



## PROSPECTUS

### **CREATING SHARED VALUE: ECONOMIC SUCCESS AND SOCIAL IMPACT**

DECEMBER 9-11, 2015  
HARVARD BUSINESS SCHOOL

#### **OVERVIEW**

The program on Creating Shared Value brings together senior executives from major corporations in the U.S. and abroad to examine new strategies to drive economic success and gain competitive advantage by solving societal challenges. Shared value defines a new set of business opportunities that increase growth and productivity by incorporating social and environmental factors into core strategy development. The program will focus on concrete tools and actual examples of innovative organizations that create shared value, including the experiences of participants.

#### **PARTICIPANTS**

Participation in the program is by invitation only. Participants are top management from major corporations, together with other leaders drawn from nonprofits and government. Participants will come from the U.S. and an array of other countries. The curriculum is geared toward executives engaged in setting corporate strategy, new business development, or managing operations rather than those engaged in CSR or community relations.

#### **CREATING SHARED VALUE**

The concept of shared value is not social responsibility, philanthropy, or even sustainability, but a new understanding of how to achieve economic success. Shared value makes societal impact integral to a company's strategy, and offers major new opportunities in every business to improve growth, profitability and competitive advantage.

Companies can create shared value at three levels: reconceiving products and markets, redefining productivity in the value chain, and building a supportive industry cluster in the locations where the company operates.

Shared Value initiatives are not incremental improvements at the margin: They are increasingly becoming a new basis of competition and driving significant earnings growth for multi-billion dollar corporations in both advanced and emerging countries.

Shared value often reveals a new definition of corporate purpose in the societal needs or challenges that company products meet and those that their value chains touch or depend upon. This shift in perspective can have far reaching consequences and reveal important new business opportunities that were traditionally overlooked.

#### **PROGRAM STRUCTURE**

The program will involve one and three-quarter days of intensive Harvard Business School-style case discussions, guest protagonists, and concept presentations to discuss shared value concepts and their application to corporate strategy.

The program is built around in-depth case studies of leading organizations that are gaining competitive advantage by creating shared value through new products and markets, redefining productivity, and strengthening regional clusters. Case studies include Novartis in India, Yara in Africa, Discovery Health in South Africa and the United Kingdom, Dow Chemical in the U.S. and others. The program explores the organizational challenges of actually



implementing and measuring shared value approaches in practice.

## PROGRAM CONTENT

The program addresses the strategic agenda for developing and implementing shared value throughout the corporation at three different levels, each of which will be explored in depth, along with the organizational and leadership challenges involved:

1. Identifying and launching *new products* and entering *new markets*.
2. Increasing *productivity* in the *value chain* and from *suppliers*.
3. Strengthening *local clusters* to *improve economic performance*.
4. Identifying and *understanding social issues* and underserved populations.
5. *Partnering* effectively with government and nonprofit organizations.
6. *Measuring and reporting* the social and business benefit of the shared value created.
7. Developing the *organizational structures* and incentives necessary to innovate and support shared value.
8. Managing the *transition from conventional to shared value* business models
9. Building *social purpose* into the corporate mission and *competitive differentiation*.
10. Making the shared value case to *investors* and its impact on *security valuation*

## FACULTY

**Michael E. Porter**, faculty chair of the program, is the Bishop William Lawrence University Professor based at Harvard Business School and a leading authority on strategy and competitiveness. Author of *Competitive Strategy*, *The Competitive Advantage of Nations*, and numerous other books and articles, his work influences CEOs and government leaders throughout the world. Professor Porter has worked at the intersection of business and society for the past decade. With Mark Kramer, he developed a series of articles on the role of business in society, including the concept of

creating shared value. With Elizabeth Teisberg, he developed the value framework for health care. Professor Porter also developed the Social Progress Index, ranking 132 countries annually. He advises major corporations and national leaders on strategy, competitiveness, health care and shared value.

**Mark R. Kramer**, is a Senior Fellow at Harvard's Kennedy School of Government and co-author of four HBR articles with Professor Porter, including *Creating Shared Value*. He co-founded with Professor Porter and leads FSG, a global consulting firm that conducts research and works with major corporations around the world on shared value projects. He is also co-author of one book, twelve articles, including *Collective Impact*, and numerous studies of shared value in different industries and regions, including global health, extractives, banking and education.

Other HBS faculty will also teach in this program.

## SCHEDULE AND COST

The program will take place at the Harvard Business School campus, beginning at 5:00 p.m. on Wednesday, December 9, 2015, and concluding by 3:00 p.m. on Friday, December 11, 2015.

A program fee of \$5,750 per participant covers on-campus housing, meals, and materials, and will also contribute to our ongoing curriculum development. Participants will be housed on campus in the facilities used for Harvard Business School's most senior executive programs.