# Competitive Strategy Programs

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## Disruptive Innovation: Strategies for a Successful Enterprise

**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.

**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

**WHO SHOULD ATTEND**
Senior executives, general managers, or business owners who are responsible for setting strategic direction for their organizations.

## Driving Digital Strategy

**WHAT YOU WILL LEARN**
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.

**KEY BENEFITS**
- 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

**WHO SHOULD ATTEND**
Senior executives who are responsible for shaping overall corporate strategy and driving digital strategy
- Directors, vice presidents, and senior managers who are responsible for formulating and driving digital strategy

## Purpose and Profit: Creating Shared Value

**WHAT YOU WILL LEARN**
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.

**KEY BENEFITS**
- 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

**WHO SHOULD ATTEND**
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

## Strategy: Building and Sustaining Competitive Advantage

**WHAT YOU WILL LEARN**
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.

**KEY BENEFITS**
- 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

**WHO SHOULD ATTEND**
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

## Transforming Customer Experiences

**WHAT YOU WILL LEARN**
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.

**KEY BENEFITS**
- 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

**WHO SHOULD ATTEND**
Executives in marketing, inside sales, data analysis, or operations
## ORGANIZATIONAL STRATEGY PROGRAMS

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### DRIVING CORPORATE PERFORMANCE: ALIGNING SCORECARDS AND STRUCTURE FOR STRATEGY EXECUTION

**WHAT YOU WILL LEARN**
- 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.

**KEY BENEFITS**
- 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

**WHO SHOULD ATTEND**
- 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

### DRIVING PROFITABLE GROWTH

**WHAT YOU WILL LEARN**
- 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.

**KEY BENEFITS**
- Identify market opportunities and the best pace of growth
- Develop the right strategy for your company—scaling up or scoping out
- Leverage growth to strengthen your competitive position
- Manage financial aspects of growth
- Retain and evolve your corporate culture as you grow
- Build the talent, leadership, and processes you need to achieve growth objectives at each stage

**WHO SHOULD ATTEND**
- 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

### MANAGING TURBULENCE

**WHAT YOU WILL LEARN**
- 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.

**KEY BENEFITS**
- 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
- Understand how to disrupt a “winner-take-all” market
- Attract, train, develop, and retain high-talent employees

**WHO SHOULD ATTEND**
- 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

### REIMAGINING STRATEGY: APPLYING DESIGN THINKING TO YOUR ORGANIZATION

**WHAT YOU WILL LEARN**
- 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.

**KEY BENEFITS**
- Consider the needs of end users in every strategic decision
- Practice systematic inventive thinking to overcome immobility
- Create models and deploy rapid prototyping to address complex problems
- Tolerate risk and failure to boost creative thinking—and promote learning
- Foster a culture of creative critique and openness to change
- Develop design-thinking practices core to your strategic approach

**WHO SHOULD ATTEND**
- 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

### RISK MANAGEMENT FOR CORPORATE LEADERS

**WHAT YOU WILL LEARN**
- 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.

**KEY BENEFITS**
- Assess your company’s potential risks, such as geopolitical crises, competitive threats, brand damage, and unethical employee behavior
- Know when to turn down opportunities that could expose your company to excessive risk
- Anticipate, prioritize, and mitigate threats
- Integrate risk management into strategy formulation and execution
- Decide which threats to manage and mitigate internally as a source of competitive advantage

**WHO SHOULD ATTEND**
- Senior leaders including:
  - Chief risk officers and other risk management leaders
  - CFOs
  - General managers, including CEOs, COOs, and division heads
  - Public relations executives