WE ARE HERE TO HELP YOU

- Build Your People’s Leadership Capabilities
- Embrace Digital Transformation
- Accelerate Innovation and Business Excellence

PROGRAMS FOR INDIVIDUALS AND TEAMS

GENERAL MANAGEMENT  4
Building on Talent (BOT) | NEW FORMAT
Foundations for Business Leadership (FBL)
Transition to Business Leadership (TBL)
Program for Executive Development (PED)
Advanced Management Program (AMP)
Breakthrough Program for Senior Executives (BPSE) | NEW FORMAT
Orchestrating Winning Performance (OWP) | 40+ NEW TOPICS

DEGREE  6
Master of Business Administration (MBA)
Executive Master of Business Administration (EMBA)

DIGITAL TRANSFORMATION  8
Leading Digital Business Transformation (LDBT)
TransformTECH (TT)
Digital Strategy (DS)
Digital Execution (DE)
Leading in the Digital Age (LDA)
Digital Strategy & Analytics (DSA) | NEW
Digital Marketing Strategies (DMS)
Digital Supply Chain Management (DSCM)
Digital Analytics (DA)
Digital Disruption (DD)
Digital Finance (DF) | NEW
Business Analytics for Leaders (BAL) | NEW

LEADERSHIP  12
The First 90 Days© (F90D)
Mobilizing People (MP)
Strategies for Leadership (SL)
High Performance Leadership (HPL)
Advanced High Performance Leadership (AHPL) | FOR HPL ALUMNI ONLY
Cultivating Leadership Energy through Awareness and Reflection (CLEAR) | NEW
Janus (JANUS) | NEW
Leadership Essentials (LE) | NEW FORMAT
Inspirational Leadership (IL)
Changing Employee Behavior (CEB)

FOCUSED  16
Governance
High Performance Boards (HPB)
Digital Transformation for Boards (DTB) | NEW
Team Dynamics for Boards (TDB) | NEW
Finance for Boards (FFB) | NEW
Family Business
Leading the Family Business (LFB) | NEW FORMAT
Leading the Family Office (LFO)
Finance
Strategic Finance (SF)
Business Finance (BF)
Negotiation
Negotiating for Value Creation (NVC)
Strategy
Strategic Thinking (ST)
Strategy Execution (SE)
Strategic Partnerships (SP)
Leap (LEAP) | NEW
Innovation
Driving Strategic Innovation (DSI)
Disruptive Innovation (DI) | NEW FORMAT
Lean Intrapreneurship (LI) | NEW
Marketing
Marketing Management (MM) | NEW FORMAT
B2B Pricing Strategy (PS) | NEW FORMAT
Organizational Learning
Organizational Learning in Action (OLA)

New IMD programs, delivered online and applied to your business context with one-to-one professional learning coach.
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Organizational Learning in Action (OLA)

TALK WITH US
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www.imd.org/pf

WE ARE HERE TO HELP YOU

New IMD programs, delivered online and applied to your business context with one-to-one professional learning coach.
NEW FORMAT Building on Talent (BOT)
Developing the next generation of leaders
For functional experts or managers with around 5-10 years of experience
Accelerate your career:
- Strengthen your business acumen: finance, marketing, operations, strategy, and innovation
- Enhance your leadership skills: self-awareness, team building, conflict management, and resilience
- Understand the organizational dynamics of today; digital transformation, disruption & sustainability
- Work with professional, executive coaches to master and implement what you learn back at work
www.imd.org/bot

Advanced Management Program (AMP)
 Propel business growth, turbocharge your career
For seasoned leaders, either individually or as a team, with proven management experience, possibly overseeing multiple products or countries
- Rethink your company’s strategic possibilities in changing times
- Reframe your organizational roadmap to seize new opportunities
- Boost your leadership skills to lead large-scale organizational transformations
- Catalyze your career to new heights
www.imd.org/amp

NEW FORMAT Breakthrough Program for Senior Executives (BPSE)
Do what matters.
For senior executives at executive committee, board or divisional level
- Develop a new level of self-confidence in what you can and want to contribute to your organization
- Define concrete plans to conquer personal leadership and organizational issues that matter
- Formulate new responses to some of the persistent, complex problems your organization faces
- Become familiar with big external changes and what they mean for you and your business
www.imd.org/bpse

40+ NEW TOPICS
Orchestrating Winning Performance (OWP)
Rethink, refresh and transform your business – discover the latest hot topics and trends in the business world
For individuals and teams at all career stages and every industry
- Solve your management and leadership challenges with face-to-face learning from world-class faculty
- Join as a team and build the right dynamics, get clarity and turn your strategy into action
- Get maximum exposure to top executives and business leaders, new contacts, to help you create winning performance
www.imd.org/owp

FEES

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NEW FORMAT Breakthrough Program for Senior Executives (BPSE)
Special team offer: fifth participant comes for free!

For each additional participant from the same company and
- CHF 10,900, Dubai
- CHF 11,900, Lausanne
- CHF 8,900, CHF 9,900, CHF 9,900, CHF 10,900, CHF 10,900

1 For the first participant OWP Lausanne
2 For the second participant OWP Lausanne
3 For each additional participant from the same company and
   IMD alumni OWP Lausanne
4 For each additional participant from the same company and
   IMD alumni OWP Dubai
5 Early bird fee, deadline February 28, 2019 (OWP Lausanne)
6 Early bird fee, deadline July 31, 2019 (OWP Dubai)

TALK WITH US
+41 21 618 07 00 info@imd.org
NEW FORMAT
Building on Talent (BOT)
Developing the next generation of leaders
For functional experts or managers with around 5–10 years of experience
Accelerate your career:
• Strengthen your business acumen: finance, marketing, operations, strategy, and innovation
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• Understand the organization's core: digital transformation, disruption & sustainability
• Work with professional, executive coaches to master and implement what you learn back at work
www.imd.org/bot

Foundations for Business Leadership (FBL)
Accelerating mastery of cross-functional capabilities
For experienced functional managers aspiring to move into business leadership positions
• Get confident in marketing, operations, finance, strategy, industry analysis, business models and entrepreneurship
• Understand how value is created by integrating functions, and apply your new and enhanced capabilities to complex business issues
• Get assessed on your understanding of business fundamentals, and your effectiveness as a team member
• Get ready for IMD’s Program for Executive Development or Executive MBA
www.imd.org/fbl

Transition to Business Leadership (TBL)
Turning experienced managers into business leaders
For experienced functional managers moving into business leadership positions
• Assess your strengths and development priorities relative to leading a business
• Design business unit strategy, structure, systems and skills to deliver results
• Cultivate your executive presence and ability to communicate and inspire
• Be ready to lead change and organizational transformations more effectively
www.imd.org/tbl

Program for Executive Development (PED = FBL + TBL)
Transforming managers into leaders
For experienced functional managers moving into business leadership positions
• Get up to speed with the concepts and capabilities you need to successfully transition to general management and business leadership
• Understand how to provide a guiding vision, to pull together various functions, businesses or country teams to create value
• Leverage the strengths of your different team members to create an integrated whole that is focused on results
• Become a confident, fulfilled general manager and business leader
• Quality for your PED Diploma
www.imd.org/ped

Advanced Management Program (AMP)
Propel business growth, turbocharge your career
For seasoned leaders, either individually or as a team, with proven management experience, possibly overseeing multiple products or countries
• Rethink your company’s strategic possibilities in changing times
• Reframe your organizational roadmap to seize new opportunities
• Boost your leadership skills to lead large-scale organizational transformations
• Calibrate your career to new heights
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www.imd.org/owp

TALK WITH US
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IMD reserves the right to modify the program dates, location and fee at any time.
Master of Business Administration (MBA)
The skills to know, the confidence to act, the humility to lead.
For young professionals with strong career progression and leadership potential
- Ensure that you master the fundamentals needed in business today
- Increase your self-awareness to select adequate responses to business challenges
- Recognize your moral compass when navigating organizational contexts
- Acquire confidence by addressing real issues and interacting with IMD’s network

www.imd.org/mba

Executive Master of Business Administration (EMBA)
Create real impact in your career
For fast-rising, internationally experienced executives
- Master management skills in highly diversified business, social and political environments
- Develop the mindset of an entrepreneur: be creative, take risks and manage the unknown with confidence
- Become a more reflective, self-aware and strategic member of a general management team
- Create new value for your organization and discover more career options

www.imd.org/emba

IMD reserves the right to modify the program dates, location and fee at any time.

TALK WITH US +41 21 618 07 00 info@imd.org

DEGREE PROGRAMS
IMD’s exclusive MBA and Executive MBA degree programs will accelerate your career and create lasting impact in your business and personal life. Prepare the future you want.

Master of Business Administration (MBA)
FEE JAN. FEB. MAR. APR. MAY JUN. JUL. AUG. SEP. OCT. NOV. DEC.
Master of Business Administration (MBA) CHF 85,000

Executive Master of Business Administration (EMBA)

STEP 1: Foundation Stage
Foundations for Business Leadership
Choose one (from five intakes each year)

STEP 2: Advanced Management Concepts
Advanced Management Concepts
Choose one (from three intakes each year)

STEP 3: Mastery Stage
Choose one (from three intakes each year)

Fees
Fee 2019: 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.

Dates
See the IMD EMBA website for full dates
www.imd.org/emba
Master of Business Administration (MBA)
The skills to know, the confidence to act, the humility to lead
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www.imd.org/emba

DEGREE PROGRAMS
IMD’s exclusive MBA and Executive MBA degree programs will accelerate your career and create lasting impact in your business and personal life. Prepare the future you want.

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EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)

STEP 1: Foundation Stage
Foundations for Business Leadership
Choose one (from five intakes each year)

STEP 2: Advanced Management Concepts
Advanced Management Concepts
Choose one (from three intakes each year)

STEP 3: Mastery Stage
Choose one (from three intakes each year)

Fees
Fee 2019: 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.

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www.imd.org/emba

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DIGITAL TRANSFORMATION PROGRAMS

Digital transformation programs show you how to use exponentially improving technologies to transform your business. Build in-demand skills and plan your digital business transformation to unlock new business opportunities.

Leading Digital Business Transformation (LDBT)
Leveraging digital innovations to transform your business
For business leaders and senior managers looking to improve company performance through the use of digital technologies
- Understand how digital technologies and business models are radically changing competitive dynamics across industries
- See into the mindset of digital disruptors, like Google, Amazon, Alibaba, and Silicon Valley “unicorns”
- Understand how to become a much more agile organization
- Define a plan of action for digitization across your organizational value chain that allows you to both preserve your core business and compete in new markets

Leading in the Digital Age (LDA)
Leading your team through digital change
For executives responsible for managing other people and who need guidance on how to lead effectively in a digital age
- Recognize your capabilities and strengths to become an effective leader in the digital age
- Identify your weaknesses in the digital leadership space and how to improve them
- Get hands-on practice with the skills and capabilities to lead in disruptive environments
- Understand how to collaborate and build teams in new ways
- Leave the program with a personal leadership plan for leading in the digital age

TransformTECH (TTI)
Inspiring technologies that create new business opportunities
For experienced executives wanting to transform their business with technology
- Open up new opportunities for your business by exploring latest technologies and the impact for your business and industry
- Become familiar with nimble innovation practices, the venturing world, design thinking as well as rapid prototyping
- Develop a beta-prototype with experts in technology, innovation and entrepreneurship that you can immediately apply to your business

Digital Strategy (DS)
Using digital transformation to boost your competitive advantage
For business leaders responsible for developing and implementing a digital strategy for their organization
- Understand how to launch multi-sided platforms and digital ecosystems
- Develop your Internet-of-Things strategy to connect with other platforms
- Monetize your platforms, and derive the greatest possible value from big data and artificial intelligence
- Sharpen your digital strategy by anticipating and responding to strategic moves from your competitors and internet giants

Digital Execution (DE)
Bringing digital strategy to life
For business leaders who have defined preliminary digital strategy goals and now need to verify their key assumptions and develop an execution plan
- Identify fast and effective experimentation methodologies
- Develop a roadmap to execute your digital business transformation strategy
- Plan for future iterations and frequent adjustment processes
- Acquire the capabilities to partner with other organizations to succeed in your digital journey

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1. All fees are for the first participant.
2. Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire.
3. For each additional participant from the same company, Special team offer.
4. For IMD and EPFL alumni. Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire.
5. Digital transformation programs show you how to use exponentially improving technologies to transform your business. Build in-demand skills and plan your digital business transformation to unlock new business opportunities.

www.imd.org/ldbt
www.imd.org/lda
www.imd.org/tt
www.imd.org/ds
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Leading your team through digital change
For executives responsible for managing other people and who need guidance on how to lead effectively in a digital age
- Recognize your capabilities and strengths to become an effective leader in the digital age
- Identify your weaknesses in the digital leadership space and how to improve them
- Get hands-on practice with the skills and capabilities to lead in disruptive environments
- Understand how to collaborate and build teams in new ways
- Leave the program with a personal leadership plan for leading in the digital age

www.imd.org/lda

NEW

Digital Strategy & Analytics (DSA)

Connecting digital strategy with data analytics
For managers looking to dive deeper into the topics of data analytics and platform strategy and connect these topics together
- Discover diverse strategy frameworks and how they require different analytic models and strategies
- See how the findings you infer have a fundamental impact on your strategy choices
- Get the latest analytic tools and practise data visualization exercises which you can quickly apply to your own data
- Understand how to make your data strategic and turn your company’s strategic models into concrete implementation

www.imd.org/dsa

Digital transformation programs show you how to use exponentially improving technologies to transform your business. Build in-demand skills and plan your digital business transformation to unlock new business opportunities.

www.imd.org/tt

TransformTECH (TTI)

Inspiring technologies that create new business opportunities
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- Develop a beta prototype with experts in technology, innovation and entrepreneurship that you can immediately apply to your business

www.imd.org/tt

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- Sharpen your digital strategy by anticipating and responding to strategic moves from your competitors and internet giants

www.imd.org/ds

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www.imd.org/de

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- Understand how to become a much more agile organization
- Define a plan of action for digitization across your organizational value chain that allows you to both preserve your core business and compete in new markets

www.imd.org/dbt
**NEW Digital Finance (DF)**

*Discover how technology is transforming the financial landscape.*

For finance executives or business leaders looking to strengthen their marketing skills in the digital landscape:

- Let timelapse marketing fundamentals guide your decision-making, online and offline.
- Understand how data visualization changes customer decision-making and what this means for your brand.
- Become familiar with emerging business models and new approaches to market strategy.
- Master new technologies to connect with your customers.

www.imd.org/df

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**NEW Digital Supply Chain Management (DSCM)**

*Discover how to lead across generations.*

For senior or mid-level managers with strategic, marketing or commercial responsibilities:

- Discover how to lead across generations.
- Learn how to build, collaborate, motivate and influence teams in the virtual space.
- Develop your leadership capabilities for the digital age.
- Investigate the different levels of data analytics maturity and where your organization stands.

www.imd.org/dscm

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**NEW Digital Analytics (DA)**

*Discover how to lead across generations.*

For finance executives or business leaders looking for a practical understanding of the fundamentals of digital analytics and big data:

- Discover the various sources of data, both within and outside your organization.
- Understand the different types of analytics and which is best suited to your needs.
- Investigate the different levels of data analytics maturity and where your organization stands.

www.imd.org/da

---

**NEW Digital Marketing Strategies (DMS)**

*Chart your path to analytical excellence.*

For executives or managers looking for a practical understanding of the fundamentals of digital analytics and big data:

- Learn how big data can give you and your company a strategic advantage.
- Discover the various sources of data, both within and outside your organization.
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- Investigate the different levels of data analytics maturity and where your organization stands.

www.imd.org/dms

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**NEW Digital Disruption (DD)**

*Chart your path to analytical excellence.*

For executives or managers looking to navigate the digital transformation in their organization:

- Drive disruption in your industry, don’t drown in it.
- Identify changes in the business environment and take advantage of them.
- Analyze and overcome obstacles to rapid execution.
- Create a successful digital transformation plan for your organization.

www.imd.org/dd

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### IMD ONLINE PROGRAMS

**Digital Transformation (DT)**

Delivered online and applied to your business context with one-on-one professional coaching.

For executives who want to know more about digital opportunities and threats and are involved in navigating the digital transformation in their organization:

- Drive disruption in your industry, don’t drown in it.
- Identify changes in the business environment and take advantage of them.
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www.imd.org/dd

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**Complimentary seats available for Corporate Learning Network members.**

www.imd.org/dtp/digital-diploma

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

www.imd.org
Digital Marketing Strategies (DMS)
Master the skills of online-offline marketing
For senior or mid-level managers with strategic, marketing or commercial responsibilities who need to strengthen their marketing skills in the digital landscape
» Let timers marketing fundamentals guide your decision-making, online and offline
» Understand how digitalization changes customer decision-making and what this means for your brand
» Become familiar with emerging business models and new approaches to market strategy
» Master new technologies to connect with your customers
www.imd.org/dms

Digital Supply Chain Management (DSCM)
Set maximum value from your supply chain
For experienced executives working in procurement, supply chain management and operations
» Develop a digital strategy that embeds the right technologies for your business
» Understand and manage global supply chain complexity and risks
» Optimize your global material, information and financial flows
» Lead organizational change and 5C transformation
www.imd.org/dscm

Digital Analytics (DA)
Leverage big data and analytics in your business
For managers who make complex decisions in areas related to digital transformation and strategy, and would like to gain a stronger understanding of the underlying concepts behind big data and analytical techniques
» Understand big data and analytics, how they have evolved and what they mean for business in the future
» Increase yourself in the latest social media and mobile landscape trends
» Evaluate your capabilities and strategies for data analytics
» See how data analytics is impacting every aspect of your business and prepare your response
www.imd.org/da

Digital Finance (DF)
Discover how technology is transforming the financial landscape
For finance executives or business leaders looking to differentiate yourself from the pack
» Develop your leadership capabilities for the digital age
» Learn how to build, collaborate, motivate and influence teams in the virtual space
» Learn how to lead across generations in an evolving workplace
www.imd.org/df

NEW IMD ONLINE PROGRAMS
Digital Disruption (DD)
Competing in the Digital Vortex
Delivered online and applied to your business context with one-to-one professional coaching
For executives who want to know more about digital opportunities and threats and are involved in navigating the digital transformation in their organization
» Drive disruption in your industry, don’t drown in it
» Identify changes in the business environment and take advantage of them
» Analyze and overcome obstacles to rapid execution
» Create a successful digital transformation plan for your organization
www.imd.org/dd

NEW IMD ONLINE PROGRAMS
Business Analytics for Leaders (BAL)
Chart your path to analytical excellence
For executives or managers looking for a practical understanding of the fundamentals of digital analytics and big data. You are keen to use digital analytics as a catalyst for business innovation
» Learn how big data can give you and your company a strategic advantage
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www.imd.org/bal

IMD reserves the right to modify the program dates, location and fee at any time.

Digital Excellence Diploma
All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details
Leadership programs are about enabling the full potential in others and in yourself. Explore how to become a better leader, discover how to energize and mobilize people to reach a common goal, prepare for greater leadership responsibilities.

LEADERSHIP PROGRAMS

The First 90 Days® (F90D)
Accelerate your leadership transition
For leaders who have recently taken on a challenging new role or will shortly do so.
If possible, you should take the program at the latest within four months of formally starting your new job
- Match your strategy to your situation, so you can lead the right changes in the right ways.
- Then align with your new managers and superiors
- Identify key stakeholders and build an alliance to support your key initiatives
- Assess, reshift, align and accelerate the team you inherited
- Establish direction for yourself and your organization, plus the momentum to secure early wins

www.imd.org/F90D

FOR HPL ALUMNI ONLY
Advanced High Performance Leadership (AHPL)
A unique next step for HPL alumni
For leaders looking to refocus, reflect and renew
A unique next step for HPL alumni
- Advanced High Performance Leadership (AHPL)
  www.imd.org/ahpl

Strategies for Leadership (SL)
Empowering women executives
For upper mid-level to senior female executives
- Improve performance and lead more effectively
- Prepare to take on top-level management roles and board positions
- Build a network of women in business to serve as mentors and role models
- Be a competitive advantage for your company. Contribute to leadership diversity
  www.imd.org/sl

NEW Cultivating Leadership Energy through Awareness and Reflection (CLEAR)
Bridges the gap between knowing and doing, by providing an opportunity to take time out to develop yourself and explore your personal and collective responsibility as a leader
For leaders who operate at or near the top of your organization. Already successful, you know that what got you here will not necessarily get you there
- Bridge the knowing-doing gap with a multi-level, integrated and holistic approach
- Work with a personal coach during your whole journey to facilitate and accelerate your learning
- Global perspective by connecting with a truly international peer group
- Experience lasting results
- Cultivate your leadership energy over 10 months to ensure you engage in truly transformative change
  www.imd.org/clear

High Performance Leadership (HPL)
Listen, influence, impact
For experienced executives and teams
- Discover your leadership patterns and foundations, diagnose your leadership tasks
- Develop your own leadership style, learn effective dialogue, revitalize your vision and build on your strengths
- Boost your capacity to change and move to a higher level of your leadership performance
- Develop a personal leadership path that ensures you remain inspired and resilient for the future
  www.imd.org/hpl

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TALK WITH US
+41 21 618 07 00 | info@imd.org
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**Mobilizing People (MP)**
Leading with impact
For experienced executives in either managerial or specialist roles
- Experience team leadership situations and experiment with your role as a leader
- Receive intense individual feedback and coaching
- Develop strong team leadership qualities and team management skills
- Renew your energy and learn to mobilize people toward key business goals

www.imd.org/mp

**Strategies for Leadership (SL)**
Empowering women executives
For upper mid-level to senior female executives
- Improve performance and lead more effectively
- Prepare to take on top-level management roles and board positions
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- Be a competitive advantage for your company. Contribute to leadership diversity

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www.imd.org/clear
LEADERSHIP PROGRAMS

NEW
Janus: Critical CEO Dialogue
Reflect on your past, challenge your present, impact your future.
For CEOs who report to external Boards, or who manage very significant business units. You are ready to work closely with other CEOs and faculty to be curious, to question and to critique each other through dialogue.
- Provoke and challenge other CEOs through shared experiences
- Engage in private reflection, alone as well as with executive learning facilitators
- Find new meaning and purpose in your role and career
www.imd.org/janus

NEW FORMAT
IMD ONLINE PROGRAMS
Leadership Essentials (LE)
Delivered online and applied to your business context with one-to-one professional coaching
For executives who are looking to take the next step into a leadership role
- Understand where your power comes from and how to influence and persuade others
- Be a more effective leader through understanding how to manage others
- Enhance the creativity and innovation of your teams
- Know yourself and identify the values that guide your life
www.imd.org/le

IMD ONLINE PROGRAMS
Inspirational Leadership (IL)
Delivered online and applied to your business context with one-to-one professional coaching
For executives taking on greater leadership responsibilities who need to work through others to build personal and team success
- Understand your individual leadership strengths and weaknesses
- Improve interactions with your team members by building strong bonds
- Master new ways of approaching challenges and overcoming obstacles
- Manage conflicts through successful leadership transactions
- Coach your team members to help them develop their potential
www.imd.org/il

IMD ONLINE PROGRAMS
Changing Employee Behavior (CEB)
Inspire your employees to make positive changes and improve their performance
Delivered online and applied to your business context with one-to-one professional coaching
For managers of start-ups or established businesses who want their employees to thrive
- Understand what really motivates your employees
- Discover how behavioral change improves individual performance and can transform companies
- Embed a culture of self-development, motivation and positivity at every level of your organization
- Learn practical techniques you can use daily
www.imd.org/ceb

NEW Janus: Critical CEO Dialogue (JANUS)
3 days at a mountain retreat in the Swiss Alps with additional pre-program work

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IMD ONLINE PROGRAMS
Leadership Essentials (LE)
Delivered online and applied to your business context with one-to-one professional coaching

- For IMD alumni
- Complimentary seats available for Corporate Learning Network members

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**NEW FORMAT**

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**www.imd.org/le**

**IMD ONLINE PROGRAMS**

**Inspirational Leadership (IL)**
Maximize your leadership potential
Delivered online and applied to your business context with one-to-one professional coaching
For executives taking on greater leadership responsibilities who need to work through others to build personal and team success.
- Understand your individual leadership strengths and weaknesses
- Improve interactions with your team members by building strong bonds
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**www.imd.org/il**

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**www.imd.org/ceb**

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**NEW**

**Janus: Critical CEO Dialogue**
Reflect on your past, challenge your present, impact your future.
For CEOs who report to external Boards, or who manage very significant business units. You are ready to work closely with other CEOs and faculty to be curious, to question and to critique each other through dialogue.
- Provoke and challenge other CEOs through shared experiences
- Engage in private reflection, alone as well as with executive learning facilitators
- Find new meaning and purpose in your role and career

**www.imd.org/janus**

**IMD reserves the right to modify the program dates, location and fee at any time.**
## Focused Programs

Focused programs are an opportunity for you to develop in-depth expertise in areas that are critical for you and your business. Choose from many topics including innovation, finance, negotiation, strategy, marketing, sustainability, organizational learning, governance and family business.

### GOVERNANCE | High Performance Boards (HPB)

How board directors make a real difference for supervisory board members and chairpersons
- Identify what makes best practice boards and drive positive board culture
- Evaluate and mitigate risk, and maximize opportunities through strategic board involvement
- Learn how to manage a board in crisis and ensure the best succession planning

For supervisory board members and chairpersons
- For IMD alumni and each additional participant from the same management team and IMD alumni
- Early bird offer, deadline February 28, 2019

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### FAMILY BUSINESS | Leading the Family Business (LFB)

Assure the continuity of your family business for all members of business-owning families as well as senior non-family executives and board members
- Navigate specific challenges and critical issues in your family business
- Probe key issues facing family businesses: growth, governance, succession and culture
- Benchmark best practices to broaden your understanding of successful family businesses
- Get concrete take-home value to drive overall performance

For all members of business-owning families exclusively
- For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards
- Early bird offer, deadline February 28, 2019

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### FAMILY BUSINESS | Leading the Family Office (LFO)

Create a sustainable platform to preserve and transfer your family wealth, values and heritage to future generations
- Build family unity and develop long-term objectives for the family, the wealth and the business assets

For all members of business-owning families exclusively
- For IMD alumni and each additional participant from the same family

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### NEW Digital Transformation for Boards (DTB)

Set the right digital vocabulary and toolkit for all members of business-owning families as well as senior non-family executives and board members
- Grasp the potential impact of digital technologies on your company’s performance
- Understand the new competitive dynamics disrupting your industry
- Identify the competencies and behaviors needed to lead successfully in a digital age
- Be prepared to advise and support your management on digital transformation

For each additional participant from the same management team and IMD alumni
- Early bird offer, deadline February 28, 2019

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### NEW Team Dynamics for Boards (TDB)

Build a high-performance board team
- Understand the formal behavior dictated to board members by governance frameworks compared to informal team dynamics
- Explore unconscious assumptions and hidden motivations that can derail board work
- Find the right balance for your board between supporting and challenging the CEO and top team
- Gain insights into your board’s team dynamics and the behaviors required to improve team effectiveness

For each additional participant from the same management team and IMD alumni
- Early bird offer, deadline February 28, 2019

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### NEW Finance for Boards (FFB)

Gain the confidence to make smart finance decisions
- For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards
- Empowers you to make smart strategic decisions based on hard finance data
- Master the main financial valuation methods and their meaning
- Be at ease reviewing and challenging financial reports presented to you
- Understand the risk framework put in place by companies
- Grasp the value behind mergers and acquisitions

For each additional participant from the same family
- Early bird offer, deadline February 28, 2019

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**Board Director Diploma and the Board Practice Series Certificate**

Combine 5-day main program, High Performance Boards with the Board Practice Series of focused programs to achieve both breadth and depth of knowledge. You will also qualify for the IMD Board Director Diploma.

Choose one or several of our focused Program Practice Series programs depending on your area(s) of interest. They are offered back to back, allowing you to acquire a broad range of new skills in one week. When completing all three, you are awarded with your IMD Board Practice Series Certificate.

**NEW FORMAT FAMILY BUSINESS | Leading the Family Business (LFB)**

For all members of business-owning families exclusively
- Learn how to make informed and educated choices regarding the structure and objective of your Single Family Office
- Create a sustainable platform to preserve and transfer your family wealth, values and heritage to future generations
- Build family unity and develop long-term objectives for the family, the wealth and the business assets

**NEW FORMAT FAMILY BUSINESS | Leading the Family Office (LFO)**

Learn how to manage a board in crisis and ensure the best succession planning
- For supervisory board members and chairpersons
- For each additional participant from the same family
- Early bird offer, deadline February 28, 2019

**NEW FORMAT FAMILY BUSINESS | Leading the Family Business (LFB)**

For each additional participant from the same family
- Early bird offer, deadline February 28, 2019

**NEW Digital Transformation for Boards (DTB)**

Set the right digital vocabulary and toolkit for all members of business-owning families as well as senior non-family executives and board members
- Grasp the potential impact of digital technologies on your company’s performance
- Understand the new competitive dynamics disrupting your industry
- Identify the competencies and behaviors needed to lead successfully in a digital age
- Be prepared to advise and support your management on digital transformation

For each additional participant from the same management team and IMD alumni
- Early bird offer, deadline February 28, 2019

**NEW Team Dynamics for Boards (TDB)**

Build a high-performance board team
- Understand the formal behavior dictated to board members by governance frameworks compared to informal team dynamics
- Explore unconscious assumptions and hidden motivations that can derail board work
- Find the right balance for your board between supporting and challenging the CEO and top team
- Gain insights into your board’s team dynamics and the behaviors required to improve team effectiveness

For each additional participant from the same management team and IMD alumni
- Early bird offer, deadline February 28, 2019

**NEW Finance for Boards (FFB)**

Gain the confidence to make smart finance decisions
- For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards
- Empowers you to make smart strategic decisions based on hard finance data
- Master the main financial valuation methods and their meaning
- Be at ease reviewing and challenging financial reports presented to you
- Understand the risk framework put in place by companies
- Grasp the value behind mergers and acquisitions

For each additional participant from the same family
Focused programs are an opportunity for you to develop in-depth expertise in areas that are critical for you and your business. Choose from many topics including innovation, finance, negotiation, strategy, marketing, sustainability, organizational learning, governance and family business.

GOVERNANCE | High Performance Boards (HPB)
How board directors make a real difference
For supervisory board members and chairpersons
- Identify what makes best practice boards and drive positive board culture
- Evaluate and mitigate risk, and maximize opportunities, through strategic board involvement
- Learn how to manage a board in crisis and ensure the best succession planning

www.imd.org/hpb

NEW Digital Transformation for Boards (DTB)
Set the right digital vocabulary and toolkit
For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards
- Grasp the potential impact of digital technologies on your company’s performance
- Understand the new competitive dynamics disrupting your industry
- Identify the competencies and behaviors needed to lead successfully in a digital age
- Be prepared to advise and support your management on digital transformation

www.imd.org/tdb

NEW Team Dynamics for Boards (TDB)
Build a high performing board team
For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards
- Understand the formal behavior dictated to board members by governance frameworks compared informal team dynamics
- Explore unconscious assumptions and hidden motivations that can derail board work
- Find the right balance for your board between supporting and challenging the CEO and top team
- Gain insights into your board’s team dynamics and the behaviors required to improve team effectiveness

www.imd.org/db

NEW Finance for Boards (FFB)
Gain the confidence to make smart finance decisions
For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards
- Empowers you to make smart strategic decisions based on hard finance data
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- Understand the risk framework put in place by companies
- Grasp the value behind mergers and acquisitions

www.imd.org/ffb

The Board Director Diploma and the Board Practice Series Certificate
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Choose one or several of our focused Board Practice Series programs depending on your area(s) of interest. They are offered back to back, allowing you to acquire a broad range of new skills in one week. When completing all three, you are awarded with your IMD Board Practice Series Certificate.

FAMILY BUSINESS | Leading the Family Business (LFB)
Assure the continuity of your family business
For all members of business-owning families as well as non-family executives and board members
- Navigate specific challenges and critical issues in your family business
- Probe key issues facing family businesses: growth, governance, succession and culture
- Benchmark best practices to broaden your understanding of successful family businesses
- Get concrete take-home value to drive overall performance

www.imd.org/lfb

FAMILY BUSINESS | Leading the Family Office (LFO)
Creating it, governing it, preserving it
For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards
- Make informed and educated choices regarding the structure and objective of your Single Family Office
- Create a sustainable platform to preserve and transfer your family wealth, values and heritage to future generations
- Build family unity and develop long-term objectives for the family, the wealth and the business assets

www.imd.org/lfo

GOVERNANCE | High Performance Boards (HPB) FEE JAN. FEB. MAR. APR. MAY JUN. JUL. AUG. SEP. OCT. NOV. DEC.
CHF 11,500 11.2–14.2 6.5–9.5 7.1–9.1 3.9–5.9 2.6–2.11 22.6–28.6

NEW Digital Transformation for Boards (DTB) CHF 6,600 6.5–8.5

NEW Team Dynamics for Boards (TDB) CHF 6,600 6.5–10.10

NEW Finance for Boards (FFB) CHF 3,300 11.10

NEW FORMAT FAMILY BUSINESS | Leading the Family Business (LFB) LFB CHF 10,5001 9,2502 11.2–13.2 5.10–8.10 2.7–2.10 1.48
NFE/OWP CHF 10,9002 8,9002 9,9002 11.10

NEW FORMAT FAMILY BUSINESS | Leading the Family Office (LFO) FAMILY BUSINESS | Leading the Family Office (LFO) CHF 11,000 CHF 9,7501 14–85

1 For the first participant
2 For each additional participant from the same management team and IMD alumni
3 Early bird offer, deadline February 28, 2019

IMD reserves the right to modify the program dates, location and fee at any time.
## FOCUSED PROGRAMS

**FINANCE | Strategic Finance (SF)**  
Creating value through financial excellence  
For senior financial and business executives  
- Complete a strategic review of your financial capabilities and share best practices for immediate action  
- Benchmark your financial skills and gain confidence as you apply new strategic tools  
- Participate in a mergers and acquisitions simulation to improve your strategic thinking, decision making and problem solving in a competitive environment  
  
www.imd.org/sf

**IMD ONLINE PROGRAMS**  
FINANCE | Business Finance (BF)  
Delivered online and applied to your business context with one-to-one professional coaching  
For non-financial managers who want to grasp the fundamentals of strategic finance issues  
- Refresh and broaden your understanding of fundamental financial concepts and tools  
- Understand the keys of long-term value creation  
- Contribute to enhanced value creation in your organization  
- Make better-informed decisions  
www.imd.org/bf

**NEGOITIATION | Negotiating for Value Creation (NVC)**  
Leverage complexity to build win-win partnerships  
For dealmakers, executives, and entrepreneurs who want to sharpen their negotiation skills and accumulate a wealth of experience in a realistic and time-effective way  
- Manage complex and challenging negotiations  
- Prepare to deal with different types of negotiation situations  
- Gain further real world experience through negotiation simulations  
- Drive value creation in your organization  
www.imd.org/nvc

**NEW**  
**IMD ONLINE PROGRAMS**  
LEAP | (LEAP)  
Time in a world where everything can be copied  
Learn to LEAP: reinvent your business, and yourself, to thrive amidst today’s global market realities of disruptive competition and constant change  
- Understand the competitive life cycles of businesses today and historically  
- Identify the risks of copycat disruption to your business  
- Identify new opportunities for business growth  
- Develop a leap strategy for your business and an action plan for implementation  
www.imd.org/leap

### IMD ONLINE PROGRAMS

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1 For IMD alumni  
1 Complimentary seats available for Corporate Learning Network members  
1 Complimentary seats available for Corporate Learning Network members  

IMD reserves the right to modify the program dates, location and fee at any time.
FINANCE | Strategic Finance (SF)
Creating value through financial excellence
For senior financial and business executives
- Complete a strategic review of your financial capabilities and share best practices for immediate action
- Benchmark your financial skills and gain confidence as you apply new strategic tools
- Participate in a mergers and acquisitions simulation to improve your strategic thinking, decision making and problem solving in a competitive environment
www.imd.org/sf

FINANCE | Business Finance (BF)
Develop confidence in analysis and managerial finance
Delivered online and applied to your business context with one-to-one professional coaching
For non-financial managers who want to grasp the fundamentals of strategic finance issues
- Refresh and broaden your understanding of fundamental financial concepts and tools
- Understand the keys of long-term value creation
- Contribute to enhanced value creation in your organization
- Make better-informed decisions
www.imd.org/bf

NEGLIGENCE | Negotiating for Value Creation (NVC)
Leverage complexity to build win-win partnerships
For dealmakers, executives, and entrepreneurs who want to sharpen their negotiation skills and accumulate a wealth of experience in a realistic and time-effective way
- Manage complex and challenging negotiations
- Prepare to deal with different types of negotiation situations
- Gain further real world experience through negotiation simulations
- Drive value creation in your organization
www.imd.org/nvc

NEW
NEGOTIATION | Negotiating for Value Creation (NVC)
Leverage complexity to build win-win partnerships
For dealmakers, executives, and entrepreneurs who want to sharpen their negotiation skills and accumulate a wealth of experience in a realistic and time-effective way
- Manage complex and challenging negotiations
- Prepare to deal with different types of negotiation situations
- Gain further real world experience through negotiation simulations
- Drive value creation in your organization
www.imd.org/nvc

NEW
IMD ONLINE PROGRAMS
LEAP | (LEAP)
Thrive in a world where everything can be copied
Learn to LEAP: reinvent your business, and yourself, to thrive amidst today’s global market realities of disruptive competition and constant change
- Understand the competitive life cycles of businesses today and historically
- Identify the risks of copycat disruption to your business
- Identify new opportunities for business growth
- Develop a leap strategy for your business and an action plan for implementation
www.imd.org/leap

IMD reserves the right to modify the program dates, location and fee at any time.
NEW FORMAT
IMD ONLINE PROGRAMS
INNOVATION | Driving Strategic Innovation (DSI)
Delivered online and applied to your business context with one-to-one professional coaching
For senior executives and entrepreneurs who develop innovation strategies and put them into action
Successfully manage the [often unclear] front-end of the innovation process and navigate increasingly unpredictable value chains
Foster innovative ideas, practice rapid prototyping and engage in business model innovation
Achieve a more innovative organizational culture and become an effective leader of innovation
www.imd.org/dsi

NEW FORMAT
IMD ONLINE PROGRAMS
INNOVATION | Disruptive Innovation (DI)
Delivered online and applied to your business context with one-to-one professional coaching
For leaders who are struggling to think strategically in a fast moving world and need to find innovative solutions to now and looking scenarios.
Understand why traditional, familiar business models are no longer reliable in today's business context
Master new approaches to innovation, to craft better strategy in the face of uncertainty
Identify partners who will be influential in creating the future you will be competing in
Hone your personal idea-hunting skills
Maximize the talent contributions of those around you
www.imd.org/di

NEW FORMAT
IMD ONLINE PROGRAMS
ORGANIZATIONAL LEARNING | Organizational Learning in Action (OLA)
Delivered online and applied to your business context with one-to-one professional coaching
For senior learning leaders
Develop a strategy for corporate learning that is aligned with your business strategy
Discover the latest trends in executive learning including the use of state-of-the-art technologies
Acquire techniques to become more effective in influencing your key stakeholders
Refine your approach to marketing and brand your learning entity and its offer
www.imd.org/ola

ORGANIZATIONAL LEARNING | Organizational Learning in Action (OLA)
Special team offer: fourth participant from the same company free!
www.imd.org/ola

INNOVATION | Driving Strategic Innovation (DSI)
Achieving high performance throughout the value chain
For senior executives and entrepreneurs who develop innovation strategies and put them into action
www.imd.org/dsi

NEW FORMAT
IMD ONLINE PROGRAMS
MARKETING | B2B Pricing Strategy (PS)
Delivered online and applied to your business context with one-to-one professional coaching
For individuals, teams and B2B companies who want to gain a deeper understanding of value-based pricing and develop your critical pricing capabilities
Understand what customers really want and sell them value rather than attributes
Evaluate the total cost of ownership
Identify early wins and improve consistency
Improve your pricing capabilities and benchmarking competencies
www.imd.org/ps

NEW FORMAT
IMD ONLINE PROGRAMS
MARKETING | Marketing Management (MM)
Delivered online and applied to your business context with one-to-one professional coaching
For executives experiencing increased pressure on contribution margins and competing in a demanding market
Employ data and insights to calculate your customer life-cycle value
Use evidence-based analysis to make better team decisions
Learn how to co-create value with your customers – and capture it
Create a value-based action plan ready to deploy in your business
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MARKETING | Marketing Management (MM)
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For organizations of all shapes and sizes are confronted with similar needs and challenges that hinder resilience and adaptation in today’s business landscape. This program enables teams within organizations to navigate and manage the most common of these business challenges:
• Develop intrapreneurs within your organization
• Build resilience and adaptability amidst disruptive market forces
• Foster an entrepreneurial mindset and culture within your organization
• Nurture a habit of innovation within your teams
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ACCOUNTING | Learning how to manage the numbers
For those who want to understand the ins and outs of accounting and bookkeeping
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NEW FORMAT
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INNOVATION | Driving Strategic Innovation (DSI)
Achieving high performance throughout the value chain
For senior executives and entrepreneurs who develop innovation strategies and put them into action
- Successfully manage the (often unclear) front-end of the innovation process and navigate increasingly unpredictable value chains
- Foster innovative ideas, practice rapid prototyping and engage in business model innovation
- Achieve a more innovative organizational culture and become an effective leader of innovation

Delivered online and applied to your business

For IMD alumni

For Corporate Learning Network members

Organizational Learning in Action (OLA)
Executing strategy through world-class learning and development
For senior learning leaders
- Discover the latest trends in executive learning including the use of state-of-the-art technologies
- Acquire new techniques to become more effective in influencing your key stakeholders
- Acquire techniques to become more effective in influencing your key stakeholders
- Develop your learning entity and its offer

FOR IMMEDIATE RELEASE

NEW FORMAT
IMD ONLINE PROGRAMS

INNOVATION | Disruptive Innovation (DI)
Grow your business through innovation
Delivered online and applied to your business context with one-to-one professional coaching
For leaders who are struggling to think strategically about new and growing markets,
- Understand why traditional, familiar business models are no longer reliable in today’s business context
- Master new approaches to innovation, to craft better strategy in the face of uncertainty
- Identify partners who will be influential in creating the future you will be competing in
- Hone your personal idea-hunting skills
- Maximize the talent contributions of those around you

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FOR IMMEDIATE RELEASE

NEW FORMAT
IMD ONLINE PROGRAMS

INNOVATION | Lean Intrapreneurship (LI)
Foster innovative ideas, practice rapid prototyping and engage in business model innovation
Delivered online and applied to your business context with one-to-one professional coaching
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FOR IMMEDIATE RELEASE

NEW FORMAT
IMD ONLINE PROGRAMS

MARKETING | B2B Pricing Strategy (PS)
Optimize your pricing to maximize your profits
For senior executives and entrepreneurs who want to gain a deeper understanding of value-based pricing and develop your critical pricing capabilities
- Understand what customers really want and sell them value rather than attributes
- Evaluate the total cost of ownership
- Identify early wins and improve consistency
- Improve your pricing capabilities and benchmarking competencies

FOR IMMEDIATE RELEASE

NEW FORMAT
IMD ONLINE PROGRAMS

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FOR IMMEDIATE RELEASE

ORGANIZATIONAL LEARNING | Organizational Learning in Action (OLA)
Executing strategy through world-class learning and development
For senior learning leaders
- Discover the latest trends in executive learning including the use of state-of-the-art technologies
- Acquire new techniques to become more effective in influencing your key stakeholders
- Acquire techniques to become more effective in influencing your key stakeholders
- Develop your learning entity and its offer

FOR IMMEDIATE RELEASE

NEW FORMAT MARKETING | Marketing Management (MM)
A value-based approach
Delivered online and applied to your business context with one-to-one professional coaching
For executives experiencing increased pressure on contribution margins and competing in a demanding market
- Employ data and insights to calculate your customer life-cycle value
- Use evidence-based analysis to make better team decisions
- Learn how to co-create value with your customers – and capture it
- Create a value-based action plan ready to deploy in your business

FOR IMMEDIATE RELEASE

NEW FORMAT MARKETING | B2B Pricing Strategy (PS)
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