



The Harvard Crimson
The University Daily since 1873

Business Development

Programs & Strategy
January 29th, 2024

Agenda

- I What is Business Development?
- II Problem Solving Training
- III Case Prompt
- IV Small Groups
- V Presentations

What is Business Development?

Business development is the **creation of long-term value** for an organization by expanding customers, markets, and relationships.

Includes, but is not limited to:

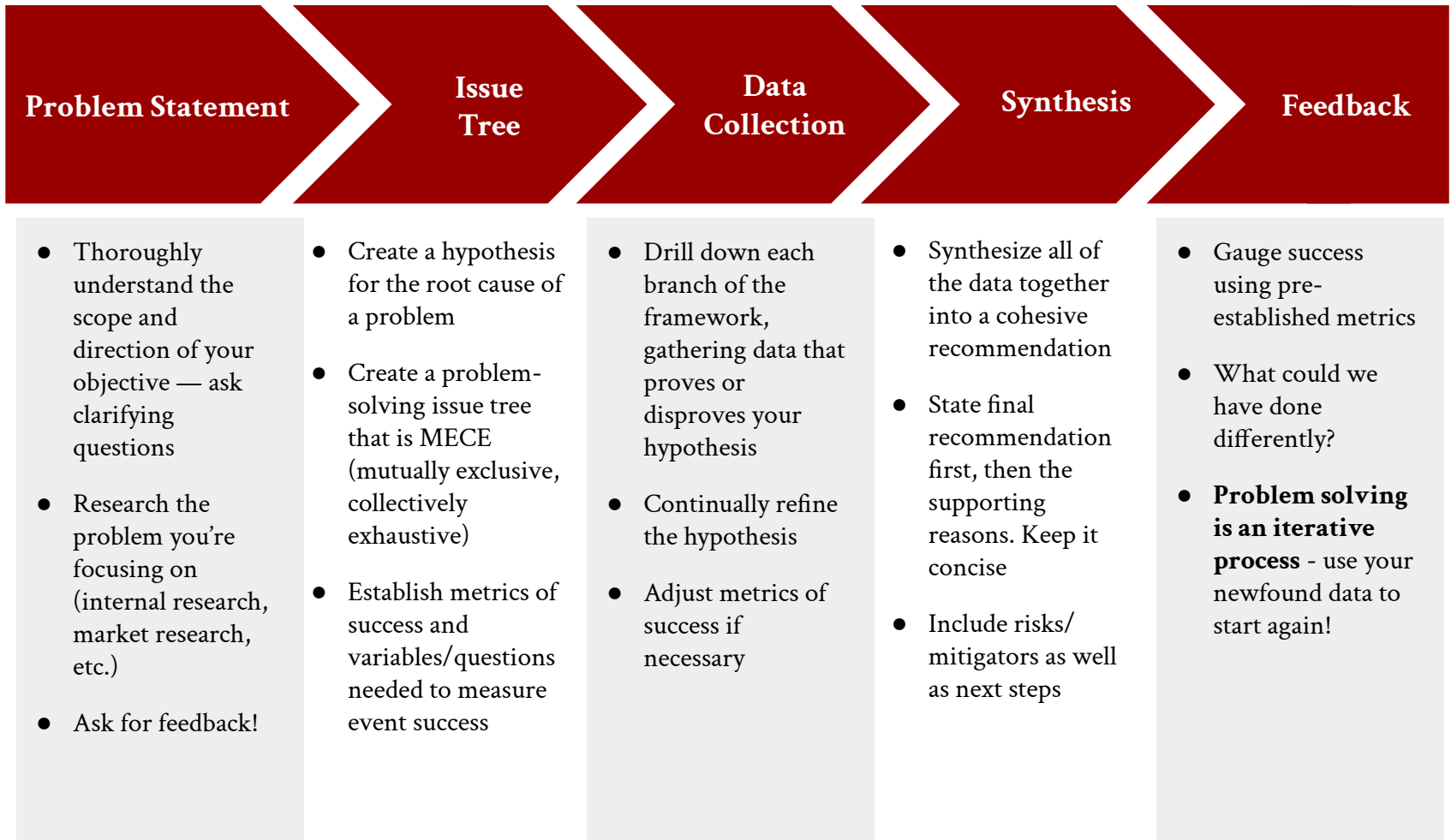
- Finding new clients
- Finding new partners
- Entering new markets
- Creating new products
- Updating business practices and mindsets

Developing and implementing growth opportunities within (and between) organizations in a sustainable and profitable way.

Problems We Solve on the Business Board

- I Personalized Advertising Campaigns
- II Social Media Rebranding
- III Robust Campus Launch Strategies
- IV Conference Planning
- V Internal Restructuring

Problem Solving Framework



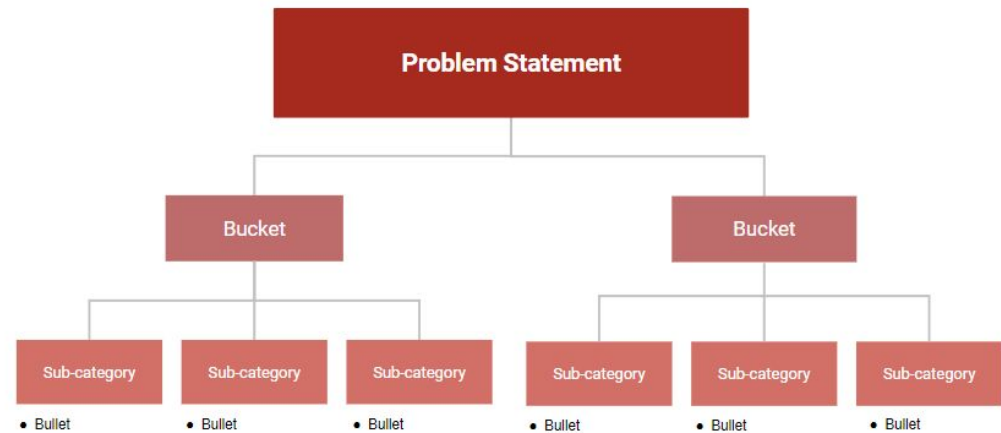
Problem Solving Framework: MECE Issue Tree

Issue Tree Purpose:

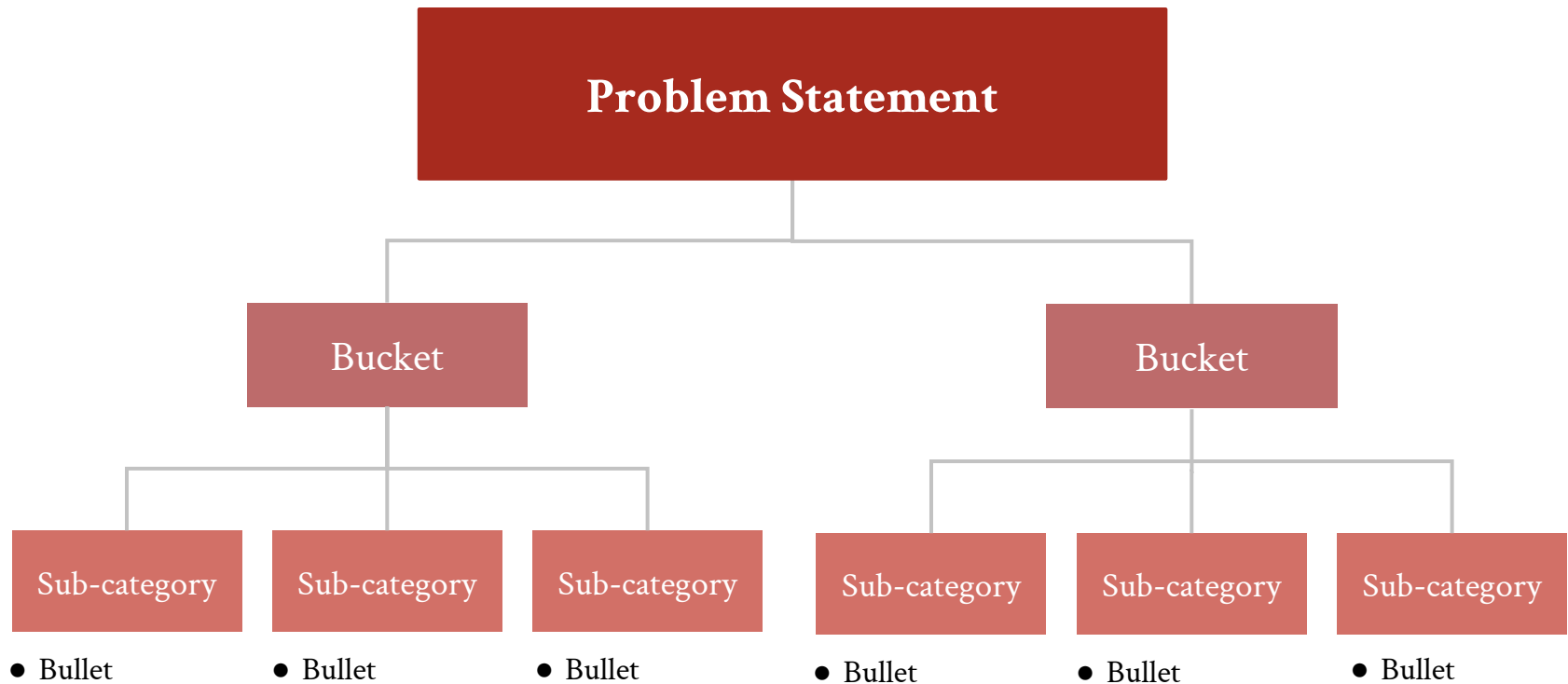
Break a **complex** problem into smaller, **simple** problems

Mutually Exclusive, Collectively Exhaustive:

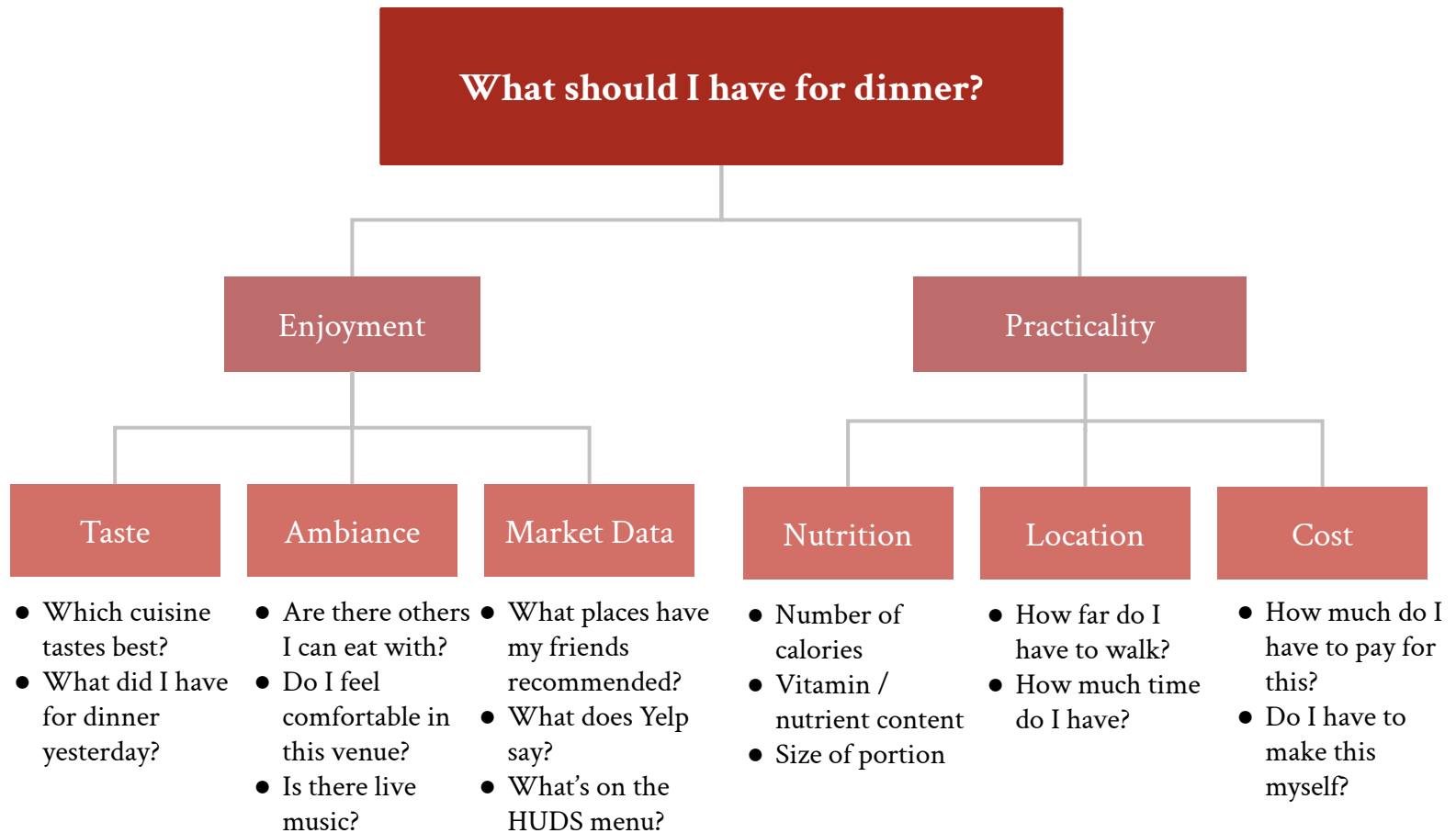
1. **No** two sub-problems should **overlap** with each other
2. Collectively, all sub-problems should **explore every aspect** of your main problem



Problem Solving Framework: MECE Issue Tree

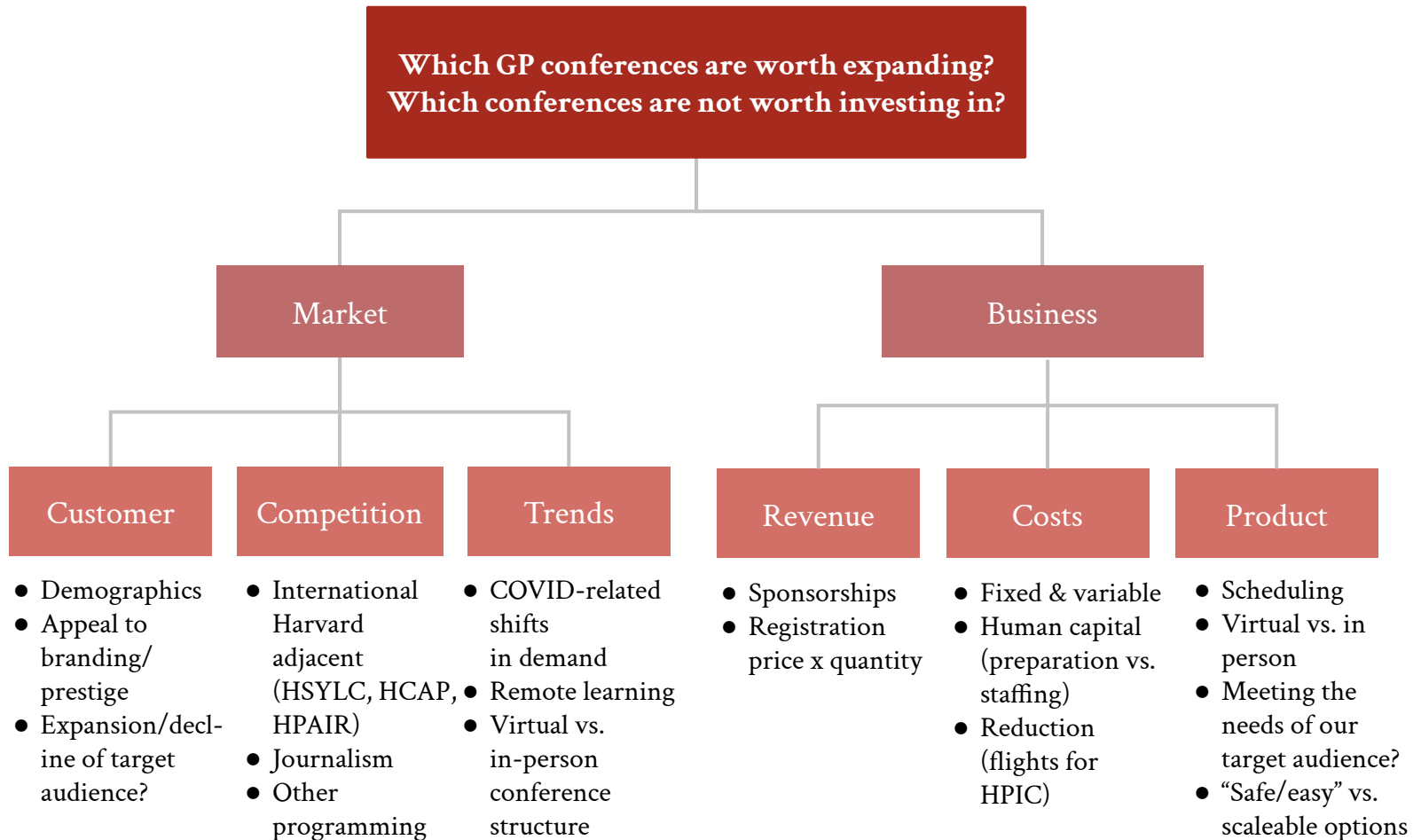


Problem Analysis: What's for dinner?



Metrics of success?

Problem Analysis: GP Example





Today's Task (30 min, small groups)



Prompt

Problem: Virtual commencement decreased ads revenue by \$75,000

Solution: An associate proposes an alternative product called **4 Years in Review**, which will be a yearbook-style magazine filled with important/funny Crimson articles written in the past four years. This product can be sold to students and parents as a meaningful memento that encapsulates seniors' experience at Harvard.



Deliverable

Pretend you're a Biz exec. With your team, **make an issue tree** to determine whether the 4YIR is an idea worth pursuing for the Crimson.

Things to consider:

- Size of target audience
- Realistic financial projections
- Marketing and manufacturing timelines
- Creative revenue streams
- Success metrics

You will have a Programs Associate to help guide you through the process!



Today's Task (30 min, small groups)



Prompt

Problem: Marketing towards high school students for Programs' native conferences (conferences held in The Crimson's building) has been effective, but time-intensive. The department is looking for potential ways to expand our target audience to open up new revenue streams.

Solution: An associate proposes potentially running a pilot **program targeting college students**; however, the Business Board has never run a program like this before.



Deliverable

Pretend you're a Biz exec. With your team, **make an issue tree** to determine whether it would be a worthwhile investment for the Programs department to market the program to college students.

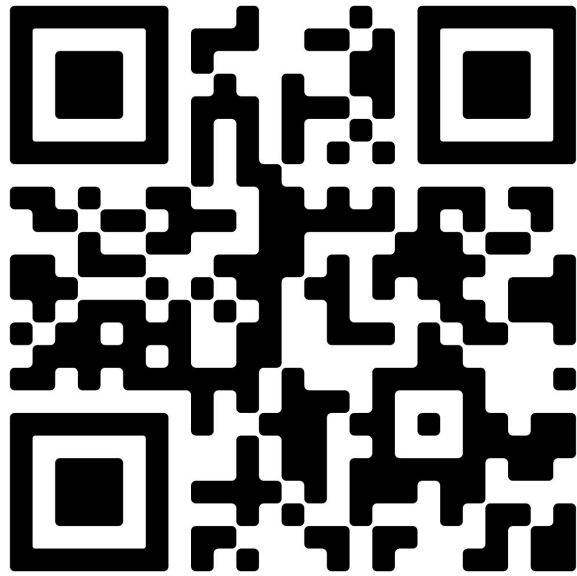
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Attendance Word: PROGRAMS