed	High likelihood of significant positive impact on key metrics			Document the tangible benefits - e.g., projected revenue. In the case of product review, historical revenues should be provided. To the extent that product has not produced positive net revenues, a valid argument needs to be made for why this will could change in the future.
Intangible Benefit	Unlikely to positively impact brand or contribute to future opportunities	Positive impact if appropriately managed	High likelihood of significant positive impact on brand and future opportunities			Explain the intangible benefits.
Tangible Cost	Significant dollar cost with potential for cost overuns	Reasonable dollar cost if appropriately managed	Very low to no dollar cost involved			Document the tangible benefits - e.g., projected expenses. In the case of product review, historical expenses should be provided. To the extent that expenses have been unacceptable, a valid argument needs to be made for why this will could change in the future.
Intangible Cost	Potential for significant opportunity cost and/or [illegible] sufficiently addressed	Modest opportunity cost and/or potential for distraction [illegible] competencies	Very low or no significant opportunity cost or distraction [illegible]			Explain the intangible costs.
Mission Fit/Moral Imperative	Does not clearly support stated mission of ORG	Contributes in a modest way to the mission of ORG. Seems like the right thing to do.	Strongly supports the mission of both ORG. Clearly the right thing to do.			Explain how this fits ORG's mission.
			Total Score	0		
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without written permission from Tagoras, Inc.			40 to 55	**Proceed**		
			30 to 39	**Evaluate**	Can any of the factors be improved enough to move this to "Proceed?"	
			0 to 29	**Kill**		

Contact Me

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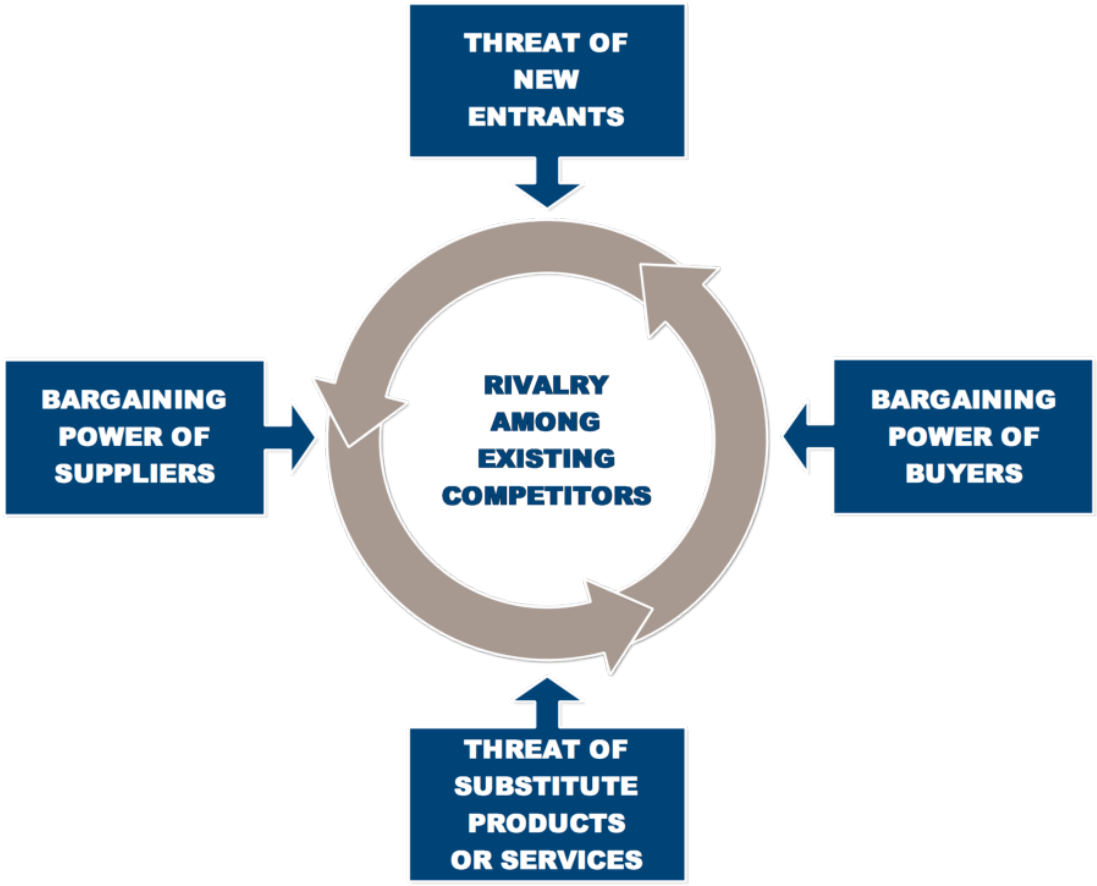
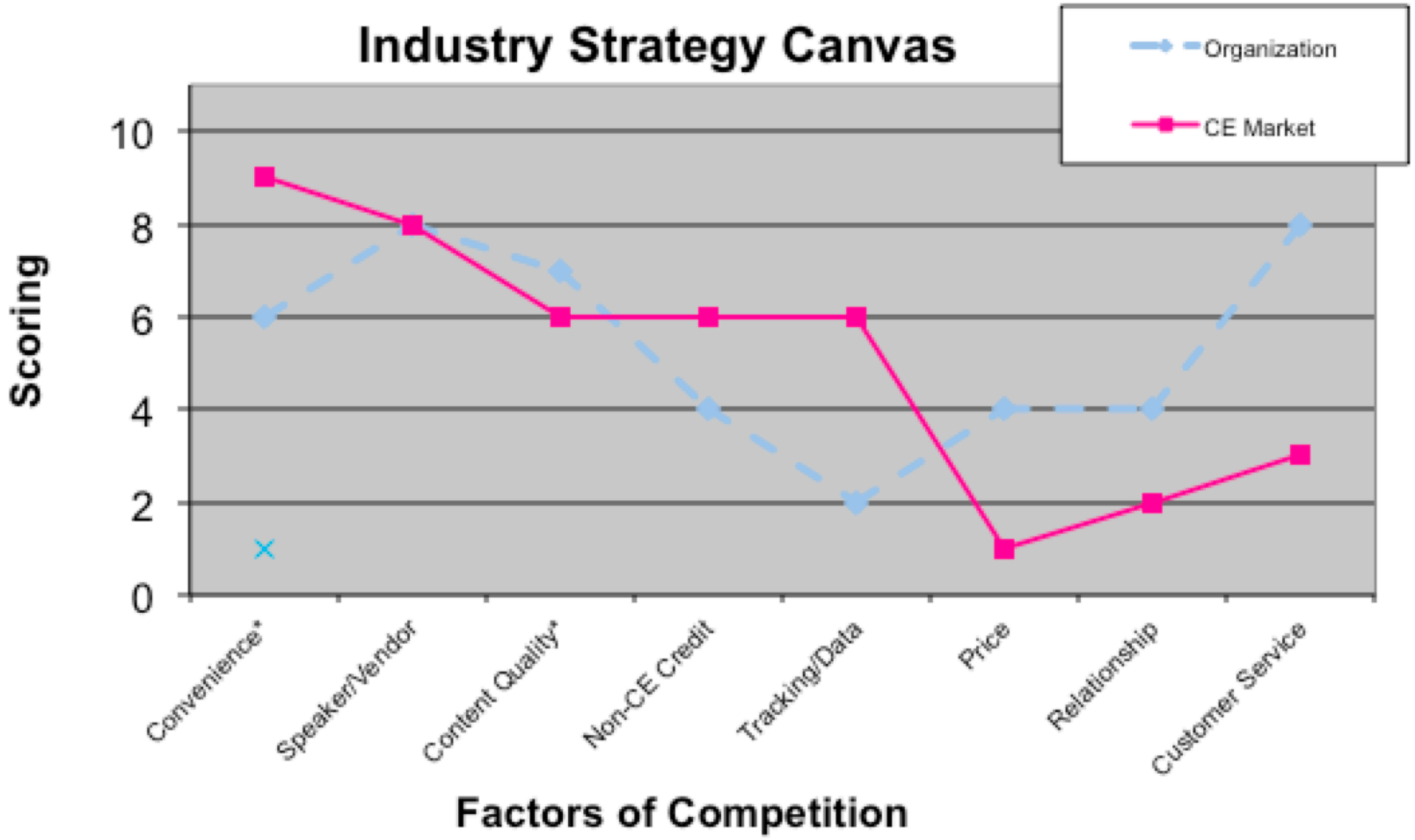

THREAT OF NEW ENTRANTS
BARGAINING POWER OF SUPPLIERS
RIVALRY AMONG EXISTING COMPETITORS
BARGAINING POWER OF BUYERS
THREAT OF SUBSTITUTE PRODUCTS OR SERVICES


Industry Strategy Canvas
Organization
CE Market
Scoring
10
8
6
4
2
0
Convenience*
Speaker/Vendor
Content Quality*
Non-CE Credit
Tracking/Data
Price
Relationship
Customer Service
Factors of Competition