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

Program Details
Over the last few decades, global integration has become a strategic imperative. This program explores how to build lasting success in a changing global marketplace and introduces concepts and frameworks used to understand the relevance, challenge, and management of integration in multinational corporations.

Why did global integration turn into a strategic imperative for so many industries and companies over the last couple of decades?

Why is it so challenging for existing, established multinational companies?

This program addresses these questions, and looks more closely at why incumbent multinationals and emergent multinationals have fared so differently in the dire straits of the new, global(ized) world. Strategy in a Global World provides a systemic approach to strategy and the relentless quest for discovering “why and how,” not just “what.”

Many participants attend this program along with Understanding Global Markets: Macroeconomics for Executives.

Takeaways
Participants in this program will learn how to think strategically in a globalized world. They will understand the value of global integration, the implications for business enterprise and management, and the keys to global performance. Participants will also learn how to reach new markets and harness human resources from beyond their existing borders.

Participants will gain pragmatic insights on how to:

• Begin to assess how to develop business beyond their borders
• Choose among three distinct options for how to grow their businesses
• Creatively choose how to grow: partnerships, networks, and more
• Recognize and harness the value of having a global scope

After completing the program, participants will be prepared to:

• Scrutinize their company advantage or lack thereof in order to make the fundamental choice of growing globally as a “national” (the default choice in the past), a “national plus,” or a “metanational”
• Design a global strategy that is both for and from an interdependent world, allowing their company to turn the world into the most important source of capabilities and innovation, not just of markets or lower factor costs
• Discover the managerial nature of global integration and profit from less visible forms of local differentiation

Many participants may leave the program realizing that the optimum policy for their companies now will be one that was not there before: being a local company with a global strategy.

http://executive.mit.edu/sgw

“The entrepreneurs and senior managers of the leading firms of the future need to develop strategies and business models for a world where interdependence and sustainability are a given and innovations from new forms of collaboration across borders become essential for success.”
—Professor Donald Lessard
Participants
This program is designed for senior managers and executives as well as entrepreneurs who wish to develop their understanding of how their corporate and business strategies may be changed to face and benefit from a global world. Types of participants who would benefit from the program include, but are not limited to:

- CEOs, Presidents, COOs and EVPs
- Heads of functional areas such as R&D, Engineering, Manufacturing, and IS
- VPs of Marketing and New Venture Development
- Corporate planners and corporate strategists
- Senior managers with strategic planning responsibility
- VC managers
- General managers of global companies, or companies with international clients

Program Faculty
Donald Lessard is the Epoch Foundation Professor of International Management, Emeritus at the MIT Sloan School of Management. His research interests are in global strategic management and project management, focused on the energy sector, with an emphasis on managing in the face of uncertainty and risk.

Eleanor Westney is Professor Emerita at MIT Sloan School of Management and Visiting Professor of International Business at the Aalto School of Business in Helsinki, Finland. She has written extensively on the organization of multinational corporations, business and society in Japan, cross-border learning, and the internationalization of R&D.

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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–10:00 AM: A Global World:
  • What is a global(ized) world?
  • What are the implications for business enterprise and management?
10:00 AM–12:00 PM: The Challenges of the Global and the Local:
  • Why do so many firms flounder when they enter new markets?
  • How local are local environments?
12:00 PM–1:00 PM: Lunch
1:00 PM–5:00 PM: Enhancing Global Performance:
  • What are the origins of a company’s international advantage?
  • Where should a company go and why?
  • How can a company build effectively on its international presence?
  • National, Regional, or Global?

Day 2

7:45 AM–8:30 AM: Continental Breakfast
8:30 AM–12:00 PM: Extending Global Strategic Reach
  • Can local companies have global strategies?
  • Can global companies have successful local strategies?
  • What are the most effective ways to build cross-border partnerships and network?
  • How can a firm tap resources and capabilities beyond its key markets?
12:00 PM–1:00 PM: Lunch
1:00 PM–3:30 PM: Strategic Capabilities for the Global World:
  • How can firms leverage emerging technologies and emerging markets for business innovations?
  • How can a firm develop the strategic positioning and capabilities to succeed in the coming decade?
3:30 PM: Adjournment

Strategy in a Global World is appropriate for managers, executives, and entrepreneurs with responsibility for, or interest in, managing multinational corporations, creating strategies for succeeding in global markets, or expanding operations into new and emerging markets.