FOR YOUR TEAM · STRATEGY ARENA

Strategy Arena

Strategy & Competitive Advantage

Compete in a dynamic market — positioning, pricing, and timing against rival teams.

Learning objectives

- Read a five-segment market with drifting ideal specs and pick a position that's defensible.
- Make pricing, R&D, and marketing decisions when every rival's move affects yours.
- Sequence moves: R&D lands a round later, so lead the segment drift instead of chasing it.
- Make commitments that are hard to reverse (capacity, automation, R&D) and manage them as they carry from round to round.
- Respond to rivals' pricing and product moves, and to a new entrant drawn by fat margins, without overreacting.
- State a strategy each round (where to play, how to win) and make the decisions follow from it; "said vs. did" shows where they don't.
- Defend that strategy to a skeptical AI board using specific numbers from your own results, and answer its question with what you will do.

How it runs

1. **Round opens**
   The Decisions sheet unlocks, showing the company as last round left it. The Market page shows each segment's price range and where its buyers want products.
2. **Decisions**
   First the strategy statement (target segments, a generic strategy and why) and, from Round 2, the answer to the board's question. Then per product: price, promotion and sales budgets, a unit forecast, production (blank = produce to the forecast) and R&D targets. Then capacity, automation, finance and training. Save as many drafts as you want; resubmit until the close.
3. **Round closes**
   The professor closes the round (or auto-advance does). The engine runs every team's saved plan, and autopilot for any team with nothing saved, against the same buyers, and publishes results.
4. **Results**
   Statements, segment shares, the perceptual map with each segment's ideals for the round, per-product results, forecast against actual, and "said vs. did": the strategy statement checked against what the team did. The leaderboard ranks the Strategy Score.
5. **Board Review**
   Three AI personas (CEO peer, CFO, activist investor) read the statement, said vs. did, the decisions and results, the segments, the rivals' moves and the answer to last round's question, and grill the team on coherence. Each gives praise, concerns, one question and a confidence score. One review per team per round plus one re-run,
6. **Reflect**
   Each student writes a short reflection from their light role (40+ words) on what the Competitor Report and the Board Review just showed. It stays open until the next round publishes.

three model calls each. It doesn't change the score.

Pillars & scoring

MARKET POSITION

Share of each segment a team sells in, against a fair share (1 ÷ the companies competing), weighted by units sold. Owning segments beats a thin slice of all five; class size doesn't move it.

STRATEGIC AGILITY

How well each product fits its own segment's buyers (performance, size, age, reliability) against the class's real, difficulty-adjusted ideals, weighted by units sold.

PRICING POWER

Where a team's prices sit in each segment's range, weighted by revenue. It only counts while the team keeps its share.

PROFITABILITY

Profit across every round against a fair share of the market's revenue, where a segment the team has let go counts half. New equity is charged 10% a year, so issuing shares can't lift it.

Key features

- **Live standings**
- **A market that bites**
- **Commitments that carry over**
- **Rivals, entry and suppliers**
- **Strategy statement and said vs. did**
- **Board Review**
- **Perceptual map**
- **Deterministic engine**
- **Light roles on the decision sheet**

Fit & format

PACING

5 rounds in the five-week format · 8 rounds in the eight-week or 14-week semester format, one round a week. Same engine and segments; more rounds gives more time for the drift-and-reposition arc to play out.

COHORT SHAPE

Designed for ~15-30 students in teams of 4-6. All teams compete in the same market; a class of one to three teams gets AI rival companies, so every market has at least four competitors. Each team splits four light roles (one student can hold two on a small team).

BEST FOR

MBA strategy courses, business policy capstones, executive education in competitive strategy. Especially strong for groups who want measurable, repeatable competitive outcomes.

WHAT SETS IT APART

Head-to-head competition on strategy fundamentals: every team's pricing, capacity and R&D decisions affect every other team's outcomes, and commitments carry from round to round. Deterministic engine (no randomness, no AI judge on the outcome). On top: a strategy statement every round, a said-vs-did check of it that counts toward the grade, and an AI Board Review (feedback only) that asks whether what the team did follows from what it said.

LMS

Canvas, Blackboard, Brightspace, Moodle via LTI 1.3. Students launch from your LMS with single sign-on; one-click grade publish posts scores back with the rubric breakdown as the comment.

PRICING

$20 / student

Founding Faculty: free in spring 2027, then $10 / student

Per semester. No platform fee, no per-section charge, no seat minimums. Institutional invoicing available.