DRIVING GROWTH AND CULTURAL TRANSFORMATION
THROUGH EXECUTIVE DEVELOPMENT

MARKET-FOCUSED STRATEGIC PROBLEM SOLVING

Topic Area: Strategic Decision-Making & Market Analysis

Client Industry: Manufacturing

EMORY GOIZUETA BUSINESS SCHOOL | Emory Executive Education

The Challenge

As with many Fortune 500 companies, the company faces a set of complex strategic challenges each year, requiring data-driven decision-making and market analysis. For example:

- **Competitive Response:** Assessing the implications of a competitor's increased production and determining the best strategic moves to protect and grow market share.
- **Technology Strategy:** Evaluating the economics of cloud computing and Software-as-a-Service (SaaS) to make more informed future technology investment decisions.
- **International Market Assessment:** Determining a new strategic approach for a product line in response to changed market dynamics.

The Approach

To develop market-driven strategic solutions to each specific strategic challenge, faculty partnered with cross-functional client teams (6–10 people per team) to work through a structured and applied problem-solving process:

- **Kickoff Workshop (Half-Day at company headquarters):** Each team defined their core problem, key strategic questions, and work plan..
- **Team-Based Work:** Teams worked on their individual strategic challenges to develop new insights with faculty support through virtual office hours.
- **3-Day Intensive Session:** Teams came together at Goizueta Business School to stress-test their strategic perspectives, refine their thinking with faculty and prepare actionable recommendations to present to their executive leadership.

The Outcome

- Developed **new insights and a plan** to address each complex, strategic challenge ready to be presented to executive leaders.
- Strengthened **participants' abilities to think strategically, reduce bias and analyze market dynamics.**

Key Questions

- 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?
- Where should we invest our resources to drive new sources of value in a constantly changing market landscape?