Create more value and a more competitive business by implementing powerful performance measurement and management control systems. Drive performance and growth by aligning structures, systems, and processes for optimal execution of your strategy. This program will help you:

- Translate your company’s mission and business strategy into performance targets and measures
- Implement more effective performance measurement and management control systems across all business functions
- Build a Balanced Scorecard (BSC) strategy map
- Balance financial and nonfinancial measures
- Measure accountability and improve organizational design
- Align front-line employees with your company’s strategic objectives
- Enhance competitiveness by better allocating resources to customers
- Evolve a strong and enduring culture of helping others to succeed
- Expand your personal and professional network

**WHAT YOU WILL LEARN**

Through faculty presentations, case studies, group discussions, and interactive exercises, you will build your ability to create and implement effective performance measurement and management control systems—and a more sustainable organization. Topics include:

- Understanding the principles behind a strategy-focused organization
- Defining and measuring your differentiated value proposition for targeted customer segments, and designing customer relationships for greater profitability
- Creating a blueprint to align people, processes, and information technology for superior performance
- Managing the tensions among profit, growth, and control
- Using an action-oriented road map to develop crucial control system tools
- Integrating new performance measurement and control techniques to master competitive challenges
- Measuring the contribution of intangible assets
- Aligning internal capabilities, processes, and actions with strategy to maximize customer satisfaction
- Developing accountability systems that encourage entrepreneurship
- Cultivating creative tension to promote innovation and best practices

**WHO SHOULD ATTEND**

General managers and senior financial executives who are responsible for designing and implementing systems to measure, monitor, and improve enterprise performance—especially those executives with planning, control, and accounting responsibilities.

“The value of the program is overwhelming. The content is outstanding and very well thought out, like everything I’ve experienced at HBS so far. You will get much more value in return than what you expect.”

Frank Eggloff
CFO of EMEA, State Street Bank International, Germany
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>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
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</thead>
<tbody>
<tr>
<td>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.</td>
<td>6:30–8:20 AM Breakfast and Discussion Groups</td>
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<td>6:30–7:30 AM Breakfast</td>
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<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>8:30–10:00 AM Organizing for the Customer</td>
<td>8:30–10:00 AM Designing Organizations for Scale—Part I</td>
<td>8:30–10:00 AM Designing Organizations for Scale—Part II</td>
<td>8:30–10:00 AM Driving Corporate Performance</td>
<td>7:45–9:30 AM Strategy Execution</td>
</tr>
<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>10:00–10:30 AM Break</td>
<td>10:00–10:30 AM Break &amp; Discussion Group Leader Check-in</td>
<td>10:00–10:30 AM Break</td>
<td>10:00–10:30 AM Break</td>
<td>9:30–9:45 AM Break</td>
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<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>10:30 AM–12:00 PM Performance Evaluation</td>
<td>10:30 AM–12:00 PM Building a Winning Culture</td>
<td>10:30 AM–12:00 PM Aligning Strategy and Operations</td>
<td>10:30 AM–12:00 PM Designing Organizations for Scale—Part III</td>
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<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>12:00–1:00 PM Lunch</td>
<td>12:00–1:15 PM Lunch</td>
<td>12:00–1:00 PM Lunch</td>
<td>12:00–1:00 PM Lunch</td>
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<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>1:00–2:45 PM Developing Strategy Maps and Scorecards Linked to Strategy—Part I</td>
<td>1:15–2:45 PM Empowering Front-Line Employees</td>
<td>1:00–2:30 PM Organizing for Innovation</td>
<td>1:00–2:20 PM Incentives without Money</td>
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<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>3:00–3:30 PM Break</td>
<td>3:15–4:30 PM Inclusive Growth Strategies with Corporate-Led Ecosystems</td>
<td>3:00–6:00 PM Developing Strategy Maps and Balanced Scorecards</td>
<td>4:30–4:40 PM Break</td>
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<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>4:00–4:10 PM Break</td>
<td>4:30–5:30 PM Individual Preparation</td>
<td>6:00–8:00 PM Dinner</td>
<td>4:30–4:40 PM Implementing Balanced Scorecards</td>
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<tr>
<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>4:10–6:00 PM Management Control in a Rapid-Growth Company</td>
<td>4:30–6:00 PM Individual Preparation</td>
<td>6:00–8:00 PM Dinner</td>
<td>4:40–5:20 PM Implementing Balanced Scorecards</td>
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<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>6:00–8:00 PM Dinner</td>
<td>6:00–8:00 PM Dinner</td>
<td>6:00–8:00 PM Dinner</td>
<td>5:20–6:00 PM Free Time</td>
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<td>8:00 AM–3:30 PM Check-in and Registration</td>
<td>7:30–9:00 PM Individual Preparation</td>
<td>8:00–9:00 PM Individual Preparation</td>
<td>8:00–9:00 PM Individual Preparation</td>
<td>5:20–6:00 PM Free Time</td>
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<td>9:00 PM Discussion Groups</td>
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<td>6:00–8:00 PM Closing Reception and Dinner</td>
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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