



D E G R E E P R O G R A M




The IMD Executive MBA

sponsor's
guide



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Why sponsor someone on IMD's Executive MBA program?

Develop internationally experienced managers faster

It's possible to develop your high-potential people into internationally experienced, globally oriented managers through a series of job rotations and projects over a number of years. But future leaders can get there faster with the IMD Executive MBA program.

- » Participants discuss business trends, concepts and challenges with peers from all over the world, and work in teams within the same diverse group.
- » The program develops an international orientation and an appreciation of the challenges of operating in a rapidly changing global environment.
- » Discovery Expeditions to Mumbai, Shanghai and Silicon Valley provide intense exposure to how business works in different places and first-hand insight into crucial business topics such as globalization and innovation.

Build skills and confidence in your high-potential people

The best people tend to rise rapidly. But often their experience is in one specific business area. The IMD Executive MBA program gives these bright and motivated people the skills they need to take on senior challenges and responsibilities.

One such individual explained:

"I'm now starting to be responsible for things that I have very little experience of. It's important that I quickly develop an understanding of the key considerations in each of these areas. I want to make sure I know enough about these new areas of responsibility so that I ask the right questions and know how to evaluate the answers I get."

The IMD Executive MBA program provides exactly this. Special attention is given to presenting issues in their real-world context, rather than as discrete, one-discipline problems that are seldom representative of a real business situation.

Reap immediate benefits

The IMD Executive MBA delivers sustainable value to your company from day one. Your candidate will gain not just theory, but hands-on experience, tools and ideas that can be put to work in your business even before the program is completed. Other people in your company will also access this learning as your candidate shares his or her new knowledge with colleagues.

The program is designed around key themes important for business, but the format is flexible enough to address individual challenges that participants and their companies face. Interactions with fellow participants bring new perspectives to emerging issues and trends, while visits to leading-edge, fast-growing companies and regions provide valuable new insights.

Participants also carry out a series of assignments related to their company – giving them further opportunities to apply what they are learning to their company's operations. IMD Faculty support and evaluate assignments, pointing out key challenges and suggesting avenues to investigate as participants implement their ideas.

Retain your best people

The best people in any organization are those who know they need to take care of themselves – and that one way to do so is through good professional qualifications. Companies can be active participants in this process. By supporting your high-potential people in their quest for advanced degrees, you build loyalty and give them another reason to stay with you.

"Grow" your own high-quality MBA graduates

Demand for MBA graduates remains high – as evidenced by the successful placement program run by IMD's full-time MBA program every year. One way of finding the quality MBA graduates your business needs is to "grow your own." Take proven managers, who have already impressed you with their insights and management ability, and give them the education and experience they need to add further value to your organization.

Realize long-term value

We know the business world changes rapidly – so our Executive MBA program places a significant emphasis on process and execution, not just content. We ensure our participants graduate with tools they can use for the next generation of business challenges, though:

- » **Placing learning “in-context” wherever possible:** participants study issues as they exist in the real world, analyzing the multiple aspects of business problems, rather than just one dimension at a time.
- » **Providing experience in managing across distance and time:** through the distance-learning modules, participants develop skills for managing diverse people in widely dispersed locations and gain familiarity with, and evaluate the effectiveness of, the internet as an alternative to face-to-face communication for different management tasks.
- » **Providing a better understanding of what it takes to introduce and adopt new ideas and processes within an organization:** through the company assignments, which participants implement into their own company.
- » **Providing insight into how business operates in other parts of the world, and giving experience in researching and making decisions about new ideas, trends and markets:** through the Discovery Expeditions to three remarkable locations.
- » **Ensuring participants are well equipped to master their future:** through a module devoted to personal growth and renewal.

The IMD Executive MBA program also addresses the challenge of converting a company’s human capital (i.e. the knowledge and skills of each individual employee) into structural capital (i.e. assets such as trademarks and copyrights, business processes and customer and supplier relationships). This provides long-term value from the investment in human capital that the Executive MBA program represents.

How can you get maximum benefit from your Executive MBA sponsorship?

Identify your candidates carefully

- » Is the candidate motivated and ripe for advancement?
- » Does he or she have the maturity and experience needed to actively participate in and benefit from this program?
- » Will your future plans for the candidate benefit from what the Executive MBA program offers?

Choose impactful assignments

Together with your candidate, choose challenging assignments that will stretch his or her skills and impact your organization. IMD provides the framework for each assignment, but you and your candidate are free to choose where and how to apply it in your company. Present the assignment results to those who can help implement them and those who can learn from them.

Clarify organizational and individual objectives

With your candidate, clearly identify and discuss your objectives for the organization and with respect to the Executive MBA program – and then regularly review, and if necessary update, these objectives to make sure your candidate capitalizes on what the program has to offer your company. Review the impact of the program as it ends and 6-12 months later.

Share the learning

Devise mechanisms to promote idea and knowledge sharing between your candidate and the rest of your organization. These could take a variety of forms: reports, meetings or presentations in each back-at-the-office segment, for example. Form a community of learning – perhaps as an e-mail discussion group – to expand on the insights your candidate brings back from IMD and as a support resource for assignment work or other problem-solving.

Communicate the successful completion of the program

Your new Executive MBA graduate is a source of new ideas and experience that should be highlighted and drawn upon by your entire organization.



Why IMD?

We are 100% focused on real-world executive development

We have a single vision – to develop global leaders. Because IMD is run like a business, not only as an academic institution, we can adopt a relentlessly practical, problem-solving approach to create real-world impact for our program participants – and their companies.

This is reflected in the ultimate goal of the IMD Executive MBA program: developing high-potential executives into competent leaders who can successfully address the challenges of running their businesses – and who can make the leap from ideas to action.

We offer Swiss excellence with a global perspective

IMD shares its host nation's commitment to excellence: we are ranked first in executive education outside the US and second worldwide (*Financial Times*, 2008-2011).

The strict admissions standards for the Executive MBA program are designed to ensure quality and diversity of experience and cultures – so the best can learn from the best. The program is targeted at proven managers whose substantial business experience can be leveraged for even more valuable learning.

We also offer a truly global experience: we are intellectually and culturally diverse, with no single dominant nationality; our international Faculty has extensive experience with leading global companies; and a typical program includes participants from around 20 countries and across a wide range of industries and functions.

The Executive MBA program adds an additional international perspective through Discovery Expeditions to three very different locations.

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We are independent and entrepreneurial

IMD is a self-owned foundation without the constraints of university structures and academic processes. We have no faculty hierarchy, departmental structure or tenure system. We are non-dogmatic and have no national agenda.

We are world pioneers in program design and delivery

IMD is constantly innovating to give executives the programs they need, when and how they need them.

We are pioneers in customized partnership programs and innovative open programs – and, increasingly, in blended learning experiences.

Indeed, we have updated the design of our Executive MBA program to make it even more flexible for participants and their company. This includes less time out of the office, and a more convenient structure that allows companies and participants to better choose the timing that works best for them. This optimized program offer has also allowed a new competitive pricing.

You can impact the curriculum

The IMD Executive MBA program enables you to guide the issues your candidate will study in most depth:

- » You and your candidate choose the best path for reaching the Executive MBA degree.
- » You and your candidate decide together how to apply the program assignments.
- » Your manager will focus his or her learning on issues that can best benefit the company.
- » Discovery Expeditions can include research and visits of particular relevance to your company.

You gain access to lifelong learning

IMD alumni have access to the latest research and thought leadership from IMD, through diverse channels including webcasts, events and the printed page. Our powerful alumni network – with more than 75,000 executives based in over 140 countries – is itself a valuable learning and networking resource for all alumni and hence their companies.

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Who should be sponsored on an Executive MBA program?

Those who will get the most out of the IMD Executive MBA program are smart, motivated, curious managers with at least 10 solid years of business experience – those you are grooming to take on broader management responsibilities. The program will develop their general management orientation and their leadership and execution capabilities, and provide exposure to a wide range of relevant business issues.

Another good indicator is a manager who identifies the need for an Executive MBA him- or herself. Individual motivation is very important in a demanding program that challenges participants to balance academic and career loads.

The importance of sponsorship

Support during a demanding program
The IMD Executive MBA program requires serious commitment from its participants – and this commitment is not possible if the sponsoring organization is not fully behind its candidate. Company support is vital for participants to balance their work with IMD and their continuing work for their company.

Real-time learning for everyone in the class
Company support includes openness and backing for what happens during the program. Companies that encourage their candidate to debate their own issues, and who help their candidate select meaningful projects, will profit from new insights offered by the class and Faculty. Further, each participant will learn from the experiences his or her fellow participants bring. The best business problems to focus on are the ones you face today. The IMD Executive MBA program relies on sponsoring companies to help make this happen.

The nature of sponsorship

Sponsorship arrangements can take many forms

The form of sponsorship can, and does, vary widely across companies. IMD's only requirements are that its participants have good moral support, relief from work duties during the out-of-office program sessions, and the backing of the company for the company-related assignments.

Financial sponsorship is a matter to be resolved between you and your candidate. There is a continuum of support possible, ranging from time off without pay to time off with pay plus full payment of tuition and other expenses.

Choose a sponsorship level that suits your company



Here are a few examples of different arrangements that the two parties can consider:

- » Companies and their employees share the time commitment, with employees using vacation time for part of the out-of-office program sessions and companies allowing leave for time that extends beyond normal vacation periods.
- » Companies provide time off while the employee picks up all or part of the program expenses (for example, the company pays the tuition and the employee all other expenses, or vice versa).
- » Some companies express concern that, armed with an MBA degree, their employees are more mobile and more likely to leave. This can be addressed through an agreement with your employee that he or she will continue working for the company for a specified time after completion of the program.
- » Companies unwilling to pay the costs of the program, but supportive of their employee's desire to attend the program, can provide financing on favorable terms, either at low interest rates or forgivable over time.
- » Companies can tie their financial support to results the employees deliver as a result of their Executive MBA education.

The non-financial obligations of company sponsorship

Sponsors must be prepared to release their employees from job responsibilities during the residential, out-of-office program sessions. In addition to attending classes, participants will need a few hours each evening to prepare for the next day's activities. While they are at IMD or on the Discovery Expeditions, participants need to be 100% dedicated to the program. The workload is heavy, and it is important that they give it their undivided attention to get maximum benefit from time spent away from the office.

Sponsoring companies

Companies that have sponsored IMD Executive MBA program participants include:

Abu Dhabi Marine Operating Company (ADMA-OPCO)	NEON Private Equity
Al Khabeer Investments	NKT Holding
Allan Gray Ltd	NNE Pharmaplan
CEVA Logistics	Olympus
Dampskibsselskabet NORDEN	Onenet
DHL	Orchadia
Elion Enterprises	Russell Investments
Eni Suisse	Satisloh
Fattal Holding	Statkraft
Franke Foodservice Vice Systems	Tech Data International
Gate Gourmet	Telefonica O2
H. Lundbeck	Tetra Laval
IE Engineering Group	Thomson Reuters
JSC Acron	Trimet Aluminium
Kimberly-Clark	Vital Forsik Ring
Kistefos	Voith Paper
Leighton Holdings	VTB Capital
Media Markt	Worldmark
Michelin Corporation	

In the back-at-the-office sessions, there will be assignments, readings and research to complete, but equally importantly, we look at this time period as critical for your candidate to test out the ideas and concepts covered during the program. We use action-learning, practice-oriented teaching methods, but nothing can replace the "aha" that comes from successfully putting something into practice. We estimate that participants will spend 12 to 15 hours per week on Executive MBA work while back at the office.



“Bertrand gained real learning and met highly interesting people during his time at IMD. I believe he is thoroughly armed today to face the challenges of our Group for the next years. There is no doubt that IMD duly deserves to be recognized as one the best business schools in Europe.”

Khalil Fattal | EMBA Sponsor | Chairman | Fattal Holding | Lebanon

“The IMD EMBA program gave Sharrolyn the ability to sharpen her knowledge base in finance and marketing but more importantly, expanded her ‘bandwidth’ in tackling business issues both from a local and global perspective.”

Steve Swinson | EMBA Sponsor | Vice President Spine, Biologics and Surgical Technologies | Medtronic | Switzerland

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QUOTES FROM PARTICIPANTS

"There is a point in your life when you say to yourself 'I have done a good job, I am a skillful and experienced manager. Now what can I do with that? What's next?' Then, it is time to apply for the IMD EMBA. You will learn so much and discover your full potential. Why IMD? It's simply the best."

Dmitry Bocharov | Director | Lalov Egrek OOD | Bulgaria

"The IMD EMBA journey has been an amazing experience that contributed significantly to the development of my leadership skills and created immediate value for my organization."

Achilleas Dorotheou | Chief Executive Officer Amathus Hotels Division | Amathus Public Ltd | Cyprus

"The inputs of the leadership stream were really unexpected and impressive in terms of professional development. I am moving forward with more of a helicopter view and am ready to be a global leader in a constrained environment."

Sylvie Richard | Chief Advisor to the Plant Manager | EDF - Electricité de France | France

"The beauty of the IMD EMBA program is the combination of academic and personal learning. You learn how to enhance technical skills and build on a greater awareness of your true self. That's the path to deep professional and personal improvement."

Marie-Gabrielle Cajoly | Head of Corporate Communications, Executive Director of Addax Petroleum Foundation | Addax Petroleum Corporation | Switzerland

"My horizons have been expanded far beyond my greatest expectations and I now know how much I am capable of learning."

Søren Toft | Managing Director | Maersk Deutschland AS and CO KG | Germany

"I now have a blueprint for high performance, one that I can apply anywhere."

Ben Fourie | Head of GSD | British American Tobacco (Malaysia) Berhad | Malaysia

"The IMD EMBA program gave me access to the latest knowledge in leadership, finance and strategy. I was challenged and trained in these different disciplines in real-life situations and used my company as a 'learning laboratory' while mastering assignments. This year has been vital in preparing me for an executive board role within my company."

Martin Iffert | Member of the Board | Trimet Aluminium AG | Germany

"The great thing about the IMD EMBA is that the work and assignments are linked to your company. This is a serious, real-life EMBA!"

Bjarne Foldager | Managing Director | A.P. Moller Singapore Pte Ltd | Singapore

"The IMD EMBA has not only given me a brush-up on the latest advances within a range of commercial and managerial disciplines, it has also enabled me to take a new look at my organization, operation and customer approach, and to implement concrete and relevant changes with immediate, measurable benefits."

Mette Østergaard | Vice President SAS EuroBonus | Scandinavian Airlines System SAS | Sweden

"IMD's EMBA is a unique program which enables you to apply state-of-the-art and up-to-date knowledge to your professional and personal environment. The group and company assignments as well as the leadership training form a whole that can lead to a profound transformation in the thinking and acting of a participant. For me, this was the case."

Samuel Bon | Deputy Head of Corporate Communications and CIO | International Committee of the Red Cross | Switzerland

"It was a challenging and stimulating experience. The program has changed me. I think about the world and my surroundings in a totally different way. I can now rise to 30,000 feet and see things develop."

Purushotham Manvi | Managing Director | Credit Suisse | Switzerland

“The ability to apply the learning of the IMD EMBA instantly and frequently at my workplace was key to strengthening my understanding of the theory and proved to be a great, real-life opportunity.”

Patrick Stoessel | Vice President Wire Bonding and Country Director Esec Singapore | Esec Singapore Pte Ltd | Singapore

“I believe that I dramatically increased confidence in myself and my ability to further grow my business.”

Yves Karcher | Vice President of Engineering for the Control Services Division | Logitech Europe SA | Switzerland

“IMD EMBA studying methods have been very suitable for fast work with lots of traveling. I have been especially satisfied with the distance learning assignments, which have matched and complemented my work perfectly. Comments from professors – especially for the strategy assignment – have turned them from additional workload to career-enhancing exercises.”

Pekka Koponen | Managing Director | Spinverse Consulting | Finland

“Learn how to learn – not dry theory but real-life learning in leading companies from all over the world. The assignments linked with your own company provided an excellent opportunity for hands-on practice and to create immediate value and leverage for the company.”

Remo Lütolf | Global Business Unit Manager, Power Electronics and Medium Voltage Drives | ABB Switzerland Ltd | Switzerland

“They mean it when they say ‘Real World, Real Learning’. It’s education on a different level. When they put you through the assignments, the problems and challenges are real; and the feedback you receive is highly valuable and practical. The Discovery Expeditions will not only teach you the different dynamics of businesses around the world, but will also open your eyes to the cultural and social aspects of the countries you visit.”

Whisnu Bahriansyah | Head, Office of Board of Directors | Pt Pertamina (Persero) | Indonesia

“Bottom line: win-win for both me and my firm.”

Patrick Stampfli | Head of Finance and Operations | Schroder Investment Management | Switzerland

“The IMD EMBA has provided me with the functional competence I expected. That was great! What was even better was the unexpected and outstanding leadership part.”

Patrik Lindvall | Manager Business Relations | Inter Ikea Systems BV | The Netherlands

“One year ago I began the most amazing learning journey. As a leader I have achieved a foundation and toolbox to continue my learning journey into the future.”

Henriette Schütze | Executive Vice President – CFO | Cimber Sterling AS | Denmark

“It was the best year of my professional life and the most challenging too. My horizon is much broader now and my entire approach to problem solving has changed, not only in my professional but also my private life.”

Irene Tkhilava | Managing Partner | G02RU Europe | Germany

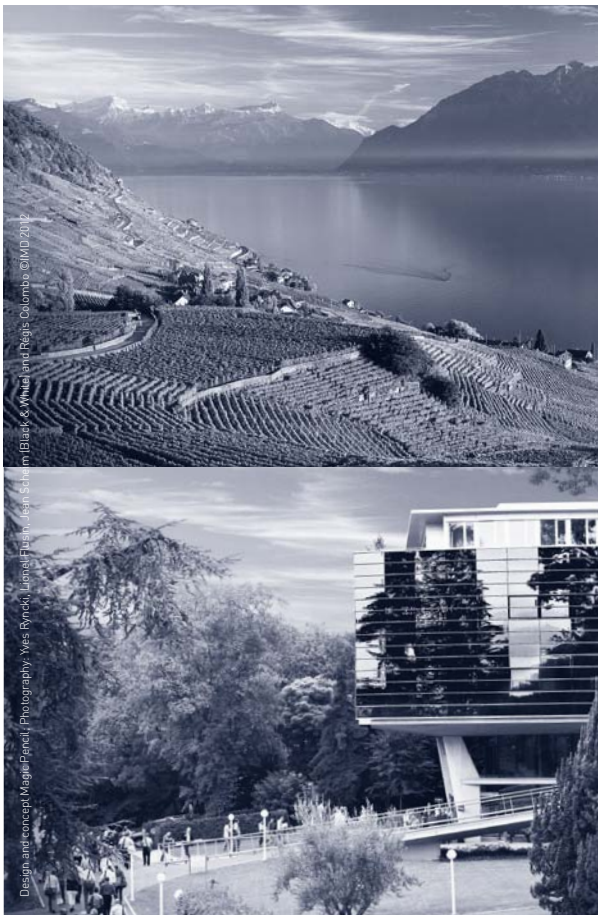
“I came here to study business principles, only to discover that leadership is at the heart of every discipline (strategy, finance, HR, etc.) and everything we do in our professional and personal life. A truly transformational experience.”

Michiel van Duin | Head Compensation and Benefits Development | Novartis Pharma AG | Switzerland

“Without a doubt, this past year has been the most valuable time in my entire business career. An entrepreneur since the age of 13, I never formally learned the foundations of leadership or the traditional disciplines. The IMD EMBA, which combines class projects with full-time work, enabled me to extract far more value than I ever imagined possible! I learned so much, all of which I could apply immediately! This program has more than paid for itself already.”

Aaron Sylvan | Founder and CEO | Trustworks | United States





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Discover IMD

IMD is a world pioneer in executive education. More than a business school, we collaborate with individuals, teams and organizations to resolve real business issues, build capabilities and prepare for the future. We do so through a unique Real World, Real Learning approach, which stems from our ongoing partnerships with leading international companies.

Delivered from our campus on the shores of Lake Geneva in Switzerland and key locations worldwide, our top-ranking programs and services combine practical experience, thought leadership and a global mindset. Come join our open and inspiring learning environment to challenge your perspectives, expand your horizons – and unlock your full potential.

IMD is ranked first in executive education outside the US and second worldwide (*Financial Times*, 2008-2011). IMD's MBA is ranked number one worldwide (*Forbes*, 2011) and number one outside the US (*The Economist*, 2011).

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Applications

You will find all forms online at www.imd.org/emba.

The application includes:

- » Completed and signed application form
- » Three letters of recommendation, including one from your sponsor
- » Official transcript of undergraduate university degree or equivalent
- » Application fee (CHF 200)

Applications are reviewed in order of receipt: it is in your interest to apply early.

For further details on the application process and admission criteria, visit the "assess your chances" section of the EMBA website.

Further information

For more details visit www.imd.org or contact a Program Advisor at +41 21 618 07 00 or at info@imd.org.

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