

Course Descriptions

Module 1: Competitive and Corporate Strategy

Learn to design and implement strategies that drive growth for your organization and maintain competitive advantage in the marketplace. This course was created to give you the tools and frameworks you need to evaluate, develop and execute a successful strategy both inside and outside the corporation. You'll learn how to answer eight key questions in strategy, including value chain, positioning, network analysis, and how to perform industry analysis, among others, so you can maximize the drivers of profitability to your advantage. You'll also learn how to create strategic leadership and vision, and how to use outsourcing, acquisitions and alliances to coordinate strategy across multiple lines of business. By the end of this course, you will be able to say what your strategy is, how it works, and why it helps you meet your organization's financial and marketing goals. You'll also be able to put it into practice to start driving profits and growth immediately.

Section 1- The Firm and the Industry

- What is Strategy?
- What is Strategy? part two
- Basic Financial Measures
- Positioning
- Value and Cost Drivers
- Quiz 1

Section 2-Industry Analysis and Competitive Dynamics

- Value Chain
- Vanguard Value Chain Example
- Industry Analysis
- Industry Analysis Example
- Competitor Dynamics
- Life Cycles
- Summary
- Quiz 2

Section 3-Corporate Strategy and Firm Scope

- Leadership and Vision
- Diversification
- Different types of diversification
- Outsourcing
- Quiz 3

Section 4-Firms in a Context

- Acquisitions in a Global Context
- Corporate Acquisitions
- Strategic Alliances
- Strategy Implementation
- Components and Tests of a Strategy
- Quiz 4

Module 2: Managing the Value of Customer Relationships (4 sections)

Today, your best opportunities for growth may not lie solely in developing new "blockbuster" products or services. They may instead be found by selling more and better to your existing best customers—and finding new customers with similar behavioral tendencies. This course is designed to help you identify your most valuable customers and maximize their strategic value. For executives at most companies, that ability is hard to come by.

You might have the data and the technology to track your best customers, but how can you meaningfully differentiate between them and the rest? How do you align your operations around them? And how do you create and sustain competitive advantages from such practices? This course will help you radically rethink how you develop and implement customer-centric strategies, so you can:

- Make an informed decision about whether, how, and when to invest in customer centrality.
- Make the case for customer centrality in your organization.
- Find a balance in your organization between customer-centric and product-centric efforts.
- Decide what initial experiments your company should invest in to achieve customer centrality.
- Choose metrics to gauge and guide ongoing customer-centric efforts.

Section 1: What are Customer Centricity, Customer Equity, Firm Valuation and CLV?

- Product-Centric thinking
- Cracks in the Product-Centric Approach
- Lessons and Legacies of Direct Marketing
- What is Customer Centricity?
- Living in a Customer-Centric World
- Product Centric vs. Customer Centric
- Corporate Valuation from the Bottom Up
- Customer Equity and Classifying Business Settings
- The Netflix Story
- Translation to Customer Lifetime Value (CLV)

Section 2: Managing Customers According to Lifetime Value in Contractual and Non-Contractual Settings

- Motivating Problem
- Vodafone Italia Story
- Back to the Motivating Problem
- Predicting Donor Behavior in a Non-Profit Setting
- Using Recency and Frequency Data
- Taking Advantage of CLV
- CLV-Based Tiers
- Tier-Based Tactics
- Case Study: IBM

Section 3: Acquiring Customers and Creating and Measuring their Value

- Customer Value Drivers
- Customer Satisfaction and Delight
- Switching Costs
- Customer Loyalty
- Direct Customer Acquisition
- Indirect Customer Acquisition
- Internal Influences and CLV
- Customer Acquisition Wrap-Up

Section 4: Retention, Attrition and Development

- Defining Attrition and Retention
- Consequences of Reichheld's Conclusions
- Drivers of Customer Attrition
- Forms of Customer Development
- Banking Industry Example
- Customer Development Summary

Enrollment Details:

Time commitment: 2-3 hours per section

Price: \$1,695 member/\$2,195 nonmember

Modules can be purchased separately for \$995 member, \$1,175 nonmember - or save \$155 when you purchase the complete certificate bundle.