

What is strategy Michael E Porter (2012) (video) <http://bit.ly/2SWZ0gn>

- Big picture of the organization and its structure
- Competing to be the best → competing to be unique → the worst strategy is to compete with rivals on the same dimensions
- Not the same as vision/values, but rather defines the company's distinctive approach to competing and the competitive advantages on which it is based
- Foundation is to understand the industry (structure) and positioning within the industry
- 5 forces
  - Threat of substitute products or services
  - Bargaining power of suppliers
  - Threat of new entrants
  - Bargaining power of buyers
  - Rivalry among existing competitors
- Value chain
  - Is the set of activities involved in delivering value to customers
  - All competitive advantage resides in the value chain. Strategy is manifested in choices about how activities in the value chain are configured and linked together
- Operational effectiveness is not strategy

The Good Jobs Strategy: Why Good Jobs Are Good for Businesses with Zeynep Ton (2014). MIT. <http://bit.ly/2AZEjJZ>

- Bad jobs cost companies more than they realize → inaccuracies
  - Poverty-level wages
  - Chaotic schedule
  - No training
  - Poorly designed work
  - No meaning or purpose
- Vicious cycle

How Managed By Q Is Becoming A High-Road Employment Model For Other Startups. (2018) Fast Company podcast (audio) <http://bit.ly/2RPxtjI>

- Business model that most every technology startup looked to emulate — holding down the cost of labor
- Managed by Q business model — by treating its employees well turnover would be far lower—and engagement and job performance far higher—than that of most of its competitors. And that, in turn, would lead to high customer satisfaction and retention.
  - Pays above minimum wage
  - Offers ample job training
  - Provides its front-line workers with the same health insurance, retirement, and stock-option programs that those in the executive ranks enjoy
- 1,000 people, expanded from its home base of New York into four other cities, more than 7,000 office locations—from relatively small facilities to full corporate campuses

- It's not only a promising company from a financial standpoint, but one that is transforming traditionally low-wage jobs into solid careers.
- "One of our secret weapons in attracting some of the best minds is the fact that people want to increasingly put their values to work. If they see there's an opportunity to be in a fast-paced environment and also create really positive outcomes for the world, they wouldn't have it any other way."

Human at the Core, a Podcast with Stacy Brown-Philpot, TaskRabbit CEO - (<http://bit.ly/2HDzOu7>)

The "Human at the Core" podcastes contain curated audio from Reid Hoffman's interview with Stacy Brown-Philpot, the CEO of TaskRabbit, for the Masters of Scale podcast. In the A podcast, Brown-Philpot and Hoffman discuss Brown-Philpot's career, up through her time at Google. In the B podcast, they consider Brown-Philpot's time at TaskRabbit, with special attention to the change in TaskRabbit's business model that she initiated, and the unusual relationship between the company and its "Taskers." They also discuss how TaskRabbit can facilitate paths to employment for individuals who are not in the labor force, as well as efforts by nonprofits. The C podcast covers the period when TaskRabbit began working with, and was then acquired by, Ikea. Taking up the discussion at the end of the B podcast, it also includes material on Brown-Philpot's beliefs about the future of work. The "Human at the Core" podcastes consider the topics of career management, identity, leadership, and values, as well as the relationships among these topics. This set of themes makes them well-suited for capstone discussions in a variety of modules and courses, including organizational behavior, leadership, and ethics. Because the themes raised by Brown-Philpot are broadly applicable to students' own experience and careers, it is possible to use them as a vehicle for helping students assess the professional choices they have made and will make. A Teaching Guide available to instructors provides assignment, discussion, and supplementary reading suggestions for these podcastes.