This program is in the Executive Certificate in Strategy and Innovation track

Program Overview
This program is based on MIT’s powerful business model, called the Delta Model, which offers senior managers a fresh and pragmatic approach to critical strategic business thinking. At its core is an understanding that traditional competitive approaches that rely on product differentiation do not produce optimal results, nor do they take advantage of new sources of profitability that the connectivity of a networked economy offers. To survive and prosper today, companies must shift focus from products to customers and create a business plan based on:

• Innovative restructuring of customer relationships
• Segmenting customers more creatively
• Delivering a value proposition that places the customer at the center of the company’s overall strategy

Program Benefits
Participants in this program will learn how to use the Delta Model—MIT’s powerful business model—to identify new sources of profitability; develop new strategic approaches that fit their firm; establish new directions for the organization; and implement a revised strategic agenda. Participants will also gain pragmatic insights on how to:

• Begin to change from a product-driven orientation to a customer-driven orientation
• Choose among three distinct strategic options to develop a strong vision
• Creatively segment a customer base
• Recognize and harness new ways to compete in the current economy

Learning Experience
In the program we will explore:

• Why the traditional, best product positioning approach to strategy is not necessarily the most profitable or the best way to serve your customers
• How innovative companies are securing and sustaining their competitive position in this knowledge-based global economy
• The dangers of getting trapped in your industry trends—and the inevitable commoditization of your business
• Three distinct strategic options for distancing your organization from the competition
• How to acquire a deeper customer and consumer understanding using innovative new approaches to segmentation
• How to help your customers gain a better competitive position by fully utilizing the capabilities of your organization
• The reasons you must be both global and specific in individualizing customer offerings
• How to tailor the value proposition to efficiently and profitably serve different tiers of customers
• How to develop business complementors to extend the value of your product
• A market feedback system that allows you to continually test and enhance your strategy

May 31 – June 1, 2012
This will be the last offering of this course.
Cambridge
Massachusetts, U.S.
US $2,900 (excluding accommodations)
Please visit our website for the most current information.

I loved this program. It reinforced, challenged, stretched, rationalized, reorganized my thoughts, and now I have a much better understanding of business strategies.”

Sukhvinder Singh Gulati
Lead Software Architect
Microsoft Corporation

http://executive.mit.edu/rbs
Reinventing Your Business Strategy

Sample Program Schedule (subject to change)

Day 1
» 7:45–8:30 AM: Registration and Continental Breakfast
» 8:30–12:30 PM:
   The Delta Model: Discovering New Sources of Growth and Profitability in a Networked Economy
   Exercise: Positioning Well-Known Companies in the Triangle
   Customer Segmentation and Customer Value Proposition: The Critical First Task of Strategy
» 12:30–1:30 PM: Luncheon
» 1:30–5:30 PM:
   Customer Segmentation and Customer Value Proposition: The Critical First Task of Strategy (continued)
   Exercise: Customer Segmentation and Customer Value Proposition
   The Firm as a Bundle of Competencies
» 5:30–6:30 PM: Reception

Day 2
» 7:45–8:30 AM: Continental Breakfast
» 8:30–12:30 PM:
   Putting It All Together; Exercise: Eight Strategic Modes as Representation of a Firm’s Capabilities
» 12:30–1:30 PM: Luncheon
» 1:30–4:00 PM:
   Application of the Delta Model to Small- and Medium-Sized Enterprises and Not-for-Profit Organizations
   Balanced Scorecard and Budget Wrap-Up

Who Should Attend
This program is designed for senior general and technical executives who are responsible for creating strategies for succeeding in rapidly-changing markets, including:

• CEOs
• Presidents
• COOs
• EVPs
• Heads of R&D, Engineering, Manufacturing, and IS
• Chief Technologists
• Corporate Planners and Corporate Strategists
• VPs of Marketing and New Venture Development
• Senior Managers with strategic planning responsibility

Program Faculty
Arnoldo Hax is an internationally known expert in the fields of strategic management and operations management. His primary research focuses on the development and implementation of formal strategic planning systems for business firms, with an emphasis on corporate strategy and policy, international management, Latin America, and operations management.

“A great tool that helps answer the questions, ‘what should we be adding,’ ‘when and in what order.’ Focuses on what matters most: the client.”
Ignacio Morales
MasterCard Worldwide (Mexico)

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