## Competitive Strategy Programs

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<th>Competency Area</th>
<th>Description</th>
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<tr>
<td><strong>Disruptive Innovation: Strategies for a Successful Enterprise</strong></td>
<td>Senior executives who are responsible for shaping overall corporate strategy and driving digital strategy.</td>
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<tr>
<td><strong>Driving Digital Strategy</strong></td>
<td>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.</td>
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<tr>
<td><strong>Strategy: Building and Sustaining Competitive Advantage</strong></td>
<td>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.</td>
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<td><strong>Transforming Customer Experiences</strong></td>
<td>Senior executives responsible for shaping overall corporate strategy and driving digital strategy.</td>
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<tr>
<td><strong>Unlocking Growth with Climate Change Innovation</strong></td>
<td>Senior executives, executive team members, and entrepreneurs who set strategic direction and invest resources for their organizations.</td>
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### WHO SHOULD ATTEND

- **Senior executives**, general managers, or business owners who are responsible for setting strategic direction for their organizations.
- **Directors**, vice presidents, and senior managers who are responsible for formulating 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.
- **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.
- **Senior executives, executive team members, and entrepreneurs who set strategic direction and invest resources for their organizations.**

### KEY BENEFITS

- **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**
- **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**
- **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**
- **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**
- **Discover new climate-driven areas for growth**
- **Prioritize and drive carbon-reducing endeavors**
- **Innovate low-carbon product portfolios**
- **Lead organizational transformation to execute your climate strategy**
- **Analyze corporate alliances to further sustainable initiatives**

### WHAT YOU WILL LEARN

- **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.**
- **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, reassess your value chain, reconnect with your customers, and rebuild your organization for the future.**
- **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.**
- **Develop customer service as a competitive 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.**
- **Proactively tackle challenges and opportunities posed by climate change. Design and execute a climate strategy that drives growth and profitability.**
## Organizational Strategy Programs

<table>
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<tr>
<th>Program</th>
<th>Title</th>
<th>Description</th>
<th>Who Should Attend</th>
<th>Key Benefits</th>
<th>What You Will Learn</th>
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<tr>
<td></td>
<td>Designing and Executing Corporate Revitalization</td>
<td>Senior corporate executives from companies of any size in any industry or country who have significant strategic decision-making responsibility, as well as general counsels or board members who provide strategic input. Partners in private equity firms that specialize in corporate revitalization. Senior strategy consultants who advise companies on strategic options, turnarounds, and corporate transformations.</td>
<td>Diagnose challenges proactively, even if your company is doing all right—for now. Streamline the organization, simplifying structure, and redesigning core processes. Decide whether to retain or divest assets. Reevaluate decision rights and control rights. Sustain an effective leadership team under tough conditions. Leverage the company’s culture to support your strategy and boost agility.</td>
<td>Explore the multiple dimensions of corporate revitalization, including strategy, finance, organization, culture, and the leader’s role. Whether your company needs optimization or a radical intervention, you will prepare to set strategic direction, overcome inertia, and lead your organization through a successful pivot.</td>
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<td>Driving Corporate Performance: Aligning Scorecards and Structure for Strategy Execution</td>
<td>General managers and senior financial executives responsible for designing and implementing systems to measure, monitor, and improve enterprise performance. Particularly appropriate for: Executives with planning, control, and accounting responsibilities.</td>
<td>Translate your company’s mission and business strategy into performance targets and measures. Implement more effective performance measurement and management control systems. Build a Balanced Scorecard (BSC) strategy map. Balance financial and nonfinancial measures of success. Align front-line employees with your strategic objectives. Measure accountability and improve organizational design and resource allocation.</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>
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<td>Driving Organizational Agility—Virtual</td>
<td>C-level decision-makers, heads of business units or regional organizations, and anyone responsible for the P&amp;L of an organization. Particularly appropriate for: Executives with planning, control, and accounting responsibilities.</td>
<td>Foster innovation by experimentation, iteration, and quick adaptation. Empower teams to move quickly by breaking down silos and organizational barriers. Evolve customer-centric structures and processes. Shift from traditional to more flexible management processes and structures. Measure and manage performance in ways that create alignment and accountability.</td>
<td>Explore the importance of organizational agility and how to implement structures and processes that create a more agile organization. As you become more familiar with agile methods, you will be better able to strike the right balance between managing day-to-day business and remaining responsive to change and opportunity.</td>
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<td>Managing Turbulence for Corporate Leaders—Virtual</td>
<td>Senior vice presidents and senior executives one to two levels from the C-suite at well-established organizations and startups of any size in any industry. Future-focused executives who are responsible for implementing strategic change in their organization.</td>
<td>Understand the building blocks of organizational transformation. Apply value-based thinking to deepen competitive advantage. Build a powerful coalition of high-performing individuals and teams. Find opportunity, strength, and purpose during challenging times. Understanding how to disrupt a “winner-take-all” market. Attract, train, develop, and retain high-talent employees.</td>
<td>Become a strategic thinker who creates the conditions for their organization to thrive. Immersed in three intensive modules—two in person and one virtual—you will focus on strategy development, strategy execution, and leadership while building the skills and vision to adapt quickly to changing economic conditions.</td>
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<td>Risk Management for Corporate Leaders—Virtual</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>
<td>Gain new ability to measure risk level, anticipate risk, and mitigate internally as a source of competitive advantage.</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>
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