

IRI/KELLOGG SHAPING INNOVATION LEADERS 2023

MAY 13-19, 2023

Academic Director: Marian Powers, PhD

Program Manager: Gina Green

| Time | Saturday May 13 | Sunday May 14 | Monday May 15 | Tuesday May 16 | Wednesday May 17 | Thursday May 18 | Friday May 19 |
|-------------|---|---|--|---|--|--|--|
| 7:00–8:30 | | Breakfast | Breakfast | Breakfast | Breakfast | Breakfast | Breakfast |
| 8:30–10:00 | | Measuring Financial Value Creation Powers | Segmentation-Targeting-Positioning (STP) Hennessy | High Performance Negotiation Skills Rivera | Strategic Investments <i>* Richardson Vicks (A) & (B)</i> Raviv | Building a Better Network Part 1 Uzzi | Law for Technical Executives 8:00-9:30 McCareins |
| 10:15–11:45 | | Case Discussion <i>* Accounting for Computer Software Development Costs</i> Powers | Segmentation-Targeting-Positioning (Cont'd) | High Performance Negotiation Skills (Cont'd) | Strategic Investments (Cont'd) | Building a Better Network Part 2 Uzzi | Law for Technical Executives (Cont'd) 9:45-11:15 |
| 11:45–1:00 | Lunch | Lunch | Lunch <i>Class Photo</i> | Lunch | Lunch 12:00 | Lunch | 11:15-11:45 Box Lunch |
| 1:00–2:30 | <i>1:00-1:30</i> Program Introduction Powers <i>1:30-3:00</i> Strategic Thinking <i>* Blue Ocean</i> Kolsky | Study Groups <i>* Delta Air Lines</i> Powers | Study Groups <i>* Energy Gel (A)</i> Raviv | Financial Strategy & Cost of Capital Raviv | Driving Profitable Growth Calkins | <i>1:00-4:00</i> Leading Initiatives and Changing Beliefs <i>EIS Simulation</i> Uzzi | <i>11:45-1:15</i> Strategic Alliances Zajac |
| 2:45–4:15 | <i>3:15-4:45</i> Strategic Thinking (Cont'd) | Evaluating Financial Results Powers | Evaluation of Investment Programs <i>* Energy Gel (A)</i> Raviv | Financial Strategy & Cost of Capital (Cont'd) | Driving Profitable Growth (Cont'd) | <i>4:15-5:00</i> Simulation Case Debrief Uzzi | <i>1:30-3:00</i> Strategic Alliances (Cont'd) Zajac |
| 4:30–6:00 | <i>5:00-6:30</i> Understanding Financial Statements <i>* Cafe Caliente</i> Powers | Evaluating Financial Results (Cont'd) | Evaluation of Investment Programs (Cont'd) | Study Groups <i>* Richardson Vicks (A) & (B)</i> Raviv | Defending Your Brand Calkins | <i>5:15-6:30</i> Reciprocity Ring Exercise Uzzi | <i>3:00</i> Program Concludes E-Evaluations: McCareins, Zajac, Final |
| Evaluations | E-Evaluation: Kolsky | E-Evaluation: Powers | E-Evaluations: Hennessy | E-Evaluations Rivera | E-Evaluation: Calkins, Raviv | E-Evaluation: Uzzi | |
| 6:00–6:45 | Social Time | Social Time | Social Time | Social Time | Social Time | Social Time | |
| 6:45–7:45 | BD TBD CR | Dinner | Dinner | BD TBD CR | Dinner | Dinner | |
| 7:30-9:00 | Individual Study or Recreation | Individual Study or Recreation | Individual Study or Recreation | Individual Study or Recreation | Individual Study or Recreation | Individual Study or Recreation | |
| 9:00-11:00 | Informal Time | Informal Time | Informal Time | Informal Time | Informal Time | Informal Time | |

* Denotes materials posted to the IRI program course site.