Strategy in a Global World

This program is based on a new view of the world and how business at all levels must work in the context of a globalized world. It provides a systemic approach to strategy and the relentless quest for discovering “why and how”, not just “what”.

Program Overview
The global world is no longer simply a source of new markets or cost factor savings; it is a source of innovation. To survive and prosper today, companies must expand their focus beyond the traditional views of the world to truly developing a wider vision that encompasses all aspects of being a global organization capable of developing and delivering a proposition that takes advantage of global integration to create value from and for the world.

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 how the current world makes a big difference for internationalization and a global strategy – and why incumbent multinationals and emergent multinationals have fared so differently in the dire straits of the new, global(ized) world. The course introduces the concepts and frameworks used to understand the relevance, the challenge, and the management of global integration in multinational corporations.

Learning Experience
Through a series of lectures, class discussions, and small group work, 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.

Program Benefits
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.

“In breakthrough innovations, in the innovations that will make us as society move ahead, cost is not the issue.”
Jose Santos

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Who Should Attend

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; 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.

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.

Program Faculty

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

Donald Lessard is the EPOCH Foundation Professor of International Management at the MIT Sloan School of Management. His research interests are on project management and global strategic management, with an emphasis on managing in the face of uncertainty and risk. He currently teaches courses on global strategy and organization and strategic opportunities in the energy sector.

Jose Santos is a visiting professor at MIT Sloan School of Management and a professor at INSEAD, Fontainebleau, France, where he focuses on research and executive teaching. His 20-year career as an executive included nearly all forms of international business and international management—from licensing agreements and joint ventures to cross-border mergers and acquisitions, to the top management of a multinational corporation.

Contact Information

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Sample Program Schedule (subject to change)

Day 1

» 7:45–8:30 AM: Registration and Continental Breakfast
» 8:30–9:15 AM: A Global World
  • What is a “global(ized)” world?
  • What are the implications for business enterprise and management?
» 9:15–12:00 PM: Reaching Markets Beyond Your Borders
  • Challenges of growing internationally
  • Understanding local environment
  • Being “local” in the 21st century
  • “Global startups”
» 12:00–1:00 PM: Lunch
» 1:00–5:00 PM: Understanding Global Performance:
  • Local and global performance, resources and capabilities
  • Origins of a company’s international advantage
  • Choosing where to go and why
  • “National”, “national plus”, or “metanational”?
» 5:00–6:00 PM: Reception

Day 2

» 7:45–8:30 AM: Continental Breakfast
» 8:30–12:00 PM: Tapping Resources and Capabilities Beyond Your Borders
  • Local companies with global strategies
  • Learning and building jointly with a foreign partner
  • Accessing global networks
  • Sensing new knowledge abroad
» 12:00–1:00 PM: Lunch
» 1:00–3:30 PM: The Value of Global Integration
  • Advantages of global scope
  • Serving global customers
  • Global innovation
  • Challenges of global integration
» 3:30–4:00 PM: Adjournment

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