



Business Strategy

Syllabus

Business Strategy equips current and aspiring managers and consultants with a simplified framework they can immediately apply to create value for customers, employees, and suppliers while maximizing returns and an organization's competitive edge. The course features six weeks of content and weekly exercises enabling the opportunity to put learning into practice. Participants will learn how to evaluate trade-offs and align, prioritize, and formulate strategic initiatives for the greatest business impact.

Modules	Leaders Interviewed	Takeaways	Key Exercises
Module 1 Creating Value for Customers	<ul style="list-style-type: none"> • Hubert Joly, President and CEO, Best Buy • Hermann Simon, Founder and Chair, Simon-Kucher • Millicent Ruffin, Director of Community Affairs, Office of Racial Equality and Social Unity, Corning Incorporated • Jay Light, Dean Emeritus, Harvard Business School • Bharat Anand, Professor, Harvard Business School • Younjee Han, Associate Professor, Sungkyunkwan University 	<ul style="list-style-type: none"> • Develop a foundational understanding of the value stick framework • Learn how to make pricing decisions with a focus on WTP • Distinguish the difference between sales success and WTP 	<ul style="list-style-type: none"> • Identify ways to increase WTP and decrease WTS to create a dual advantage • Explore the idea of value drivers
Module 2 Adding Value Through Complements	<ul style="list-style-type: none"> • Mike Bowers, President and CEO, Harkins Theatres • Brad Garlinghouse, Board Member and CEO, Ripple • Joel Waldfogel, Professor, Carlson School of Management, University of Minnesota • James Bessen, Executive Director, Technology & Policy Research Initiative, Boston University • Hiba Siddiqui, Commercial Director, Farfetch 	<ul style="list-style-type: none"> • Learn to identify complements • Understand the difference between a complement and a substitute • Discover the power of complements as a competitive advantage 	<ul style="list-style-type: none"> • Create a customer journey map to discover complementary products and services



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Module 3 Competing with Network Effects	<ul style="list-style-type: none"> • Tony Xu, Co-founder and CEO, DoorDash • Feng Zhu, Professor, Harvard Business School • Luigi Zingales, Professor, Booth School of Business, University of Chicago 	<ul style="list-style-type: none"> • Explore the three types of network effects and how they increase WTP by directly connecting users • Learn how to compete against dominant platforms 	<ul style="list-style-type: none"> • Analyze the marketplace to determine how to lift WTP in ways that don't rely on scale
Module 4 Creating Value for Talent	<ul style="list-style-type: none"> • Susan Lambert, Professor, University of Chicago • MaryAnn Camacho, Executive Director, National Customer Service, Quest Diagnostics • Zeynep Ton, Associate Professor, MIT and President, Good Jobs Institute 	<ul style="list-style-type: none"> • Discover ways to make work more attractive for your employees • Understand the difference between lowering WTS and reducing compensation • Explore workplace flexibility and learn ways to make work more attractive 	<ul style="list-style-type: none"> • Create an employee journey map to find ways to improve the employee experience • Explore the elements of the Good Jobs Strategy
Module 5 Mastering Productivity	<ul style="list-style-type: none"> • Mary Callahan Erdoes, CEO, Asset & Wealth Management, JPMorgan Chase • Yasukane Matsumoto, Founder and CEO, Raksul • Raffaella Sadun, Professor, Harvard Business School 	<ul style="list-style-type: none"> • Discover why some companies are more productive than others • Explore the power of economies of scale and minimum efficient scale • Learn about opportunities to share value with your suppliers 	<ul style="list-style-type: none"> • Identify ways to improve supplier relationships • Determine the difference between good management practices and productivity
Module 6 Implementing Strategy	<ul style="list-style-type: none"> • Tom Bolger, Chief Strategy Officer, West Monroe Partners • Michal Liday, CEO, Tatra banka • Larry Culp, Chairman and CEO, GE 	<ul style="list-style-type: none"> • Learn to move from strategy formulation to strategy implementation • Discover the importance of prioritizing strategic initiatives • Learn to differentiate initiatives in a way that make them difficult to imitate 	<ul style="list-style-type: none"> • Determine the most important value drivers for your customers and employees • Create a value map for your company • Explore ways to prioritize the most important value drivers to grow your business

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete Modules 1-6 and exercises therein by stated deadlines.