



APTECH ADVANCED LEADERSHIP CERTIFICATE PROGRAM

WHAT IS THE ADVANCED LEADERSHIP PROGRAM?

The Advance Leadership Program is a graduate-level certificate course designed exclusively for Print Industry Leaders and delivered by the faculty of the George Mason University School of Business.

LEARN MORE

To find out more about this program, as well as our other services, visit printtechnologies.org,

To connect please contact us at membership@aptech.org or 703.264.7200.

All course materials included in the registration fee.

\$1,995 Member
\$2,600* Non-member
\$1,200 Additional attendees from the same company.

**Includes one year APTEch membership*

HOW LONG IS THE PROGRAM?

It is a nine-week program that will be delivered online.

IS THERE A SET DAY/TIME FOR THE CLASS?

Live classes will be held in the evenings, though some faculty may choose to teach during the day. All classes will be recorded for future viewing and available for registered students via the Blackboard platform.

Sessions will be delivered both synchronous and asynchronous with some portion will be “do it at your own pace” and others will be live.

HOW MUCH TIME WILL I NEED TO DEDICATE EACH WEEK?

Students should expect to dedicate from three to five hours per week on the course work which includes participating in the online learning sessions.

WHY SHOULD I CONSIDER TAKING THIS COURSE?

You will learn new strategic frameworks to help you reinvent your organization and lead your your business into the future. You will be able to face head-on the radical changes to technology, markets, and financial models.

Divided into three distinct units, (three weeks each in duration) the program will focus on:

- Marketplace Disruption
- Customer Principles
- Implementation

Leading Transformation in Print Technologies

July 8 - September 25, 2020

SESSION 1: Creating a Strategic Vision of the Marketplace

July 15 - July 21	Understanding the Nature of Marketplace Disruption	Gautham Vadakkepatt
July 22 - July 28	Business Model Innovation	Gautham Vadakkepatt
July 29 - Aug 4	Customer Focused Strategy	Saurabh Mishra

SESSION 2: Harnessing a Strategic Vision of the Customer

Aug 12 - Aug 18	Creating a Customer-Focused Organization	Saurabh Mishra
Aug 19 - Aug 25	Mastering Customer Dynamics and the Customer Journey	Brett Josephson
Aug 26 - Sept 1	Creating Sustaining Sources of Value	Brett Josephson

SESSION 3: Leveraging the Voice of the Process/Understanding the What and How of Value Creation

Sept 9 - Sept 15	How Operations Enables (Business Model) Innovation	Ioannis Bellos
Sept 16 - Sept 22	Customer Value Mapping	Ioannis Bellos
Sept 23 - Sept 29	Value Stream Mapping	Ioannis Bellos

Leading Transformation in Print Technologies

Understanding the Nature of Marketplace Disruption

Dates: July 15 - July 21, 2020

Professor: Gautham Vadakkepatt, PhD, Assistant Professor of Marketing

Email: gvadakke@gmu.edu

OVERVIEW:

Business longevity hinges on a firm's ability to reinvent itself. But when should companies undertake these strategic disruptions? In this module we answer this question by discussing how firms can identify when a marketplace is ripe for disruption and what are the key sources of disruption. Participants will leave the session prepared to identify disruption occurring in their industry and preempting these disruptions.

OBJECTIVES:

Upon completion of this module, participants will:

- Understand that all advantage is transient, and nothing is more certain than disruption
- How to evaluate if an industry is ripe for disruption
- Understand the sources of disruption and their interconnections - the 4th industrial revolution
 - o Technological change
 - o Digital disruption
 - o Data-driven disruption
 - o Macro shocks

SCHEDULE:

Wednesday, July 15

- **Online Session at 7:00pm ET**
- Introductions and Overview of Disruption

Wednesday, July 15 - Thursday, July 16

- Read Required Readings
- View Instructor Materials/Presentation/Videos
- Watch "Hear from the Experts" Video

Friday, July 17 - Monday, July 20

- Post response to Discussion Board Prompt
- Respond to at least 3 other posts
- Prepare for Live Group Session

Monday, July 20

- **Online Session at 7:00pm ET**
- Instructor-led Small Group Discussions. Come prepared to discuss the following: How did COVID-19 disrupt your business? What opportunities arose?

Tuesday, July 21

- Submit Assignment

Business Model Innovation

Dates: July 22 - July 28, 2020

Professor: Gautham Vadakkepatt, PhD, Assistant Professor of Marketing

Email: gvadakke@gmu.edu

OVERVIEW:

History is rife with examples of companies that have transformed the business landscape through innovative business models. What allows these companies to innovate? In this module, participants will engage with concepts and tools related to business model design, innovation, differentiation and diversification. Topics will also include digital business models, business model platforms, open innovations, and other emerging disruptive business model. The ultimate goal of this module is to provide executives with a strategic mindset that allows them to identify high potential opportunities that could boost their organization's performance.

OBJECTIVES:

Upon completion of this module, participants will be able to do the following:

1. Business model identification: Understand the latest disruptive business models, their benefits and risks
2. Transform your business model: Understand how to adapt your current business model to emerging business models.
3. Balancing the present with the future: Understand the ideas of complementarity and substitution that the new business models will have with the current ones.
4. Business model implementation and monitoring: Develop an understanding of how to measure business model innovations

SCHEDULE:

Wednesday, July 22 - Thursday, July 23

- Read Required Readings
- View Instructor Materials/Presentations/Videos
- Watch "Hear from the Experts" Video

Friday, July 24 - Monday, July 27

- Post response to Discussion Board Prompt
- Respond to at least 3 other posts
- Prepare for Live Group Session

Monday, July 27

- **Online Session at 7:00pm ET**
- Instructor-led small group discussions. Come prepared to discuss the following: How do the opportunities identified in the last module translate into new business models?

Tuesday, July 28

- Submit Assignment

READING MATERIAL:

- Harvard article: The Transformative Business Model by Stelios Kavadias, Kostas Ladas and Christoph. H. Loch

Customer Focused Strategy

Dates: July 29 - August 4, 2020

Professor: Saurabh Mishra, PhD, Associate Professor of Marketing

Email: smishra8@gmu.edu

OVERVIEW:

This module will introduce participants to frameworks and tools to translate their organization's mission and goals to an actionable customer-focused strategy. It will illustrate how businesses create value with 5Cs analysis (customer, company, collaborators, competitors, and context) and how they deliver value using the marketing mix. It will also introduce effective customer segmentation techniques and provide hands-on practice for managing and targeting multiple customer segments in a simulated environment.

OBJECTIVES:

Upon completion of this module, participants will be able to do the following:

- a) Conduct 5Cs analysis to develop a customer-focused strategy.
- b) Effectively segment customers and identify key segments to target.
- c) Sequence marketing activities and decisions to create a winning customer strategy.
- d) Derive a "Go-to" marketing mix plan to attract and retain valuable customers.

SCHEDULE:

Wednesday, July 29

- Online Session at 7:00pm ET

Wednesday, July 29 - Thursday, July 30

- Complete Required Readings
- View Instructor Materials/Presentation/Videos
- Watch "Hear from the Expert" Interview

Friday, July 31 - Monday, August 3

- Participate in Simulation
- Post Responses to Discussion Board Prompts
- Watch Simulation Summary Video

Tuesday, August 4

- Online Session at 7:00pm ET

Creating a Customer Focused Organization

Dates: August 12 - August 18, 2020

Professor: Saurabh Mishra, PhD, Associate Professor of Marketing

Email: smishra8@gmu.edu

OVERVIEW:

This module will introduce participants to the concept of customer centricity and the competitive advantage it creates for organizations. It will also provide a roadmap for identifying customer journeys and how businesses can empower themselves by mapping these journeys. Further, the role of marketing intelligence in valuing customers and in designing an effective customer relationship management (CRM) program will be discussed.

OBJECTIVES:

Upon completion of this module, participants will:

- Explain the value of customer centricity and formulate steps to make their organizations more customer centric.
- Identify marketing intelligence tools and their role in becoming customer focused.
- Define and calculate customer lifetime value (CLV) and utilize this metric for CRM.
- Map customer journeys and formulate strategies to influence these.

SCHEDULE:

Wednesday, August 12 - Thursday, August 13

- Read Required Readings
- View Instructor Materials/Presentations/Videos
- Watch "Hear from the Expert" Interview

Friday, August 14 - Monday, August 17

- Complete the Customer Life-Time Value (CLV) Analysis for Rosewood Hotels Case
- Post Responses to Discussion Board Prompts
- Watch the Summary Video

Tuesday, August 18

- **Online Session at 7:00pm ET**

Full syllabus will be provided after registration.