

## **RAD5029 - Planejamento e Gestão Estratégica de Marketing/Demand Driven Strategic Planning**

Administração de Organizações (96132)

Ano e Semestre/Year and Semester: 2019/1

Créditos/Credits: 6

Semanas/Weeks: 9

Professores/Professors: Marcos Fava Neves & Allan Gray

### **OBJETIVOS/OBJECTIVES:**

A estratégia está enraizada na Teoria da Firma. Mais especificamente, a pesquisa em estratégia procura responder “por que?” algumas empresas são mais competitivas que outras. Em alguns casos, essa questão pode ser respondida ao se olhar para a performance da empresa por meio das lentes de mercados, isto é, como a empresa está posicionada em relação as forças e condições de mercado. Essa visão da estratégia se apoia fortemente na literatura de organização setorial e argumenta que as organizações em determinados setores superam as de outros setores por conta da natureza dos mercados em que elas competem. Com frequência também, empresas do mesmo setor têm diferenças significantes na performance e a explicação se apoia na Resource-Based View, para essa teoria, o argumento é que a diferença de performance é explicada como uma função das atividades da própria organização, ao invés das condições de mercado. Elementos como a estrutura organizacional, recursos únicos e/ou capacidades específicas que diferenciam uma firma de seus rivais do setor são comumente identificadas como fatores-chave que explicam uma performance superior.

São muitos os exemplos de insucesso das organizações nas suas relações com o mercado nacional. Falta de pesquisas, erros em posicionamento, em políticas de preços, de comunicações, de canais de distribuição, de produtos e até de volumes de produção, entre diversos outros, são comuns. Refletem a ausência de harmonia nas atividades de marketing. Por outro lado, na arena internacional, ou seja, para exportação de produtos produzidos no Brasil, fala-se em acesso a mercados, em marca Brasil, em propaganda internacional, como se fossem as únicas coisas que estão faltando para aumentar as exportações brasileiras. Fala-se em adicionar valor.

No entanto, para isto é necessário planejar. Com a mudança do ambiente trazendo a globalização dos mercados, as organizações têm expandido sua atuação. Fronteiras vão gradualmente sendo reduzidas e as corporações são cada vez mais especializadas nas suas atividades-fim, demandando mais relações contratuais nacionais e internacionais, seja para obtenção dos seus suprimentos como na distribuição de seus produtos ou serviços. Portanto, o planejamento e gestão estratégica das organizações tornou-se crucial para a implantação, desenvolvimento e sustentabilidade dessas empresas nas suas redes produtivas.

Objetivo Geral da Disciplina: Enriquecer a visão do planejamento estratégico dirigido ao mercado, feito de forma a inserir a visão de métodos aplicados (frameworks).

Objetivos Específicos da Disciplina:

- ✓ Desenvolvimento do conceito e diferentes visões do planejamento e gestão estratégica;

- ✓ Entender métodos de análise do macroambiente e os impactos para a gestão das empresas; Entender métodos para análise interna e definição dos objetivos;
- ✓ Buscar ferramentas de planejamento de produto, canais de distribuição, força de vendas, comunicação e preços;
- ✓ Entender as ferramentas aplicadas para a melhor gestão de projetos;
- ✓ Enriquecer teoricamente a construção de métodos aplicados de planejamento e gestão;
- ✓ Inserir a visão de networks;
- ✓ Treinamento no método de casos de Harvard.

Strategy is rooted in the theory of the firm. In particular, strategy research seeks to answer the question of why some firms outperform other firms. In some cases, this question might be answered by looking at company performance through the lens of markets. That is, how is the company positioned relative to market forces and market conditions. This view of strategy borrows heavily from the industrial organization literature and argues that firms in some industries outperform firms in other industries because of the nature of the markets in which those firms compete. But, often firms in the same industry have significantly different performance. Explaining the difference in performance for firms within the same industry relies on the theory of the resource based view of the firm. Here, the explanation of performance difference is argued to be a function of activities within the individual firm rather than market conditions. Elements such as organizational structure, unique resources, and/or specific capabilities that differentiate the firm from its rivals in the industry are often identified as key explanatory factors for superior performance.

There are many examples of the failure of organizations in their relations with the national market. Lack of research, errors in positioning, pricing policies, communications, distribution channels, products and even production volumes, among many others, are common. They reflect the lack of harmony in marketing activities. On the other hand, in the international arena, that is, for export of products produced in Brazil, there is attention towards access to markets, Brazil brand, international advertising, as if they were the only things that are missing to increase Brazilian exports. There is a trend to talk about adding value.

However, for this to happen it is necessary to plan. With the change of the environment bringing globalization of markets, organizations have expanded their performance. Borders are gradually being reduced and corporations are increasingly specialized in their core-activities, demanding more national and international contractual relations, both to obtain their supplies and to distribute their products or services. Therefore, the strategic planning and management of organizations has become crucial for the deployment, development and sustainability of these companies in their productive networks.

Course General Objective: To enrich strategic planning and management vision, demand-driven organizations and study/develop methods for strategic planning and management in the vision of a company as a network.

Specific Objectives of the Discipline:

- ✓ Development of the concept and different perspectives on strategic planning and management;
- ✓ Understand methods of macro-environmental analysis and the impact to management;
- ✓ Understand methods for internal analysis and goal establishments;

- ✓ Look for planning and management tools concerning strategic decisions;
- ✓ Understand tools and methods applied for managing projects selected from the strategic planning;
- ✓ To theoretically enrich the construction of strategic planning and management methods inserting a company network approach;
- ✓ Harvard Case Study Training.

## CONTEÚDO/CONTENT

- ✓ Entendendo o básico do planejamento e gestão estratégica/ Understanding the basics of strategic planning and management
- ✓ Situação atual da organização/ Current situation of the company
- ✓ Onde se deseja chegar (filosofias)/ Where should it go?
- ✓ Como chegar lá/ How do we get there?
- ✓ Que ações e projetos são necessários/ What actions and projects do we need to get there?
- ✓ Estrutura de talentos requerida pela estratégia/ What talent and structure does our strategy require?

## Estrutura dos Encontros/Structure of Meetings

- ✓ Apresentação e discussão dos conceitos tendo por base materiais selecionados para cada aula e do livro: NEVES, M.F. Demand Driven Strategic Planning, Routledge, New York. 2013/ Presentation and discussion of Concepts based on materials and mainly the book: NEVES, M.F. Demand Driven Strategic Planning, Routledge, New York. 2013.
- ✓ Discussão e apresentação por alunos previamente selecionados de materiais de aprofundamento/ Discussion and presentation by previously selected students of book chapters that broaden and deepen the discussion;
- ✓ Discussão em grupo de materiais selecionados para melhoria ou construção de métodos/ Discussion in small groups of 02 or 03 selected materials;
- ✓ Debates finais e estruturação do próximo encontro/ Final debates and planning next class.

## AVALIAÇÃO/EVALUATION

Como o material bibliográfico é de leitura prévia, durante as aulas serão feitas exposições e discussões dos conceitos, tentando sempre realizar reflexões de síntese, pontos de contraste e construção de ferramentas de análise e aplicação em pesquisas. Estudos de caso serão feitos via leitura prévia, palestra ou apresentação de métodos gerados em teses e dissertações. Desta forma, a avaliação consiste de participação em sala de aula; apresentação de textos; contribuições ao curso.

As the bibliographical material is a prior reading, during the classes will be made expositions and discussions of the concepts, always trying to perform synthesis reflections, contrast points and construction of analysis tools and research applications. Case studies will be done via previous reading, lecture or presentation of methods generated in thesis and dissertations evaluation will

be based at criteria of participation in classroom discussions, presentation of articles, course contributions and other activities.

## LITERATURA –LITERATURE

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| Dia/Day    | Topico/Topic                                                                                                               | Detalhes/Details                                                                                                                                                                                                                                                                                                                                                                                | Leituras/Readings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 – 19 MAR | Entendendo o básico do planejamento e gestão estratégica/<br>Understanding the basics of strategic planning and management | <ul style="list-style-type: none"> <li>✓ Linkages to the General Doctor (Medicine)</li> <li>✓ Description of the company network</li> <li>✓ Current vision and mission</li> <li>✓ Organize the planning process</li> <li>✓ Current business model</li> <li>✓ Understanding the situation</li> <li>✓ Understanding strategic choices</li> <li>✓ Implications for a new business model</li> </ul> | <p>8:00 – 9:00<br/>(MFN) 1 - Building Methods and Neves, Marketing Intelligence and Planning (concept of company as a network).</p> <p>09:00 – 10:30<br/>(Group 01) Grant (Contemporary Strategy Analysis Book) pages 4-9; 21-25- and (Group 02) Collis and Rukstad.</p> <p>10:30 – 10:50 – Break.</p> <p>10:50 – 11:40<br/>(AWG) Business Model Generation (Osterwalder et al and Playing to Win (Lafley and Martin).</p> <p>11:40 – 12:30<br/>Group discussion about how to improve the Planning Method with what was read. What is missing in each box?</p> <p>12:30 – 13:00 – Wrap Up.</p> |
| 2 – 26 MAR | Situação atual da organização/ Where are we now?                                                                           | <p>External Analysis</p> <ul style="list-style-type: none"> <li>✓ Pest Analysis</li> <li>✓ Porter's 5 Forces</li> <li>✓ Competitive Analysis</li> <li>✓ Foresight (trends)</li> </ul>                                                                                                                                                                                                           | <p>08:00 – 09:30<br/>(MFN) Current tools to refresh.<br/>(AWG) Ibis World Report.</p> <p>09:30 – 10:00<br/>(Group 01) Finding Information for Industry Analysis.</p> <p>10:00 – 10:30 – Break.</p> <p>10:30 – 12:30<br/>Group discussion building one method for external analysis that uses all concepts seen, merging them to a single piece.</p> <p>12:30 – 13:00 – Wrap Up.</p>                                                                                                                                                                                                            |
| 3 – 02 APR | Situação atual da organização/ Where are we now?                                                                           | <p>Internal Analysis</p> <ul style="list-style-type: none"> <li>✓ Company diagnosis (strengths and weakness)</li> </ul>                                                                                                                                                                                                                                                                         | <p>08:00 – 09:00<br/>(MFN) Current tools to refresh.</p> <p>09:00 – 10:00<br/>(Group 01) Competing for Resources (Collis and Montgomery).<br/>(Group 02) Strategic Capabilities, Bridging Strategy and Impact (Clark, Chew and Lurie – Deloitte).</p> <p>10:00 – 10:30 - Break.</p> <p>10:30 – 11:00<br/>(AWG) The Growmark Case.</p> <p>11:00 – 12:30</p>                                                                                                                                                                                                                                     |

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|------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |                                                          |                                                                                                                                                                                                                                                                                                                                           | <p>Group discussion building one method for internal analysis (that uses all concepts seen, merging them to a single piece).</p> <p>12:30 – 13:00 – Wrap Up.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4 – 09 APR | Onde se deseja chegar (filosofias)/ Where we want to go? | <ul style="list-style-type: none"> <li>✓ What is the strategic issue?</li> <li>✓ Defining the problem</li> <li>✓ Define what winning looks like, etc.</li> <li>✓ Goals and Objectives</li> <li>✓ Guiding philosophy</li> <li>✓ Blue Ocean Tool</li> <li>✓ Identify choices</li> <li>✓ Defining value proposition</li> </ul>               | <p>08:00 – 09:00<br/>(MFN) A framework for decision making.</p> <p>09:00 – 10:00<br/>(Group 1) Strategic Problem Formulation: Biases and Assumptions Embedded in Alternative Decision-Making Models.<br/>(Group 2) Formulation and Identification of Strategic Issues in Organizations a Review and Classification of Current Studies.</p> <p>10:00 – 10:30 – Break.</p> <p>10:30 – 11:15<br/>(MFN) Example of problem identification and objective development from a Markestrat project.</p> <p>11:15 – 12:30<br/>Student insights on the “cloudburst tools” for Chapter 2 focused on problem identification and setting objectives.</p> |
| 5 – 23 APR | Onde se deseja chegar (filosofias)/ Where we want to go? | <ul style="list-style-type: none"> <li>✓ What is the strategic issue?</li> <li>✓ Defining the problem</li> <li>✓ Define what winning looks like</li> <li>✓ Goals and Objectives</li> <li>✓ Guiding philosophy</li> <li>✓ Blue Ocean Tool</li> <li>✓ Identify choices (growth strategies)</li> <li>✓ Defining value proposition</li> </ul> | <p>08:00 – 09:00<br/>(AWG) Good strategy and bad strategy and Porter 5 elements for strategy presentation.</p> <p>9:00 – 10:30<br/>(Group 1) Value Disciplines (Tracy and Wierseman).<br/>(Group 2) Future scenario planning in strategic management (chapter 3).<br/>(Group 3) Future scenario planning in strategic management (chapter 4).</p> <p>10:30 – 11:00 – Break.</p> <p>11:00 – 12:30<br/>Application and method discussion.</p>                                                                                                                                                                                                |
| 6 – 30 APR | Como chegar lá/ How to get there?                        | <ul style="list-style-type: none"> <li>✓ Create a guiding philosophy</li> <li>✓ Business model changes</li> <li>✓ Go to Market</li> <li>✓ Communications</li> <li>✓ Efficiency</li> <li>✓ Collective actions</li> <li>✓ Value creation, capture and sharing</li> <li>✓ Vertical structures</li> </ul>                                     | <p>08:00 – 08:30<br/>(MFN) Growth strategies and firm boundaries to refresh.</p> <p>08:30 – 09:30<br/>(AWG) Growth in core business.</p> <p>09:30 – 11:00<br/>Case Study: Glanbia Case.</p> <p>11:00 – 11:30 Case Debrief.</p>                                                                                                                                                                                                                                                                                                                                                                                                             |

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|------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |                                                                                 |                                                                                                                                                                  | 11:30 – 12:30<br>Application and method discussion.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 7 – 07 MAI | Ações e projetos necessários/ Actions & projects needed                         | <ul style="list-style-type: none"> <li>✓ Project descriptions</li> <li>✓ Project management</li> <li>✓ ASCI chart</li> <li>✓ Measurement and controls</li> </ul> | <p>08:00 – 09:00<br/>(MFN) Project development and management method.</p> <p>09:00 – 10:00<br/>(Group 1) Problems in managing internal development projects in multi-project environments (Elonen and Artto).<br/>(Group 2) The role of project management in achieving project success (Munns and Bjeirmi).</p> <p>10:00 – 10:30 – Break.</p> <p>10:30 – 11:30<br/>Case Orplana – Celso Albano de Carvalho.</p> <p>11:30 – 12:30<br/>Application and method discussion.</p>     |
| 8 – 14 MAI | Talentos e estrutura para fazer acontecer/Talents & structure to make it happen | <ul style="list-style-type: none"> <li>✓ Leadership</li> <li>✓ Discipline</li> </ul>                                                                             | <p>08:00 – 09:00<br/>(AWG) Linking strategy and talent.</p> <p>09:00 – 09:45<br/>(MFN) The global competition for talented people.</p> <p>09:45 – 10:15<br/>(Group 1) Building a game-changing talent strategy (HBR).</p> <p>10:15 – 10:45 – Break.</p> <p>10:45 – 11:15<br/>(Group 2) The employee-customer-profit chains at Sears (Rucci, Kirn and Quinn).</p> <p>11:15 – 12:30<br/>Happy – Netflix documentary (Directed by: Roko Belic).</p> <p>12:30 – 13:00 - Wrap Up.</p> |
| 9 – 21 MAI | Exame final/Final exam                                                          |                                                                                                                                                                  | <p>08:00 – 09:00 Group exercise.</p> <p>09:00 – 10:30 Final exam.</p>                                                                                                                                                                                                                                                                                                                                                                                                            |