### Please Note: This schedule is based on previous program sessions, and is intended to be representative of the program structure and content. Dates, times, faculty, and session topics are subject to change.

<table>
<thead>
<tr>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
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<tbody>
<tr>
<td>6:30–8:45 AM Breakfast and Discussion Groups</td>
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<tr>
<td>9:00–10:15 AM Competitive Advantage: Price vs. Differentiation</td>
<td>9:00–10:15 AM Pricing That Creates Value</td>
<td>9:00–10:15 AM Innovation and the Digital Value Chain</td>
<td>6:30–8:45 AM Individual Preparation</td>
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<tr>
<td>Evolving marketing strategy over time; maintaining advantage when new, lower-priced products enter the market.</td>
<td>Making pricing choices that support a range of strategic objectives and capture maximum value.</td>
<td>Creating a partner ecosystem for an innovative service.</td>
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<tr>
<td>8:00 AM–4:00 PM Registration</td>
<td>10:15–10:45 AM Break</td>
<td>10:15–10:45 AM Break</td>
<td>10:15–10:45 AM Break</td>
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<tr>
<td>10:45 AM–12:00 PM Developing Brand Strategy</td>
<td>10:45 AM–12:00 PM Pricing in a Digital World</td>
<td>10:45 AM–12:00 PM Changing the Business Model</td>
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<td>Conducting research to diagnose the reasons for declining performance; analyzing value creation.</td>
<td>Analyzing pricing approaches enabled by today’s technology, including dynamic pricing and price customization.</td>
<td>Assessing the economic impact, viability, and marketing implications of Internet-based business models.</td>
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<td>12:00–1:45 PM Lunch and Discussion Groups</td>
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<td>12:00–1:30 PM Lunch and Discussion Groups</td>
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<tr>
<td>2:00–3:15 PM Segmentation, Targeting, and Positioning</td>
<td>2:00–3:15 PM Go-to-Market Strategy</td>
<td>1:45–3:15 PM Leading in the Age of Digital Disruption</td>
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<tr>
<td>Recognizing the importance of market segmentation and targeting; positioning a product as the foundation for developing the marketing mix.</td>
<td>Designing the marketing mix in the context of a new buying process and multiple audiences.</td>
<td>Exploring how digital technologies have transformed consumer behavior and how companies and leaders should respond.</td>
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<tr>
<td>3:45–5:00 PM Pricing Strategy</td>
<td>3:45–5:00 PM Capturing Brand Value</td>
<td>3:45–6:30 PM Individual Preparation</td>
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<tr>
<td>Understanding the key principles of profitable pricing in the context of diverse models in a rapidly evolving industry.</td>
<td>Evolving a brand’s scope and positioning over time to maximize its value; managing a brand portfolio.</td>
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<td>5:00–6:30 PM Individual Preparation</td>
<td>5:00–6:30 PM Individual Preparation</td>
<td>6:30–8:00 PM Dinner</td>
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<tr>
<td>6:00–7:30 PM Opening Reception and Dinner</td>
<td>6:30–8:00 PM Dinner</td>
<td>6:30–8:00 PM Dinner</td>
<td>6:30–8:00 PM Dinner</td>
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<td>THURSDAY</td>
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<td><strong>6:30–8:45 AM</strong></td>
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<tr>
<td>Breakfast and Discussion Groups</td>
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<td><strong>9:00–10:15 AM</strong></td>
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<tr>
<td>Strengthening Brands with Digital Marketing</td>
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<td>Analyzing and evolving digital distribution channels, digital marketing, and online partnerships.</td>
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<td><strong>10:15–10:45 AM</strong></td>
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<td>Break</td>
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<td><strong>10:45 AM–12:00 PM</strong></td>
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<td>Delivering Customer Service</td>
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<td>Managing customer relationships; understanding and delivering customer value and satisfaction; building loyalty.</td>
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<td><strong>12:00–1:45 PM</strong></td>
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<tr>
<td>Lunch and Discussion Groups</td>
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<td><strong>2:00–3:15 PM</strong></td>
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<td>New Product Introductions</td>
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<td>Developing a marketing plan for a new product; understanding why some great products don't sell.</td>
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<td><strong>3:15–3:45 PM</strong></td>
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<td>Break</td>
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<td><strong>3:45–5:00 PM</strong></td>
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<tr>
<td>The World of One-to-One Marketing</td>
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<td>Creating customized marketing programs that drive revenue and profit.</td>
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<td><strong>5:00–6:00 PM</strong></td>
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<tr>
<td>Individual Preparation</td>
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<td><strong>6:00–8:00 PM</strong></td>
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<tr>
<td>Closing Reception and Dinner</td>
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<th>FRIDAY</th>
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<tr>
<td>Breakfast and Discussion Groups</td>
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<td><strong>9:00–10:30 AM</strong></td>
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<tr>
<td>Deciding Where and How to Compete</td>
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<td>Learning from market research; designing and implementing realistic strategies throughout the lifespan of a product family.</td>
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<td><strong>10:30–10:45 AM</strong></td>
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<tr>
<td>Break</td>
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<td><strong>10:45 AM–12:00 PM</strong></td>
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<tr>
<td>Creating Customer Value</td>
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<tr>
<td>Examining the importance and role of creativity and continuous innovation.</td>
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<td><strong>12:00–12:15 PM</strong></td>
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<tr>
<td>Program Wrap-Up</td>
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<td><strong>12:15–5:00 PM</strong></td>
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<td>Departure</td>
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S0616
Navigating an uncertain business world requires leadership confidence, global vision, and innovative strategies that drive and sustain growth. To meet the universal demand for extraordinary leaders, Harvard Business School (HBS) offers a global curriculum based on the real-world challenges facing executives today. Here, you will do more than prepare for the next step in your career. The HBS faculty will disrupt your old ways of doing business and introduce unexpected new ways of thinking. The results? You will return to your organization reenergized—ready to lead meaningful change, address strategy gaps, and outdistance the competition for the long run.

An Enlightening Learning and Living Experience
At HBS, learning takes place on many levels. From our state-of-the-art classrooms and carefully selected living groups to our rich array of academic resources and recreational facilities, you will have countless opportunities to expand your learning and your network. Nowhere else can you collaborate with such a diverse and elite group of global peers.

Over the course of the program, you will share new ideas with others and broaden your own perspectives on leadership challenges, global best practices, and emerging business trends. The personal and professional bonds that participants develop with their cohort peers, with their living group members, and with the HBS faculty often last a lifetime.

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Pioneering Faculty, Case Method, and Global Curriculum
Full-time HBS faculty members teach every Executive Education program—no exceptions. These world-renowned thought leaders draw upon their practical business expertise, proprietary research, and relationships with leading global companies to help you tackle relevant industry issues and capitalize on emerging trends.

Pioneered by HBS faculty, the hallmark case method immerses you in hands-on, real-world business simulations that hone your decision-making and leadership skills. This highly stimulating and collaborative process puts you face to face with the faculty who wrote the cases and observed the outcomes, and the real case protagonists often stop by to share their thoughts on the issues.

At our nine global research centers, the top minds in business, government, and higher education join forces to collaborate on groundbreaking research. The HBS faculty transforms these latest insights into rich learning experiences that are designed to redefine the world of business and the next generation of visionary leaders.

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Your personal living group will consist of eight bedrooms—each with a private bath and personal computer/IPTV—organized suite-style with a common living area to provide a small group learning experience inside a larger program. HBS selects living group members who represent diverse functions, industries, and countries.

During your time on campus, we encourage you to take advantage of our private wellness and fitness center. Shad Hall features an indoor walking/jogging track; basketball, racquetball, and squash courts; outdoor tennis courts; table tennis; aerobics studios; fitness equipment; whirlpool, steam, and sauna; yoga, Pilates, spin, cycling, and strength training classes; and personal trainers and nutritionists.

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