ASSESS YOUR BUSINESS APPROACH. ENHANCE YOUR LEADERSHIP CORE. EXPAND YOUR STRATEGIC VISION. EXTEND YOUR GLOBAL NETWORK. REALIZE YOUR TRUE POTENTIAL. SEIZE NEW OPPORTUNITIES. BECOME A GAME CHANGER.
TRANSFORMING LEADERS AND EXPANDING HORIZONS

How do you build a bridge from where you are to where you want to go? For more than 40 years, the Owner/President Management (OPM) program has been helping the world’s top executives expand their business perspective, leadership expertise, and global network. OPM dives deep into the complex new challenges facing entrepreneurs and business owners today. You’ll emerge from OPM transformed—ready to seize new opportunities that secure a competitive edge for both you and your company.

DELIVERING A TRULY GLOBAL EXPERIENCE

155
Accomplished peers

45
Countries represented

48
Industries represented

Most business owners are so enmeshed in their role as head of the company that they lack the time and opportunity to focus on their personal growth as a leader. The Owner/President Management (OPM) program sets the stage for a dynamic cultural exchange that is carefully designed to help you balance your entrepreneurial and personal goals, while expanding your leadership vision and global network.

Immersed in a risk-free microcosm of the 21st-century business environment, you will collaborate with entrepreneurs who span countries and industries—from professional services and real estate development to finance, manufacturing, and technology. Together, you will engage with distinguished HBS faculty, who in 2016 collectively researched and wrote more than 310 case studies.
PROVEN LEARNING FORMAT. POWERFUL RESULTS.

Whether you need to expand your global perspective, evaluate the competition, or build strategic consensus, OPM is a game changer. The HBS faculty will explore the innovative strategies and best practices of successful business leaders and owners from around the world. Working alongside other top executives and entrepreneurs, you'll explore a rich range of topics—from finance, marketing, and sales alignment to leadership, negotiations, and global markets.

The format

INNOVATIVE FORMAT

OPM is delivered in three units that span 24 months. Each intensive three-week unit provides the rare opportunity to expand your leadership core, innovate with talented peers, and prepare for the new corporate challenges that lie ahead. The program's unique structure enables you to maximize the value of this intensive learning experience, while minimizing the time spent away from work. Through its valuable feedback loop, OPM empowers you to test new ideas, analyze the results, and evaluate options with your peers and the HBS faculty. Through self-assessment and one-on-one sessions, you will identify your learning objectives as a business owner and balance them with your personal and professional goals.

The features

OPM TRANSITIONS

Focused on turning knowledge into action, OPM smooths the transition from your workplace to the HBS classroom—and from our campus back to your office. You'll return to your company with the entrepreneurial skills, mindset, and confidence to immediately apply what you've learned.

RENOWNED CASE STUDY METHOD

Pioneered by HBS, the case method engages you in a highly stimulating, collaborative process of identifying relevant issues and applying practical business lessons to your own situation and organization. You will benefit from an added dimension that no other business school can offer—the opportunity to be taught by many of the faculty who wrote the cases and have firsthand insights into the protagonists and the outcomes.
The experience

POWERFUL LINEUP OF FACULTY AND INDUSTRY GUEST SPEAKERS

HBS thought leaders share groundbreaking insights, practice-based experience, and proven frameworks, while distinguished industry leaders provide real-world examples that help bring concepts to life.

THE OPM NETWORK

Once you’ve completed OPM, you will become a lifetime member of the HBS alumni network—an elite group of business leaders who span the globe. Many OPM alumni reconnect at reunions and other special events, embark on joint business ventures, and continue to draw on the expertise of exceptional peers from around the world.

“Entrepreneurs are always on the move, with little time to reflect. I appreciated being able to step back, do something different, learn again, and listen to people. It was very beneficial to talk with others who were facing the same challenges.”

Isabelle Chouvet
COFOUNDER
K2, CHINA
ARE YOU RIGHT FOR THE PROGRAM?

OPM is designed with business owners and entrepreneurs in mind, but participants represent a broad range of industries, organizations, and countries. This global diversity empowers you to negotiate, compete, and conduct business across borders; maximize your exposure to successful business practices; and expand your professional network.

Ideal candidates include business owners, founders, and cofounders who also serve as:

- Chief executive officers
- Chief operating officers
- Presidents
- Managing directors

Successful OPM candidates have at least 10 years of experience and come from companies with annual revenues or established enterprise value in excess of $10 million. In addition to being actively involved in running the business for growth, candidates must hold a significant equity stake in their firms.

While the program emphasizes entrepreneurial leadership, participants from bootstrapped, venture-funded, or long-established companies are welcome to attend. You must be ready to challenge yourself, seek out new ideas, and contribute in all group activities. Between sessions, you will be expected to reflect on and apply what you have learned.

“I WAS SURROUNDED BY POSITIVITY AND ‘CAN-DO’ ATTITUDES THAT I HAVE NEVER ENCOUNTERED BEFORE; THIS IS A BIG PART OF WHY OPM IS SO SPECIAL. EVERYWHERE I LOOKED, THE THEME WAS MOVING ONWARDS AND UPWARDS AND CONSTANTLY STRIVING FOR EXCELLENCE.”

Ravi Dube  
CHAIRMAN AND CEO  
FANAR AL KHALEEQ, UNITED ARAB EMIRATES
THE SEQUENCE

Each of the three-week, on-campus units emphasizes a critical aspect of entrepreneurial leadership. You will explore business fundamentals and emerging best practices through carefully chosen cases, interactive presentations, and dynamic discussions.

UNIT I (3 WEEKS):
ANALYZING AND PURSUING OPPORTUNITIES

▶ Expand your knowledge of key frameworks and approaches for analyzing your current business
▶ Identify opportunities as well as threats and develop a plan for addressing them
▶ Assess your leadership style and your organization’s ability to implement your plan

UNIT I focuses on identifying and analyzing opportunities. You will learn how to analyze your business more effectively, identify potential threats, and assess your company’s ability to exploit emerging opportunities. While examining your personal leadership style in the context of your company’s needs, you will identify strengths and areas for improvement.

UNIT II (3 WEEKS):
LEADING GROWTH AND TRANSFORMATION

▶ Deepen your understanding of the analytical and leadership capabilities needed to drive profitable growth
▶ Identify ways to achieve transformational change in your business and industry as you develop a plan for growth and profitability
▶ Assess the leadership, organizational, and governance capabilities needed during periods of profitability or expansion

UNIT II emphasizes tools for leading growth. You will learn how to align your firm’s business model and strategy, assess its existing resources, and build new capabilities—marshaling strategic assets that will increase the value of your business. At the same time, you will enhance your ability to design and leverage governance infrastructures that maintain alignment, facilitate strategy execution, and promote growth and profitability.
UNIT III (3 WEEKS): PLANNING FUTURE TRANSITIONS

▶ Develop your business strategy going forward and a game plan for executing it
▶ Identify future business and personal transitions as well as strategic approaches for navigating them
▶ Balance your business objectives with your personal and professional goals

UNIT III enhances your ability to plan and execute transitions. You will learn how to anticipate the need for change, evolve your strategy, balance personal and professional goals with your business objectives, and navigate upcoming transitions in your business or personal life.

BETWEEN SESSIONS, you will focus on the practical application of OPM skills and lessons. As an important part of your OPM experience, you will apply what you have learned back at your company, addressing specific needs, testing new skills and insights, formulating questions, and assessing and improving your performance as a leader.

THE OPM TIMELINE

OPM is an intensive three-unit program delivered in three-week sessions over 24 months.
AN INTENSIVE LEARNING EXPERIENCE

CONTROL
Sustaining competitive advantage requires control systems to be integrated. As a business leader, you must be able to simultaneously measure economic performance, improve resource allocation, implement strategy, and build accountability for performance through effective governance. OPM is designed to help you use multiple levers of control to balance growth, profitability, innovation, and risk. You will learn how to:

• Translate your business strategy into performance targets and metrics
• Align front-line employees with your strategic objectives
• Identify and manage key organizational risks
• Create accountability systems to motivate entrepreneurship and innovation
• Build a high-performance culture

FINANCE
To realize your company’s full potential, you need to manage your financial resources strategically. OPM is designed to help you make better-informed financing decisions. You will learn how to:

• Analyze the financial strength of your business and the competitors in your industry
• Support strategy and decision-making through financial systems
• Access additional funding to grow new businesses or business lines
• Value the business to support decisions on investing, purchasing, or selling business assets
• Leverage a variety of financing options to restructure your business
• Harvest business value by divesting a business unit or selling the firm

ENTREPRENEURSHIP
It’s tough to make decisions when the world is changing at warp speed. OPM provides the entrepreneurial frameworks, tools, and perspectives you need to identify and prioritize opportunities, experiment with and refine your business model, and capitalize on emerging market trends to drive high growth. You will learn how to:

• Analyze opportunities and risks from a more strategic perspective
• Use business model analytics to turn a viable opportunity into a focused strategy and business initiative
• Experiment to reduce uncertainty and risk
• Attract top talent and key resources to turn your vision into reality
• Build the capabilities and organization to launch and scale a business

GLOBAL MARKETS
Today’s entrepreneurs need a global perspective. OPM delves into the macroeconomics and politics of the international business environment, providing strategic insights that can help you lead your organization through convergence and conflict. You will learn how to:

• Identify the opportunities and challenges of doing business across borders
• Analyze country context and risk and decide where to locate your business and key operating units
• Explore the economic, political, cultural, and social challenges facing governments and firms that conduct business on a global scale
• Examine approaches for growing your company in a networked world economy
LEADERSHIP

To improve organizational performance, senior executives must have the leadership tools and management systems in place to develop, support, and execute a winning strategy. OPM helps you build a highly effective firm that creates significant value. You will learn how to:

- Compare and contrast the leadership and talent management practices of different firms
- Master the challenges of strategy implementation, leadership, and people management
- Evaluate your firm’s strategic positioning and ability to create and extract value
- Assess and manage performance while giving and receiving feedback, motivating, and leveraging teams
- Create a leadership system that supports ongoing operational excellence
- Develop a common language across the firm and build stronger networks to share best practices

MARKETING

Whether your customers are businesses or consumers, attracting and retaining them is vital to your company’s success. OPM explores how to identify market opportunities that create value for customers and how to develop effective go-to-market programs that capture value from customers. You will learn how to:

- Formulate the key components of a successful marketing strategy
- Select marketing tools, including the latest digital marketing options, to enhance profitability
- Evaluate and adjust your firm’s marketing plan and allocation of resources
- Manage over time the two key marketing assets—customers and brands
- Develop growth and change approaches to address the unique dynamics of your markets

NEGOTIATIONS

Negotiation skills are critical for executives at every stage of their careers. OPM equips you with the tools and confidence to achieve better outcomes in a wide array of negotiation environments. You will learn how to:

- Master situations where much of the action takes place before or after you reach the bargaining table
- Deal with uncertainty, deadlock, emotions, and seeming irrationality
- Handle complex issues due to pressure from competitors and too little power or leverage
- Navigate multiparty environments, including parties who try to obstruct the deal or behave unethically
- Audit your strengths and weaknesses as a negotiator and test your new skills in simulations
- Develop practical negotiation frameworks through the use of highly relevant case studies

OPERATIONS AND TECHNOLOGY

Maintaining operational excellence is the key to securing your company’s competitive edge. OPM helps you combine outstanding execution with superior customer service to drive product innovation and performance. You will learn how to:

- Leverage your operational capabilities to sustain competitive advantage
- Address current challenges and identify future opportunities in operations
- Focus on the role of the leader and general manager in driving operational excellence
- Motivate employees to consistently perform extraordinary work
- Tackle everyday challenges related to quality, availability, and service
- Compete on customer service excellence and product innovation
- Explain your planned investments in operations to external stakeholders

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SALES

In most companies, sales is the most expensive and time-consuming portion of the leadership team’s efforts. OPM helps you build a more efficient and effective sales strategy and make the most of your current investments. You will learn how to:

- Diagnose sales issues beyond anecdotal reports from sales people
- Link sales and other go-to-market efforts with strategic objectives
- Understand the options and pitfalls in sales hiring, selection, and compensation
- Master the complexities of sales performance management
- Develop and execute pricing strategies through field and inside sales efforts
- Evaluate and respond to the internet and other factors that are reshaping buying processes and selling requirements across industries

STRATEGY

As a business owner, you play the central role in setting—and achieving—your firm’s long-term strategic goals. This leadership development program helps you position your company for long-term competitive advantage. You will learn how to:

- Examine the purpose, components, and role of strategy in building competitive advantage
- Evaluate the factors that influence your company’s ability to sustain a strategic edge
- Assess the structure of your industry and the threats or enablers that impact profitability
- Understand the competitive environment as well as your firm’s strengths and weaknesses
- Develop a viable business strategy that addresses both short-term and long-range goals

“In addition to receiving an unparalleled education from the finest professors, you will develop invaluable relationships with your global and local classmates. Not only will you increase your network in terms of mentorship and business opportunities, but you will also develop lifetime friendships.”

Shannon Jurdana
PRESIDENT AND CEO
BENEFIT SOLUTIONS, INC., U.S.
OPM@WORK: PUTTING THE PIECES TOGETHER
HELPING YOU BUILD AND RUN A SUCCESSFUL BUSINESS

OPM’s core modules enable you to analyze your business, formulate a sound strategy, and develop the skills essential to becoming a more effective leader, negotiator, and innovator. However, real-life challenges don’t come neatly packaged. That’s why we’ve created OPM@Work, a special module designed to help you bring all the pieces together.

OPM@Work provides the strategic frameworks and leadership tools you need to consider every situation from multiple perspectives and pursue the right opportunities. By helping you integrate and apply your OPM learnings, OPM@Work prepares you to lead growth, drive transformation, and successfully manage transitions in your business and in your career.

OPM@WORK UNIT I

- Identify opportunities and threats in your company's strategic position
- Analyze the strengths and weaknesses of your company’s capabilities and resources
- Compare your company’s financial performance with that of your competitors
- Select the opportunities you want to pursue between OPM@Work Units I and II
- Practice pitching an opportunity and receive feedback from your peers

OPM@WORK UNIT II

- Conduct a country analysis and present the results
- Assess the value and growth options for your company
- Analyze the potential benefits and risks of strategic projects
- Improve your leadership style through actionable peer feedback
- Develop an action plan for leading growth and transformation

OPM@WORK UNIT III

- Assess current and future strategy based on your progress between Units I, II, and III
- Evaluate your ability to execute your strategy upon completing OPM
- Prepare for transitions in your business and in your personal situation
At OPM, you will meet recognized thought leaders, skilled educators, groundbreaking researchers, active corporate board members, and award-winning authors. They will empower you to become the visionary leader your career, your organization, and the global economy demand.

As a group, our faculty leverages their business expertise and field-based research to create new knowledge and enduring concepts that shape the practice of management around the world. Individually, they offer insights from their own practice-based experience. The result is a teaching team that exposes you to multiple perspectives while challenging your thinking on many levels.
It is truly humbling to see the group, with its collective wisdom and experience, extract insights that no individual could have identified alone. It is also empowering to know that these leaders will go back and make a positive difference in their organizations.
LIVING AND LEARNING AT HBS

Campus life is as integral to your learning experience as classroom interaction. At every turn, you will have opportunities to engage with your peers and the HBS faculty. From living arrangements to recreational facilities, we design the campus experience to ignite creativity, collaboration, and camaraderie.

LIVING GROUPS

A living group consists of eight bedrooms—each of which includes a private bath and personal computer/IPTV—that are organized suite style with a common living area to provide a small group learning experience inside a larger program. To help expand participants’ viewpoints, HBS selects living group members who represent a broad range of industries, geographic regions, and functional backgrounds.

FITNESS AND WELLNESS OFFERINGS

At OPM, you are encouraged to focus on your personal wellness. Enjoy the fitness center at Shad Hall that includes an indoor walking/jogging track; basketball courts; racquetball and squash courts; outdoor tennis courts; table tennis; aerobics studios; extensive fitness equipment; and fully equipped locker rooms, complete with whirlpool, steam, and sauna. Take advantage of fitness classes, including yoga, Pilates, spin, cycling, and strength training; work with personal trainers and nutritionists to develop a personal fitness plan.
The HBS campus puts you in the heart of Boston-Cambridge, one of the world’s most historic and culturally enriching regions.

Within walking distance is Harvard Square, the vibrant center of Cambridge. A rich array of arts, music, sports, dining, shopping, and recreational activities are easily accessible from the HBS campus. From Red Sox baseball in Fenway Park to the Boston Symphony Orchestra at Symphony Hall, from the heights of Bunker Hill to the boutiques of Newbury Street, you’ll find endless places to explore in your free time.

CLASSROOMS

Featuring the School’s signature amphitheater design, HBS classrooms facilitate and enhance case method teaching. Tiered seating fosters an environment of lively classroom discussion and helps fuel a dynamic exchange among participants and faculty.

“This is a truly unique experience that is not available anywhere else. It’s both humbling and highly inspirational. I left the program with a very different view of the world, business in general, and my role as a leader.”

Philipp A. Hofmann
PRESIDENT
STRUCTURAL TECHNOLOGIES, GERMANY
APPLICATION PROCESS

The Admissions Committee meets monthly, and admits qualified candidates on a rolling, space-available basis. Visit www.exed.hbs.edu/brochure/opm/ for complete admissions requirements and to apply online. You also can print the application and mail it, or fax it to +1-617-496-1731. Early application is strongly encouraged.

ADMISSIONS REQUIREMENTS

Selective enrollment of highly qualified and diverse candidates enhances the learning experience and value for supporting organizations. The Admissions Committee takes into account a candidate’s organizational level; management experience, particularly in senior management; and future responsibilities and assembles qualified individuals who are senior-level decision-makers representing a wide range of backgrounds. Proficiency in written and spoken English is essential for the completion of course assignments and active engagement in fast-moving discussions. If English is the applicant’s second language or if he or she has less than one year’s experience working in an English-speaking environment, a brief statement documenting proficiency in English is required. A telephone or personal interview also may be required as part of the admissions process.
I came away with a more optimistic view of my company’s growth potential and my own capabilities as a business executive.”

Lorenzo Martínez Martínez de la Escalera
CEO
CORROSION Y PROTECCIÓN, MEXICO

FOR MORE INFORMATION

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DATES & PROGRAM FEES

OPM 53
Program Fee: $41,000 (Unit I only)
Unit I: 14 MAY–01 JUN 2017
Unit II: 04–22 FEB 2018
Unit III: MAR 2019

OPM 54
Program Fee: $42,500 (Unit I only)
Unit I: 13–31 May 2018
Unit II: TBD
Unit III: TBD
UPCOMING UNIT I SESSIONS:

14 MAY–01 JUN 2017 / 13–31 MAY 2018