

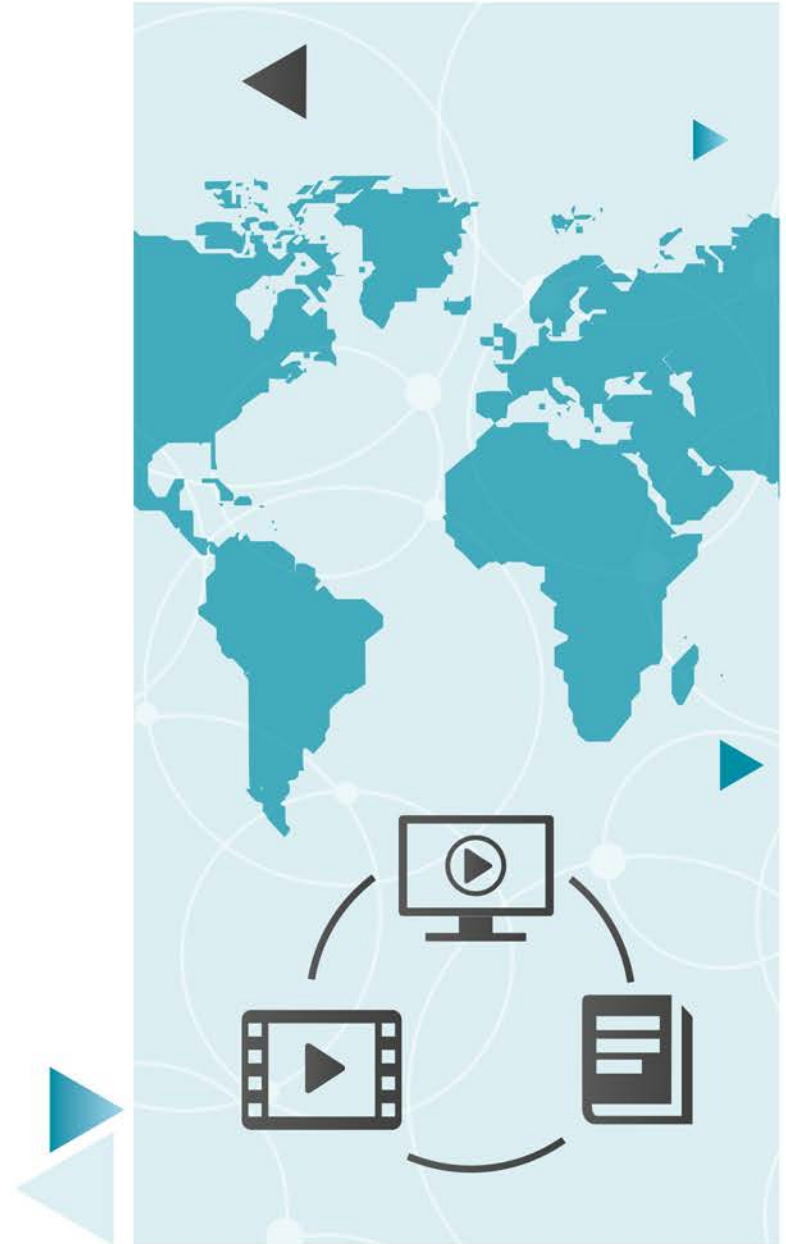
PAUL HUNTER - DIRECTOR
CORPORATE LEARNING NETWORK, DIGITAL LEARNING



PAUL.HUNTER@IMD.ORG
@WRPHUNTER

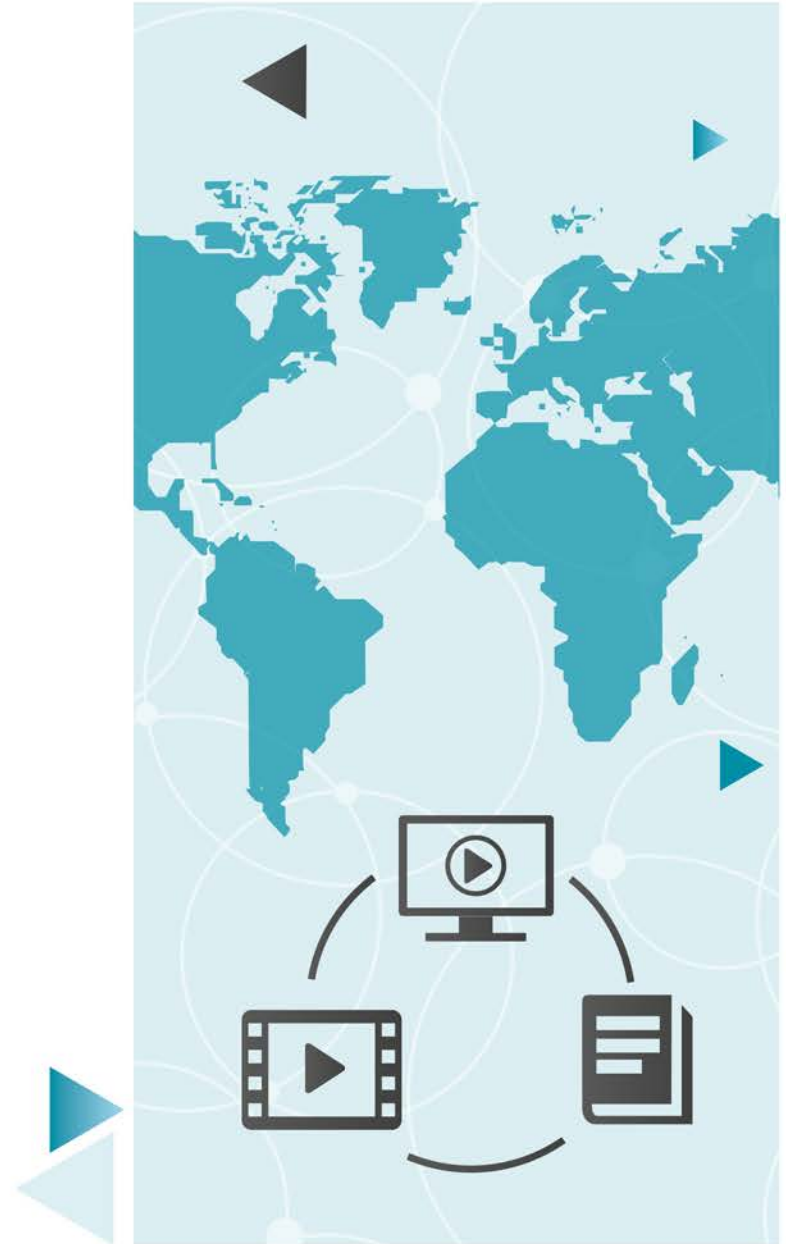
Our roadmap for today

1. Who is IMD?
2. Concept of Digital Learning@IMD
3. Examples of Digital Learning@ IMD
4. Seven secrets of high impact digital learning



Our roadmap for today

1. Who is IMD?
2. Concept of Digital Learning@IMD
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4. Seven secrets of high impact digital learning



DISCOVER IMD



WHY IMD?

WE ARE 100% FOCUSED ON
REAL-WORLD EXECUTIVE DEVELOPMENT



WHY IMD?

WE OFFER SWISS EXCELLENCE
WITH A GLOBAL PERSPECTIVE



WHY IMD?

WE HAVE A FLEXIBLE, CUSTOMIZED
AND EFFECTIVE APPROACH



THE IMD VALUES

OPEN



COLLABORATIVE



PIONEERING



2 0 1 6
2 0 1 5
2 0 1 4
2 0 1 3
2 0 1 2

WE ARE RANKED **FIRST**
IN OPEN PROGRAMS
WORLDWIDE
FOR THE 5TH
CONSECUTIVE YEAR



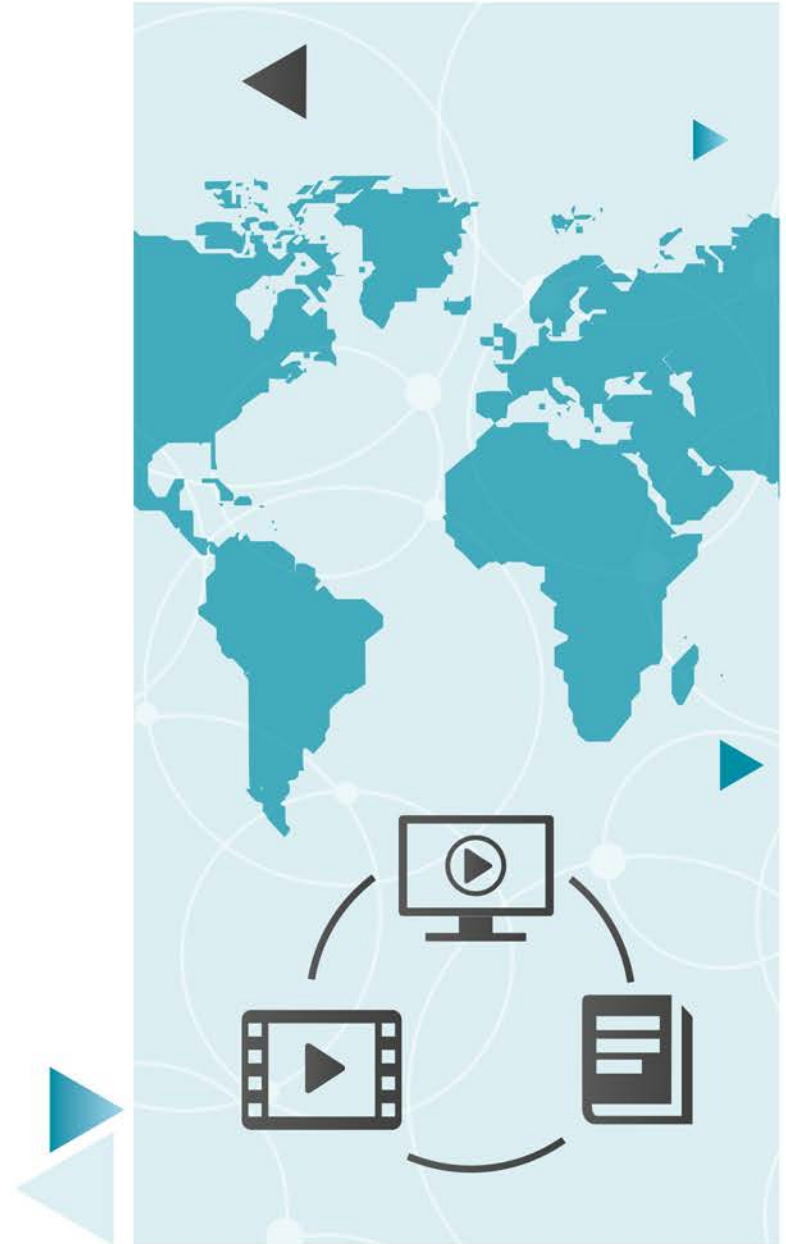
1st

W O R L D W I D E
OPEN PROGRAMS
5 YEARS IN A ROW 2012-2016

Financial Times

Our roadmap for today

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CORPORATE LEARNING NETWORK



1-IMD's Global Leadership in the Cloud (GLC) programs



2-Discovery Events



3-CXO Roundtables



4-Virtual Platforms



5-IMD World Competitiveness Online



6-Executive Education Advisory Council



1-IMD's Global Leadership in the Cloud (GLC) programs



2-Discovery Events



3-CXO Roundtables



4-Virtual Platforms



5-IMD World Competitiveness Online



6-Executive Education Advisory Council





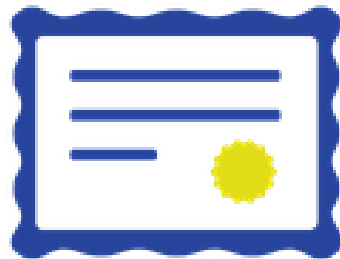
World-class programs
designed by IMD faculty



Dedicated **personal coach**
to support you throughout
your learning journey



Delivered online over
8 weeks so you can
work at your own pace



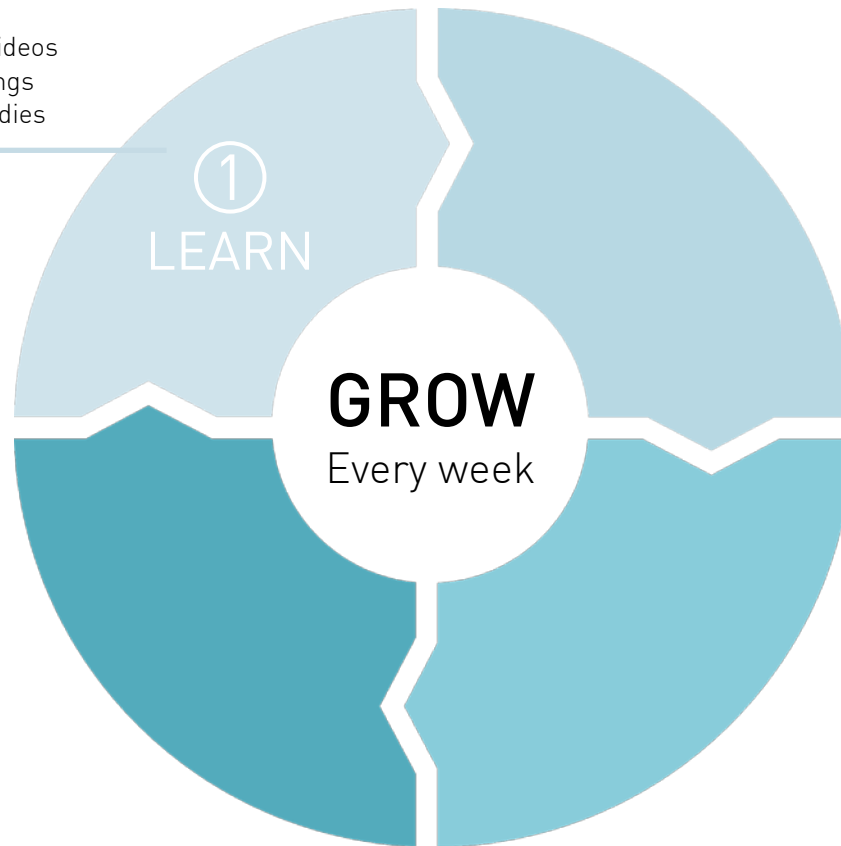
IMD certification
You join an outstanding
Alumni professional network





8 week iterative learning journey

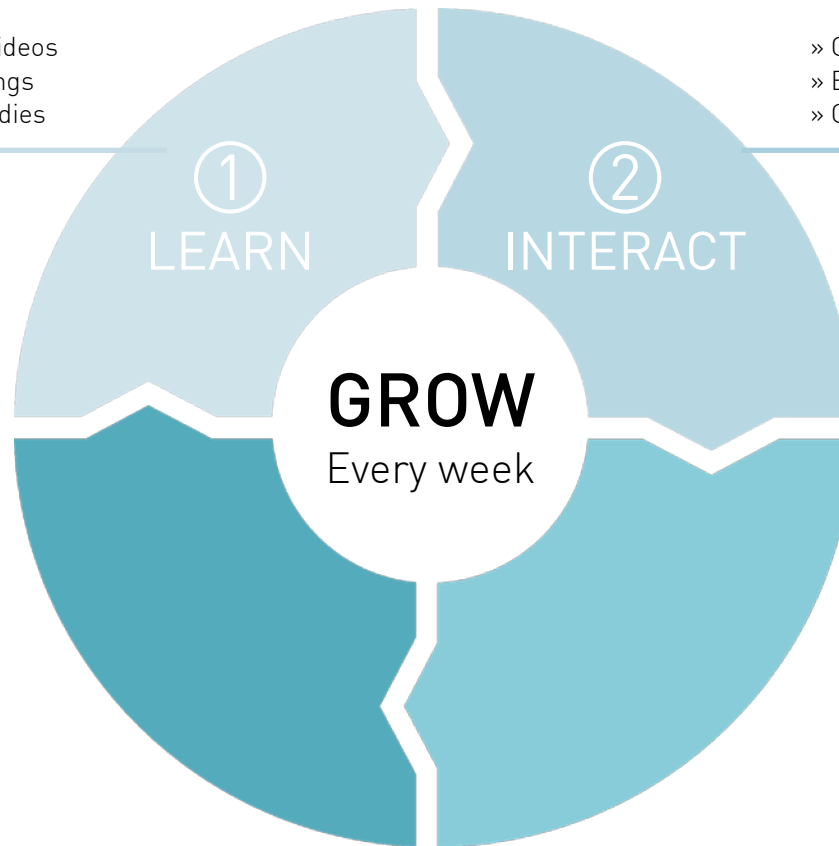
- » Impactful faculty Videos
- » High quality Readings
- » Engaging Case studies





8 week iterative learning journey

- » Impactful faculty Videos
- » High quality Readings
- » Engaging Case studies



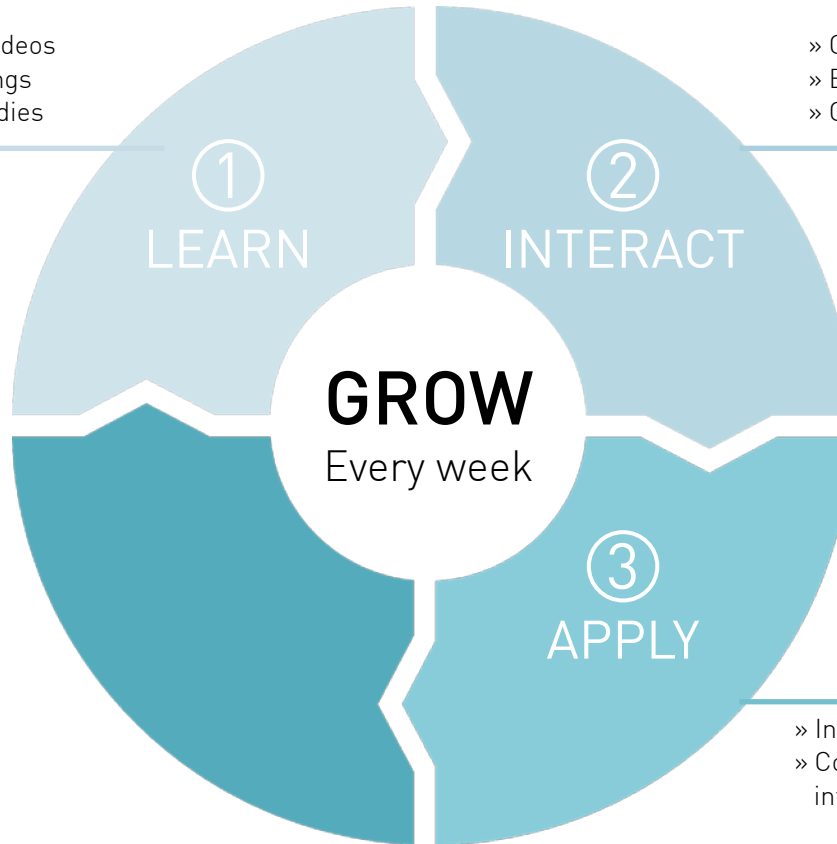
- » Group projects
- » Buddy assignments
- » Cohort discussions





8 week iterative learning journey

- » Impactful faculty Videos
- » High quality Readings
- » Engaging Case studies



- » Group projects
- » Buddy assignments
- » Cohort discussions

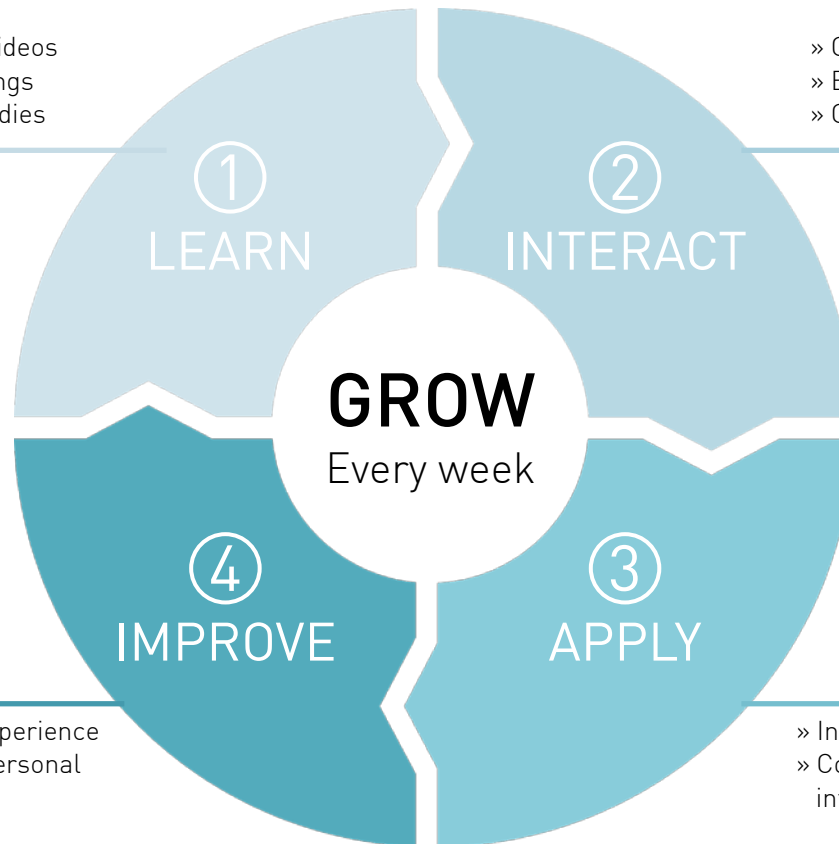
- » In your daily work
- » Colleagues feedback blends into your learning journey





8 week iterative learning journey

- » Impactful faculty Videos
- » High quality Readings
- » Engaging Case studies



- » Group projects
- » Buddy assignments
- » Cohort discussions

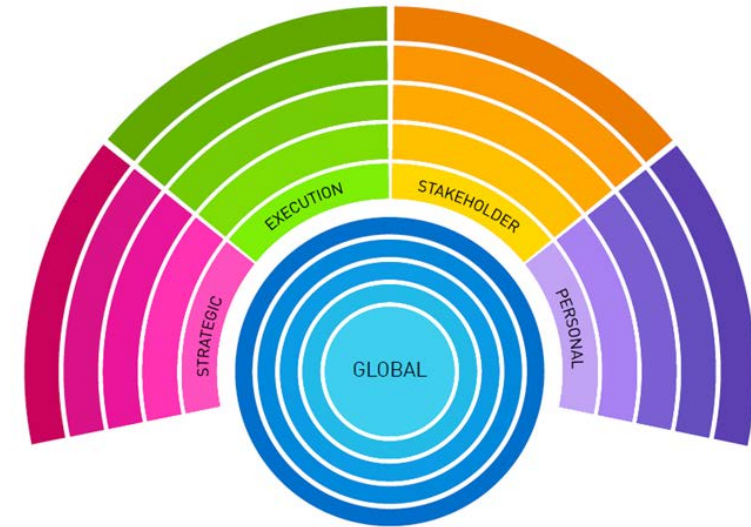
- » Wrap-up your week experience
- » Get coached by your personal
IMD learning advisor

- » In your daily work
- » Colleagues feedback blends
into your learning journey



GLC Program Breakdown 2017

Each program is 8 weeks long and offered twice a year, in fall and spring.



Pricing Excellence

- » PE 1 May 15 - July 7 Application Deadline: Friday, April 28
- » PE 2 October 23 - December 15 Application Deadline: Friday, October 6

Leveraging Strategic Partnerships

- » LSP 1 April 24 - June 16 Application Deadline: Friday, April 7
- » LSP 2 September 11 - November 3 Application Deadline: Friday, August 25

Strategic Thinking

- » ST 1 April 24 - June 16 Application Deadline: Friday, April 7
- » ST 2 September 4 - October 27 Application Deadline: Friday, August 18

Leading Strategic Initiatives

- » LSI 1 April 24 - June 16 Application Deadline: Friday, April 7
- » LSI 2 September 4 - October 27 Application Deadline: Friday, August 18

Being Innovative

- » BI 1 May 1 - June 23 Application Deadline: Friday, April 14
- » BI 2 September 25 - November 17 Application Deadline: Friday, September 8

Finance Fundamentals for Executives

- » FFE 1 May 15 - July 7 Application Deadline: Friday, April 28
- » FFE 2 October 23 - December 15 Application Deadline: Friday, October 6

Learning Leadership

- » LL 1 May 15 - July 7 Application Deadline: Friday, April 7
- » LL 2 October 23 - December 15 Application Deadline: Friday, September 15

Marketing Management

- » MM 1 May 8 - June 30 Application Deadline: Friday, April 21
- » MM 2 October 2 - November 24 Application Deadline: Friday, September 15

Digital Disruption

- » DD 1 May 8 - June 30 Application Deadline: Friday, April 21
- » DD 2 October 23 - December 15 Application Deadline: Friday, October 6

Building Business Sustainability

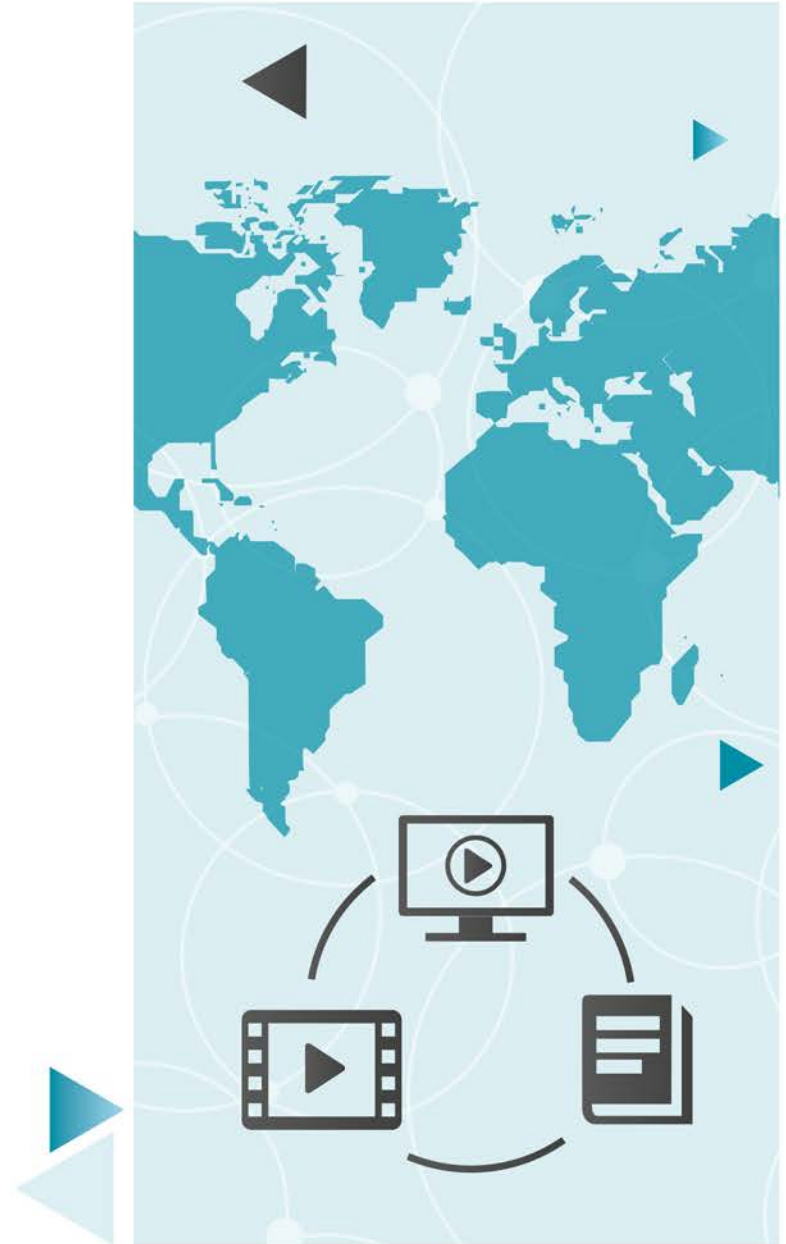
- » BBS 1 May 8 - June 30 Application Deadline: Friday, April 21
- » BBS 2 October 23 - December 15 Application Deadline: Friday, October 6

Changing Employee Behavior

- » CEB 1 May 15 - July 7 Application Deadline: Friday, April 28
- » CEB 2 October 23 - December 15 Application Deadline: Friday, October 6

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LEADING STRATEGIC INITIATIVES



IMD GLOBAL LEADERSHIP IN THE CLOUD

STRATEGIC LEADERSHIP PROGRAM IN THE CLOUD

LEADING STRATEGIC INITIATIVES (LSI) Drive your strategy to successful execution

Helps you understand and overcome the key challenges that come with driving strategic change, and equips you with pragmatic frameworks to successfully steer your strategic initiative.

PROGRAM FACULTY



Bettina Büchel
[» Biography](#)



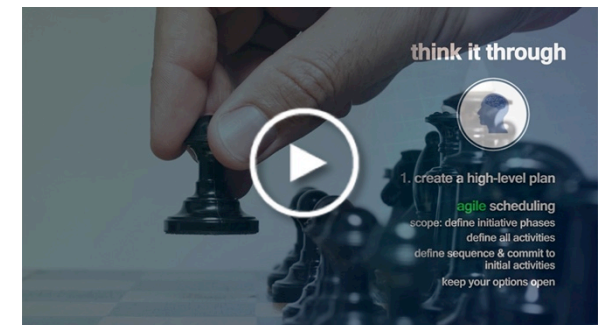
Learn more about the program

[Download brochure](#)

Program intro



Think your strategic initiative through



LSI - Feedback



Sandra Borges
Governance & Change
Senior Manager
Vale

” It had been a long time since I have participated in a program as interesting as this. Honestly this program not only met but exceeded my expectations and learning objectives. What I liked most was the well-structured methodology, especially for the implementation phase. All support materials: book, cases, templates, etc., are very good, practical and helpful and complement each other.

DAIMLER

Fabian Kühne
Senior Manager Strategic
Controlling & Systems FM
Daimler AG

” The IMD Leading Strategic Initiatives Program in the Cloud was an outstanding experience for me. An intensive learning process combined with well selected real life cases study, mixed with group and team exercises, lectured by great teachers and executives via videos and supported by outstanding coached created a real value and not only for my own skills, but also had a direct impact in my day to day business. (...)



Resimate Baloyi
Senior Manager, Project,
Structured Finance
MTN

” A program for real life challenges, the lessons can be used even before one completes the program
Very practical.



Frank Rydbirk
Head Collaboration and
Mobility, F. Hoffmann-La
Roche AG

” (...) The material provided and discussions we have had during the course has trigger many thinking on my end for how to improve the execution of the strategic initiative which I am leading today. Learnings around stakeholder management and focus and alignment around key milestones and KPI's have already been included in my work. I also found it very useful to be able to take a course and do work when my schedule allows. The outline of work required and dates was well planned and achievable. Having the course go over an 8 week period also helped solidify the topics in my head which is sometimes difficult if only having a few days intense learning and then being back in the flood of day to day business.



Thomas Soerensen
Operations Director
Grundfos Brazil

” The LSI module was my first experience of a distance learning course and I was somewhat sceptical if this would provide value for me. But after completing the module I have gained some real learnings in the areas I was looking for improvements, in particular regarding stakeholder management and communication. This was a good experience and something I would recommend to anybody wanting to learn or refresh their skills on managing strategic initiatives.



BEING INNOVATIVE



IMD GLOBAL LEADERSHIP IN THE CLOUD

STRATEGIC LEADERSHIP PROGRAM IN THE CLOUD


BEING INNOVATIVE (BI) Grow your business through innovation

Helps you drive innovation in your organization more successfully by providing insights into the lessons of successful innovators.

PROGRAM FACULTY



Bill Fisher
[» Biography](#)



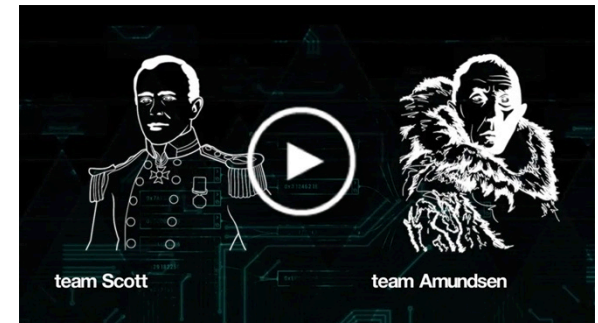
Learn more about the program

[Download brochure](#)

Program intro



Discover why “more different minds are better”



BI - Feedback



Vincent Pommier,
Systems Engineering
Director, NetApp France

” It was very interesting to take some time to think differently about our traditional way of looking at an industry. (...) It's key to be able to switch off from our day-to-day job for a few hours to better feel immersed in the program. Web learning when done properly is a great alternative to instructor-led training in a formal class room.



Kim Nielsen,
Vice President
LEGO System A/S Denmark

” This was highly motivating and engaging with everyone leaning into the discussions and co created - great experience
Working with the S curve had me focus on the elements of our own company/product development which for me was a different and new way of using this tool. (...) From this first time the group came together, there we great dialogue and everyone contributed actively. (...)



Guilherme Silva,
Country Manager
JTI Cambodia

” This week was very insightful as not only we learned a methodology to test some of our ideas but also we had a chance to reflect on some of our past projects and let them be evaluated under this framework. (...)



Ralph Wieskamp,
Assistant Vice President,
Accounting, Reporting &
Administration
Global Blue Finland

” I have also gained new ideas on how to improve interaction in a virtual environment, which is extremely relevant for me as I am working with a team located on three different continents. (...)



Deepen Jhina,
Senior Manager, Project &
Structured Finance MTN
Group Ltd. South Africa

” Excellent program, great content and just the right workload to keep a professional engaged.



LEVERAGING STRATEGIC PARTNERSHIP



IMD GLOBAL LEADERSHIP IN THE CLOUD



STAKEHOLDER LEADERSHIP PROGRAM IN THE CLOUD

LEVERAGING STRATEGIC PARTNERSHIP (LSP) Build the right partnership for your business

Helps you develop a clear roadmap on how to either establish a strategic partnership or manage a strategic partnership for success.

PROGRAM FACULTY



James E. Handerson
[» Biography](#)



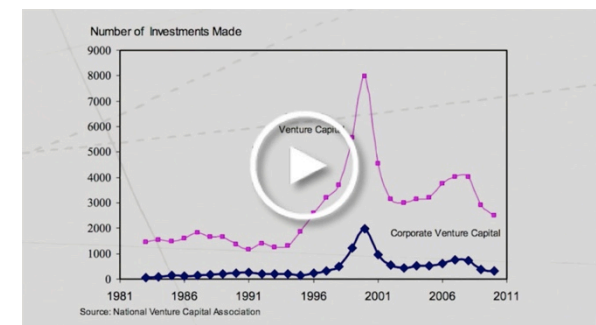
Learn more about the program

[Download brochure](#)

Program intro



See how to "search, screen and select" partners



LSP - Feedback



Marcos Chiorboli
Corporate Strategy Director
Vale

” Strategic partnerships are a must to compete in the real global economy and the IMD/LSP program drives you through a structured approach of the process of thinking, designing and implementing strategic partnerships.

Very well structured with a good balance of theory and practice. Prof Henderson guidance (...), and always very well structured comments on the individual assignments, contributed to my positive experience with the program. (...) The caliber of the participants speaks for themselves.



Dirk Abeel
Global Head Business
Integration Management
Nestle Nutrition SA

” I would like to express my gratitude to the whole team and my colleagues. It was a fantastic 8 weeks.



Edson Ribeiro
Director Exploration
Vale

” Levering Strategic Partnerships is critical for any individual or company in a global economy, where competition and complexity are increasing every day. This program provides a simple, sound and structured approach to guide you through the process in order to maximize your results.



Merijn van Mourik
Senior Manager Strategy
Accenture Netherlands

” LSP is a great training for professionals actively involved in partnerships as well as those embarking on a partnership journey.



LEARNING LEADERSHIP



IMD GLOBAL LEADERSHIP
IN THE CLOUD



PERSONAL LEADERSHIP PROGRAM IN THE CLOUD

LEARNING LEADERSHIP (LL) Maximize your leadership potential

Teaches you how to lead yourself and others to sustained success and provides you with a 'play to win' mindset to breathe new life into your team's performance.

PROGRAM FACULTY



George
Kohlrieser
[» Biography](#)



Learn more about
the program

[Download brochure](#)

Program intro



Discover the 6 leadership styles



LL - Feedback



Helen Fairlie
Performance Manager
Scottish Power

” I took part in IMD as part of my personal development plan, and it ticked all the boxes, the programme is broken down into clear structured topics and provides detailed examples and assignments that help you envisage how you would react in situations. Very good but you need to work hard and put in the effort to get a return!!



Karin Schöfegger
Manager of Product
Owners, Global Blue

” The program was offered to me at the exact moment in my career as I just took over the role of a team lead, during a time of change. I could immediately apply very relevant leadership concepts in my day-to-day activities and see the immediate positive effect in my team! The program not only helped me to establish myself as a caring team lead but taught me the importance of keeping a positive mind set, to see myself through the eyes of others and supported me to develop a clear leadership vision of who I'd like to become.



Christoph Schroeder
Business Manager
DuPont Building
Innovations Russia & CIS

” My biggest learning from this program is that leadership is not only about achieving targets but about continuously building relationships: bonding with people. Showing resilience and coaching as a leader is the best way to lead sustainably teams and even more so build strong teams. I had a great connections with my Buddy during the program, from whom I gained great insights and learnings which I could apply during the program in real business life.



Abdeladim Bouselam
Project Manager
Swiss Reinsurance
Company

” This course was an eye opener to understand specific aspects of my leadership and the potential growth opportunities. It is so amazing how much I have learned about Leadership thanks to the richness of the content and to the different interactions I had during this program. I highly recommend it!!



ICRC

Hichem Khadhraoui
Regional Head of Middle
East, Sector Central
Tracing Agency &
Protection Division ICRC

” Learning Leadership was more than a course, it was a journey both for our professional and personal life.



STRATEGIC THINKING



IMD GLOBAL LEADERSHIP IN THE CLOUD

STRATEGIC LEADERSHIP PROGRAM IN THE CLOUD


STRATEGIC THINKING (ST) Make smart moves that drive your business forward

An opportunity to diagnose your external and internal business arena and formulate strategic approaches to address your current and future business challenges.

PROGRAM FACULTY



Paul Strebel
[» Biography](#)



Learn more about the program

[Download brochure](#)

Program intro



Watch Amazon's strategic journey



ST - Feedback



Susann Bhatti

Business Manager/Chief of
Staff Wealth Management
Europe International
UBS AG

” (...) The program follows a very practical and structured approach, which helped me analyze my business problem and develop my strategic concept step by step. Looking back, I acquired a new tool set, which I have the ambition to apply to my daily business problems, hence contributing to my company's overall success. For executives, who look for learning opportunities to complement their skills, while staying full speed on their jobs, this program may have the answer.



Ronald Christen

Country Manager
Global Blue Schweiz AG

” "... new learning experience in a virtual environment where participants are independent of timings and venues to get a maximum out of their invested time... and it's fun too !"



Henri Navarro

Strategic Planning Manager
Vale

” (...) I actually found the course excellent, had doubts about the effectiveness of a web course, but I saw the professionalism and organization. Really surprised me. You are all to be congratulated!!!



Modupe Kadri

CFO Scancom LTD
MTN Ghana

” I will be applying the learning here in the choices we will be making to maintain our leadership position in the country. (...) This is the first time I have taken a cloud course and I think its a great way of learning. (...)



PRICING EXCELLENCE
IN TOUGH B2B MARKETS



IMD GLOBAL LEADERSHIP
IN THE CLOUD

EXECUTION LEADERSHIP PROGRAM IN THE CLOUD

PRICING EXCELLENCE IN TOUGH B2B MARKETS (PE) Optimize your pricing to maximize your profits

For individuals, teams and B2B companies who want to gain a deeper understanding of value-based pricing and develop their critical pricing capabilities.

PROGRAM FACULTY



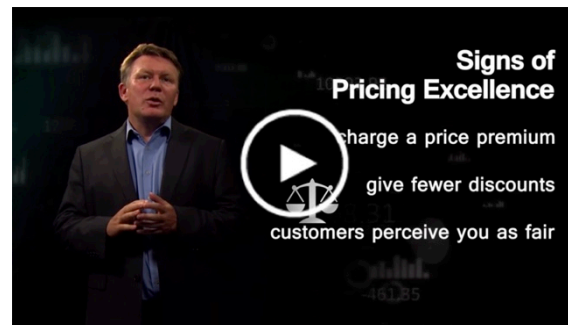
Stefan
Michel
[» Biography](#)



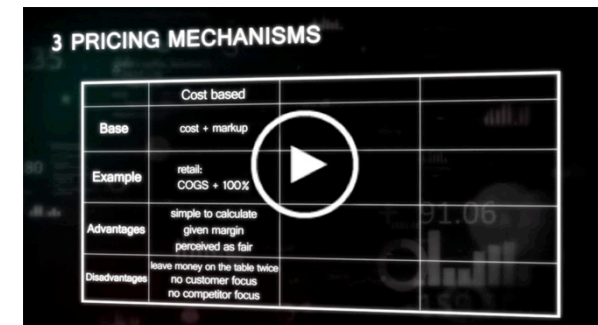
Learn more about
the program

[Download brochure](#)

Program intro



Discover 3 approaches to pricing



PE - Feedback



Peter Doyle
Commercial Manager
Gearbulk, USA

” It’s a particular time in our industry where, for the first time in many years, profitability is not something that we take for granted anymore. So this course helped us focus on pricing, in order to improve the bottom line.



Peter Norborg
Group CEO
Clipper Group A/S
Former CEO Gearbulk

” It was two first times for me, joining an online course and discovering IMD Global Leadership on the cloud. I liked the structure, content and learning environment very much. It gave me a lot of tools to contribute to my company’s pricing excellence. I warmly recommend!



SERRES

Laure Lacoste
Business Unit Manager
Serres Oy, Finland

” It was two first times for me, joining an online course and discovering IMD Global Leadership on the cloud. I liked the structure, content and learning environment very much. It gave me a lot of tools to contribute to my company’s pricing excellence. I warmly recommend!



Pasi Männistö
Global PG HPD Sales and
Marketing Manager
ABB Oy, Finland

” IMD Pricing excellence gives you skills and opportunity to understand deeply and develop your company’s excellence in pricing. This was a great course; I put a lot into it and I took a lot from it. It succeeded in providing a nice blend of academia with practical, real-life application.



Jane Zhang
China Financial Shared
Service Center
DSM China Ltd, China

” Informative, practicable with very compelling real examples.



FINANCE FUNDAMENTALS
FOR EXECUTIVES



IMD GLOBAL LEADERSHIP
IN THE CLOUD

EXECUTION LEADERSHIP PROGRAM IN THE CLOUD

FINANCE FUNDAMENTALS FOR EXECUTIVES (FFE) Develop confidence in analysis and managerial finance

Provides a comprehensive review of financial analysis and managerial finance, helps you develop the intuition for solving key financial problems and analyze alternatives in decision-making.

PROGRAM FACULTY



Nuno
Fernandes
[» Biography](#)



Learn more about
the program

[Download brochure](#)

Program intro



Get the fundamentals of capital
budgeting



FFE - Feedback



Stephan Derksen
Head of Enterprise
Solutions division, director
of EG Product
Management & Sales,
Infotheek

” Even though I had gone through several Corporate Finance courses when I was a student at Maastricht University, the IMD Finance Fundamentals for Executives has been instrumental in increasing my insight on our business on multiple levels, ranging from our P&L to calculating project profitability for potential investments. In addition, while doing this course, I was leading an acquisition for Infotheek and FFE gave me a very strong financial basis for our negotiations which were successfully completed. If anything, I should have done this course earlier in my career. Highly recommended!



Frédéric Begnaud
Principal Scientist
Firmenich SA

” My interpretation of our financial results has changed, and I see new and more efficient ways to defend projects internally.



Davis Ekeke
Principal Production
Technologist
Addax Petroleum
Development (Nigeria)

” This program is the most demanding online training I have had, keeping me awake with tough assignments late into the nights. Yet it is the only training (both online and in class) that the knowledge acquired formed an imprint in my memory. Now with my knowledge of Finance and Project Valuation, I can discuss boardroom project finance with the executives. It's truly a well structured Finance Training for executives and I recommend it for all Project Managers and Business Executives. Thanks to IMD!



Giuseppe Celio
Chief Operating Officer
Carolina Herrera

” The FFE is a great online program and a solid training platform. While this was my first online finance program and I did not know to which extent I could apply its learning, I found the Finance Fundamentals for Executives very well structured and I realized since the first lesson that its concepts are easy to apply and can be instrumental to Finance people (and more in general to any Business Executives) in taking everyday decisions.

As per my findings, since joining the program I have been able to apply its teachings and methodologies to a large extent. I also have been able to challenge and motivate my team using the program concepts.

I truly recommend the FFE program and I'm very thankful to IMD.



MARKETING MANAGEMENT



IMD GLOBAL LEADERSHIP
IN THE CLOUD



STRATEGIC LEADERSHIP PROGRAM IN THE CLOUD

MARKETING MANAGEMENT (MM) A value-based approach

Take a value-based approach to marketing management and develop the skills and capabilities that can make you a more relevant and influential marketer for your business today.

PROGRAM FACULTY



Stefan
Michel
[» Biography](#)



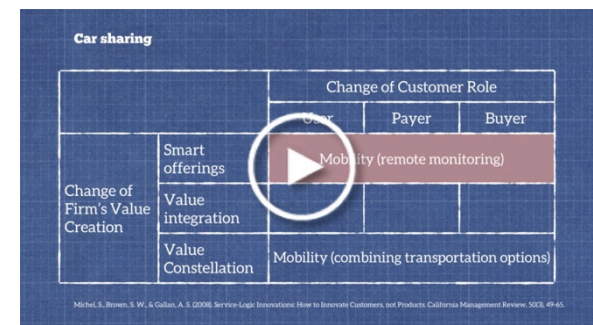
Learn more about
the program

[Download brochure](#)

Program intro



Discover why each segment needs a different price



MM - Feedback



Thabang Mathlafuna
Nutrition Improvement
Manager Africa,
DSM Nutritional Products

” This was truly an eye-opening experience and make me think differently about marketing



Martin Cieslik
Business Unit Manager
Serres Oy, Finland

” The marketing course at IMD was a nice experience where I have learned to become and architect of my product, building a relationship of between the customer and my product, giving the customer the product he is looking for.



Ana Lemos
Global PG HPD Sales and
Marketing Manager
ABB Oy, Finland

” The combination of developing a value proposition, linking offered capabilities to identified cusomter needs is simple and effective.



DIGITAL DISRUPTION



IMD GLOBAL LEADERSHIP IN THE CLOUD

STRATEGIC LEADERSHIP PROGRAM IN THE CLOUD


DIGITAL DISRUPTION (DD) Competing in the digital vortex

Learn how to successfully manage digital disruption and navigate through organizational transformation.

PROGRAM FACULTY



Michael Wade > Biography



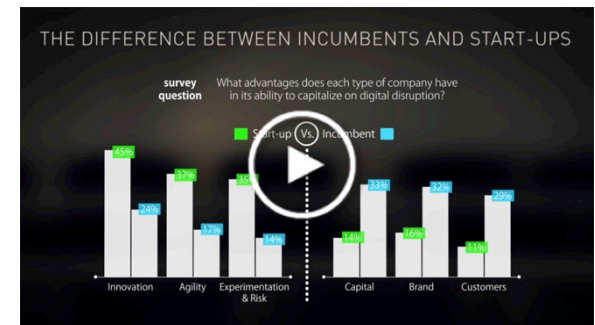
Learn more about the program

[Download brochure](#)

Program intro



What can you do about digital disruption?



DD - Feedback



Sara Gay
Head of Functional
Learning & Leadership
Curriculum
UniCredit

” The best online program on digital disruption I have taken so far. Content and structure give you the frame and the clarity to understand how to apply the digital transformation in your own area of responsibility.



Filippo Romanini
Learning & Development
Director
Barilla G. & R. Fratelli

” IMD in-the-cloud Digital Disruption program has been a great experience to deeply understand how the marketplace is changing into a digital one, which are approaches to strategy that may help companies to compete successfully, and how companies need to upgrade themselves to turn the workforce into a digital success factor.



Olga Kobrina
Account Manager
Cisco Systems

” This course has completely changed my perception about digital disruption and how to deal with it. Course structure, content and assignments help to create complete and comprehensive picture.



Vincent ShihChieh Liang
Head of Solution Delivery
Management
Adecco Personnel Pte Ltd

” Excellent learning opportunity for busy executives who has little time to spare but keen to continuously upgrade themselves.



STAKEHOLDER LEADERSHIP PROGRAM

BUILDING BUSINESS SUSTAINABILITY (BBS)

Put sustainability at the heart of your business strategy

How can you be sustainable and profitable at the same time? Discover how sustainability fits into your business strategy

PROGRAM DIRECTOR



Francisco Szekely

[>> Biography](#)



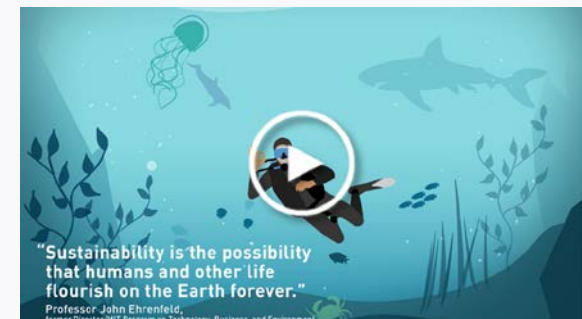
Learn more about
the program

[Download brochure](#)

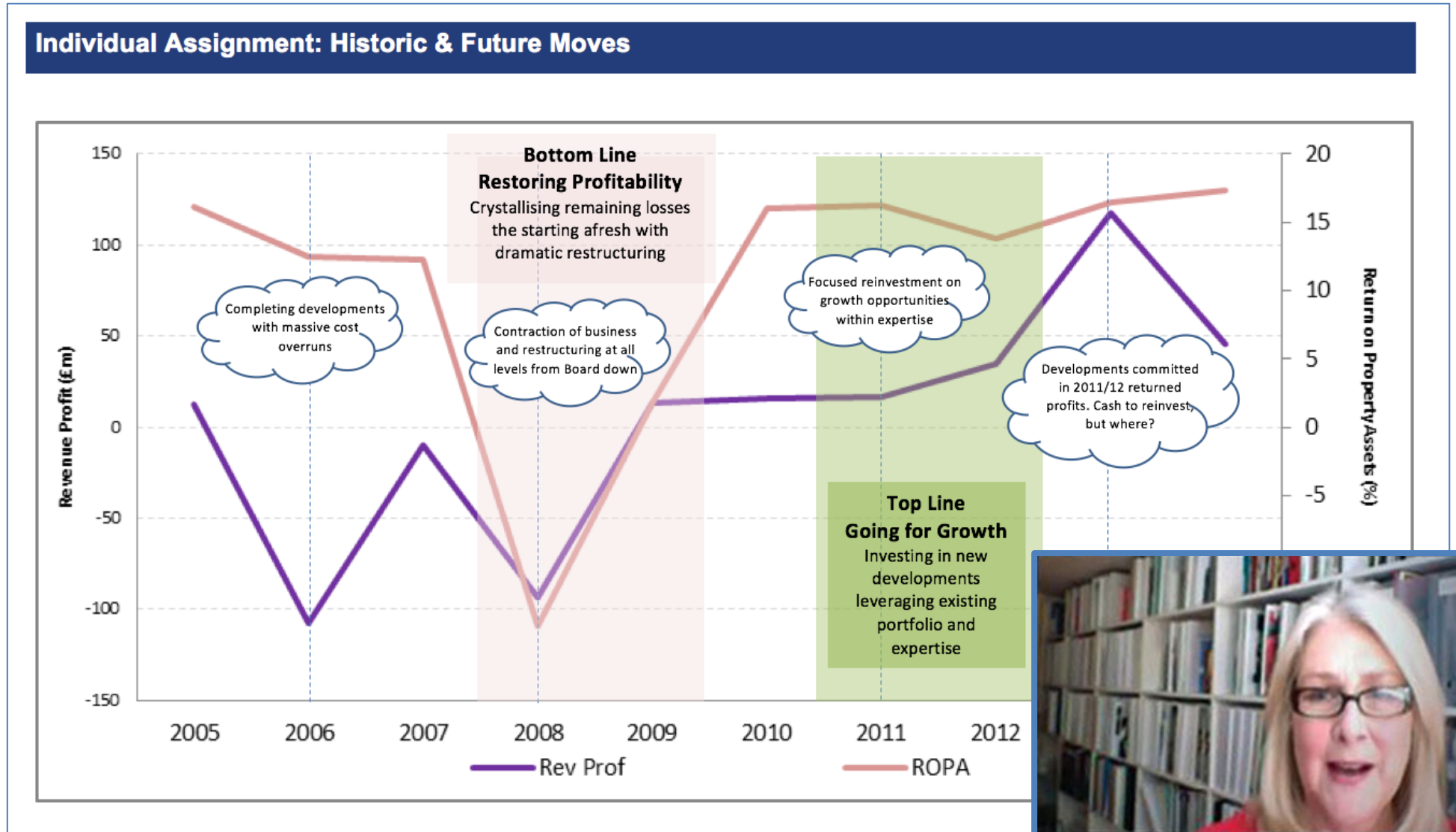
Program intro



Discover a new business model for
sustainability

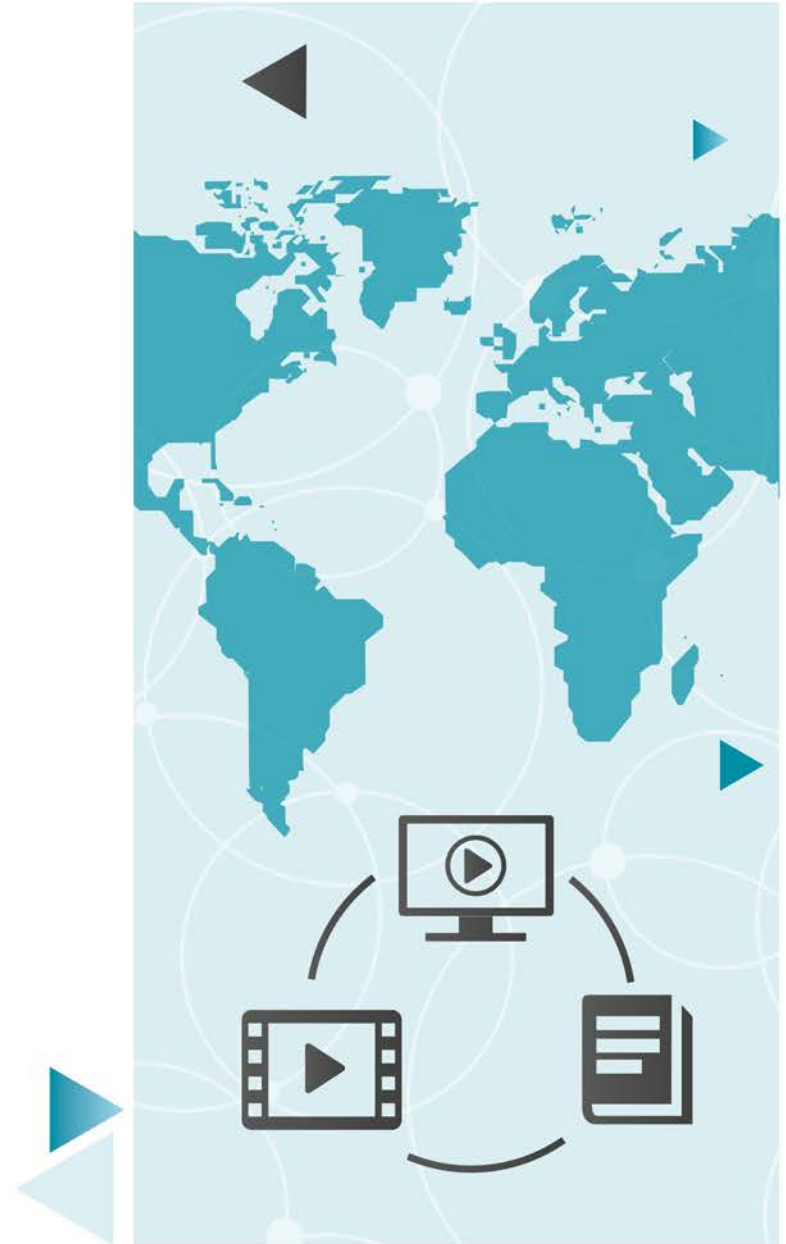


Coach personalized feedback



Our roadmap for today

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4. Seven secrets of high impact digital learning



7 secrets of high impact Digital Learning

1. Start at the end
2. Treat executives like executives
3. Change the channel
4. Respect the holy trinity of virtual learning
5. Keep the content fresh and easy to digest
6. Continuously demonstrate impact
7. Leverage qualified feedback as a catalyst for change

