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COURSE BROCHURE

# Competitive Strategy Choices and Business Unit Value Case Training Course

11 – 15 April 2027
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Registered in the United Kingdom and Saudi Arabia

# Competitive Strategy Choices and Business Unit Value Case Training Course

**Ref:** 3162_120091 **Date:** 11 – 15 April 2027 **Location:** Sharm El-Sheikh **Fees:** 4500 GBP

Competitive Strategy Choices and Business Unit Value Case is a one-week training course for strategy managers and business unit heads who decide where a unit competes and how it wins, built around a Business Unit Competitive Value Case. Rivals copy offers faster and boards ask which choices earn their cost of capital. Jupiter Prime Training runs this course on competitive strategy choices.

## Why Competitive Strategy Choices Matter Now

Three pressures shape competitive strategy choices today. New entrants with lighter cost bases attack the most profitable customer pockets first. Buyers compare offers instantly and switch with little loyalty, so a vague position erodes margins quietly. Boards and lenders now judge business units by the economic return on the capital they hold rather than by revenue growth. Units with clear choices defend price and focus investment; units that serve everyone drift into the middle. The course rests on industry profit pool analysis, positioning logic and value driver measurement.

## Who Gains Most from Competitive Strategy Choices

- Leaders accountable for a business unit's profit and growth
- Strategy specialists preparing option papers
- Finance partners testing whether a choice earns its cost of capital
- Commercial heads turning a position into offers and prices
- Operations leaders whose cost choices make a position defensible

A business unit leadership group gains most when its general manager, finance partner and commercial head attend together.

## Competitive Strategy Choices Capabilities

The outcomes centre on explicit trade-offs and their economic proof.

- Assess where profit is concentrated in an industry and why — the choice of arenas in which the unit competes
- Weigh cost leadership, differentiation and focused positions against the unit's capabilities — the positioning decision for the leadership group
- Build a value driver tree that links strategic choices to margin, asset intensity and growth — the measures finance partners track
- Test each strategic option against likely competitor responses — the risks the executive committee must accept
- Calculate the economic value each option is expected to create — the capital allocation request to the board
- Communicate the chosen strategy as a short set of trade-offs — the alignment of commercial and operations teams

## Key Competitive Strategy Choices Terms

- Profit pool — industry profit mapped by segment or channel to show where returns concentrate.
- Competitive position — the place a business holds in buyers' minds relative to rivals, defined by price, benefit and target customer.
- Strategic trade-off — a deliberate choice to give up one customer, activity or feature in order to excel at another.
- Value driver — an operating or financial factor, such as margin, capital turnover or growth, that moves the economic value of a business.
- Economic profit — profit after deducting a charge for all the capital employed, showing whether a unit creates or destroys value.
- Competitive response — the move a rival is likely to make when a business changes price, offer or market focus.

## Competitive Strategy Choices Day by Day

### Day 1: Reading the Industry and Its Profit Pools

- Industry Structure Mapping — Bargaining Power of Buyers and Suppliers
- Profit Pool Analysis by Segment and Channel — Where Returns Concentrate
- Entry Barriers and Substitute Threats — Durability of Current Margins
- Competitor Profiling Sheet — Rival Goals, Resources and Likely Moves
- Customer Purchase Criteria Ranking — What Buyers Will Pay For

### Day 2: Choosing a Competitive Position

- Cost Leadership Logic and Cost Driver Review — Price Floor Decisions
- Differentiation Logic and Willingness to Pay — Premium Justification
- Focused Position on a Narrow Segment — Depth Versus Breadth
- Activity Fit Map — Making a Position Hard to Copy
- Trade-Off Statement Drafting — What the Unit Will Not Do

### Day 3: Linking Choices to Economic Value

- Value Driver Tree Construction — Margin, Capital Turnover and Growth
- Economic Profit Calculation for a Business Unit — Value Creation Test
- Cost of Capital Charge Basics — Hurdle Rate for Strategic Options
- Unit Economics by Customer and Product — Hidden Loss Makers
- Strategic Measure Selection — Leading Signals of Position Strength

### Day 4: Testing Options Against Rivals and Risk

- Strategic Option Generation Grid — Alternatives Beyond the Status Quo
- Competitor Response Simulation — Price Wars and Imitation Risk
- Sensitivity Testing of Option Value — Assumptions That Matter Most
- Capability Gap Assessment — Investment Needed to Hold a Position
- Option Scoring Against Value and Feasibility — Shortlist for Decision

## Day 5: Practising the Business Unit Competitive Value Case

- Applying the Profit Pool and Position Findings — Opening Case Argument
- Value Driver Tree for the Chosen Option — Expected Economic Profit
- Response Simulation Results in the Case — Risks and Safeguards
- Resource and Capital Request Structure — Board Approval Path
- Completing the Business Unit Competitive Value Case — Executive Committee Paper

## Applying Competitive Strategy Choices After the Course

- Lead a profit pool and competitor profiling session for the unit's main market and share the resulting map with the leadership group.
- Build an economic profit view of the unit's main customer and product lines and propose one trade-off that would raise its value.

## Competitive Strategy Choices Questions FAQ

### What are competitive strategy choices and why do they matter now?

Competitive strategy choices are the decisions about which arenas a business unit enters, which position it takes and which trade-offs it accepts. They matter now because rivals imitate quickly.

### Which roles gain most from competitive strategy choices training?

Business unit heads and strategy managers gain most, together with finance partners, commercial heads and operations leaders who must make a chosen position real.

### How does a competitive strategy choices course differ from a strategic planning course?

A competitive strategy choices course decides where and how one business unit competes and proves the value of that choice. A strategic planning course turns agreed direction into objectives, measures and initiatives across an organisation.

### What do you bring back from competitive strategy choices training?

You bring back a draft Business Unit Competitive Value Case: a profit pool view, a chosen position with explicit trade-offs and a value driver tree with expected economic profit.

## Competitive Strategy Choices: The Way Forward

The Business Unit Competitive Value Case first informs whether the executive committee funds the chosen position or a competing option. General managers and finance partners use it to align pricing and investment. After its first use, competitor responses deserve a fresh look, as rivals react.