

HBX | X Courses

*Disruptive Strategy with
Clayton Christensen*

Agenda



- **Introductions**
- **What is Disruption Theory?**
- **Inside *Disruptive Strategy with Clayton Christensen***
- **Course Logistics**
- **Question & Answer (via chat)**

“Disruption” is Everywhere



But what exactly is “Disruption”?



- Starting a new company or business idea?
- Introducing a new business model?
- Developing a new innovative product?
- Winning against the competition?

Disruption Theory



January–February 1995 Issue



Disruption first discussed in an HBR article published in 1995

Clayton Christensen is the author of 9 books, including The Innovator's Dilemma, and others on healthcare and education



Who is Clayton Christensen?



Principal architect and **foremost authority** on disruptive innovation

Twice named world's **most influential** business thinker

“Everyday business leaders call him or make the pilgrimage to his office in Boston, Mass. to get advice or thank him for his ideas.”

– Forbes



3 Kinds of Disruptive Innovation



1. Sustaining Innovation

2. Low-End Disruption

3. New-Market Disruption

Understand these types of disruption and gain the ability to harness innovation and position your organization for growth

Why does this matter?



A firm knowledge of disruption will allow you to see the world differently...

- **How do we position our firm in the marketplace?**
 - **Which competitors should we be worried about?**
 - **How do we respond to competitors on the low-end?**
- **How do we become the disruptor before we get disrupted?**
 - **Where do we look for new growth opportunities?**

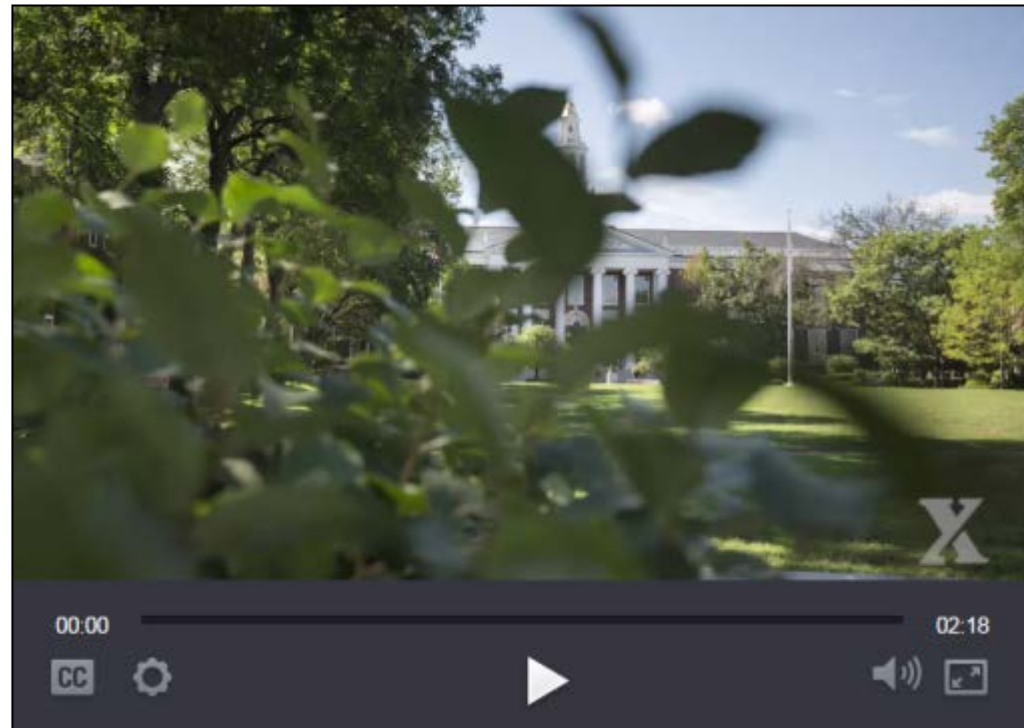
Introducing a New Online HBX Course



Disruptive Strategy

with Clayton Christensen

Professor Christensen's groundbreaking and proven research produces solutions in **disruption, innovation, growth, and strategy** for business leaders around the world.



What is HBX?



The mission of Harvard Business School is to educate leaders who make a difference in the world.



HBX uses technology to deliver transformational educational experiences...

...and expand the ability of HBS to deliver on this mission.

Since Course Launch in June 2014



1,500

Leaders from 47 countries around the globe have participated in the course.

45

Organizations have taken the course in a private & customized team-based learning environment.

Course Completion Rate

85%

Overall Net Promoter Score

81

Why take *Disruptive Strategy*?



- A fluency in disruption theory and concepts of innovation
- New techniques for executive level strategy formulation
- Strategic frameworks to better understand customer needs
- A new perspective to identify new market opportunities

What will you learn?



Module 1	Aligning with Innovation and Disruption	<ul style="list-style-type: none">• Identify the three types of innovation and disruption and predict when they will happen• Harness disruption and position your business for new growth
Module 2	Discovering Customer Jobs to be Done	<ul style="list-style-type: none">• Focus on what causes your customers to buy your products and why• Achieve differentiation, better margins, and avoid disruption
Module 3	Organizing for Innovation	<ul style="list-style-type: none">• Identify what your organization can do and cannot do• Align your resources, processes, and profit formula to develop an innovative culture and position your business for growth
Module 4	Maintaining a Disruptive Scope	<ul style="list-style-type: none">• Build a strong intuition to “skate” to where the profit will be as your industry evolves• Determine which operations are critical to be done in-house and which operations can be out-sourced
Module 5	Managing the Strategy Development Process	<ul style="list-style-type: none">• Effectively balance the deliberate and emergent strategy processes to unlock innovation with your organization• Determine which “type” of money will empower new ideas to flourish

Our teaching model sets us apart from many online learning options and is reflective of our in-person classroom approach



The Harvard Case Method



All learning at HBX begins with an immersion:

- Real world examples from different industries
- Interviews with executives in short video clips
- Get thrown into the “deep end” to answer complex problems and learn the tools to make a recommendation



Active Learning

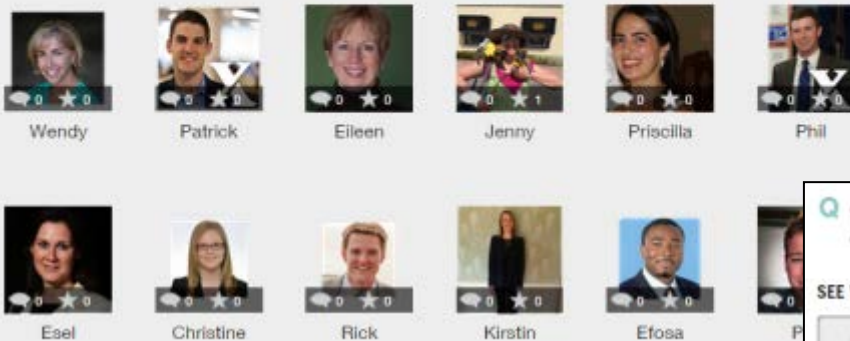


COLD CALL

Q If you were Disney's Bob Iger in 2007, what would you do with the California Adventure Theme Park to turn things around?

SEE WHAT YOUR PEERS ANSWERED

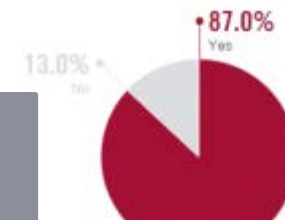
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POLL

Flip through a few of your colleagues' answers above, and record your final decision below. Would you pursue the Google IPO?

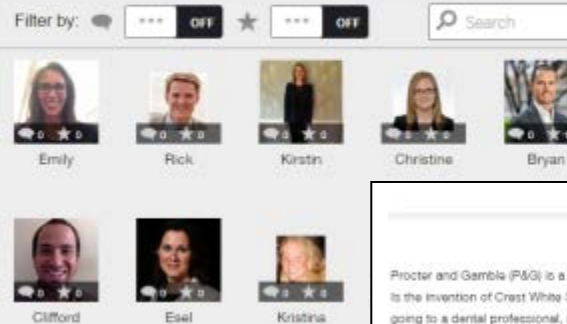
- ☐ Yes
- ☐ No



REFLECTION (private & shared)

Q Given your organization's resources, processes and profit formula, name 2-3 things your organization cannot do today.

SEE WHAT YOUR PEERS ANSWERED



MULTIPLE CHOICE

Procter and Gamble (P&G) is a large company with consumer products in many household categories. Is the invention of Crest White Strips, which enabled consumers to whiten their own teeth instead of going to a dental professional, a sustaining or a disruptive product relative to P&G's business model?

- ☐ Disruptive
- ☒ Sustaining

"FAMILY FEUD"

WHAT DO YOU THINK THE MOST PO

YOUR GUESS

STRIKES:

TOP ANSWERS:

1	4
2	5
3	

Three Steps to a Strategic Outcome



1. LEARN

...the concepts through short videos



2. PRACTICE

...the concepts through multimedia case studies



3. APPLY

...the concepts to your most pressing challenges

Assignments



DUE: WEEKLY ASSIGNMENT

- **How many?** Five weekly assignments
- **When?** Due once per module
- **How to submit?** On the course dashboard
- **What are they?** Generally centered on “*Disruptive Strategy* in the news”

DUE: GROUP ASSIGNMENT

- **How many?** One group assignment
- **When?** Due mid-way through the course
- **How to submit?** HBXStudentSubmissions@hbs.edu
- **What is it?** Opportunity to apply the theories in a team setting

DUE: FINAL PAPER

- **How many?** One final paper
- **When?** Due one week after the end of the content
- **How to submit?** HBXStudentSubmissions@hbs.edu
- **What is it?** Opportunity to apply the theories to a real organization.

Course Calendar



		SUN	MON	TUES	WED	THURS	FRI	SAT
MARCH				1	2	3	4	5
	6	7	8	9	10	11	12	
	13	14	15	16 M1 START	17	18	19	
	20	21	22 M1 DUE DUE: WEEKLY ASSIGNMENT	23 M2 START	24	25	26	
	27	28	29 M2 DUE DUE: WEEKLY ASSIGNMENT	30 M3 START	31 DUE: GROUP PROJECT	1	2	
	3	4	5 M3 DUE DUE: WEEKLY ASSIGNMENT	6 M4 START	7	8	9	
APRIL	10	11	12 M4 DUE DUE: WEEKLY ASSIGNMENT	13 M5 START	14	15	16	
	17	18	19 M5 DUE DUE: WEEKLY ASSIGNMENT	20	21	22	23	
	24	25	26 DUE: FINAL PAPER	27	28	29	30	

• ALL MODULES AND ASSIGNMENTS ARE DUE BY 11:59PM **USA EASTERN TIME** (UTC 4:59 AM BEFORE MARCH 13, UTC 3:59 AM AFTER MARCH 13)

Program Details



~30-35 hours over six weeks



~5 hours of group work



\$1,500 per participant



One Live session with Harvard Business School Faculty planned for this program

Certificate of Completion



HARVARD | BUSINESS | SCHOOL

POWERED BY **X** HBX

John Harvard

HAS SUCCESSFULLY COMPLETED
THE FOLLOWING MODULES OF

**DISRUPTIVE STRATEGY
WITH CLAYTON CHRISTENSEN**

ALIGNING WITH INNOVATION AND DISRUPTION
DISCOVERING CUSTOMER JOBS TO BE DONE
ORGANIZING FOR INNOVATION
MAINTAINING A DISRUPTIVE SCOPE
MANAGING THE STRATEGY DEVELOPMENT PROCESS

AWARDED FROM BOSTON, MASSACHUSETTS ON JULY 15, 2015

CLAYTON M. CHRISTENSEN
KIM B. CLARK PROFESSOR OF BUSINESS ADMINISTRATION
HARVARD BUSINESS SCHOOL



1 Apply by March 2nd

2 Register in the administrative system by March 9th

- You will receive an email from HBXsupport@hbs.edu
- Follow registration link to complete your profile and pay

3 Log into the course platform

- On March 16th, you will receive an email with login instructions
- Note that you will have separate logins for the administrative system and for the course platform

4 Get started in *Disruptive Strategy* on March 16th!

- ✓ PC and Mac friendly
 - Not mobile or tablet compatible
- ✓ Platform runs on Mozilla Firefox and Google Chrome only
 - Browsers are free to download
 - Not compatible with Internet Explorer or Safari
- ✓ Contact HBX Support Team at hbxsupport@hbs.edu with any technological issues during application, registration, or in program

Spread the word!



Would your colleagues or friends benefit from

Disruptive Strategy
with Clayton Christensen?



<https://twitter.com/HarvardHBX>



<https://www.youtube.com/harvardhbx>



<https://www.facebook.com/HarvardHBX>



<https://www.linkedin.com/company/hbx>

Questions?



Contact us!

hbxsupport@hbs.edu

Ready to apply?

<http://hbxdisruptivestrategy.com/application>

Thank You & Good Luck!



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