

INSEAD

The Business School
for the World®

Executive Education Portfolio

Expand your thinking. Make an impact.



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INSEAD Executive Education will challenge your assumptions, expand your thinking, build your capabilities and inspire you to make an impact

Business is becoming more global and increasingly competitive. Achieving a competitive advantage will depend on executives being able not only to think globally but also to act and react globally. They will need to be able to manage disparate teams, turn cultural differences into a competitive edge and unlock the power of diversity to generate creativity and innovation.

World-class faculty

INSEAD has assembled a team of 145 world-class faculty from more than 36 countries. They are an inspiring mix of entrepreneurs, change agents and innovators, many of whom have been globally recognised for their groundbreaking research and their contribution to business. All are experts in their fields with real-world, practical, hands-on experience of working with, and consulting for, global organisations in a wide variety of industries.

Pioneering thought leadership

INSEAD thought leadership in areas such as Blue Ocean Strategy, Leadership and Coaching, Value Creation, Innovation and Strategic Agility among others, is world-renowned, and is helping to redefine the future of business. This cutting-edge knowledge and expertise is integrated into every one of our Executive Education programmes.

World in a classroom

At INSEAD you will be in a classroom with peers, drawn from all over the world, who are facing similar issues and challenges to yours. Orchestrated by expert faculty, you will learn from each other and explore new and complex ideas. You will acquire new business-management models and gain the confidence you need to make an impact in your job.

INSEAD has more than 40 Open-enrolment Programmes in the key business disciplines of: General Management; Governance & Top Management; Leadership; Strategy; People & Performance Management; Marketing; Finance & Banking; Operations Management; and Entrepreneurship & Family Business. No matter what stage you are at in your career journey, participating in an INSEAD Executive Education programme will enable you to maximise your impact when you return to your organisation.

Are you ready for the challenge?

General Management



To succeed, businesses need leaders who bring new perspectives, new thinking and new ideas and who have the skills and knowledge to manage in an uncertain world. INSEAD offers 5 General Management programmes that support your important career transitions:

- Advanced Management Programme
- International Executive Programme
- Transition to General Management
- Management Acceleration Programme
- Asian International Executive Programme

Advanced Management Programme

Participant profile

- Senior executives such as CEOs, heads of business units, geographical regions, or corporate functions
- An average of 12 years' management experience, with at least 5 years in general management positions with significant P&L and cross-functional responsibilities.

Programme content covers:

- Structured reflection by participants into how they exercise judgment
- Coaching and feedback to go beyond the science of management to the craft of being a senior leader
- Focus on the objective functions of senior leaders as defined by diverse stakeholders, and the constraints and opportunities offered by the external environment
- Organisational levers that leaders use to achieve goals and how they become more effective in achieving these goals through a deeper understanding of themselves.

Key benefits for participants include:

- Gain insights that challenge your assumptions
- Develop greater confidence – by testing your assumptions and making them more robust
- Actionable knowledge – harnessing the knowledge you already have into workable action plans.

The Advanced Management Programme is a reflective process that offers participants insight into the way in which they exercise judgement.

Length of programme

4 weeks + optional 1-week residential segment

International Executive Programme

Participant profile

- Senior functional or technical managers about to make the transition to general management or recently appointed general managers
- At least 8 years' management experience with an outstanding track record in one or more functional areas of business.

Programme content covers:

- In-depth examination of the foundations of business, to reinforce expertise in leading the value-generation process for successful transition to general management
- Self-awareness and leadership style is developed within a unique group of peers from other cultures, industries and backgrounds
- Using rigorous frameworks and tools, participants learn how to make effective decisions that create significant value
- Using a comprehensive business simulation, participants integrate past experience, new-found skills and knowledge into a global outlook.

Key benefits for participants include:

- More effective decision making at a general-management level
- Enhance your leadership skills, giving you increased confidence and managerial impact
- Develop a keen understanding of how to 'manage for value' (using the INSEAD-developed 'Blue Line Management' concept).

Length of programme

2 modules of 3 weeks

NEW Transition to General Management

Participant profile

- Senior functional or technical managers about to make the transition to general management or recently appointed general managers
- At least 8 years' management experience with an outstanding track record in one or more functional areas of business.

Programme content covers:

- In-depth examination of the foundations of business, to reinforce expertise in leading the value-generation process for successful transition to general management
- Self-awareness and leadership style is developed within a unique group of peers from other cultures, industries and backgrounds
- Using rigorous frameworks and tools, participants learn how to make effective decisions that create significant value
- Optional 5th-week business simulation, integrates past experience, new-found skills, and knowledge into a global perspective.

Key benefits for participants include:

- More effective decision making at a general-management level and enhanced leadership skills, giving you increased confidence and managerial impact
- Develop a keen understanding of how to 'manage for value' (using the INSEAD-developed 'Blue Line Management' concept)
- Integrate your knowledge and skills in a programme format that meets your busy schedule.

Length of programme

4 weeks (2 modules of 2 weeks) + optional 1-week integrated business simulation

Management Acceleration Programme

Participant profile

- Emerging leaders early in their careers as managers, or high-value individual contributors close to gaining management responsibilities
- Those with potential for future senior general-management positions typically graduates with at least 5 years' work experience in roles with some operating, corporate or management responsibility.

Programme content covers:

- Fundamental business principles and skills necessary for a thorough foundation in general management, to develop a deeper and broader level of competence in key functional disciplines
- Conceptual frameworks and reflective learning processes, to develop the knowledge, awareness and abilities to exercise leadership in and across teams
- A broader perspective of the business and the connection of everything learnt on the programme to achieving a value-creating perspective.

Key benefits for participants include:

- Become a more confident manager ready for new responsibilities, with new knowledge, skills and self-awareness
- Focus on creating value and providing leadership to become a more effective manager
- Return to the office ready to make an immediate impact with a fresh perspective encompassing the bigger business picture and a longer-term view.

Length of programme

3 weeks or 1 module of 2 weeks + 1 module of 1 week

Asian International Executive Programme

Participant profile

- Executives with at least 8 years' management experience, or newly appointed general managers
- Typically participants already work in Asia (or are preparing to) or have responsibilities that are specific to the region.

Programme content covers:

- Understanding of the principles and context for general management and value creation through thorough investigation of: strategy; finance and management accounting; crisis and consumption
- The fundamentals of efficient management in a changing world, including judgement and decision making, and marketing, set within an Asian context
- Practical advice on how to turn global strategy into local Asian solutions.

Key benefits for participants include:

- Greater insight into business fundamentals and confidence to lead across functions and geographical borders, to meet the new challenges of senior management
- Acquire a new approach to strategy processes and up-to-date business models in an Asian context
- Framework and theories plus panel discussions focusing on current issues faced by Asian countries.

Length of programme

2 weeks



More than 9,500 executives from 2,000 companies and 126 countries. 9 areas of expertise and 40 programmes. 3 full campuses in Europe, Asia and the Middle East

Governance and Top Management



To excel in business having great business vision is not always enough. You need to become a visionary leader. You need to be able to inspire your people, invent new possibilities and shape the future. INSEAD offers 2 programmes to take you to the next level:

- The Challenge of Leadership
- AVIRA: Awareness, Vision, Imagination, Responsibility, Action

The Challenge of Leadership

Participant profile

- Experienced senior executives in large- and medium-sized firms; entrepreneurs or senior executives in the public sector
- Typically CEOs and board members, participants hold top-level positions with extensive career experience.

Programme content covers:

- How behaviour affects the organisation, examining conscious and unconscious behaviour, and rational and irrational action
- Increasing managers' abilities to act, reflect and then refocus their actions, to become 'reflective practitioners'
- Clinical frameworks, drawing upon psychoanalysis, development psychology, and cognitive theory, among others.

Key benefits for participants include:

- Increased confidence at the most senior levels by revealing the forces behind authority and power
- Developing a leadership style to improve the health and effectiveness of the organisation, and deliver better work-life balance
- Enhanced capabilities to diagnose toxic organisational cultures and dysfunctional processes in companies, delivering improved group dynamics and the creation of high-performance teams.

Length of programme

3 modules of 5 days + 1 module of 4 days

AVIRA: Awareness, Vision, Imagination, Responsibility, Action

Participant profile

- CEOs and other C-suite executives, board members, chairpersons, managing directors and executive vice-presidents of international organisations
- Participants are drawn from diverse business and cultural backgrounds.

Programme content covers:

- Exploring the 5 essential attributes of excellent CEOs (Awareness, Vision, Imagination, Responsibility and Action)
- Engagement with a CEO-level peer group and international thinkers to increase the ability to master the complexities of the CEO's job in the context of an ever-changing global environment
- A forum for leaders from around the world to explore and debate issues most prominent on their agenda and an opportunity to reflect on business, society, leadership and personal life.

Key benefits for participants include:

- Obtain sharper vision and action points that will inspire performance across the organisation
- Comprehend the internal and external shifts that influence and define a senior role
- Learn about the habits of effective organisations and leaders.

Length of programme

5 days

INSEAD Governance Initiative

The INSEAD Governance Initiative, launched in 2010, undertakes cutting-edge research and teaching tailored to the needs of boards and international directors. It aims to foster a global dialogue on the challenges of governance and leadership in an international context.

Our research centres on 2 key questions: how boards add value to the corporations they serve, and how they develop a dynamic culture to support superior corporate performance.

Research areas in which we aim to make a substantive contribution include the following:

- Teamwork and culture at board level, board design, and processes that contribute to high-performing companies
- Shareholder 'value creation' and alignment of all stakeholders on common corporate objectives
- The board's role in formulating, deciding and communicating strategy
- Board reputation, its preservation and enhancement
- Auditing for performance and understanding key financial issues and trade-offs
- Challenges and risks associated with different types of private ownership.

Leadership

The Leadership Transition

Participant profile

- Mid-career executives in upper-middle to senior-level positions preparing to take on enhanced leadership responsibilities within their organisations
- Typically they are drawn from across all sectors and functions within national and international organisations.

Programme content covers:

- Latest leadership models and current thinking on how adults learn and change
- What leaders really do, whether they are born or made and comparisons to renowned leaders and their styles
- Building networks, seeking continual self-improvement through 360° feedback and enhanced coaching skills for change.

Key benefits for participants include:

- Valuable insight into leadership style and its impact
- Develop a more constructive use of leadership power allowing for more effective behaviour and results as a leader
- Become a more effective change agent, facilitating an increase in positive results from senior-level initiatives.

Length of programme

5 days + 2 days (2 modules)



Are all effective managers good leaders? Are there certain abilities that distinguish an influential leader from an effective manager? No matter what stage you are at in your career development or the challenges you face, INSEAD offers 5 Leadership programmes that will help you develop your leadership skills:

- The Leadership Transition
- Leading for Results
- Learning to Lead
- Managing Global Virtual Teams
- Consulting and Coaching for Change

Leading for Results

Participant profile

- Middle or senior executives from all functional areas with more than 5 years' experience as managers, who have made the transition from managing individual contributors to managing other managers
- Typically they have increasingly broad responsibilities, high potential for more senior leadership positions and can impact organisational results by inspiring extraordinary achievement.

Programme content covers:

- Transformation of experienced managers into leaders able to set direction and provide results-oriented vision
- Improving effectiveness through detailed self-assessment and 360° feedback culminating in a personal leadership-development action plan
- Creating a culture of achievement to promote long-term growth and future leaders by aligning resources, developing capabilities and inspiring action.

Key benefits for participants include:

- Clear insights into personal leadership strengths and weaknesses
- Gain tools for setting direction and creating vision to guide teams and groups to create a high-performance culture
- Take away frameworks for inspiring people and motivating them to perform better.

Length of programme

5 days

Learning to Lead

Participant profile

- Professionals making their first transition from individual contributor to managing people and having responsibility for direct subordinates
- Drawn from all professional backgrounds and age ranges, participants share a desire to develop people-management skills, whether they are making the transition, or on the brink of doing so in the next 2 years.

Programme content covers:

- Mastering the leadership skills essential to becoming a successful manager of people
- Developing people skills to provide constructive feedback effectively, reinforce good performance, correct undesired behaviour and resolve conflict
- Understanding of the manager's repertoire, tools and techniques to support different managerial roles.

Key benefits for participants include:

- Develop clear insights into individual strengths and weaknesses as a leader
- Acquire confidence and tools to create vision and set team direction for greater success
- Master frameworks for inspiring people and motivating them to perform better.

Length of programme

3 days

NEW Managing Global Virtual Teams

Participant profile

- Managers who lead teams of at least 5 people dispersed across 2 or more countries
- Specifically, those focusing on the precise challenges of working across national boundaries and geographical distances.

Programme content covers:

- Explores the key dimensions of culture to create a framework for decoding national differences and improve cross-cultural management
- Gaining trust, improving negotiation skills and co-operation, and maximising innovation
- Simulation exercises using multiple communication technologies to replicate the dynamics of managing at a distance.

Key benefits for participants include:

- Maximise the performance of global virtual teams to turn distance into a global advantage
- Gain a framework for cross-cultural understanding to deliver new ways to manage
- Enhanced communication techniques and mechanisms to build trust across cultural and national boundaries.

Length of programme

5 days

Consulting and Coaching for Change

Participant profile

- General managers, executives and professionals from within human resources, leadership development or talent management, working in regional or global roles
- Consultants in either small boutique or global consulting firms and professionals in coaching firms.

Programme content covers:

- Theoretical and methodological grounding in the 'clinical perspective' to acquire a deep understanding of individual behaviour and organisational dynamics
- Understanding different personal and professional leadership styles using instruments developed within the INSEAD Global Leadership Centre along with 360° feedback
- Intervention strategies for enhancing individual, team and organisational change and transformation while creating more authentic organisations.

Key benefits for participants include:

- Leading organisational change initiatives more effectively by being a more reflective change agent
- Increased self and interpersonal awareness
- New coaching and consulting methodologies which can be used to create healthy organisations with positive values.

INSEAD is introducing a new Executive Masters in Clinical Organisational Psychology Degree in 2011. For more details and how to 'upgrade' an INSEAD Diploma in Consulting and Coaching for Change, go to: executive.education.insead.edu

Length of programme

5 modules of 3 days + 2 modules of 4 days

It all starts with
new thinking,
new knowledge,
new insight,
new capabilities
and renewed energy

Strategy



Good strategic thinking is both rigorous and structured, and challenges assumptions to uncover opportunities for creating and capturing value. It also provides future direction for the organisation. INSEAD offers 7 strategy programmes:

- Competitive Strategy
- INSEAD Blue Ocean Strategy
- Powering Growth
- Managing Partnerships and Strategic Alliances
- M&As and Corporate Strategy
- Building the Business: Strategies for Asia Pacific
- Business Strategy for HR Leaders

Competitive Strategy

Participant profile

- Executives responsible (or about to take responsibility) for the short- and long-term profitability of a regional business, concerned with strategic analysis and development, and involved in strategic consulting and practice
- Business analysts requiring a thorough understanding of competitive analysis.

Programme content covers:

- Latest strategic concepts, tools and analytical strategies to achieve long-term business success
- Developing outstanding competitive strategies by focusing on creating and capturing customer value
- Using profit dynamics to help predict the future.

Key benefits for participants include:

- Improve strategic thinking and focus on actions
- Sharpen competitive skills and confidence to change the strategic management of an organisation
- Fine-tune intuition and apply practical tools to break into new competitive markets.

Length of programme

3 days

INSEAD Blue Ocean Strategy

Participant profile

- Senior executives, business owners, heads of strategy, or mid- and upper-level executives directly involved in the development of new products and services
- Specifically, those seeking to break out of the traditional 'red' ocean of competition and create strong profitable growth for their organisations in both existing and new markets.

Programme content covers:

- Review of traditional strategies leading to 'How blue is your strategy?' – an individual assessment and plan of action
- Rendering rivals obsolete and unleashing new demand through strategic moves or Value Innovation
- How tomorrow's leading companies will succeed by creating 'blue oceans' of uncontested market space.

Key benefits for participants include:

- In-depth understanding of Blue Ocean Strategy tools and concepts developed at INSEAD
- Learn to engage colleagues in a Blue Ocean Strategy process
- Develop a Blue Ocean Strategy to break away from the competition through Value Innovation.

Length of programme

4 days

NEW Powering Growth

Participant profile

- Senior executives concerned with strategies to drive high performance, who are seeking to shift strategic focus onto the customer or aiming to sharpen their existing customer focus
- The programme is suitable for those concerned with the organisation's stakeholders, whether external or internal customers (such as employees or other business units).

Programme content covers:

- Exploration of the impact of marketing, to discover what drives customer behaviour and how to turn passive satisfaction into a championing of the company, its products or its services
- The impact of innovation through the transformation of a company's products or services to engage stakeholders
- Pulling all elements together to gain momentum for continuous growth and to deliver long-term success for the organisation and its stakeholders.

Key benefits for participants include:

- Discover the best opportunities for growth (before the competition does)
- Create a strategy to engage customers and make them the organisation's greatest champions
- Achieve excellence and efficiency throughout the organisation.

Length of programme

5 days

Managing Partnerships and Strategic Alliances

Participant profile

- Senior executives and line managers with direct responsibility for collaborative alliances and partnerships
- Those involved in cross-company collaborations on a day-to-day basis and accountable for their outcome.

Programme content covers:

- The strategic purpose and value of partnerships and alliances
- Selection of partners using analysis of complementary skills and capabilities, and how to structure successful alliances, including continuation and exit terms
- Adapting and adjusting collaboration over time through effective conflict management, fostering cross-cultural awareness and building trust.

Key benefits for participants include:

- Build skills in partner selection, network development and alliance design
- Acquire specific frameworks to help effectively address cultural issues and capture value
- Develop management approaches for anticipating and resolving stress at every stage in the collaborative process.

Length of programme

5 days

NEW M&As and Corporate Strategy

Participant profile

- General managers, senior executives and those responsible for designing and/or implementing corporate strategy, and developing the business portfolio
- Company advisors such as corporate lawyers and investment bankers, or private equity executives seeking to go beyond the transactional aspects of M&A deals.

Programme content covers:

- Creating the right composition for a portfolio of businesses, to provide the set of resources and capabilities a company needs to create value
- Selecting the correct mix of internal and external corporate development tools to manage the business portfolio effectively
- Developing a rigorous, holistic approach to manage M&As and divestitures successfully, whilst strategically supplementing internal development and restructuring efforts.

Key benefits for participants include:

- Definition of an optimal portfolio of businesses through rigorous capability and market-based analysis
- Enhanced M&A corporate capabilities through development of a disciplined and holistic process for acquiring and redeploying resources and skills
- Development of the corporate discipline of active ownership and timely divestitures.

Length of programme

3.5 days + 1 optional finance immersion day

Building the Business: Strategies for Asia Pacific

Participant profile

- Senior managers and decision makers with at least 8 years' managerial experience and mandated with strategic responsibility for driving their businesses forward in Asia
- Country or regional directors, senior business development managers, senior corporate planners or senior managers from various countries and industries throughout the region and from headquarters.

Programme content covers:

- Socio-political environment and regional competitive context of doing business in Asia Pacific
- Successes and failures of multinationals and local corporations, and the various strategic options available for entry into the different markets in the region
- The importance of linking strategies to operations.

Key benefits for participants include:

- Deeper understanding of the competitive context and business environment in Asia
- Analyse alternative strategies and organisational models applicable to the region
- Assess the balance between cultural differences, national governments and the global perspectives of firms.

Length of programme

5 days

Business Strategy for HR Leaders

Participant profile

- Senior HR and organisational development leaders from large multinational firms at the director or vice-president level
- HR leaders from firms with large strategic expansion plans in which HR can play a key role in adding value.

Programme content covers:

- Essential competencies of strategic decision making explicitly linked to HR
- The corporate context, including the shifting competitive environment, the organisation's competitive position and its corporate advantage
- Developing a compelling new value proposition using the 'Blue Ocean' approach to strategy.

Key benefits for participants include:

- Develop confidence and knowledge to align HR strategy with the CEO's vision leading to improved communications with the CEO
- Build understanding of a 5-step framework for developing business strategy
- Improve skills to identify where and how HR can affect each step of the strategic process.

Length of programme

5 days

People and Performance Management



Performance management is a holistic process and focuses on aligning individual contributions with organisational strategy to ensure that goals are consistently being met effectively and efficiently. INSEAD offers 5 People and Performance Management programmes:

- Achieving Outstanding Performance
- Leading Successful Change
- Management in the Humanitarian Sector
- Managerial Skills for International Business
- Negotiation Dynamics

Achieving Outstanding Performance

Participant profile

- Senior executives concerned with initiatives to enhance performance, specifically those whose organisations have already mounted performance-improvement initiatives
- Participants are encouraged to attend with colleagues from their own organisation.

Programme content covers:

- The challenge of improving and sustaining performance by exploring the roles of People, Processes and Measurements
- Selection, motivation and autonomy within the management and leadership of teams
- Optimisation of performance through the Value Innovation process as well as measurement in its broadest sense.

Key benefits for participants include:

- Diagnose the causes of poor performance
- Understand how to plan and implement performance-improvement initiatives
- Build a list of concepts and tools to manage implementation and achieve sustainable levels of performance.

Length of programme

5 days

Leading Successful Change

Participant profile

- Middle to upper-middle managers in public- or private-sector organisations with at least 8 years' management experience
- Responsible for teams, units or larger segments of their businesses and likely to lead strategic change initiatives within their organisation.

Programme content covers:

- Developing core skills for leading and sustaining change by helping others see the need, anticipating resistance to change, inspiring and influencing change
- Self-awareness as an agent for change, your strengths and weaknesses and personal approach
- Practising new tools for implementing change through a simulation exercise.

Key benefits for participants include:

- Better understanding of change
- Enhance capabilities in implementing change and improve skills to initiate and execute change
- Creation of a detailed action plan to develop an individual repertoire of change skills.

Length of programme

3 days

Management in the Humanitarian Sector

Participant profile

- Executives working in the humanitarian sector in strategic decision-making roles with 10 to 15 years' operational experience
- Private-sector executives seeking to engage with the humanitarian sector, and those seeking to understand the issues faced by humanitarian relief organisations, such as the military, media, academia, donors and funding organisations.

Programme content covers:

- Critical management issues facing those operating within the humanitarian sector including finance, strategy, negotiation and leadership
- Application of supply-chain concepts in an operational and humanitarian context
- People and performance issues arising from working in turbulent conditions and in overcoming barriers to change.

Key benefits for participants include:

- Acquire the tools and concepts to raise the standard of management within humanitarian organisations
- Develop inter-sector and cross-sector learning to facilitate better co-operation among the various actors involved with the humanitarian field
- Enable private-sector managers to learn from the specific skill set of humanitarian organisations including agility, flexibility and efficiency in a highly volatile environment.

Length of programme

5 days

Managerial Skills for International Business

Participant profile

- Senior managers currently, or about to be, posted abroad as well as those executives based at headquarters who co-ordinate or manage international activities
- Managers in public organisations or government agencies involved in international activities.

Programme content covers:

- Cross-cultural understanding and building the transnational network for effective global teamwork
- Review of individual strengths and weaknesses and how attitudes, beliefs and values influence management
- Understanding the advantages and challenges of working across boundaries and borders to become a global/international organisation.

Key benefits for participants include:

- Improve communication across cultures with confidence to manage teams and organisational processes across boundaries
- More effective understanding of a global matrix organisation, and the implications for global integration and local responsiveness
- See globalisation as an opportunity to do things better, cheaper and faster.

Length of programme

10 days

Negotiation Dynamics

Participant profile

- Executives who have at least 8 to 10 years of management experience and have gained substantial experience in conducting and supervising business negotiations
- Executives involved in M&As or joint-venture negotiations; those handling procurement; human resource managers; entrepreneurs; managers in liaison roles such as national account managers; key account managers; barristers and other lawyers.

Programme content covers:

- The theory, guidelines and practical tools for negotiators including the psychological aspects of bargaining and the importance of trust
- Diagnosis of problems and promotion of agreement inside and outside of organisations
- Value creation and distribution.

Key benefits for participants include:

- Build a stronger negotiation base, helping you to improve the outcome of deals
- Develop analytical tools and frameworks for understanding and winning in more sophisticated negotiations
- Acquire hands-on practice, enabling you to strengthen weak points and preparing you to return to work.

Length of programme

3 days



145 independently minded faculty from 36 countries, globally recognised for their groundbreaking research and their contribution to business

Marketing



Today, more so than ever, marketing executives are under pressure to deliver results in increasingly competitive and global markets. At the same time they are facing higher customer expectations and a proliferation of new media and sales channels. INSEAD offers 3 Marketing programmes that will keep you at the forefront of marketing practice:

- AIMS: Advanced Industrial Marketing Strategy
- International Marketing Programme
- Leading the Effective Sales Force

AIMS: Advanced Industrial Marketing Strategy

Participant profile

- Executives who already have marketing management experience from corporations engaged in marketing and sales to other companies or institutions
- Senior general managers whose role requires that they understand strategic business-to-business marketing in order to work effectively with their own marketing specialists, or those who are moving into marketing responsibilities.

Programme content covers:

- The key strategic marketing concepts applied within a B2B/Industrial context, emphasising value propositions and value generation
- Strategic issues unique to a B2B/Industrial environment including global account strategies and the interface with R&D
- Roadmaps to effective implementation, dealing with organisations, processes and relationships, together with hands-on experience of applying marketing concepts and tools in a risk-free environment through the competitive INDUSTRAT simulation.

Key benefits for participants include:

- Comprehensive overview to strategic marketing concepts in the B2B environment
- Personal feedback in an active learning process of applying theories, concepts and tools
- Benchmarking through a systematic, faculty-coached process with others who face similar challenges.

Using guided home preparation, define your personal strategic challenge before arrival, leave with an individual execution roadmap, and receive follow-up through a virtual environment.

Length of programme

5 days

International Marketing Programme

Participant profile

- Marketing executives who want to hone and update their experience in line with today's marketing challenges
- Non-marketing executives who have recently taken up marketing responsibilities or who regularly interact with the marketing function, and want to build their marketing skills.

Programme content covers:

- The key strategic elements of the marketing process within the context of today's big marketing challenges, such as the impact of social media on brand management, low-price competition and market commoditisation
- Design, organisation, execution and evaluation of marketing activities within a complex, global business environment
- Explore the implications of the emergence of new markets, as opportunities for sales growth and as threats from new branded entrants into home markets.

Key benefits for participants include:

- Design the marketing process and create a plan using customer insight, competitor analysis and market research
- Develop a brand strategy and positioning, along with resulting communication, pricing, and distribution strategies, including a focus on new social media
- Experience INSEAD's specifically designed marketing simulation under the guidance and direction of the programme's highly acclaimed faculty.

Length of programme

5 days

Leading the Effective Sales Force

Participant profile

- Senior executives responsible for business-development strategies and planning in either local or international markets
- Typically participants will spend over half their time managing sales-force issues.

Programme content covers:

- Optimising performance of the sales force through key account management, compensation strategies, resource allocation and the implementation of control systems
- Making better business decisions through the realisation of judgemental biases and correction remedies
- Development of an individual 100-day action plan to deliver immediate impact to the organisation.

Key benefits for participants include:

- Gain the skills necessary to make the sales force a key source of sustainable competitive advantage
- Comprehensive approaches to motivate and compensate the sales force
- Skills to manage a dynamic sales force in the face of increasing product, consumer and market complexity.

Length of programme

5 days

Finance and Banking



As the world economy becomes more global and increasingly disparate it is essential for all executives to understand the many facets of finance in order to maximise value for their organisations. INSEAD offers 5 programmes:

- Finance for Executives
- Corporate Financial Strategy in Global Markets
- Global Investors Workshop
- Risk Management in Banking
- Strategic Management in Banking

Finance for Executives

Participant profile

- Non-financial executives, including general managers and senior functional managers
- Senior functional managers outside finance and corporate customer-relations officers in financial-services organisations who require a better understanding of the financial impact of business decisions.

Programme content covers:

- The impact of corporate policies and operations on financial performance and how to appraise investment opportunities
- Interpreting financial information to get to the business reality behind the numbers
- The principles of value-based management and how to manage resources to create shareholder value.

Key benefits for participants include:

- Improve understanding of key financial elements of value-based management
- More effective communication between managers and accounting and finance functions
- Powerful tools to aid analysis and decision making.

Length of programme

9 days in Fontainebleau or 7 days in Singapore

Corporate Financial Strategy in Global Markets

Participant profile

- Executives with a fundamental understanding of finance, who want to sharpen or update their skills, including treasurers, directors of finance, financial analysts, senior bankers and heads of accounting
- Executives who have recently transferred to the finance function and are in need of additional, highly specialised training.

Programme content covers:

- Valuation including value-based management and managerial incentives
- The impact of taxes, financial distress costs, agency costs and information asymmetries
- All forms of corporate restructuring, including M&As, trends such as leveraged buyouts and share buyouts, and the importance of effective stakeholder communications.

Key benefits for participants include:

- Develop the ability to measure the consequences of strategic decisions for shareholder value
- Improve understanding of how to increase the value of the company by appropriate investment, financing and restructuring decisions
- Increase knowledge of the financial markets, particularly how the markets perceive decisions and how to change perceptions.

Length of programme

9 days

Global Investors Workshop

Participant profile

- Senior investment-executives with expertise in asset management
- Executives will have significant experience of working for banks, pension schemes or asset-management firms and responsibility for investment.

Programme content covers:

- Key factors in portfolio-management theory and security selection
- The latest practices in asset valuation, portfolio construction and investment-fund management, and how to apply them
- Key drivers of success for asset management, its business model and its marketing channels.

Key benefits for participants include:

- Deep understanding of key investment-management concepts
- New insights into running a successful asset-management firm
- Improve investment decisions and analysis leading to better long-term results.

A world-class programme developed by INSEAD in partnership with the CFA Institute.

Length of programme

4.5 days

Risk Management in Banking

Participant profile

- General managers or board members concerned with risk governance
- Senior managers in various functional areas who need to inform themselves about risk control.

Programme content covers:

- Risk governance, the balance between long-term value creation and risk control
- An integrated approach to risk management and value creation, with an analysis of the impact of Basel 3 regulations on capital and liquidity
- 'ALCO' challenge simulation to develop skills in value creation and risk control.

Key benefits for participants include:

- Expand understanding of the broader context behind analytical models and approaches to risk in banking
- Lessons from the global crisis as they relate to liquidity risks, fund-transfer pricing, the future of capital regulation and performance-related pay
- Draw recent results from psychology on behavioural biases in risk management.

Length of programme

5 days

Strategic Management in Banking

Participant profile

- Senior bank executives, including board members, responsible for profit centres in retail, corporate and capital markets
- Typically, participants have about 20 to 25 years' experience in domestic or international operations.

Programme content covers:

- Strategic analysis of the financial services industry, encompassing the choice of a bank model (specialised or universal, domestic or international)
- The use of information technology and customer-relationship management to deepen relationships
- 'ALCO' challenge simulation to develop skills in value creation and risk control.

Key benefits for participants include:

- Gain expertise in strategic positioning, including the choice of a bank model (specialised or universal, domestic or international)
- Develop new ideas to reach clients with new technology and deepen your customer relationships
- Practise with the help of a simulation, your skills in asset and liability management.

Length of programme

9 days

When was the last time your assumptions were challenged or your judgement tested?



Operations Management



Effecting superior operations strategies has been proven to create value and provide sustainable competitive advantage. They allow businesses to provide a diverse range of services and goods in increasingly demanding, complex and dynamic marketplaces. INSEAD offers 4 Operations Management programmes:

- Supply Chain Management
- Strategic R&D Management
- International Project Management
- International Manufacturing Programme

Supply Chain Management

Participant profile

- Executives involved in creating, optimising or redesigning a supply chain, who are either responsible for, or contribute to, the supply chain decision-making process in their company
- Typically participants have experience in: operations, manufacturing, logistics, procurement, information technology management, marketing, new product development, or distribution.

Programme content covers:

- The improvement of key flows in the supply chain by optimising business processes, organisational structures and enabling technologies
- Key concepts that underpin the supply chain development, supported by 3 guiding principles: value, alignment and sustainability
- Conceiving innovative strategies and deploying solutions that can help serve customers better and create value.

Key benefits for participants include:

- Enhanced management of value as a guiding principle to deliver superior managerial performance with significant business impact
- Discover tools to align core processes resulting in the achievement of operational excellence
- Understand frameworks to manage risks and opportunities for sustainable supply chain management.

Length of programme

5 days

Strategic R&D Management

Participant profile

- Senior executives involved in managing R&D activities (directly or because this is a major focus of their organisation)
- Typically either moving from a specialised function into a more generalist role, or general managers required to be more closely involved in R&D activities.

Programme content covers:

- Strategic aspects of R&D, beyond the typical project management, encompassing organising for innovation and building a network of partners to harness innovation in the field
- Managing R&D activities that lead to product innovation as a strategic business process across multiple functions
- Managing and measuring a portfolio of processes in an innovative culture.

Key benefits for participants include:

- View R&D from a strategic perspective more than a collection of development projects
- Build tools to translate business strategy into a portfolio of innovation initiatives, and to measure performance of uncertain and long-term innovation
- Build processes and structures that support R&D activities for different purposes and with different degrees of novelty.

Length of programme

5 days

International Project Management

Participant profile

- Executives involved in complex projects, who have not undergone specialised training or acquired the frameworks for effective project management
- Typically participants are involved in: launching new products; developing new services or campaigns; implementing a change-management programme or setting up a new business.

Programme content covers:

- Cross-functional skills to implement the principles of risk planning and control, to measure effectiveness across different teams, and to provide a structure for project management across your business
- Enhanced people skills to manage dispersed teams working in different time zones and locations, with different agendas and operating within different cultural contexts
- Understanding stakeholder drivers, organising projects as a community, diagnosing the network and the project contract.

Key benefits for participants include:

- Develop project management skills and understanding of project teams and stakeholders' relationships
- Overcome complexity and uncertainty in order to cope with the new global environment
- Improve team collaboration on corporate initiatives, leading to more projects delivered on time and on budget.

Length of programme

5 days

International Manufacturing Programme

Participant profile

- Senior executives with approximately 10 years of experience and international responsibilities
- Typically drawn from corporate manufacturing, procurement, sales and operations, planning, marketing, and R&D functions.

Programme content covers:

- Design and management of a global operations network, focusing on processes, people and technology
- Strategic management of all aspects of value delivery, including people performance and technology management
- Mastery of key processes, including procurement, manufacturing, new product development and organisational learning.

Key benefits for participants include:

- Acquire tools and concepts for leading a global network of operations
- Build skills to design and improve operations-management processes on a global scale
- Develop an understanding of global trends, risks and opportunities, performance measures and talent-management issues in manufacturing, ensuring sustainability.

Length of programme

5 days

You will be in a classroom with peers, drawn from all over the world, who are also grappling with the complex issues of doing business in a global world



Entrepreneurship and Family Business



Entrepreneurship is at the heart of every economy, with family firms making up 2/3 of all businesses in the world and social entrepreneurship playing an increasing role in addressing critical social and environmental issues. INSEAD offers 2 distinct programmes to support these key types of enterprises:

- The Family Enterprise Challenge
- INSEAD Social Entrepreneurship Programme

The Family Enterprise Challenge

Participant profile

- Family members who either work in a family-owned firm and/or are controlling shareholders of a family business
- Advisors and professionals who hold a significant role working for family business (for example, board member, CEO, chair of business board)
- Participants are asked to come in teams of at least 2 members of the same family enterprise.

Programme content covers:

- Overview of and insight into the unique challenges faced by the family-owned firm, including governance and key strategic decision making, leading to the development of an individual, practicable action plan
- Interpersonal relationships and how to improve communications through better understanding of Fair Process, conflict resolution and management of family dynamics
- Recognition of differing agendas and motivations of the individual and the family, and how to run effective family meetings.

Key benefits for participants include:

- Gain a greater understanding of the challenges and dynamics of family businesses, as well as a better insight into governance structures and processes
- Improve personal communications and enhance dialogue amongst the family team
- Develop a concrete family action plan and enable smoother transitions.

Length of programme

4 days

INSEAD Social Entrepreneurship Programme

Participant profile

- Entrepreneurs and senior managers from companies or organisations (non-profit or for-profit) involved in social entrepreneurial activities
- Typically participants are either leading or have major operating responsibility for social entrepreneurial activities.

Programme content covers:

- Defining the role social entrepreneurs play in society and key challenges they face bridging the gap between human needs and the resources required to address them
- Steering a dynamic organisation: building and leading effective, cohesive teams; and managerial skills, including negotiation, decision making and accounting
- Business-model innovation for the social sector, how to scale up and build strategic partnerships to grow.

Key benefits for participants include:

- Gain skills in applying business tools to leverage the marketplace and achieve social benefits
- Improved organisational and negotiation skills to manage a growing social enterprise
- Become part of a dynamic network of international social entrepreneurs and engage with innovators and those establishing best practices.

Length of programme

5 days

Practical Information

Contact us

Whether you are looking for Open-enrolment Programmes for yourself or your managers, or Customised Programmes for your organisation, our personal advisors are on hand to offer you one-on-one consultation and advice on what is most suitable for you. They will also be happy to provide you with further information, or answer any questions you may have on INSEAD and Executive Education.

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For up-to-the-minute details of all INSEAD Executive Education activities, please visit <http://executive.education.insead.edu>

Campus information

As one of the largest of the world's leading business schools – and certainly the most international – INSEAD is well placed to make an impact on your business. INSEAD is unique in having a three-campus structure, with a European campus in Fontainebleau, France, an Asian campus in Singapore and a Middle Eastern campus in Abu Dhabi, United Arab Emirates. The campuses are equally diverse and all have world-class faculty in residence. Executive programmes run at one, two or even across all three of our main locations. Our Customised Programmes can also be held anywhere in the world.

Europe

Fontainebleau, the home of INSEAD's Europe Campus, is spread across 8 hectares. Nestled in the vast forest of Fontainebleau, the modern architecture of the campus blends harmoniously with the green and leafy surroundings. Facilities are of the highest standard and include 28 lecture theatres, 2 restaurants, a bar, a bookshop, extensive library resources and a fully equipped gym.

Asia

The Asia Campus is situated in the greenery of the Buona Vista area, the country's 'knowledge hub', and is just 25 minutes from the airport and 10 minutes from the financial district. It occupies a 2.8-hectare site and has 7 amphitheatres with a total capacity of 500 and an 85-room residence.

Abu Dhabi

Abu Dhabi is the home of INSEAD's third campus, which is just 25 minutes from the airport and 10 minutes from the 'Corniche'. This new, 12-storey, 6,000 square-metre building, purposely designed for Executive Education, presents a whole new world of possibilities for management education in the Middle East.

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