

**\*\*\*All times noted are Eastern U.S. (Boston) time**

**DAY 1:**

8:30AM – 9:45AM	Welcome, Overview of Course and Business Challenges Now
10:00AM – 12:00PM	Outside-In as a Philosophy of Management
12:00PM – 1:00PM	Lunch
1:00PM – 2:00PM	Business Model Fundamentals
2:10PM – 3:25 PM	Value Propositioning Crafting
3:40PM – 5:15PM	Enlarging the Business Model
5:15PM – 6:15PM	Reception

**DAY 2:**

8:30AM – 9:00AM	Review of Day 1
9:00AM – 10:30AM	Corporate Culture
10:45AM – 12:15PM	Business Model & Culture Transformation in an Age of Hypercomplexity
12:15PM – 1:00 PM	Lunch
1:00PM – 2:15PM	Haier's Smart Vaccine Ecosystem Journey
2:30PM – 4:00PM	Designing an Organization to Perform in an Ecosystem
4:00PM – 4:15PM	Wrap-up and Reflections
4:15PM – 4:30PM	Certificate Ceremony