<table>
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<th>What You Will Learn</th>
<th>Key Benefits</th>
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<td><strong>DRIVING CORPORATE PERFORMANCE: ALIGNING SCORECARDS AND STRUCTURE FOR STRATEGY EXECUTION</strong></td>
<td>Create value by aligning your organization’s structures, systems, and processes for optimal execution of your strategy. Prepare to implement powerful measurement and control systems well-suited to your business as you lead a successful, scalable organization.</td>
<td>General managers and senior financial executives responsible for designing and implementing systems to measure, monitor, and improve enterprise performance. Executives with planning, control, and accounting responsibilities. Particularly appropriate for: Executives with planning, control, and accounting responsibilities.</td>
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<td><strong>DRIVING PROFITABLE GROWTH</strong></td>
<td>Equip yourself to drive business expansion by examining the nature of growth as a process—its key variables, risks, and decision points. Prepare to overcome scaling challenges, discover new avenues for growth, and manage your organization’s growth curve with confidence.</td>
<td>Senior leaders from diverse functional backgrounds tasked with driving growth in midsize to large organizations. CEOs, general managers, and division heads focused on strategy, new business acquisition, or operations management.</td>
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<td><strong>REIMAGINING STRATEGY: APPLYING DESIGN THINKING TO YOUR ORGANIZATION</strong></td>
<td>Rethink and revitalize your strategy and organizational performance through a powerful new lens: design thinking, which places customer needs at the center of a product, service, process, or business model. Spark breakthrough innovation—and boost your company’s competitive advantage.</td>
<td>C-suite leaders and other senior executives who play a key role in formulating and executing strategy, including: CEOs, CFOs, and COOs. Strategy officers. Heads of business units, divisions, regions, or functions.</td>
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<td><strong>RISK MANAGEMENT FOR CORPORATE LEADERS</strong></td>
<td>Protect your company’s assets, brand reputation, and competitive advantage by strengthening its approach to internal and external risk. Gain new ability to measure risk level, assess potential threats, balance innovation and risk, and structure an optimal risk management function.</td>
<td>Senior leaders including: Chief risk officers and other risk management leaders. CFOs. General managers, including CEOs, COOs, and division heads. Public relations executives.</td>
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<td><strong>STRATEGIC IQ: CREATING SMARTER CORPORATIONS</strong></td>
<td>Create a smarter, more nimble, and profitable organization that can easily adapt to new realities and thrive in a rapidly changing and highly competitive landscape. Avoid the fate of companies that rigidly adhere to inflexible strategies and structures.</td>
<td>Identify what’s holding your company back and set priorities for improvement. Overcome underlying sources of strategic, structural, and human inertia. Learn from mistakes, continue to evolve, and pull ahead of the competition. Design and implement structures that readily respond to new circumstances. Attract, develop, and retain people who will help your firm thrive in the midst of change.</td>
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| Discover how your company can achieve a competitive advantage by addressing societal challenges. Move beyond corporate social responsibility and sustainability reports and shift your company's strategy to create Shared Value, a concept that connects economic performance with social progress. | - Establish a corporate purpose as you integrate Shared Value into your strategy and operations  
- Develop a social-value proposition as a source of competitive differentiation  
- Simultaneously enable stronger financial performance, motivated employees, and meaningful social progress  
- Find new opportunities for growth and profitability  
- Explore new ways to drive positive change while addressing new expectations from investors | - Senior executives engaged in corporate strategy, new business development, and operations management  
- Investment professionals  
- Corporate, nonprofit, or government leaders interested in forging strategic business partnerships  
- Business academics |
| Examine disruption and strategic decision-making through Clay Christensen's transformative theory. Learn how disruption really works, so you can spot potential threats and opportunities sooner, make the right strategic moves faster, and position your organization for long-term success through effective innovation. | - Sharpen your strategic mindset, skillset, and toolkit, making better decisions through strategic analysis and predictive frameworks  
- Analyze how the structure of an industry may change over time  
- Determine when to invest in core versus disruptive business models  
- Strengthen differentiation and improve margins  
- Avert problems that can lead companies into decline | Senior executives, general managers, or business owners who are responsible for setting strategic direction for their organizations. |
| Take full advantage of the opportunities created by digital transformation, from your core business strategy to marketing and operations. Prepare to reinvent your business model, reassert your value chain, reconnect with your customers, and rebuild your organization for the future. | - Make digital transformation a key part of your organization’s strategy  
- Build platforms and ecosystems that attract and retain customers  
- Choose an organizational structure that spurs innovation and entrepreneurship  
- Understand the impact of various technologies, such as 3D printing and digital manufacturing, on your operations  
- Manage channel conflict and design omnichannel strategies  
- Engage customers through digital, social, and mobile marketing  
- Senior executives who are responsible for shaping overall corporate strategy and driving digital strategy | Senior executives responsible for developing and implementing competitive strategy for a company or business unit, including:  
- CEOs, COOs, and heads of a division or unit  
- CFOs  
- Strategy or innovation officers |
| Dive into the business strategy development and execution process—from competitive positioning, competitor analyses, and strategic agility to corporate strategy, sustainability, innovation, and implementation. Develop the analytical skills and leadership vision to forecast industry trends and outmaneuver the competition. | - Understand sources of advantage in your industry and geography  
- Distinguish between short-run gains and lasting competitive advantage  
- Adapt your strategy to global market shifts  
- Analyze strategic tradeoffs as you identify the resources and organizational changes needed to execute your strategy  
- Transform a single business into a multibusINESS company  
- Execute and coordinate strategy across multiple lines of business and global markets | Senior executives involved in service design and delivery for B2B or B2C service or product companies, including:  
- Leaders of customer service teams  
- Executives in marketing, inside sales, data analysis, or operations |
| Develop customer service as a strategic differentiator for your organization as you create the service models, capabilities, offerings, and high-quality delivery that support strategic goals. Build an exceptional service culture that supports employees, delights customers, and drives organizational performance. | - Develop a customer experience strategy and a sustainable service model  
- Gain a deeper understanding of how to serve your customer base  
- Respond nimbly to market shifts and emerging competition  
- Create an environment that enables employees and customers to thrive  
- Address gaps in service execution  
- Leverage technology to create and enhance service offerings and improve delivery | Whether your company does business in multiple industries or multiple countries—or is just starting to diversify horizontally, vertically, or geographically—prepare to design and execute a profitable growth strategy in the midst of rapid change and uncertainty. |

**COMPETITIVE STRATEGY PROGRAMS**

**Creating Shared Value: Competitive Advantage Through Social Impact**

**Disruptive Innovation: Strategies for a Successful Enterprise**

**Driving Digital Strategy**

**Strategy: Building and Sustaining Competitive Advantage**

**Transforming Customer Experiences**

**Building and Sustaining Value Across Markets**