

The BUSINESS BIG PICTURE Workshop

Cristian Mitreanu, December 2018
- Draft / Prototype -

OVERVIEW

Student Profile	Manager, Director (Low to Mid Level, Minimum 3 Years of Experience)
Goals	<ol style="list-style-type: none"> 1. Provide a holistic understanding of how businesses and economies evolve over long periods of time; 2. Provide a deep understanding of the two fundamental forces that drive businesses and economies: Commoditization and Innovation; 3. Provide a deeper understanding of human behavior, through a theory of needs and value; 4. Provide a tool for sharpening one's abstract and systems thinking.
Benefits to the Employer	<ol style="list-style-type: none"> 1. Develop a workforce that better understands the company and its environment, in a broader context; 2. Develop an aggregate capability of better understanding the customer; 2. Develop a stronger foundation for collaboration and thus innovation.
Workshop Structure	11 Modules (The final module consists of a Project.)
Setting	In-Class Participation 10-30 Students / Class
Materials per Student	1 Copy of SLIDE DECK (To Be Developed based on the Resources listed in the Structure section below.) 1 Copy of Board Game OFMOS (Details about the game can be accessed at www.ofmos.com .)
Instructors	Trainer and Assistant

STRUCTURE

Ses- sion	Dur- ation	Content	Objective	Content Sources
1	60 min	<ul style="list-style-type: none"> o Ask the students to form teams of two. o Ask the students in each team to PLAY THE BOARD GAME OFMOS against each other. o The winner of the match will be the team lead in the final Project. 	<ul style="list-style-type: none"> o Provide a quick and fun introduction to the "big picture mechanics" of the business world. 	<ul style="list-style-type: none"> o Cristian Mitreanu, Tabletop Simulation Game OFMOS PROFESSIONAL (Link) o Cristian Mitreanu, Instructions fo Ofmos Professional (Link)
Break				
2	20 min	<ul style="list-style-type: none"> o Why are we here? EXPLAIN THE WORKSHOP'S GOAL of providing a deeper understanding of how businesses and economies evolve over time. o Explain the How. Explain that THEORIES ARE THE ONLY WAY to understand complex phenomena. Theories are like maps or shortcuts. o DISCUSSION on the notion of <i>fundamental</i>, and the value of examples in business learning. 	<ul style="list-style-type: none"> o Detail the goals and the structure of the workshop. o Identify and address skeptiks and skepticism about the notion of <i>theory</i>. In essence, "unfreeze" old worldviews and prepare the students for new perspectives. 	<ul style="list-style-type: none"> o Clayton M. Christensen and Michael E. Raynor, <i>Why Hard-Nosed Executives Should Care About Management Theory</i>, Harvard Business Review, September 2003 (Link) o Cristian Mitreanu, <i>Drucker + Big Data = A Fundamental Theory of Business?</i>, LinkedIn, August 2014 (Link) o Cristian Mitreanu, <i>The Example Dilemma in Business</i>, LinkedIn, July 2014 (Link)

3	30 min	<ul style="list-style-type: none"> ○ PRESENT THE CURRENT STATE OF AFFAIRS in the business and economic world. ○ Include a brief history of business and economic thought, statistics about business and economy, and the issues plaguing the traditional business schools. 	<ul style="list-style-type: none"> ○ Make the point that our understanding of the world around us changes over time. ○ In business, in particular, we have not made much progress over the past few decades.. 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>Business: Knowledge, Education, and The End of an Era (Part I)</i>, LinkedIn, December 2016 (Link) ○ Cristian Mitreanu, <i>Business: Knowledge, Education, and The End of an Era (Part II)</i>, LinkedIn, February 2017 (Link) ○ Cristian Mitreanu, <i>Breaking the Wall of Short-Termism</i>, Falling Walls Conference, September 2018 (PDF) ○ Cristian Mitreanu, <i>Powerful Quick-Fix for the MBA</i>, Blog, February 2011 (Link)
4	10 min	<ul style="list-style-type: none"> ○ REVIEW THE CONCEPT OF VALUE as utility (as opposed to monetary value). 	<ul style="list-style-type: none"> ○ Emphasize the importance of value/utility and prepare the student for a deeper dive into human behavior. 	<ul style="list-style-type: none"> ○ Rory Sutherland, <i>Life Lessons from an Ad Man</i>, TED, July 2009 (Link)
Break				
5	60 min	<ul style="list-style-type: none"> ○ INTRODUCE THE NEW THEORY OF NEEDS AND VALUE, and the concept of <i>successful existence</i>. ○ Cover the importance of thinking about needs as goals. ○ DISCUSSION on the customer needs in a B2C market as well as a B2B market. 	<ul style="list-style-type: none"> ○ Provide a view of the human needs as a dynamic structure. ○ Focus on the process of need generation and not on the need categorization. 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>A Natural Theory of Needs and Value</i>, RedefiningStrategy.com, October 2018 (Link)
Break / Lunch				
6	30 min	<ul style="list-style-type: none"> ○ INTRODUCE THE CONCEPT OF OFMOS (offering-market cosmos) and tofmos (total offering-market cosmos). ○ Review the concepts of <i>market segmentation</i> and <i>business unit</i>. ○ PRESENT THE NEW WORLDVIEW, in which businesses and economies are seen as collections of virtual business spaces. ○ DISCUSSION on the boundaries of the corporation. 	<ul style="list-style-type: none"> ○ Help the students acquire the abstract perspective on the world. 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>A Natural Theory of Needs and Value</i>, RedefiningStrategy.com, October 2018 (Link) ○ Cristian Mitreanu, <i>Spointra and the Secret of Business Success</i>, December 2013 (Link) ○ Cristian Mitreanu, <i>Beyond the Fun (A Letter)</i>, first-draft companion to the book Spointra, May 2013 (PDF) ○ Cristian Mitreanu, <i>A New Economic Worldview</i>, YouTube, December 2010 (Link)
7	30 min	<ul style="list-style-type: none"> ○ PRESENT THE TWO FUNDAMENTAL FORCES that drive businesses and economies: Commoditization and Innovation. ○ Review the major types of innovation. ○ DISCUSSION on the notion of disruptive innovation. 	<ul style="list-style-type: none"> ○ Explain how the two fundamental forces underlie all business activity, as they are both fueled by human nature. ○ Clarify the different levels of analysis. For example, Michael Porter's <i>five forces</i> can be explained by Commoditization and Innovation. However, that level of analysis can be useful in certain circumstances. 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>A Natural Theory of Needs and Value</i>, RedefiningStrategy.com, October 2018 (Link) ○ Rosanna Garcia and Roger Calantone, <i>A Critical Look at Technological Innovation Typology and Innovativeness Terminology: A Literature Review</i>, The Journal of Product Innovation Management, 2002 (Link) ○ Cristian Mitreanu, <i>Deeper Insight Into Disruptive Innovation</i>, RedefiningStrategy.com, June 2008 (Link)

Break				
8	30 min	<ul style="list-style-type: none"> ○ REVIEW THE CONCEPT OF SYNERGY and restructuring through mergers & acquisitions and divestitures. ○ DISCUSSION on the idea of Alignment, as portrayed in the board game OFMOS. 	<ul style="list-style-type: none"> ○ Emphasize the importance of “make the sum greater than its parts.” 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>Spoindra and the Secret of Business Success</i>, December 2013 (Link) ○ Cristian Mitreanu, <i>The Most Important Alignment in Business</i>, LinkedIn, October 2017 (Link) ○ Cristian Mitreanu, Instructions fo Ofmos Professional (Link)
9	30 min	<ul style="list-style-type: none"> ○ INTRODUCE THE CONCEPT OF FOCUS AND CENTER, where the Focus represents a company’s strategic intent and the Center represents its emerging way of doing business. ○ Review the notion of Alignment for a company and for an economy, respectively. ○ DISCUSSION on what is a good measure of corporate success. What is <i>growth</i>? 	<ul style="list-style-type: none"> ○ Help the students develop a portfolio perspective (systems thinking) on businesses and economies. 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>Spoindra and the Secret of Business Success</i>, December 2013 (Link)
Break				
10	30 min	<ul style="list-style-type: none"> ○ SHARE SOME PREDICTIONS ABOUT THE FUTURE, asking for input from the class. ○ DISCUSSION on ideas such as CEO-less organizations and Chief Talent Officer. 	<ul style="list-style-type: none"> ○ Encourage the students to think big and come up with their own predictions about the future. ○ Shift the general mood toward a more creative atmosphere in preparation for the Project. 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>Ofmos: Why It Matters</i>, The Ofmos Blog, May 2018 (Link) ○ Cristian Mitreanu, <i>Ofmos: Why Now</i>, The Ofmos Blog, May 2018 (Link)
Break				
11	90 min	<ul style="list-style-type: none"> ○ STUDENT PROJECT: Have each team CREATE A SCENARIO FOR THE GAME OFMOS and then present it in front of the class. ○ Ask for specific information about the type of product each fictional company is selling. ○ Ask the students to provide details about the Alignment (Synergy) in their particular case. ○ Let the students vote for the winners. 	<ul style="list-style-type: none"> ○ Create an opportunity for the students to apply the knowledge that they have accumulated throughout the day. 	<ul style="list-style-type: none"> ○ Cristian Mitreanu, <i>Tabletop Simulation Game OFMOS PROFESSIONAL</i> (Link) ○ Cristian Mitreanu, Instructions fo Ofmos Professional (Link)
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