

# Competing on Business Analytics & Big Data

- A Harvard Business School Executive Education Program

This program is for top level executives who wish to have a better understanding of Big Data Analytics and its relevance to their business. It is developed by Harvard Business School Executive Education (HBS) for The CADS.

## Why Executive Education?

Articles proclaiming the revolutionary significance of Big Data Analytics are ubiquitous in the business press. The tones of these articles range from encouraging optimism for the successful adopter to dire warning for any company that falls behind the times. Today, it can be claimed that the case for Big Data Analytics has been made; most companies are persuaded that Big Data Analytics will play a key role in their strategies for future growth. Nonetheless, executives still face two critical questions.

The first question is:

### How can we separate real value from hype?

Too often, Big Data Analytics is presented as a panacea for all decision-making problems. Understandably, considering spectacular claims found throughout the media, some have scoffingly labeled Big Data Analytics as an unrealistic promise for “push button rocket science.” Seasoned executives, however, acknowledge that every new development in IT is accompanied by a surge in hype, and at present moment Big Data Analytics is undergoing exactly such a surge. The challenge for organizations is in identifying which aspects of the constant flurry of sensational claims can be put to practical use. Indeed, despite the hype, there is tremendous value to be gleaned from understanding data and identifying previously unseen patterns which affect the entire business. The organization that is first to decipher the signal from the noise gains a competitive edge in its market.

The second question is:

### How do we begin?

The most common success stories using Big Data Analytics (Google, Facebook, Netflix, Amazon) share an important characteristic: they were designed from inception as data driven organizations. While their stories provide exciting examples of technical possibilities, they do little to inform an established firm who wishes to move into the world of Big Data Analytics. Fortunately, case studies of organizations that have negotiated this transformation do exist. One notable case is General Electric (GE), which is the oldest company in the Dow Jones Industrial Average and spans many industries including water, oil and gas, aviation, healthcare and transportation. The amount of data generated by GE is tremendous. By carefully implementing an analytics solution called the “Industrial Internet,” the company is projected to generate \$14.4 trillion (USD) in economic value by 2022. Importantly, this was a top-down project, with the initiative coming directly from the CEO.

A mistaken interpretation of data-driven decision making is that it replaces the human judgement and intuition required to grow a business. Instead, having access to the subtle truths hidden away in troves of information should supplement, not replace, the ability of an executive to make sound decisions. This is why harnessing the power of Big Data Analytics requires the initiative and commitment of the executive board, which must appreciate the capabilities and limitations of the technique in order to drive the company towards continued success.

To address these questions and fulfil the needs of executives, this program has been developed by Harvard Business School Executive Education, world-renowned experts in the study of business, for TheCADS. Uniquely, sessions of the HBS curriculum as conducted in Boston will be delivered in Kuala Lumpur for the first time ever in ASEAN. This four-day program will feature three professors who have personally conducted case studies on the role of big data analytics in the success of various large organizations. This program is intended for C level executives who wish to take full advantage of Big Data Analytics.



**HARVARD  
BUSINESS SCHOOL**

Executive Education

# Program Info

Duration  
**4 days**

Pre-requisites  
**C Level Executive**

Certification Awarded  
**Harvard Business School**

Enquiries  
**info@thecads.org**

## Program Outline

COMPETING ON BUSINESS ANALYTICS AND BIG DATA		
1.	<b>25TH APRIL 2016 (MONDAY)</b>	
	Program Opening and Welcome	30 mins
	<b>DAY 1 MODULE</b>	
	Developing a Strategy for Winning with Data	Interactive Session with Professors Campbell and Lakhani
	Opportunities and Issues with a Data Strategy: MGM	Professor Dennis Campbell
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	Balancing Intuition versus Data: TSG Hoffenheim	Professor Karim Lakhani
	Driving Innovation with Data: Haier	Professor Dennis Campbell
2.	<b>26TH APRIL 2016 (TUESDAY)</b>	
	<b>DAY 2 MODULE</b>	
	Inference from Field Data: MGM (contd)	Professor Dennis Campbell
	Inference from Experiments: Team New Zealand	Professor Kris Ferreira
	Correlation versus Causation	Professor Dennis Campbell
3.	<b>27TH APRIL 2016 (WEDNESDAY)</b>	
	<b>DAY 3 MODULE</b>	
	Disrupting Industries with Data: Google Car	Professor Kris Ferreira
	Developing New Business Models: BandPage	Professor Karim Lakhani
	Entrepreneurship and Innovation with Data: Aspiring Minds	Professor Karim Lakhani - video conference with founders in India
	Machine Learning for Executives	Interactive Lecture with Professor Kris Ferreira
4.	<b>28TH APRIL 2016 (THURSDAY)</b>	
	<b>DAY 4 MODULE</b>	
	Deep Dive - Developing and Executing a Profitable Data Driven Strategy	Interactive Lecture with Professor Kris Ferreira
	Changing Business Models: GE and the Industrial Internet	Professor Karim Lakhani
	Participant Presentations	

[www.thecads.org](http://www.thecads.org)



**The Center of Applied Data Science**

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