



Doing an EMBA at IMD: Decision-making between the candidate and the employer

How does a company benefit from supporting a high-potential employee on an EMBA at IMD?

When a high-potential manager tells their employer that they would like to do an EMBA, both parties stand to benefit. The candidate strives to advance their career, applying their learning immediately in the workplace, throughout the EMBA. The employer stands to gain from the improved expertise of the candidate, which feeds back directly to the company. The assignments and real-world case studies the candidate does are designed to apply to a specific department or area of growth in their company – an area of need that both parties agree upon.

The employer will benefit from:

- **Improving the skills of the candidate:** By reviewing past performance and career goals, the company and candidate together with IMD's guidance, can evaluate the candidate's current skills and identify any weaknesses, gaps or particular potential. By bridging these gaps, a **talented candidate will become a higher-value employee** for the company. IMD's EMBA focuses primarily on general management, leadership, innovation and globalization.
- **Shared in-house learning:** The EMBA candidate can share their learning with **colleagues**, creating further benefits. For example, the candidate can hold in-house workshops, run a special interest group on a particular topic, train up a colleague or become a "go-to person" on an emerging trend.
- **Return-on-investment (ROI) with immediate impact:** The candidate's program assignments will feed into defined goals in their job, straight away. **Immediate savings or short-term impact could affect the bottom line**, potentially making the company immediately more competitive or effective.
- **Long-term ROI and benefits:** By supporting top talent on IMD's EMBA, the company retains its best people and fosters their loyalty. When an employer supports executive development, they reap the benefits – **their most motivated, high-potential employees become their leaders of the future.**
- **A deeper relationship with IMD:** When employees learn at IMD, their companies frequently benefit – directly and indirectly. IMD faculty have been working with and for industry for decades. What's more, the network of new contacts developed in the classroom can be a rich source of **business relationships, contracts and inter-industry networking**. This IMD alumni network fosters a stimulating exchange of ideas, such as of new trends, ideas and markets, the latest research and thinking, and the next generation of business practices and opportunities.

Key facts about IMD's EMBA

- A total of 9 weeks out of the office
- Online learning + 7 face-to-face modules
- 4–7 intakes spread through the year
- Flexible program, fast-tracked to 15 months or over a longer period
- 4 global locations: Switzerland + Silicon Valley + China + Brazil/India/Kenya/Vietnam
- 100,000+ alumni in 80+ countries
- Fees for 2017*: CHF 105,000 (Foundations for Business Leadership – CHF 25,000; Advanced Management Concepts – CHF 15,000; Mastery Stage – CHF 65,000, with flexibility and installments available). Tuition, teaching materials and lunch are included in the fees.

** IMD reserves the right to modify the program dates, location and fees at any time*



Which companies have sponsored candidates on IMD's EMBA?



Large corporations

ABB
A.P. Moller-Maersk
Boeing
IBM
Michelin
Microsoft
Nestlé
Novartis
Philip Morris
Philips Lighting
Saudi Aramco
Shell
Sony Ericsson
Worldmark



Financial institutions

ABN AMRO Bank
Bank Muscat
Commerzbank Nederland
Credit Suisse
Danske Bank
Deloitte
Frimex Investments
Gazprombank
HSBC
Merrill Lynch
Pictet & Cie
UBS
Zurich Insurance



Specialized multinationals

Alfa Laval
Bobst
EDF – Electricité de France
Logitech Europe
Hilti Corporation
Hoffmann-La Roche
Kudelski
Kühne & Nagel
Odebrecht
SAP
Teva Pharmaceutical



Public institutions and NGOs

ETH, Switzerland
ICRC
University of Bahrain
WHO
WWF



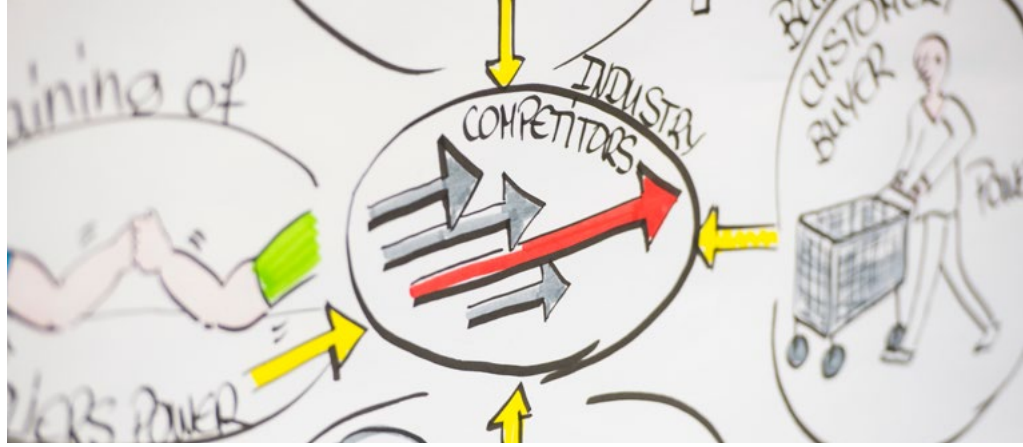
Family businesses

Audemars Piguet
Lego
Nippon Elevators
Novo Nordisk
PMT Italia
Trimet



Small and highly specialized companies

Alpiq
Bunge
Green Rig
Maersk Oil
Six Group
Urasia Capital



“After the EMBA, the product line I was responsible for met its business objectives, and multiple product and initiatives were launched to explore more and different ways to increase our footprint. I believe that the better vision the EMBA gave me helped in putting all the pieces together and gave me the ability to make people from different departments work more efficiently together. The program opened multiple doors, also in terms of self-awareness and possibilities.

The **company assignments** were tremendously useful for me and so I applied many aspects of them swiftly. I got the most out of **strategy and finance**, followed up by **leadership and marketing**. Learning what a real strategy is helped me to design projects and programs with a better overview of the different forces involved, leveraging multi-functional teams. With this knowledge, I was able to analyze better the business reality when my employer went through an integration. As for **finance**, I apply those concepts every single day, overseeing profit and loss. The **leadership assignments** taught me to navigate politics and to reflect on myself and on what I really want.

Our discovery expeditions to India, China and Silicon Valley were the best part, because all the aspects came together and the **EMBA team really became a fantastic group** to share ideas and concern. This was a really significant part of my learning. Going through an intense experience together also made us work better in teams and handle stressful deadlines more efficiently.

Luca Allaria
Marketing Director | South and Sales West | Endologix B.V. | Switzerland

Real-world impact: 10 interrelated, real-world EMBA assignments

5 company-specific assignments

The **candidate** works on 5 real-world assignments relating to their company. All assignments reinforce one another and have multiple components.

The **employer** helps define the topic for developing a **fully-fledged business proposal**, strategy or execution plan.

Candidates apply:

- Strategic directions
- Financial health
- Digital business transformation
- Cultural transformation
- Learning from your customer

4 team assignments

The **candidate** takes 3 discovery expeditions.

In each location, teams collaborate on a contemporary project with local companies and experts.

1. **Silicon Valley**: with a Swiss startup venturing into the USA
2. **China**: growth scenarios for a Chinese company
3. **Brazil/India/Kenya/ Vietnam**: topical, local consulting
4. + another real-world case study

1 leadership assignment

The **candidate** gets one-on-one coaching.

+ written and group assignments on leadership

+ a 48-hour crisis simulation with the Swiss Army, tackling extreme challenges that executives face

+ fully integrated with the company and team assignments



How can the company support their candidate?

For a candidate to really get the most and deliver the best from their EMBA, they require the support of their company. The employer needs to support the candidate with:

- **A sponsor (or learning mentor):** to support the candidate in their learning and development, challenging them personally and professionally.
- **Time:** away from the office and possibly study leave.
- **Access:** to information or resources relevant to their learning, so they can feed it directly back to the workplace.
- **Fees support:** Full or partial financial support or tuition fees, travel expenses and/or compensation while away from the office. This may require negotiation, outlined below.

How can the company and candidate negotiate to reach a win-win agreement?

The candidate and employer will need to negotiate on the following matters, to settle on terms that result in a win-win arrangement:

- **Fees:** Who will pay the tuition fees? Will both parties contribute, and if so, at what percentage? Can the candidate channel their bonus into fees, perhaps? Could one party cover fees and the other cover travel and accommodation?
- **In-house resources:** Does the company have professional development funds to draw on? Does the employer get tax deductions for contributing to employee tuition or offering other forms of support? Candidates should consult their employee handbooks and staff benefit manuals.
- **Alternative funding:** What sources of external funding exist elsewhere, such as scholarships or grants? If the candidate secures some external support, could the company match it?
- **Time out of the office:** How will the candidate manage their current job during study time off? How will their work be redirected, delegated or outsourced? Can the candidate use their vacation days to attend classes? Could the company offer the candidate unpaid leave?
- **A loan:** Is the company able to offer the candidate a loan? If so, on what terms?
- **A loyalty agreement:** On what conditions does the employer support the candidate's EMBA studies? What are the agreements and commitments from both sides? **IMD graduates usually progress career-wise within their companies** after completing their programs, so what prospects can the company offer for the candidate to rise within the company?
- **Reporting back:** How will the candidate report back on their progress? To whom and at what intervals? Will feedback be verbal or in written form?

If you need more advice on supporting your candidate or negotiating with your employer, please get in touch:

Talk with us
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Apply now
www.imd.org/emba