Developing and Managing a Successful Technology and Product Strategy

"The program does more than get your creative juices flowing. It yanks you out of tactical planning and firefighting and into the strategic thinking space you didn’t know you missed.”

—Michael Capsambelis  
Director, Product Management  
VIZ, a business of General Dynamics

Program Details
A great idea does not guarantee great profits. If a company’s R&D dollars are going to pay off in profitable products and technologies, it needs a strategy that not only makes markets, but also beats the competition. This program will present a depth of challenges that extend from R&D to manufacturing, engineering, project management, and new ventures, and provide an innovative and powerful approach to developing technologies and products that people want to buy. The program material will also explore ways to link those technologies and products with a company’s business strategy.

Takeaways
Drawn from MIT Sloan School’s top-ranked MBA curriculum, this groundbreaking program will provide a framework for understanding how technologies and markets evolve; how they are linked; how technologies differ across markets; and how new technologies get accepted. This program will enable participants to:

- Identify profitable projects for their research dollars and find out how to capture the value of those projects
- Build technical capabilities for products that create value for their customers
- Restructure their organizations to respond to market and technical dynamics
- Implement their strategies for maximum benefit

Participants
This program is essential for senior general and technical executives involved in developing, managing, or marketing technology or products, or with managing organizations that sell their products in rapidly changing markets. The program will be most beneficial for:

- Managers in technology-intensive organizations
- Marketing and business development executives in technology organizations
- R&D managers in any organization

Titles of past participants have included:

- CEO
- President
- COO
- Executive VP
- Head of R&D; Engineering; Manufacturing and IS
- VP of Marketing and New Venture Development
- Chief Technologist
- Corporate Planner; Strategists

“This program was exactly what I was looking for. It took a solid theoretical foundation and provided the tools needed for real-world application.”

—Scott B.  
Past Participant  
Read this review and others online.

http://executive.mit.edu/str
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Sample Program Schedule
(subject to change)

Day 1
- 7:45 AM–8:30 AM: Registration and Continental Breakfast
- 8:30 AM–12:00 PM: Introduction and Overview, Technology Strategy at the Project Level
- 12:00 PM–1:00 PM: Luncheon
- 1:00 PM–5:00 PM: Tools for Managing Value Creation and Value Capture at the Project Level
- 5:00 PM–6:00 PM: Reception

Day 2
- 7:45 AM–8:30 AM: Continental Breakfast
- 8:30 AM–12:30 PM: Technology Strategy at the Project Level, Managing Organizations in Periods of Technical Change
- 1:00 PM–4:00 PM: Creating and Capturing Value Outside the Organization

Program Faculty
Please note that faculty are subject to change and not all faculty teach in each session of the program.

Pierre Azoulay is the Sloan Distinguished Associate Professor of Technological Innovation, Entrepreneurship, and Strategic Management. He joined the MIT Sloan School faculty in July 2006. In his research, he investigates how organizational design and social networks influence the productivity of R&D in the health care sector. Currently, he is studying the impact of superstar researchers on the research productivity of their colleagues in the academic life sciences. He is also interested in the topic of academic entrepreneurship, having recently concluded a major study of the antecedents and consequences of academic patenting. In the past, he has researched the outsourcing strategies of pharmaceutical firms, in particular the role played by contract research organizations in the clinical trials process. He teaches courses on strategy and technology strategy.

Ezra Zuckerman is an Economic Sociologist with a focus on social network analysis. He studies how social structures of various kinds emerge and influence behavior and key outcomes for individuals, teams, and organizations. Zuckerman’s current research projects include a study of industry peer networks, exclusive groups of noncompeting peer firms from the same industry that gather on a regular basis to learn from one another’s experiences and to motivate one another to achieve higher performance. Prior to joining the MIT Sloan School of Management, Zuckerman taught strategic management and organizational behavior at the Stanford Graduate School of Business. He earned a PhD in sociology from the University of Chicago.

“Outstanding depth of relevant course content delivered, replete with case studies, group participation, and clear presentation of course materials. The faculty was superb as both provided a wealth of real-world experience, perspective, and relevant examples.” —Fred S.
Past Participant
Read this review and others online.

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