IMD Open Programs

The IMD Open Programs enable internationally diverse groups of individuals and teams from a wide variety of industries to develop a range of new capabilities. The Open Programs portfolio includes over 30 internationally recognized programs focusing on leadership, general management, digital know-how and functions such as finance and marketing.

Delivered worldwide, our executive development programs are uniquely devised to support managers, executives and junior talents alike. Our programs challenge the way leaders think and work, and expose them to new tools, and networks to create an environment for truly transformational learning. Through individual and team project work, the IMD Open Programs deliver concrete business impact by bringing forth new capabilities, insights and breakthrough ideas, and by changing mindsets across organizations.
WHY IMD?

IMD IS DIFFERENT.

Founded by business executives for business executives, we are an independent academic institution with Swiss roots and global reach.

We strive to be the trusted learning partner of choice for ambitious individuals and organizations worldwide.

At IMD, we challenge what is and inspire what could be and develop leaders who transform organizations and contribute to society.

REAL LEARNING. REAL IMPACT. REGARDLESS OF MODE

We passionately believe that real learning must have real impact. This is true regardless of whether learning occurs in-person or with the help of technology. Our program designs adapt to your needs, blending traditional and technology-mediated learning modes for maximum impact.

Technology is not a one-size-fits-all. We leverage a broad range of tools and pedagogies, from inspirational face-to-face encounters to engaging live virtual sessions in small or large groups to high-touch on-demand elements carefully-crafted to meet your needs.

Our faculty of skilled educators appreciate the strengths & unique value that each learning mode offers. As such, we do not think of technology as a substitute for but rather as an enabler of. Regardless of the mix of learning modes employed, our focus is on you, your learning, and your impact.

We design programs agnostic toward the methods, per se. Rather, we start with your objectives, priorities, abilities and constraints concerning the program. We design to meet your goals, using whatever method is appropriate, including blended designs using both virtual and face-to-face components.
IMD takes your privacy and security seriously. Zoom has been selected as a secure platform for many programs. For any questions or concerns, please contact: privacy@imd.org

Delivery modes adaptable to your needs

**liVe Virtual by IMD**

liVe Virtual by IMD is a powerful new way to learn. Imagine engaging with award-winning IMD faculty, and with small groups of carefully selected fellow executives, from your home or office anywhere in the world. By leveraging the latest digital technologies, liVe Virtual enables real-time, impactful, faculty-led learning and networking at a moment when it is most needed.

**Dynamic & interactive sessions in real-time**
Unprecedented learning experience with faculty, experts and peers, enabled by the latest virtual classroom technology

**Cutting-edge content enriched by virtual delivery**
Live Q&A and polling, breakout debriefing with faculty and coaches

**Enhanced opportunities to maximize your connections**
High level of peer exchange in virtual community setting, regular breakout activities and small group collaborations
Delivery modes adaptable to your needs

**Face-to-Face**
Engaging, applicable and business relevant learning methodology delivered worldwide. Delivered on IMD’s state-of-art campus in Lausanne, Switzerland, nestled at the lake of Geneva as well as locations such as Singapore and Dubai.

Truly global mindset and culture
Connect with global participants from a broad range of industries

Experience a business savvy, accessible and engaged team of faculty and learning experts
One-to-one sessions with world-class faculty, experts and breakout rooms with your peers

**Online**
Engaging and award-winning online programs for executive development with certification and impact measurements
Online programs focus on individual and organizational transformation areas such as strategy, digital transformation and innovation, leadership, sustainability, and operations

Access to a highly customized and fully personalized learning experience
Individual assignments together with one-on-one personalized feedback from a dedicated coach

Highly engaging learning philosophy
World-class faculty offering a blend of faculty-led videos, targeted readings, ground-breaking case studies, virtual group work and peer
All of IMD’s Open Programs including liVe Virtual and Online Learning are available for teams as well as individual executives. Your IMD representative is available to guide you through the program portfolio and help you choose the program that meets your business needs and challenges.
PROGRAMS FOR INDIVIDUALS AND TEAMS

General Management

Future Leaders (FL) FORMER Building on Talent (BOT)  
NEW FORMAT  
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Orchestrating Winning Performance (OWP)  
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NEW  
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Want to know which programs are right for you?  
Visit our program finder: www.imd.org/program-finder/

Contact us  
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info@imd.org
### Leadership Programs

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<td>The First 90 Days® (F90D)</td>
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PROGRAMS FOR INDIVIDUALS AND TEAMS

Digital Transformation

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TransformTECH (TT)  lIVE, Face-to-Face  41
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Leading in the Digital Age (LDA)  lIVE, Face-to-Face  44
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Want to know which programs are right for you? Visit our program finder: www.imd.org/program-finder/

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# Focused Programs

**BOARD GOVERNANCE AND FUNCTION**

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## Focused Programs

### FAMILY BUSINESS
- **Leading the Family Business (LFB)**  
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- **Leading the Family Office (LFO)**  
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### FINANCE
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### NEGOTIATION SKILLS
- **Negotiating for Value Creation (NVC)**  
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PROGRAMS FOR INDIVIDUALS AND TEAMS

Focused Programs

**INNOVATION**
- Driving Strategic Innovation (DSI)  
  Live, Face-to-Face  |  73
- Disruptive Innovation (DI)  
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- Lean Intrapreneurship (LI) – unique Team program  
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**ORGANIZATIONAL LEARNING STRATEGY**
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# Focused Programs

## Business Growth Strategies (BGS)
- **Format:** Online
- **Duration:** 78 weeks

## Complex Problem Solving (CPS)
- **Format:** Online
- **Duration:** 79 weeks

## Strategic Partnerships (SP)
- **Format:** Online
- **Duration:** 80 weeks

## Strategic Thinking (ST)
- **Format:** Online
- **Duration:** 81 weeks

## Strategy Execution (SE)
- **Format:** Online
- **Duration:** 82 weeks

## Strategic Resilience in a Disrupted World (SR)
- **Format:** Live
- **Duration:** 83 weeks

## Winning Sustainability Strategies (WSS)
- **Format:** Online
- **Duration:** 84 weeks

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# PROGRAMS FOR INDIVIDUALS AND TEAMS

## Degree Programs

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Want to know which programs are right for you? Visit our program finder: [www.imd.org/program-finder/](http://www.imd.org/program-finder/)

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General Management Programs
General Management Programs

General Management Programs prepare you for:

- bigger responsibilities
- help you lead your team more effectively
- give you the latest tools to deliver better business strategies

You will find specific programs at all levels of management responsibility.
FUTURE LEADERS (FL)
— For functional experts or managers with around 5-10 years of experience

Accelerating the next generation of high achievers

Become a better leader, by building your self-awareness and learning to lead yourself and others to make a difference

Build your business acumen, by learning the fundamentals of management, grounded in today’s complex realities

Create sustainable impact through applied projects and business challenges; create tangible value for your career, your team, organization and broader community

FEE
CHF 19,900

DATES
2 cohorts/year, 12 days lVee, Face-to-Face and 8 weeks online

| FL 1 | 1  | 15.03 – 16.03 | lVee |
|      | 2  | 22.03 – 16.05 | Online |
|      | 3  | 26.05 – 04.06 | Face-to-Face |
|      | 4  | 29.06 – 29.06 | lVee |

| FL 2 | 1  | 30.08 – 31.08 | lVee |
|      | 2  | 04.09 – 31.10 | Online |
|      | 3  | 10.11 – 19.11 | Face-to-Face |
|      | 4  | 10.12 – 10.12 | lVee |

APPLY NOW
Accelerating mastery of cross-functional capabilities

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 and broader community

Get ready for IMD’s Program for Executive Development or Executive MBA

FOUNDATIONS FOR BUSINESS LEADERSHIP (FBL)
— For experienced functional managers aspiring to move into business leadership positions

FEE
CHF 25,000

APPLY NOW

DATES
5 cohorts/year, 20 days Face-to-Face

1 24.01 – 12.02
2 12.03 – 31.03
3 25.04 – 14.05
4 15.08 – 03.09
5 07.11 – 26.11
TRANSITION TO BUSINESS LEADERSHIP (TBL)
— For experienced functional managers moving into business leadership positions

Turning experienced managers into business leaders

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

FEE
CHF 30,000
APPLY NOW

DATES
3 cohorts/year, 20 days Face-to-Face (2 x 2 weeks), lVe, and online

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Transforming managers into leaders

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 winning

Become a confident, fulfilled general manager and business leader

Qualify for your PED Diploma

PROGRAM FOR EXECUTIVE DEVELOPMENT (PED = FBL (or GMF) + TBL)
— For experienced functional managers moving into business leadership positions

FEE
CHF 55,000
APPLY NOW

DATES
liVe, Face-to-Face, online

SEE DATES FOR FBL (or GMF) & TBL
ADVANCED MANAGEMENT PROGRAM (AMP)
— For seasoned leaders, either individually or as a team, with proven management experience, possibly overseeing multiple products or countries

Shift your perspective, unlock business growth

Reframe your company’s strategic possibilities and priorities in changing times

Rethink your organizational roadmap to seize new opportunities

Boost your leadership skills to lead large scale organizational transformations

Catapult your career to new heights

Embed yourself within a world-class peer network of business leaders across industries and countries

FEE
CHF 30,000

APPLY NOW

DATES
2 cohorts/year, 19 days, liVe, Face-to-Face

AMP 1
1 21.04 – 30.04 (April 21, 22, 23, 28, 29, 30) liVe
2 30.05 – 12.06 Face-to-Face

AMP 2
1 13.10 – 22.10 (Oct. 13, 14, 15, 20, 21, 22) liVe
2 21.11 – 04.12 Face-to-Face
Do what matters

Find critical breakthrough insights and develop concrete plans to turn those insights into actionable outcomes.

Tackle the most critical and difficult-to-solve issues that are limiting you and your organization.

Restore and enhance your confidence, your energy and motivation to make your next-level contribution.

Evaluate what global change, digitalization and other external sources of disruption mean for you and your business.

BREAKTHROUGH PROGRAM FOR SENIOR EXECUTIVES (BPSE)
— For senior managers at executive committee, group or divisional level

FEE
CHF 25,500

APPLY NOW

DATES
3 cohorts/year, 10 days, Face-to-Face

1
20.04 – 29.04

2
7.09 – 16.09

3
30.11 – 09.12
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

**IMD SIGNATURE PROGRAM**

**40+ NEW TOPICS**

**ORCHESTRATING WINNING PERFORMANCE (OWP)**
— For individuals and teams at all career stages in every industry

Rethink, refresh and transform your business – discover the latest hot topics and trends in the business world!

FEE
CHF 10,900 - *CHF 4,900

APPLY NOW

**DATES**
3 cohorts/year, 3 days *Live*, 5 days Face-to-Face

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</table>
Upskill with mastery of the latest general management foundations

- Navigate digital disruption
- Drive innovation
- Grow as a critical decision maker and strategist
- Build cross-functional capabilities
- Complete knowledge gaps
- Learn how to integrate and apply these to your business for superior performance

FEE
CHF 40,000

APPLY NOW

DATES
2 cohorts/year, 20 weeks, 15h per week, Live, Online

GMF 1 31.05 – 18.10
GMF 2 29.11 – 02.05.2022

GLOBAL MANAGEMENT FOUNDATIONS (GMF)
For experienced managers looking to boost cross-functional business skills to become an effective general manager and agile business leader
Leadership Programs
Leadership Programs

Leadership programs prepare you for:

- enable 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

You will find specific programs at all levels of Leadership.
Rediscover the Extraordinary

Build a successful Leadership Operating System: nurture a high-performance culture built on trust and clarity to drive positive momentum across the organization

Lead organizational transformation with enhanced confidence

Lead responsibly: enable your organization to respond to the wider issues facing society by balancing profit, people and the planet

Drive change and lasting results: turn knowledge into action by closing the knowing-doing gap for yourself and your organization

CULTIVATING LEADERSHIP ENERGY THROUGH AWARENESS AND REFLECTION (CLEAR)

— For leaders who operate at, or near, the top of their organizations. Already successful, you know that what got you here will not necessarily get you there

FEE

CHF 45,000

APPLY NOW

DATES

1 cohort/year, 22 days over 10 months, Live, Face-to-Face

CLEAR Mod 04.05 & 06.05 Live (two days)
CLEAR Mod 1 14.06 – 20.06 Face-to-Face, Lausanne
CLEAR Mod 2 22.08 – 29.08 Face-to-Face, Bali
CLEAR Mod 3 13.12 – 18.12 Face-to-Face, Lausanne & Champéry
Leading with impact

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

MOBILIZING PEOPLE (MP)
— For experienced executives in either managerial or specialist roles

FEE
CHF 23,000

APPLY NOW

DATES
3 cohorts/year, 9 days, Face-to-Face

1 21.05 – 29.05
2 27.08 – 04.09
3 16.10 – 24.10
Empowering women leaders

- 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 contributing to leadership diversity

STRATEGIES FOR LEADERSHIP (SL) – PROGRAM FOR WOMEN LEADERS
— For experienced executives in either managerial or specialist roles

FEE
CHF 9,900

APPLY NOW

DATES
3 cohorts/year, 4 days on campus, 6 days liVe

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HIGH PERFORMANCE LEADERSHIP (HPL)
— For experienced executives and teams

Listen, influence, impact

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

FEE
CHF 13,500 – SG$ 17’500

APPLY NOW

DATES
8 cohorts/year, 6 days, Face-to-Face

1 14.02 – 19.02 Lausanne
2 June 2021 - TBC Singapore
3 21.03 – 26.03 Lausanne
4 16.05 – 21.05 Lausanne
5 2.09 – 17.09 Lausanne
6 7.10 – 22.10 Singapore
7 7.11 – 12.11 Lausanne
8 05.12 – 10.12 Lausanne

Lausanne
ADVANCED HIGH PERFORMANCE LEADERSHIP (AHPL)
— For leaders looking to refocus, reflect and renew in order to supercharge their performance at an individual, team and company-wide level

A unique next step for HPL alumni

Refocus your “mind’s eye” on updated goals and ensure you are playing to win versus playing not to lose

Gain new insights to implement your vision of high performance leadership

Leave with a renewed action plan and a clear understanding of how to continue your leadership development and inspire the people you lead

FEE
CHF 9,500

APPLY NOW

DATES
2 cohorts/year, 5 days, Face-to-Face

1 03.05 – 07.05 Gstaad
2 01.11 – 05.11 Gstaad
THE FIRST 90 DAYS® (F90D)
— For leaders who have recently taken on a challenging new role or will do so shortly—ideally, you should take the program within four months of formally starting your new job

Accelerate your leadership transition

Take stock of your situation and identify the key challenges

Align with your new manager(s) and other key stakeholders

Establish direction for yourself and your organization

Assess, reshape, align and accelerate the team you have inherited

Build alliances to support your key initiatives

Identify opportunities to create momentum by securing early wins

FEE
CHF 3,900

APPLY NOW

DATES
4 cohorts/year, 3 half-day sessions, Live

1 02.03 – 04.03
2 25.05 – 27.05
3 21.09 – 23.09
4 07.12 – 09.12
Anticipate turbulence, lead in uncertainty, and restore confidence

Discover how to leverage social capital and agile team structures to manage a crisis

Understand your own cognitive biases and how best to address them

Learn how to communicate effectively in a crisis and increase trust with your stakeholders

Create a Crisis Response plan for your organization

CRISIS MANAGEMENT (CM)
— For team leaders and business executives facing uncertainty, disruption or operating in high-risk environments and crisis managements
— This course is delivered online and applied to your business context with one-to-one professional coaching.

FEE
CHF 1,950

APPLY NOW

DATES
1 cohort per year, 5 weeks, online

1 22.03 – 25.04
Inspire your employees to make positive changes and improve their performance

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

CHANGING EMPLOYEE BEHAVIOR (CEB)
— For managers of start-ups or established businesses who want their employees to thrive
— This course is delivered online and applied to your business context with one-to-one professional coaching.

FEE
CHF 2,950

APPLY NOW

DATES
3 cohorts/year, 8 weeks, online

1 08.02 – 04.04
2 03.05 – 27.06
3 13.09 – 07.11
LEADERSHIP ESSENTIALS (LE)
— For executives who are looking to take the next step into a leadership role
— This course is delivered online and applied to your business context with one-to-one professional coaching.

Jumpstart your journey to top leadership

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

FEE
CHF 1,950

APPLY NOW

DATES
4 cohorts/year, 5 weeks, online

1 22.02 – 28.03
2 17.05 – 20.06
3 30.08 – 03.10
4 08.11 – 12.12
Maximize your leadership potential

- 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

**INSPIRATIONAL LEADERSHIP (IL)**
- For executives taking on greater leadership responsibilities who need to work through others to build personal and team success
- This course is delivered online and applied to your business context with one-to-one professional coaching.

**FEE**
CHF 2,950

**APPLY NOW**

**DATES**
4 cohorts/year, 8 weeks, online

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<tr>
<th>Cohort</th>
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Digital Transformation Programs
The Digital Transformation Programs show you:

- how to use exponentially improving technologies to transform your business
- learn in-demand skills to plan your digital business transformation
- unlock new business opportunities

You will find specific programs at all levels of digital transformation.
LEADING DIGITAL BUSINESS TRANSFORMATION (LDBT)
— For business leaders and senior managers looking to improve company performance through the use of digital technologies

Leveraging digital innovations to transform your business

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

FEE
CHF 9,900 – SG$ 13,500

APPLY NOW

DATES
7 cohorts/year, 5 days, Live, Face-to-Face

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All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
Inspiring technologies that create new business opportunities

Open up new opportunities for your business by exploring the latest technologies and their 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

FEE
CHF 8,900
APPLY NOW

DATES
2 cohorts/year, 8 days live, 5 days Face-to-Face

1  22.03 – 31.03  live
2  13.09 – 17.09  Face-to-Face

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp.digital-diploma for more details.
Using digital transformation to boost your competitive advantage

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 STRATEGY (DS)

— For business leaders responsible for developing and implementing a digital strategy for their organization

FEE

CHF 4,950

APPLY NOW

DATES

1 cohort/year, 2.5 days, live

1 31.05 – 02.06

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
Bringing digital strategy to life

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

DIGITAL EXECUTION (DE)
— For business leaders who have defined preliminary digital strategy goals, and now need to verify their key assumptions and develop an execution plan

FEE
CHF 4,950

APPLY NOW

DATES
3 cohorts/year, 2.5 days, liVe, Face-to-Face

1  01.03 – 04.03  liVe
2  16.06 – 18.06  liVe
3  13.10 – 15.10  Face-to-Face

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
LEADING IN THE DIGITAL AGE (LDA)
— For executives responsible for managing other people and who need guidance on how to lead effectively in the digital age

Leading your team through digital change

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

FEE
CHF 4,950

APPLY NOW

DATES
3 cohorts/year, 2.5 days, liVe, Face-to-Face

1  24.03 – 26.03  liVe
2  16.06 – 18.06  liVe
3  4.10 – 6.10  Face-to-Face

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
DIGITAL STRATEGY & ANALYTICS (DSA)
— For managers looking to dive deeper into the topics of data analytics and platform strategy and connect these topics together

Connecting digital strategy with data analytics

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 implementations

FEE
CHF 9,900

APPLY NOW

DATES
2 cohorts/year, 5 days, Live, Face-to-Face
1 11-12.02 & 18-19.02
2 08.11 – 12.11

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
Master the skills of online-offline marketing

Let timeless 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

DIGITAL MARKETING STRATEGIES (DMS)
— For senior or mid-level managers with strategic, marketing or commercial responsibilities who need to strengthen their marketing skills in the digital landscape:

FEE
CHF 9,900
APPLY NOW

DATES
4 cohorts/year, 8 half-days Live, or 5 full days Face-to-Face

1 Mar 15, 16, 18, 19, 22, 23, 25, 26 Live
2 26.04 – 30.04 Face-to-Face
3 01.11 – 05.11 Face-to-Face

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
DIGITAL SUPPLY CHAIN MANAGEMENT (DSCM)
— For experienced executives working in procurement, supply-chain management and operations

Get maximum value from your supply chain

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 SC transformation

FEE
CHF 9,900
APPLY NOW

DATES
2 cohorts/year, 5 days, Face-to-Face

1  31.05 – 04.06
2  01.11 – 05.11

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
DIGITAL ANALYTICS (DA)
— 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

Leverage big data and analytics in your business

Understand big data and analytics, how they have evolved and what they mean for business in the future

Immerse 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

FEE
CHF 4,950

APPLY NOW

DATES
1 cohort/year, 2.5 days, live

1 02.06 – 04.06

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
DIGITAL FINANCE (DF)
— For finance executives or business leaders looking to differentiate themselves from the pack

Discover how technology is transforming the financial landscape

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

FEE
CHF 4,950

APPLY NOW

DATES
2 cohorts/year, 2.5 days, liVe

1 22.03 – 24.03
2 06.10 – 08.10

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
Harness your business strategy and growth with AI

Discover how AI is changing and accelerating corporate innovation and machine learning

Learn how to address AI and machine learning challenges inside your organization

Understand the adoption and ethics of AI

Get your own toolkit to demystify AI and gain a strategic advantage

FEE
CHF 4,950

APPLY NOW

DATES
1 cohort/year, 2.5 days, live, Face-to-Face

1  15.02 – 17.02  live
2  11.10 – 13.10  Face-to-Face

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
IOT FOR BUSINESS (IOT)
— For executives or managers looking for an understanding of IoT to develop solutions

Transform your company with IoT

Gain understanding and confidence in IoT technologies to develop solutions that can help transform your company

Gain understanding on how to ensure customer centric approaches to yield IoT solutions that will be adopted by internal users and/or external customers

Learn how to do fast prototyping

Learn how to verify feasibility/viability/desirability of the business model underlying the IoT solution

FEE
CHF 1,950
APPLY NOW

DATES
2 cohorts/year, 5 weeks, online

1  03.05 – 06.06
2  13.09 – 17.10

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
DIGITAL DISRUPTION (DD)
— For executives who want to know more about digital opportunities and threats and are involved in navigating the digital transformation in their organization
— Delivered online and applied to your business context with one-to-one professional coaching.

Competing in the Digital Vortex

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

FEE
CHF 2,950
APPLY NOW

DATES
4 cohorts/year, 8 weeks, online

1 25.01 – 21.03
2 19.04 – 13.06
3 23.08 – 17.10
4 25.10 – 19.12

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
BUSINESS ANALYTICS FOR LEADERS (BAL)
— 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

Chart your path to analytical excellence

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

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

FEE
CHF 2,950
APPLY NOW

DATES
2 cohorts/year, 8 weeks, online

1 08.02 – 04.04
2 30.08 – 24.10

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
Rethink your marketing strategy and value creation through the lens of digital, and change the competitive game.

Discover how digitalization transforms the marketing landscape.

Explore pathways for recreating customer value.

Expand your view on how to gain customer insights and educate and engage your target audience.

Learn the basics of customer centricity.

Develop a digital marketing strategy for your business.

MARKETING STRATEGY IN THE DIGITAL AGE (MSDA)
— For marketers, digital natives and business leaders, who seeks to understand how marketing is being reshaped in the digital world and how to leverage the latest digital trends to leapfrog competitors.

FEE
CHF 2,950

APPLY NOW

DATES
3 cohorts/year, 8 weeks, online

1  22.02 – 18.04
2  17.05 – 11.07
3  27.09 – 21.11

All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details.
Focused Programs
Focused Programs

Focused programs prepare:

to develop in-depth expertise in areas that are critical for you and your business

to upskill in areas including innovation, finance, negotiation, strategy, marketing, sustainability, organizational learning, governance and family business

You will find specific programs at all levels of management responsibility.
How board directors make a real difference

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
DIGITAL TRANSFORMATION FOR BOARDS (DTB)
— For board member, chairperson, board secretary, aspiring board member or professional working closely with boards

Get the right digital vocabulary and toolkit

Grasp the potential impact of digital technologies on your company’s performance

Understand the new competitive dynamics disrupting your industry

Identify the competencies and behaviours needed to lead successfully in a digital age

Be prepared to advise and support your management on digital transformation

FEE
CHF 6,600

APPLY NOW

DATES
1 cohort/year, 2 days, liVe, Face-to-Face

1 04.10 – 05.10
Build a high performing 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

TEAM DYNAMICS FOR BOARDS (TDB)
— For board member, chairperson, board secretary, aspiring board member or professional working closely with boards

FEE
CHF 6,600

APPLY NOW

DATES
1 cohort/year, 2 days, Live, Face-to-Face

1 16.06 – 17.06
Gain the confidence to make smart finance decisions

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

FINANCE FOR BOARDS (FFB)
— For board member, chairperson, board secretary, aspiring board member or professional working closely with boards

FEE
CHF 3,300
APPLY NOW

DATES
1 cohort/year, 1 day, live, Face-to-Face
1 08.10-08.10
CONFIDENTLY GUIDE CORPORATE STRATEGY IN THE DIGITAL AGE

Understand the role of boards in strategy formulation and validation

Ensure that board governance mechanisms are connected to their firm’s strategy

Monitor their firm’s strategy effectively within the context of a ‘digital’ age

Strike the right balance between growing today’s business and investing in emerging opportunities
Build a lasting foundation for your board

A plan on how to set up a strong board or transform an existing one

The tools to check that a board has been set up in a professional way with solid governance principles

Be part of a pioneering program dedicated to creating boards with a strong governance foundation

SETTING UP THE BOARD (SB)
— For board members, business owners, and investors, chairpersons or professionals working closely with boards

FEE
CHF 3,300
APPLY NOW

DATES
1 cohort/year, 1 day, Live, Face-to-Face

1 18.06 – 18.06
BOARDS AND RISKS (BR)
— For board member, chairperson, board secretary, aspiring board member or professional working closely with boards

Risk governance and prevention in a chaotic world

Identify and assess your organization’s risks

Analyze how strategic risk can be assessed and managed

Gain techniques for setting risk appetite

Access the risk behaviors of the board and management

FEE
CHF 6,600
APPLY NOW

DATES
1 cohort/year, 2 days, liVe, Face-to-Face

1 06.10 – 07.10
Master stakeholder dynamics for effective corporate governance

Identify and map key stakeholders in your organization as well as understand the dynamics of the broader stakeholder ecosystem

Explore the goals of your organization and how it relates to stakeholder management

Identify novel opportunities to align stakeholder and shareholder interests

Develop tools and strategies to address specific key stakeholder situations
MASTERING GEOPOLITICS FOR BOARDS (MGB)
— For board members, chairpersons, the board secretary, aspiring board members or professionals working closely with boards

Effectively advise on geopolitical risks and opportunities

Identify key geopolitical areas of sensitivity and their impact on business dimensions

Build a process to map and analyze current geopolitical risks and forward views

Support and supervise management choices and abilities around geopolitics

Optimize organizational structure and governance for geopolitical resilience

FEE
CHF 6'600

APPLY NOW

DATES
1 cohort/year, 2 days, live, Face-to-Face

1 28.04 – 29.04
Assess and govern the ethical risks of digital initiatives

- Recognize the risk dimensions associated with data, algorithms and emerging technologies
- Learn how to apply key frameworks that may help proactively manage ethical risks
- Identify critical factors for successful governance of digital ethics in the organization
- Make informed evaluations and recommendations on the ethical implications of digital initiatives

DIGITAL ETHICS FOR BOARDS (DEB)

- For board members, chairpersons, the board secretary, aspiring board members or professionals working closely with boards

FEE

CHF 3’300

APPLY NOW

DATES

1 cohort/year, 1 day, live, face-to-face

1 30.04
Assure the continuity of your family business

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

**LEADING THE FAMILY BUSINESS (LFB)**

— For all members of business-owning families as well as senior non-family executives and board members

**FEE**

CHF 10,500

**APPLY NOW**

**DATES**

1 cohort/year, 4 days, **Face-to-Face**

1  27.09 – 01.10
LEADING THE FAMILY OFFICE (LFO)
— For all members of business-owning families exclusively

Creating it, governing it, preserving it

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

FEE
CHF 11,000

APPLY NOW

DATES
1 cohort/year, 3 days, Face-to-Face

1 26.05 – 28.05
NAVIGATING YOUR FAMILY ENTERPRISE INTO THE FUTURE (NFE)
— For all active and inactive family members, spouses and next generation family members, senior non-family executives and board members

Stay competitive and united across generations

Ensure international collaboration

Preserve and grow the family’s wealth

Tackle global challenges related to society and sustainability

Anticipate and deal with disruption at the start

FEE
PART OF ORCHESTRATING WINNING PERFORMANCE (OWP)

APPLY NOW

DATES
2 cohorts/part of OWP, 5 days, Face-to-Face

1  28.06 - 02.07  Lausanne
2  dates tbc  Dubai
Creating value through financial excellence

- 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.

FEE
CHF 9,900

APPLY NOW

DATES
2 cohorts/year, 7 days, Face-to-Face

1  25.04 – 30.04
2  10.10 – 15.10
Develop confidence in analysis and managerial finance

- 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

BUSINESS FINANCE (BF)
- For non-financial managers who want to grasp the fundamentals of strategic finance issues
- Delivered online and applied to your business context with one-to-one professional coaching

FEE
CHF 1,950

APPLY NOW

DATES
2 cohorts/year, 5 weeks, online

1 19.04 – 23.05
2 27.09 – 31.10
Leverage complexity
to build win-win partnerships

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

PROGRAM WITH A FOCUS ON NEGOTIATION SKILLS

NEGOTIATING FOR VALUE CREATION (NVC)
— 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

FEE
CHF 6,000

APPLY NOW

DATES
2 cohorts/year, 3 days, Live, Face-to-Face

1  21.04 – 23.04
2  14.09 – 16.09
Achieving high performance throughout the value chain

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
Grow your business through innovation

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

DISRUPTIVE INNOVATION (DI)
— For leaders who are struggling to think strategically in a fast-moving world and need to find innovative solutions to new and evolving scenarios
— Delivered online and applied to your business context with one-to-one professional coaching.

FEE
CHF 1,950

APPLY NOW

DATES
2 cohorts/year, 5 weeks, online

1 22.03 – 25.04
2 25.10 – 28.11
LEAN INTRAPRENEURSHIP (LI) – UNIQUE TEAM PROGRAM

- For organizations of all shapes and sizes that are confronted with 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.
- Delivered online and applied to your business context with one-to-one professional coaching.

Build business resilience by leveraging the power of the intrapreneur

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

FEE

CHF 18,000 for a team of 4 participants

APPLY NOW

DATES

3 days, online

TBC
A value-based approach

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

MARKETING MANAGEMENT (MM)

- For executives experiencing increased pressure on contribution margins and competing in a demanding market
- Delivered online and applied to your business context with one-to-one professional coaching

FEE

CHF 1,950

DATES

1 cohorts/year, 5 weeks, online

31.05 – 04.07
Executing strategy through world-class learning and development

Develop and put into action a strategy for corporate learning that is aligned with your business strategy

Discover the latest practices and trends in corporate 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 branding your learning entity and its offer
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

PROGRAMS WITH A FOCUS ON STRATEGY

BUSINESS GROWTH STRATEGIES (BGS)
— For senior learning leaders

FEE
CHF 1,950

APPLY NOW

DATES
1 cohort/year, 5 weeks, online

1 22.02 – 28.03
2 27.09 – 31.10
Generate innovative, evidence-based solutions

Frame the problem

Diagnose the current state

Create innovative solutions and identify key stakeholders’ needs, reframing as needed

Decide on the best solution and support it with aligned decisions

Engage stakeholders throughout and, eventually, convince them to support the solution

COMPLEX PROBLEM SOLVING (CPS)
— For managers and leaders looking for a process and tools to drive clarity

FEE
CHF 1,950

APPLY NOW

DATES
2 cohorts/year, 5 weeks, online

1 19.04 – 23.05
2 13.09 – 17.10
Build the right partnerships for your business

Search, screen and select strategic partners

Find the right structure to establish a strategic partnership

Start up the strategic partnership to maximize trust

Steer a portfolio of strategic partnerships for best practice sharing

STRATEGIC PARTNERSHIPS (SP)
— For executives responsible for setting up or managing strategic partnerships or alliances in their organizations
— Delivered online and applied to your business context with one-to-one professional coaching

FEE
CHF 2,950
APPLY NOW

DATES
2 cohorts/year, 8 weeks, online

1 17.05 – 11.07
2 30.08 – 24.10
STRATEGIC THINKING (ST)
— For executives who are taking-over increasingly significant strategic responsibilities within their organization and who are grappling with the challenges of thinking strategically
— Delivered online and applied to your business context with one-to-one professional coaching

Make smart moves that drive your business forward

Make a habit of thinking strategically

Evaluate how internal and external forces might affect your strategic moves

Identify opportunities to improve your top and bottom line

Design a strategic roadmap and 60-day action plan for your business

FEE
CHF 2,950

APPLY NOW

DATES
3 cohorts/year, 8 weeks, online

1 08.02 – 04.04
2 03.05 – 27.06
3 11.10 – 05.12
Drive your strategy
to successful execution

Gain insights into drivers of successful execution

Link your initiative to your company’s overall strategy

Create a compelling vision for your initiative

Assess and manage crucial stakeholder relationships

Build momentum for change

Establish a rigorous 60-day execution plan

FEE
CHF 2,950

APPLY NOW

DATES
3 cohorts/year, 8 weeks, online

1  08.02 – 04.04
2  19.04 – 13.06
3  11.10 – 05.12
Navigate a reality of constant change

Gain real-time, actionable insights on organizations thriving amid uncertainty

Capture immediate growth opportunities through leveraging AI and smart machines

Discover how to cultivate and lead innovation to leapfrog competitors

Develop a concrete strategy and action plan for growth

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STRAATEGIC RESILIENCE IN A DISRUPTED WORLD (SR)
— For business leaders or senior executive looking to lead change in a time of adversity

FEE
CHF 3,950

APPLY NOW

DATES
1 cohort/year, 4 sessions in 2 weeks, live

1 15.03 – 25.03

NEW
WINNING SUSTAINABILITY STRATEGIES (WSS)
— For executives interested in sustainability strategies

Develop sustainability strategies that drive performance and innovation

Compose a sustainability strategy that brings value to your business core

Create sustainability programs valued by investors

Drive innovation from sustainability

Build effective value chain partnerships

FEE
CHF 1,950

APPLY NOW

DATES
3 cohorts/year, 5 weeks, online

1 22.02 – 28.03
2 03.05 – 06.06
3 27.09 – 31.10
Degree Programs
Degree Programs

Degree programs will:

accelerate your career and create a lasting impact on your business and personal life

prepare you for the future you want
The skills to know, the confidence to act, the humility to lead

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

MASTER OF BUSINESS ADMINISTRATION (MBA)
— For young professionals with strong career progression and leadership potential

FEE
CHF 95,000

APPLY NOW

DATES
1 cohort per year/ 12 months, Face-to-Face

Start dates
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