Data alone won’t deliver competitive advantage. Learn how to harness the power of big data—building data collection and analytics capabilities that enable you to seize strategic opportunities, capture more value, and transform your company.

This program will help you:

- Apply big data and analytics to reshape your business model and operations
- Acquire a firm grounding in data analytics
- Move data and analytics from the periphery of your organization to its center
- Implement data-focused initiatives that create and capture more value
- Draw on big data to inform your organization’s long-term strategies
- Use experimentation and predictive analysis to improve your business
- Recruit and develop data-savvy talent who can take your company’s data perspectives to the next level
- Integrate algorithms and data analytics teams into decision-making processes and functions such as marketing, supply chain, human resources, and more
- Expand your personal and professional network

WHAT YOU WILL LEARN

Through faculty presentations, case studies, and small-group discussions, you will master foundational concepts in data analytics, examine strategic opportunities and challenges presented by big data, and explore hot-button issues such as blockchain and predictive analytics. Topics include:

- Understanding foundational topics such as machine learning pipelines, quantitative analysis, regression, data architecture, causation, and correlation
- Collaborating with the CIO on data analysis strategies
- Comparing big data analytics with a traditional small data approach
- Exploring the data explosion in the “four Vs”—variety, velocity, veracity, and volume
- Creating smart, connected products with the potential to reshape your company and industry
- Building breakthrough business models based on data
- Examining the strategic implications of supply chain and marketing analytics
- Attracting and developing data analytics teams and capabilities
- Managing your company with real-time analytics to improve overall efficiency

WHO SHOULD ATTEND

Senior managers in diverse business functions who want to refine their skills in strategic data management and fact-based decision-making, as well as digital officers, technology officers, and individuals building and launching data science teams.

“There was something unique about being in an educational environment 24/7. The learning didn’t stop when class ended.”

Alessia Morales
Global Strategy Manager, McCann Worldgroup, U.S.
LIVING. LEARNING. THE HBS EXPERIENCE.

Though it comes from within, transformation often requires a catalyst. And for many business leaders, HBS Executive Education has been that catalyst. Here, you’re fully immersed in a transformational living-learning experience, networking with executives from around the world, and engaging in programs led by experienced HBS faculty. It’s a holistic experience that will enrich your career—and your life.

Value—Many of our alumni and participants call HBS Executive Education a “life-changing experience.” That’s because in addition to building your expertise, you’ll examine where you’ve been—and where you want to take your career and your organization.

Learning experience—From case study discussions and small-group projects to simulations and dynamic lectures, you’ll have ample opportunities to deepen your knowledge, broaden your skill set, and collaborate with your peers.

Living on campus—During lively discussions with your living group, lunchtime conversations at the Chao Center, and evening excursions to Harvard Square, you’ll make new connections and form lasting relationships with your colleagues.

ADMISSIONS

We admit candidates to specific sessions on a rolling, space-available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

FOR MORE INFORMATION

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<table>
<thead>
<tr>
<th>Time</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
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<tr>
<td></td>
<td>SUNDAY</td>
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<td>TUESDAY</td>
<td>WEDNESDAY</td>
<td>THURSDAY</td>
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<td>6:30–8:45 AM</td>
<td>Breakfast and Discussion</td>
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<td>8:00 AM–1:00 PM</td>
<td>Check-In and Registration</td>
<td>10:15–10:45 AM Break</td>
<td>10:45 AM–12:00 PM Data-Driven</td>
<td>10:00–10:15 AM People</td>
<td>10:15–10:45 AM Break</td>
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<td>Decision-Making in Retail</td>
<td>Analytics—Part I</td>
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<td>10:45 AM–12:00 PM People</td>
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<td>1:00–1:30 PM</td>
<td>Program Overview</td>
<td>12:00–1:15 PM Lunch</td>
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<td>1:30–2:45 PM</td>
<td>Data Boot Camp I:</td>
<td>1:15–2:30 PM Competing on</td>
<td>1:15–2:30 PM Inference from</td>
<td>1:15–2:30 PM Managing</td>
<td>1:15–2:30 PM Leading</td>
<td>10:45 AM–12:30 PM Program</td>
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<td>Building Knowledge of Core</td>
<td>Business Analytics and Machine</td>
<td>Experiments</td>
<td>Operating Variability</td>
<td>Transformation—Part I</td>
<td>Wrap-Up</td>
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<td>Analytic Concepts</td>
<td>Learning</td>
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<td>with Data and Analytics</td>
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<td>12:30 PM Check-Out and</td>
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<td>2:45–3:15 PM</td>
<td>Break</td>
<td>3:00–4:30 PM Big Data and</td>
<td>3:00–4:30 PM Correlation vs</td>
<td>3:00–4:15 PM Managing</td>
<td>3:00–4:15 PM Leading</td>
<td>Departure</td>
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<td>the Future of Marketing</td>
<td>Causation</td>
<td>Customer Variability</td>
<td>Transformation—Part II</td>
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<td>4:30–5:00 PM</td>
<td>Break</td>
<td>4:30–4:45 PM Industry</td>
<td>4:30–4:45 PM Break</td>
<td>4:15–4:45 PM Break</td>
<td>4:15–4:45 PM Prediction</td>
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<td>Presentation</td>
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<td>Machines</td>
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<td>5:00–6:15 PM</td>
<td>Opening Reception and Dinner</td>
<td>6:00–7:30 PM Dinner</td>
<td>6:00–7:30 PM Dinner</td>
<td>6:00–7:30 PM Dinner</td>
<td>6:15–8:00 PM Closing Reception</td>
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**Please Note:** This sample schedule is intended to be representative of the program structure and content. Timing and session topics are illustrative and subject to change.
YOUR LEARNING ENVIRONMENT

COLLABORATIVE LIVING GROUPS
At HBS, you will be placed with a carefully selected living group of peers whose members span industries, countries, and functions. This diversity of perspectives enriches your learning experience and expands your global network.

PREMIUM ACCOMMODATIONS AND AMENITIES
Modern, well-appointed living arrangements feature private bedrooms and bathrooms, spacious common areas, state-of-the-art technology, dining facilities, and a range of hotel-style amenities including housekeeping and dry cleaning.

PRIVATE FITNESS AND WELLNESS OFFERINGS
State-of-the-art fitness center features extensive fitness equipment; a walking/jogging track; basketball/racquetball/squash/tennis courts; swimming pool; locker rooms with whirlpool/steam/sauna; fitness classes; personal trainers; nutritionists and more.

HISTORIC AND CULTURAL HUB
HBS is located in the historic Boston-Cambridge area. Harvard Square is within walking distance, and you'll find a rich array of arts, music, sports, dining, shopping, and other recreational activities easily accessible from campus.

FOR MORE INFORMATION, please contact a Program Advisor at: executive_education@hbs.edu | 1-800-427-5577