

SPECIAL PROGRAM FEATURE



**HARVARD  
BUSINESS SCHOOL**  
Executive Education

## VALUE MAPPING STRATEGY PROJECT



**Put your learning to work using a powerful framework that assesses the value you offer to customers.**

Value Mapping is a proven framework that enables you to analyze the value of a product, business line, or other offering from the customer's perspective. Integrated into select Harvard Business School (HBS) Executive Education programs, such as the [Senior Executive Leadership Program—India](#) and the [Senior Executive Leadership Program—Middle East](#), our unique **Value Mapping Strategy project** prompts you to:

- Think about customer value in new ways
- Identify which attributes of your offering are most important to customers
- Evaluate your offering's performance along various dimensions
- Compare your offering's value to the competition
- Find ways to improve value as you explore tradeoffs and address gaps

While “strategy” can sometimes seem abstract, the Value Mapping Strategy project delivers concrete ways to apply program learning to your organization's strategic challenges. In fact, many participants have used the Value Mapping framework to develop and launch new business lines—even while still attending their HBS program.

### Building Your Skills to Enable Strategic Success

#### BENEFITS TO PROGRAM PARTICIPANTS

- Build your strategic acumen
- Cement your learning by applying key concepts to practical problems
- Develop a vocabulary and a process for discussing customer value and strategy with colleagues
- Approach strategic challenges with greater confidence

#### BENEFITS FOR YOUR ORGANIZATION

- Employ best practices for making important strategic choices
- Ensure that your offerings truly deliver value to customers
- Communicate your value to stakeholders more effectively
- Obtain fresh perspective on your offerings from HBS faculty and accomplished executives from around the world
- Tackle strategic issues in real time during the program

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“The Value Mapping project made me see the business through a completely new perspective. It pushed me to make strategic choices and integrate the concepts of *platform* and *value* to stick into a unique Value Map for my business, which is now a living document across my group.”

Siddharth Dixit  
General Manager, Apparel FZCO,  
United Arab Emirates

## The Value Mapping Process

Throughout your HBS program, you'll work individually and in groups to develop and refine a value map for one of your company's offerings or business lines.

Between modules, you can gather additional information about your offering, customers, or capabilities that will help you evolve your value map. When questions or issues arise, you can turn to your living group and the faculty for help.

In parallel, you can use this time between modules to share new insights with colleagues and improve your business strategy. Both during and after the program, the Value Mapping Strategy project can be a powerful catalyst for assistance.

### Module 1

- Learn about the Value Mapping framework and how it can help your company
- Identify the offering you'll focus on and begin working on your value map

### Module 2

- Complete the first draft of your value map, getting insights and feedback from your classmates

### Module 3

- Work with peers to review each other's value maps, exchanging and incorporating feedback
- Meet with your living/learning group to review your value map
- Select one value map in your group to further develop as a team
- Expand and fine-tune the chosen value map and submit it for the Value Mapping Contest

### Module 4

- Finalize your group's chosen value map
- Prepare and deliver a 10-minute presentation on your group's value map to the larger program cohort
- The faculty will select a Value Mapping Contest winning team, who will receive prizes and recognition

### Post-program

Evolve your own value map as you continue to develop and execute your enhanced strategic plan.



“The value creation process was one of the highlights of the program. We learned that strategy is about making tradeoffs. I took this process back to my team and reviewed what truly matters to our consumers and how much sense we are making to them. As a result, we moved away from trying to be the cheapest and reallocate resources towards specializing our ‘route to market’ by channel while building in-store excellence. The market responded very positively. The process of Value Mapping supported my strategic decision-making capabilities, adding value to my leadership insights.”

Reda Karoui  
CEO, AI Maha, Iraq