

INSEAD San Francisco Hub for Business Innovation

Catalog

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I. CATALOG AND CATALOG ADDENDUM

The INSEAD Executive Education Brochures contain a detailed description of each Open Enrollment Executive Education program offered. A current brochure for each program can be found at <https://www.insead.edu/executive-education/portfolio-brochures>. Only those executive education programs listed under Section II.2 of this Catalog are offered at the INSEAD San Francisco Hub for Business Innovation (“INSEAD SF Hub”).

Each participant shall access and review the brochure corresponding to their program prior to signing their enrollment agreement. Such brochure and this Catalog Addendum together constitute the Catalog of the INSEAD SF Hub.

II. GENERAL INFORMATION

1. Mission and Institutional Information

The global mission of INSEAD, which applies to the INSEAD SF Hub, is to “bring together people, cultures and ideas to develop responsible leaders who transform business and society”. The following specific vision for INSEAD SF has been crafted: “Reinvent the satellite teaching facility as the focal point to increase executive education offerings in North America while integrating into the Bay Area – the global capital of Tech and Entrepreneurship – and delivering innovative and influential learning experiences for business executives from around the world”.

In order to achieve these objectives, INSEAD will provide state of the art teaching classes which involve both traditional classes in amphitheaters and group teaching. The SF INSEAD location will be a great place for INSEAD alumni to connect and continue to integrate with the local ecosystem.

INSEAD SF Hub is a private, nonprofit institution. It is approved to operate by the California Bureau for Private Postsecondary Education, which approval is based on compliance with state standards as set forth in the California Education Code and Code of California Regulations, Title 5. This does not mean that the Bureau endorses the institution’s programs, or that Bureau approval means the institution exceeds minimum state standards.

INSEAD SF Hub is not accredited by any accrediting agency. Information about the accreditation maintained by INSEAD SF Hub’s parent institution, INSEAD (France), can be found at <https://www.insead.edu/accreditations>.

2. Educational Programs Offered and Program Objectives

The following INSEAD Executive Education programs are offered in California by the INSEAD SF Hub. Detailed information about each program, including its educational objectives, can be found in the relevant INSEAD Executive Education Brochure, available at <https://www.insead.edu/san-francisco-hub/programmes>

- *Transition to General Management (4 weeks; 2 weeks to occur in San Francisco)*

Transition to General Management is a four-week general management-level program for senior executives transitioning to general management roles and is designed to equip executives with the skills and knowledge needed to move up to a general manager role within her/his company. Two weeks of the course will take place at the INSEAD SF Hub and two weeks will take place on INSEAD's Europe campus in Fontainebleau, France.

- *Blue Ocean Strategy (4 days)*

Blue Ocean Strategy is a four-day program for senior executives working in or responsible for strategy development in their organizations, teaching the tools, concepts and frameworks of the academic theory of Blue Ocean Strategy which was created by INSEAD professors. Blue Ocean Strategy is a recognized business strategy methodology. During the course the participants will learn how to apply what they are learning to their own organization's strategic challenges.

- *Integrating Performance & Progress (3 days)*

Integrating Performance and Progress is a three-day program for senior business leaders who are heads of businesses, functions, board members, family business owners or entrepreneurs. The program incorporates moral philosophy with the usual techno-economic thinking of business leaders to address today's emerging business dilemmas with socio-philosophical thinking and ideas.

- *Leading Digital Transformation & Innovation (5 days)*

The Leading Digital Transformation and Innovation program is a five-day program for senior executives that provides an integrated view of leading digital transformation and innovation. Drawing on research which uncovers the fundamentals of digital strategy, leadership and innovation, the program builds on three views of digital - the strategic view, the organizational view, and the innovation view. Participants will learn a comprehensive suite of tools to understand and lead through digital transformation.

- *International Directors Programme (9 days; 1 of 3 modules to occur in San Francisco)*

The IDP is nine day program taking place over three modules, over a six-month period. We will offer one of these modules at our San Francisco facility and the other two will take place on the Fontainebleau and Singapore campuses. The program is designed for chairs and non-executive directors of listed and private corporations, government agencies and organisations, and non-profits. It is also aimed at CEOs, COOs, CFOs and other C-suite executives, as well as family members and controlling shareholders of boards of large family companies. The program offers practical and tested frameworks and tools to sharpen judgment and decision-making skills. It also augments the oversight abilities of directors seeking to boost their existing competencies or to be better prepared for new board mandates.

The executive education programs offered by INSEAD SF Hub are not intended to lead to employment. They are intended for professionals who are already working in (or qualified to work in) their field, and not intended to result in, or prepare or qualify any person to enter, any occupation (as defined by U.S. Department of Labor Standard Occupational Classification codes or otherwise). Job placement assistance and career services are not provided.

3. Catalog and School Performance Fact Sheet

As a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

III. ADMISSIONS AND CONDUCT

1. Admissions Policy

Admissions Process: The INSEAD SF Hub takes the process of selecting and managing executive participants very seriously. Careful selection is particularly important as the reputation and the effectiveness of the program depends on the composition and chemistry of the class. Admittance is based on the level and nature of the applicant's professional experience. However, in order to comply with applicable local requirements, a high school (secondary education) diploma or its equivalent is required for participants to enroll in programs offered at

the INSEAD SF Hub. There is usually a cap on the numbers admitted from the same organisation.

- There are usually several stages in the participant management process, as follows.
- The customer (potential participant or representative of the employer organisation) speaks by phone to a specialist Programme Advisor (in Fontainebleau or Singapore), who explains the range of options and determines suitability.
- The individual applies online.
- The specialist admissions team evaluates the application, working with the faculty Programme Director as necessary to make the final decision.
- The accepted participant is handed over to the programme coordination team, who liaises on accommodation, payment and general logistics.
- Several weeks before the programme starts, the participant has access to the preparatory material via an online platform – which turns into a paperless bank of resources for all courses, as soon as classes start (with a tablet loan scheme available to those who do not have their own).
- Once participants are on campus, a designated programme coordinator works to ensure that everything runs smoothly right up to the closing dinner and departure. He or she is a key figure in customer satisfaction and works alongside the faculty Programme Director to ensure that logistics do not hamper learning and that problems are solved before they occur.
- Depending on the programme, there may be a follow-up process, action learning project and/or a subsequent module.

Additional Policies:

Due to the self-contained nature of its executive education offerings, INSEAD SF Hub does not consider prior learning experience toward completion of any program it offers. Thus, INSEAD SF Hub does not accept credits earned from other institutions; does not confer any standing based on the results of challenge examinations, achievement tests, ability-to-benefit tests, or similar instruments; and does not award any credit for prior experiential learning.

In addition, due to the self-contained nature of its offerings, INSEAD SF Hub has not established any transfer or articulation agreements with any other institution. See also Section VI.1 of this Catalog.

Instruction in all INSEAD SF Hub programs occurs in English, and in order to enroll, applicants must have sufficient proficiency in English to allow them to be an effective participant. For employer-sponsored participants, full proficiency in English is guaranteed by the sponsoring company, and certification as to adequate and sufficient English language proficiency is included in the corporate application form. Alternatively, and for non-employer-sponsored participants, an INSEAD Program Advisor, based in the Europe or Asia campus, will hold a teleconference or videoconference with the candidate to verify adequate and sufficient English language proficiency. English language learning or translation services are not provided.

2. Travel, Accommodation and Visas

Participants are responsible for arranging their own travel to and from the INSEAD SF Hub, and for arranging their own accommodations while attending their program.

Participants should be prepared to obtain hotel or other accommodation near the INSEAD SF Hub campus at prevailing market rates. The INSEAD SF Hub is centrally located in San Francisco and convenient to numerous hotels. The following are just a few examples of hotels in the immediate vicinity of the INSEAD SF Hub:

- [*Hyatt Place*](#) (approx. \$400-\$500/night)¹
- [*Virgin Hotel*](#) (approx. \$300-\$400/night)
- [*Hotel Via*](#) (approx. \$400-\$500/night)
- [*Bay Bridge Inn*](#) (approx. \$150-\$250/night)

INSEAD SF Hub does not provide visa services. Each participant is responsible for obtaining his or her own visa(s) necessary to participate in the program, if required.

3. Student Achievement, Attendance and Conduct

INSEAD SF Hub has the following expectations for participants in its open enrollment executive education programs with respect to student achievement, attendance and conduct. Failure to abide by the following expectations may result in a student being placed on probation or dismissed from the program.

1. Each Participant must be punctual, attend especially at all appropriate lectures, sessions, workshops, practical and theoretical activities of the entire program as required by INSEAD SF Hub, and contact the Executive Education Department if unable to attend any class.
2. Each participant must at all times behave with honesty, show courtesy, consideration and respect during the course of the program. Participants are expected to avoid any behavior or conduct that could be interpreted as an inappropriate behavior by another participant, employees, and/or third parties. Inappropriate behavior may include but not exclusively: unwelcome conduct whether verbal, physical or visual that denigrates or shows hostility or aversion toward an individual including but not exclusively because of his or her gender, color, religion, national origin, age, disability or sexual orientation.
3. The participant must respect the confidentiality of all confidential information that the participant acquires during the course of participating in the program, and comply with all applicable laws of the territory where the program is delivered.
4. Due to the nature of INSEAD SF Hub's programs, leaves of absence are not permitted.

¹ Approximate nightly rates based on recent data. Participants should contact each hotel directly for effective rates and availability during their scheduled programs. INSEAD SF Hub may seek to establish arrangements with hotels and similar providers, but makes no guarantee as to the existence or availability of any such arrangements. The institution does not have any housing facilities under its ownership or control.

4. Student Services

INSEAD SF Hub participants will enjoy access to the facilities and learning resources described in Section V, below. Participants will have access to a cafeteria, and lunch services and coffee breaks are provided. For program social events that occur off facility, INSEAD SF Hub will endeavor to provide transportation for participants. Opening and closing dinners also will be organized and provided by INSEAD SF Hub.

IV. FINANCIAL INFORMATION

1. Program Costs

The tuition fee for each program offered at the INSEAD SF Hub is set forth on INSEAD's website at <https://www.insead.edu/executive-education/open-programmes>. While prices are subject to change and applicants should review this website for the most recent information, the current price for each program is:

- Transition to General Management: USD \$34,532
- Blue Ocean Strategy: USD \$10,600
- Integrating Performance & Progress: USD \$12,000
- Leading Digital Transformation & Innovation: USD \$10,600
- International Directors Programme: USD \$20,330

Because of their short-term nature, each INSEAD SF Hub program consists of a single period of attendance (payment period).

The tuition fee covers tuition, materials, lunches and coffee breaks while on the program. It is not inclusive of accommodation expenses and other incidentals. Please note that the applicable tuition fee may be revised every year. INSEAD SF Hub does not participate in any federal or state financial aid programs. If a participant obtains a loan to pay for an educational program, the participant will have to repay the full amount of the loan plus interest, less the amount of any refund not paid to the loan holder.

2. Cancellation, Withdrawal and Refunds

Cancellation Policy. A participant may cancel their enrollment agreement and receive a full refund of amounts paid for institutional charges, less an Administrative Application Fee of \$250.00 USD, if notice of cancellation is made through attendance at the first class session or the seventh day after enrollment, whichever is later.

Refund Policy.

- If a Participant begins instruction and withdraws or is discontinued, and has completed 60 percent or less of the scheduled Programme, the participant (or

entity that paid the tuition fee on the participant's behalf) will receive a pro rata refund of prepaid but unused tuition.

- The pro rata refund shall be the total amount owed by the participant for the portion of the educational program provided, subtracted from the amount paid by or on behalf of the participant.
- The total amount owed by the participant shall be calculated as follows: the daily charge for the program (total institutional charge, divided by the number of days in the program), multiplied by the number of days the participant attended, or was scheduled to attend, prior to withdrawal or discontinuation.
- If a participant who attends 61 percent or more of the days in the scheduled program before withdrawing or being discontinued, he or she will not be entitled to a refund.

Process for Withdrawals and Cancellations. Participants wishing to cancel their enrollment agreement or withdraw from the program should email the Admissions Team at execed.europe@insead.edu, stating that they wish to cancel/withdraw, and noting their name and program session. Cancellation or withdrawal shall be effective as of the date the email is received. All refunds will be processed within 45 days of withdrawal. Due to the short-term nature of the programs, INSEAD SF Hub does not identify unofficial withdrawals based on missed classes; a formal notice of withdrawal is required.

3. Student Tuition Recovery Fund

The State of California established the Student Tuition Recovery Fund ("STRF") to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.

2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

V. FACILITIES, FACULTY AND LEARNING RESOURCES

1. Location of Class Sessions

All class sessions will be held at the San Francisco Hub, located at 224 Townsend Street San Francisco, CA 94107.

2. Facilities and Equipment

INSEAD SF Hub has sufficient facilities and necessary equipment to support the achievement of the educational objectives of its educational programs. The same building and equipment are used for all the programs to be initially offered at the INSEAD SF Hub, as listed below:

1. Transition to General Management
2. Blue Ocean Strategy
3. Integrating Performance and Progress

4. Leading Digital Transformation and Innovation
5. International Directors Programme

In order to provide the courses, 2 amphitheatres are available with:

- comfortable, state of the art seating design and furnishing;
- high resolution LED display technology to display slides and videos; and
- sound technology.

To run group projects during or in between classes, eight breakout rooms are available on the ground floor and first floor.

All the equipment listed above is owned by the institution. Participants are expected to supply their own laptop or other computer (with a tablet loan scheme available to those who do not have their own). Please note that as standard classroom programs, no additional equipment is required to complete the programs.

High speed wireless internet access will be available throughout the INSEAD SF Hub.

The whole building is the building is fully accessible on both floors. The accessible elevator serves all floors. The building is ventilated, cooled and heated to provide the best temperature to our students throughout the year. Lighting and sound proofing has been optimized to offer the best working environment. Separate male and female toilets are available on both floors. A coffee area will provide soft drinks and a few snacks on the ground floor.

3. Faculty

The INSEAD institution has contracted sufficient duly qualified faculty members to teach programs offered at the INSEAD SF Hub.

Faculty Ranks and Qualifications

Biographies and other detailed information about each of INSEAD's faculty can be found on its website.

INSEAD's **core faculty** consists of **149 professors: 143 (96%) with a PhD** and 78 (52%) with tenured status (as of 1 September 2018). Most also have extensive business credentials in the form of past experience or current consulting duties and board memberships, although this is not essential. The main criteria for selection are: academic excellence (a PhD and track record from a world-class institution); teaching performance (with intensive support given to those who lack experience); and ability to contribute to the institution (including international research and corporate connections). By definition, 100% of INSEAD's faculty have overseas experience, as they are expected to teach across INSEAD campuses. Furthermore, all – without exception – must be capable of teaching and publishing in English at the highest level.

Approximately **150 non-core faculty** (currently 119 adjunct and 31 visiting professors) teach in INSEAD programs. They are usually invited to contribute by program directors or area coordinators based on personal experience or recommendations – and expected to be appropriately qualified for the role required of them. Some (for example, emeritus professors) also contribute to the School’s research output. INSEAD draws on external teaching expertise only when there are no appropriate core faculty available or the outsider in question is more highly qualified. The effectiveness of external contributors is monitored in the same way as for internal academic staff, principally by means of participant evaluations. INSEAD is fortunate in having many excellent adjunct professors who return to INSEAD on a regular basis.

INSEAD Resident Faculty

- **Standing Faculty** (full-time, tenure track): Assistant, Associate (both tenured and non-tenured) and full Professors. Standing Faculty typically hold doctoral (Ph.D.) degrees, and INSEAD does not recruit Assistant Professors who do not hold such a degree.
- **Affiliate Faculty:** Affiliate Professors, Senior Affiliate Professors and (even more senior) Professors of Management Practice – usually full-time permanent employees. Their fundamental purpose is to assure teaching that cannot be covered by members of the standing faculty. The grounds for nomination to the rank of affiliate are twofold: first, candidates who do not satisfy the nomination criteria for the rank of Standing; and second candidates who do not wish to be bound by the constraints of nomination to the rank of Standing. Those appointed to the rank of Affiliate will have their situation reviewed on a regular basis in accordance with the needs of the School and to verify that their performance meets our high standards.

INSEAD Associated Faculty

- **Adjunct Professor:** teaching periodically on INSEAD’s programs for fixed periods of time. Adjunct faculty are paid in honorarium and fulfill teaching duties that cannot be covered by Standing or Affiliate Faculty. A PhD or similar level of qualification is usually required.
- **Visiting Professor:** a faculty member at another institution with teaching duties for a fixed period of time at INSEAD. Visiting faculty are professors in good standing at another academic institution invited to teach on INSEAD’s programs with teaching duties for a fixed period of time.
- **Emeritus Professor:** a retired resident faculty member who continues to play a role in teaching and/or research at INSEAD as well as contributing to institutional activities.
- **Executive/Entrepreneur in Residence:** normally a short-term post with mentoring duties.
- **Other titles:** at the discretion of the Dean of Faculty (e.g. Distinguished Visiting Professor, Distinguished Clinical Professor, etc.).

Resident faculty may also be awarded a chair, which allows them an additional research budget, and/or teaching-load reduction. Currently, 45 professors (30% of core faculty) hold chairs.

Faculty Currently Assigned to INSEAD SF Hub Programs

Program: Transition to General Management

- Program Director:

- Charles Galunic, Professor of Organizational Behavior, The Aviva Chaired Professor of Leadership and Responsibility
- Additional faculty teaching the program:
 - Lucie Tepla, Affiliate Professor of Finance
 - Loic Sadoulet, Affiliate Professor of Economics
 - Ian Woodward, Professor of Management Practice
 - Javier Gimeno, Professor of Strategy, Aon Dirk Verbeek Chaired Professor in International Risk and Strategic Management, Academic Director, INSEAD European Competitiveness Initiative Chair, Strategy Area
 - Natalia Karelaia, Associate Professor of Decision Sciences
 - David Dubois, Associate Professor of Marketing
 - Enver Yucesan, Professor of Operations Management, The Abu Dhabi Commercial Bank Chaired Professor in International Management

Program: Blue Ocean Strategy

- Program Director:
 - Fares Boulos, Affiliated Professor of Practice in Strategy
- Additional faculty teaching the program:
 - Guoli Chen, Associate Professor of Strategy
 - Renee Mauborgne, Affiliate Professor of Strategy, INSEAD Distinguished Fellow of Strategy and International Management
 - Lauren Mathys, Adjunct Professor

Program: Integrating Performance and Progress

- Program Director:
 - Subramanian Rangan, Professor of Strategy and Management, The Abu Dhabi Crown Prince Court Endowed Chair in Societal Progress
- Additional faculty teaching the program:
 - Michael Fuerstein, Associate Professor of Philosophy, St. Olaf College (Visiting Professor at INSEAD)

Program: Leading Digital Transformation and Innovation

- Program Director:

- Nathan Furr, Assistant Professor of Strategy

Program: International Directors Programme

- Program Director:
 - Enrico Diecidue, Professor of Decision Sciences
- Additional faculty teaching the program:
 - Jose-Luis Alvarez, Senior Affiliate Professor of Leadership and Organizational Behavior
 - Stanislav Shekshnia, Senior Affiliate Professor of Entrepreneurship and Family Enterprise
 - Ludo Van der Heyden, Professor of Technology and Operations Management, the INSEAD Chaired Professor in Corporate Governance and Strategy, Academic Director, INSEAD Corporate Governance Centre

4. Library and Learning Resources

As the courses are short term programs, a complete library within the facilities is not intended. All pre-reading material is delivered online as soft copies, or sent by post to the participant's home/office in due time prior the program, for hard copies such as books. The materials provided to students (electronically or in hard copy) will be sufficient to accomplish the learning objectives of each program. In addition, online resources from INSEAD will be available for participants attending a program at San Francisco Hub. A reading space, with shelves, is planned and will provide space for books published by INSEAD faculty, and any other relevant business books.

INSEAD has three libraries around the world, and offers substantial online and electronic resources that can be accessed anywhere in the world, including by members of the INSEAD SF Hub: the Doriot Library in Europe, the Tanoto Library in Asia and the third on the Middle East Campus. They are designed to support the teaching, learning, publishing and research needs of faculty, researchers and students. All three libraries offer access to research materials, including books, e-books, e-journals and DVDs. There are 48,000 books in Fontainebleau, 11,000 in Singapore and 3,000 in Abu Dhabi, with 50,000 e-books available to the INSEAD community anytime, anywhere. The journal collection is 99.9% available online. Research data, such as industry reports, company profiles, financial datasets and other statistical resources, is also available 24/7, on and off campus. For articles or books that are not part of the collection, there is an inter-library loan service in place. INSEAD deals mainly with the British Library in Europe and the National University of Singapore or Singapore Management University in Asia, which ensures a quick turnaround.

The INSEAD libraries' collections reflect the international dimension of the school by providing resources that are as global in scope as possible. Special attention is paid to providing databases that cover many countries and industries. Virtually all of the databases and collections are in English, although one of the most popular resource is Factiva, which provides press coverage in 22 languages.

The libraries belong to several international professional associations, notably EBSLG (European Business School Librarians' Group) and APBSLG (Asia Pacific Business School Librarians' Group). They also have close links with ABLD (Academic Business Library Directors) in North America. In addition, the Doriot library is part of the ACIEGE (Association des Responsables des Centres d'Information des Ecoles de Gestion) in France and active in the Sorbonne University Alliance, of which INSEAD was a founder member.

5. Records

Required student records, as per CEC 94900, will be kept at INSEAD France, in the Executive Education Department, as is currently done with all participants attending our programmes. These materials are stored electronically, and are immediately accessible at all times from the INSEAD SF Hub.

Student records include: (1) name, (2) mailing address, (3) telephone number, (4) email address, and (5) program attended.

Required Institutional records, as per CEC 94900.5, will be kept in the premises of the centre, and managed by the team.

Student transcripts will be maintained permanently. All other required records will be maintained for a period of not less than five years. Academic and financial records will not be maintained separately for each student.

Recordkeeping Security: INSEAD uses only named access for all systems containing data, observing strict adherence to the comprehensive requirements of the European Union's General Data Privacy Regulation (GDPR) regarding data security, data retention, data storage and access. These measures extend to data maintained in connection with the INSEAD SF Hub. Procedures include the following:

1. Regular back-ups are scheduled for on-premise systems
2. Cloud solutions used by INSEAD have security features such as Identity Management, Access Management, Event Monitoring and Field Audit Trails.
3. There is a data retention policy of 5 years for application-related data for prospects.

VI. MISCELLANEOUS

1. NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT OUR INSTITUTION

The transferability of credits you earn at INSEAD SF Hub is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the certificate of completion you earn at INSEAD SF Hub is also at the complete discretion of the institution to which you may seek to transfer. If the certificate of completion that you earn at this institution is not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to

which you may seek to transfer after attending INSEAD SF Hub to determine if your certificate of completion will transfer.

INSEAD SF Hub does not award any academic credit and does not measure its programs in traditional academic “credit hours.”

2. Grievance Procedure and Statement of Student Rights

A participant with a complaint or grievance regarding any aspect of their program is encouraged to discuss it with their assigned faculty member or the INSEAD SF Hub Director, and otherwise to pursue informal resolution in accordance with Section 8 of the Executive Education Open Enrolment Programme General Terms and Conditions. An INSEAD SF Hub participant need not invoke an internal institutional dispute resolution procedure before enforcing any contractual or other legal rights or remedies.

Participants have all rights and protections afforded to them under the U.S. Constitution and other applicable laws. Participants have the right to be treated fairly and with dignity, and to not be discriminated against because of race, color, national origin, sex, sexual orientation, gender, gender expression, disability, religion or other protected status.

3. Regulatory Notices

Any questions a student may have regarding this Catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at P.O. Box 980818, West Sacramento, CA 95798-0818, www.bppe.ca.gov, (888) 370-7589 or by fax (916) 263-1897.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the bureau's internet Web site, www.bppe.ca.gov.

If a Participant receives federal student financial aid funds, the student is entitled to a refund of the moneys not paid from federal financial aid funds. Please note that this statement is required pursuant to California regulations; INSEAD San Francisco Hub does not presently participate in any federal, state or local student financial assistance, grant or loan program.

The institution has not had a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years, and has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code.



INSEAD

Executive
Education

Programmes
in San Francisco

The Business School
for the World®



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TRANSITION TO GENERAL MANAGEMENT

Comprehensive Leadership Development in a Disruptive Age

In today's complex and disruptive business environment, senior managers assuming general management responsibilities face many challenges. They need exceptional leadership skills to manage cross-functional teams, as well as an international mindset and the ability to successfully manage continuous change. They also require the skills, knowledge and confidence to make and implement strategic decisions and, most importantly, they need to do this in such a way that creates real long-term value.

Although you will already have achieved success as a functional expert, stepping up to general management can be a difficult and potentially risky transition. General managers need a comprehensive toolkit in order to make this transition from specialist to generalist a successful one.

Transition to General Management is our flagship general management-level programme. The international, four-week, modular format will equip you with the skills and knowledge you need for your transition to general management. The programme will give you the confidence to manage the complexity you will be facing as you develop from a specialist into a generalist. In short, INSEAD's unique tools and insights will prepare you to succeed in this most difficult of transitions, the point in a manager's career when they need to quickly expand their knowledge of business.

Key benefits

- Insights into key issues facing general managers in today's business environment, such as the challenges of digital disruption
- Leave with an integrated view of business by discovering key linkages across disciplines, thus helping you deliver effective general management decision-making
- Developing a keen understanding of how to "manage for value," not managing the "metrics"
- Our integrated Leadership Development Process (LDP), which includes powerful experiential exercises in teams, 360° feedback and coaching through our popular INSEAD Global Leadership Centre and provides many practical tools, such as negotiation skills and public speaking and communication skills
- A truly international experience – with diversity in the classroom, and, if you choose, more than one location of study

Participant profile

- Senior functional or technical managers about to make the transition to general management or recently appointed general managers. Participants should have at least eight years of management experience, and with strong track record in one or more functional areas of business

Programme directors



Charles Galunic

*Professor of Organisational Behaviour
The Aviva Chaired Professor
of Leadership and Responsibility*



Lucie Tepla

Affiliate Professor of Finance

"Value creation, as an outcome, will look different in every company, but every situation is the same in one key respect: it depends upon judgement and assessing trade-offs. Trade-offs concern core resources, people, opportunities, and so on. Judgements on trade-offs can be better or worse depending upon what a leader knows. For general managers, that knowledge base is wide – they must develop integrative thinking. But they must also help others to develop judgement and make good decisions. Their new job is to create value through their people, to make those people better than they would otherwise be. That is an essential step for the transitioning general manager, and an important part of the programme.

"Organisational excellence requires a thorough understanding of the true drivers of value creation and an ability to effectively cascade a value creation mindset throughout the organisation. We therefore focus on developing leaders who, through effective communication and by putting the right processes and performance measures in place, are able to make value creation a reality."

TRANSITION TO GENERAL MANAGEMENT (CONTINUED)

Programme content

building general management expertise

At its core, General Management is about Value Creation. Value creation starts with value as perceived by the customer. General Managers need a clear understanding both of their customers and of the value their organisation is proposing to these customers, what the company's competitive advantage is in delivering this value and how it plans to sustain this advantage. Businesses must not only propose value, but also deliver it effectively and efficiently. This requires both operational excellence as well as effective leadership and management systems. Finally, for effective decision-making and to truly understand the key value drivers of their businesses, General Managers need the tools to be able to accurately measure value creation. The importance of having a thorough understanding of all these aspects of value creation and their interdependencies is only heightened in today's world, where the macroeconomic and political environment as well as the business landscape are undergoing profound and far-reaching change.

While strong business competence is essential to the success of the general manager in managing for value creation, excellent leadership abilities are equally important. The latter often require those embarking on the journey of general management to recognise some exceptional quality in themselves, an X-factor, which they need to nurture and leverage to achieve their full potential as leaders.

General management is therefore an integrative process, with multiple components that are difficult to learn simply through "apprenticeship" alone. The core purpose of the Transition to General Management programme is to provide a comprehensive avenue for developing this general management expertise.

The Transition to General Management programme content and structure reflects this core purpose.

I. Value proposition

Understanding value for customers, your competitive advantage in delivering value to these customers and how to sustain a competitive advantage in the long run require a thorough understanding of:

- Marketing: learn rigorous concepts and systematic tools to understand and know your customers anywhere in the world. We cover market orientation, market creation, targeting, building customer value, competitive advantage, customer relationship management and much more
- Strategy: grasp the core concepts of business strategy and competitive advantage within the context of value creation, with an accent on value innovation and disruptive thinking. We will expose you to new tools and methods to help you formulate and implement new strategies.

II. Value delivery

Effective strategy implementation depends on:

- Operations management: understand how to capture value through operational excellence by achieving shorter time to market, building faster and more reliable value chains, delivering flexibility and superior customer service
- Organisational behaviour and leadership: effective management, leadership and systems that are often the difference between strategies that succeed and those that fail or become irrelevant. We give you the frameworks and insights to improve your people leadership, team leadership, understanding and shaping of organisational culture, and change and transformation work.

III. Value capture

The ability to measure value creation and ensure sufficient value is being captured is essential to effective decision-making throughout the organisation and requires knowledge of:

- Financial accounting: develop a forensic understanding of financial statements, their usefulness in communicating financial information to key stakeholders in your organisation and their role in measuring value creation
- Finance: learn fundamental valuation techniques in order to understand the key value drivers of the business and to distinguish value creating opportunities from value-destroying ones.

IV. The X-factor: leadership development process (LDP)

Organisational success depends critically on the unique management and leadership skills of individuals. In other words, there is always an "X-Factor" in general management life, and you are that X-Factor. The Transition to General Management programme is very mindful of this fact and provides a portfolio of leadership development activities which we call the Leadership Development Process (LDP). This comprises a series of classes, experiential exercises, coaching days, survey tools and action planning work that are focused on developing your "X-Factor," your distinct leadership brand and contribution.

V. The global context & digital disruption

Finally, General Managers must extend their perspectives beyond their organisations. They need a thorough knowledge of the macroeconomic context within which they operate, including the impact of long-term trends such as growth and productivity, as well as the shorter-term role of monetary policy and the business cycle. They must also understand disruptive forces at play in business today, in particular digital transformation: what it means to be a digital-ready organisation, how to market in a social media obsessed world, and the importance of new analytical tools.

Learning community: mind & body, faculty & participants

Some of the experiences in the Transition to General Management programme include:

- Lectures designed to both challenge and inspire, enabling you to grasp the latest thinking and the most complex concepts, with room for questions and dialogue
- Interactive case studies based on real-life business dilemmas
- Group work that gives you the benefit of experience and expertise very different from your own
- 360° feedback tools developed here at INSEAD to meet the precise needs of general managers
- Group coaching, another unique specialty of INSEAD's methodology
- Role playing exercises to practice your new skills in a risk-free environment
- We also offer regular, professionally led (and fun) fitness classes, dedicated to your cohort, a wonderful way to start your day and shape both your body and mind. Our campuses also include convenient and well-equipped fitness facilities.

Depending on your needs and timing, you have the choice of completing Transition to General Management in Fontainebleau or between Fontainebleau, Singapore or San Francisco.

During the four weeks, you will learn much from each other, not just from us. In fact, the programme is built around this belief. We have created special "Meet TGM" sessions where you or a colleague can briefly present your own "case study" and challenge the class with an interesting puzzle or challenge. This has become a wonderful way to tap the diverse and inspiring minds of fellow Transition to General Management peers on your day-to-day business issues. This sharing continues beyond the classroom in lunches, breaks and social activities, all designed to facilitate contact and exchange.

INTERNATIONAL DIRECTORS PROGRAMME

Developing more effective directors in a global context

Today's supervisory boards have to contend with a host of new pressures, challenges and risks. Held ever more accountable for their organisation's performance and vitality, they must set its strategic direction, often across diverse product markets and geographies, and monitor the firm's risk profile. They must also evaluate the performance of the CEO and senior executives.

The **International Directors Programme**, our flagship course in corporate governance, is a unique educational experience that aims to develop effective directors for the global business scene. Set within an international context that is unique in director education, the **International Directors Programme** offers practical and tested frameworks as well as tools to hone judgement, sharpen decision-making and augment the oversight abilities of directors seeking to boost their existing competencies or to be better prepared for new board mandates.

The programme leads to the **INSEAD Certificate in Corporate Governance (ICCG)**, enabling participants to receive a recognised credential (**IDP-C**) in the field of governance from one of the world's most diverse and thought-leading global business schools and join a network of international directors (**the INSEAD Directors' Network**).

Furthermore, participants who successfully complete the certificate will become a member of our **INSEAD Alumni** community, helping them to stay connected to an exclusive network of senior executives and senior peer directors.

Key benefits

- Understand the broader context in which boards operate and the responsibilities that come with a director mandate
- Gain an overview of the knowledge and competencies expected from directors in today's environment
- Develop director-specific skills that contribute to the creation of a high-performing board culture
- Hone your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance

Programme directors



Enrico Diecidue

Professor of Decision Sciences



Massimo Massa

Professor of Finance
The Rothschild Chaired Professor of Banking
Co-Director of the Hoffmann Research Fund



Anil Gaba

Professor of Decision Sciences
The Orpar Chaired Professor of Risk Management
Academic Director, Center for Decision Making and Risk Analysis



Timothy Rowley

INSEAD Corporate Governance Centre Distinguished Fellow and Visiting Professor of Strategy
Professor of Strategic Management at the Rotman School of Management, University of Toronto

Programme content

The **International Directors Programme** consists of three modules – board effectiveness and dynamics, board decision-making and oversight, and director effectiveness and development – which represent the knowledge base that trained directors are expected to master and which form the basis of effective board membership.

Within each module, the programme will focus on three fundamental questions:

- What do directors need to know in order to set the direction of the company?
- What are the proper boundaries within which the company should operate?
- How best can directors exercise their responsibilities to get things done in the boardroom?

Board fundamentals: responsibility, effectiveness, decision-making and strategy

- Fundamentals of director and board effectiveness
- Fiduciary duty and shareholder supremacy
- The main governance challenges
- Effective decision-making in the board room
- The strategy imperative
- Value creation at the board level

Board dynamics, efficiency and the role of committees

- CEO-board dynamics and conflicts
- The director as a political actor and the question of power
- Fair process leadership – a model for the board
- CEO selection, oversight, evaluation, and succession
- CEO remuneration
- Financial statements and red flags in reporting

Developing directors and their boards

- Boards and organisations in crisis
- Fraud as a consequence of poor governance
- The challenge and opportunity of board diversity
- Putting it all together through a board simulation
- 360-degree evaluation of director strengths and development opportunities
- Group coaching techniques for director improvement
- Reflecting on roles and commitments

Session topics and faculty within each module and across modules could change, mostly due to faculty availability. The content of discussions in Fontainebleau and Singapore may have more of a regional focus, depending on examples, participants and speakers.

Participant profile

- Chairs and non-executive directors of listed and private corporations
- CEOs, COOs, CFOs and other C-suite executives
- Family members and controlling shareholders of boards of family companies
- Directors of government and non-profit organisations and agencies
- Senior professionals from the institutional investment community
- Senior partners of professional firms who serve boards and interact with them frequently

Applicants must have a minimum of one year of experience sitting on a board so that they can fully benefit from and contribute to a programme that involves role-play, simulations and exchanges with other participants.

Certification

Participants who successfully complete the three **International Directors Programme** modules may apply for the **INSEAD Certificate in Corporate Governance**. The certificate enables participants to receive a recognised credential in the field of governance from one of the world's most diverse and thought-leading global business schools. Participants who complete the certificate are offered full INSEAD alumni status, joining more than 58,500 alumni worldwide.



Certificate in corporate governance IDBP-C

Length of programme

3 modules of 3 days

In association with:



INTEGRATING PERFORMANCE AND PROGRESS

Integrating Performance and Progress

Capitalism and business have spread to the far corners of the globe and the results have been impressive. Yet, today, contradiction is in the air. Absolute poverty has declined but relative poverty has risen. The digital dividend seems real but so too does the digital divide. Energy is more abundant, yet year after year climate related costs and concerns rise. The labour force grows but labour share in total income declines. Health care budgets rise but health itself seems to decline. Economics still favours openness but politics is more ambivalent. Trust has declined in the practice and paradigm of business.

Accordingly, for enterprises to succeed and sustain in the 21st century, they will have to better and more systematically integrate performance and progress.

Integrating Performance and Progress is one of the first programmes for business leaders that explicitly incorporates moral philosophy in its core and that aims to help leaders integrate business models with business morals.

The programme addresses the growing reality that many of today's emerging business dilemmas are socio-philosophical and not just techno-economic in nature.

Key benefits

- Review what drives performance and when and why it can run counter to progress
- Learn about the essence of progress. Understand the principles of progress and comprehend the relevance of moral philosophy in your evolution as a reflective business leader or entrepreneur
- Understand how to employ the philosophical principles in shaping enterprise strategy, operations and governance
- Anticipate and learn how to address the implementation challenges within your organisation and industry
- Develop an actionable approach to better integrate performance and progress within your organisation by working with a professional philosopher
- Move beyond traditional CSR (corporate social responsibility) and construct a proactive, credible, and trust-deepening way forward

Programme content

Participants will become acquainted with the underlying principle of propriety* and a method of integrative reasoning. They will learn, discuss, and apply a set of core substantive principles of progress. Each principle will be illustrated with concrete examples and explored in contemporary situations.

Beyond presenting substantive principles (the 'what' of integrating performance and progress), **Integrating Performance and Progress** will also propose a set of procedural ('how') principles to address implementation obstacles and challenges.

Performance

- How do we define performance?
- What explains high performance?
- Why is performance necessary yet not sufficient in sustaining trust in business?

Progress

- How do we define societal progress and what is the role of business in contributing to it?
- Why is the action of government insufficient?
- In which enterprise choices and actions does progress lie?
- How to manage trade-offs between performance and progress?
- How much performance/progress is enough?

Dilemmas

All organisations (regardless of size, sector, or geography) make decisions and choices on three core dimensions: strategy, operations, and governance. These after all are the key dimensions on which enterprises build and sustain their performance.

It stands to reason therefore that it is along these same dimensions that business leaders must enact the principles of progress so as to integrate performance and progress.

The programme will culminate in small-group meetings facilitated by professional philosophers. This working session is the opportunity for each participant to share and make headway on a specific performance and progress dilemma in their own organisation.

Participant profile

This programme is designed for senior leaders who want to comprehend and clarify how they may better integrate enterprise performance and societal progress in their organisation.

- Typical participants include heads of businesses, heads of functions, board members, family business owners, and entrepreneurs
- Applicants will ideally have authority and autonomy over a business or function, and, where relevant, be nominated by the head of their organisation (Integrating Performance and Progress is not suited for sustainability or CSR officers)

Programme director



Subi Rangan

*The Abu Dhabi Crown Prince Court
Endowed Chair in Societal Progress
Professor of Strategy and
Management*

Subi Rangan earned an MBA from MIT and a Ph.D. in political economy from Harvard University. His work explores how enterprises can better integrate performance and progress, and thus rebuild trust in capitalism. In 2013 he initiated the Society for Progress, a fellowship of eminent philosophers, social scientists, and business leaders (www.societyforprogress.org). Their first work was published as *Performance & Progress: Essays on Capitalism, Business, and Society* (Oxford, 2015).

*Propriety is a standard of conduct that can withstand relevant moral scrutiny.

LEADING DIGITAL TRANSFORMATION AND INNOVATION

Transforming business in the digital era

Although disruption has long been a threat for some industries, the rise of digital technologies has accelerated the pace of disruption in virtually every industry, creating immense ambiguity and unease.

Meanwhile, uncertainty continues to accelerate in the broader business environment as the rate at which new technologies emerge increases exponentially — all while competition becomes increasingly fierce. The dominance of established leaders has never been more under threat.

However, these changes are also creating immense opportunities, and the tools to prosper during the age of digital disruption are accessible and available. Drawing on research that uncovers the fundamentals of digital strategy, leadership and innovation, this course provides an integrated view of leading digital transformation and innovation.

Building on three views of digital — the strategic view, the organisational view and the innovation view — **Leading Digital Transformation and Innovation** provides a comprehensive suite of tools to understand and lead your way through a digital transformation. With an emphasis on 'how-to', participants leave the programme with actionable plans on:

- how to analyse and respond to disruption
- how to adapt their organisations to be digital-ready
- how to build personal and team innovation capabilities.

Key benefits

- Acquire a concrete view of key strategic drivers of digital transformation in your industry
- Analyse the organisational and team capabilities needed to support a digital-ready business
- Learn about innovation capabilities to generate more insights and transform these insights into new businesses
- Develop personal, actionable plans to address the strategic, organisational and innovation-based opportunities you face

Programme content

The programme uses video case studies, cutting-edge technologies, and vibrant debate to illustrate how established companies can use strategy, leadership and innovation to adapt to digital transformation.

Strategic view of digital disruption drivers

The strategic view of digital provides insights into the fundamental drivers behind digital transformation.

- Explore how disruption happens, the new elements of digital strategy, and how to profit from the core elements of digital strategy — platforms, ecosystems and digital business models
- Develop a personalised strategic view of how disruption could transform your industry and how to respond

Organisational view of how to transform into an agile organisation

The organisational view explores what it means for companies to become digital-ready, covering aspects such as roles and structures, culture, teamwork and even personal social networks.

- Explore ideas for organisational roles and structures in companies that are coping with digital readiness
- Learn methods for more effective teamwork in the context of disruptive, 'wild ideas' innovation
- Examine what it means for organisational cultures to be digital-ready
- Consider the implications for human social networks in a digital-ready organisation

Innovation-based view of how to respond to disruption through accessing tools like lean startup and design thinking

The innovation view helps you foster insights and innovation at a personal and team level to respond to a digital world. Drawing on our research involving 400 businesses and 16,000 executives and innovators, you will:

- Examine the people, process and philosophy that established companies can apply to navigate the uncertainty of a digital age
- Incorporate tools from lean startup, design thinking, agile methodologies and business model innovation to understand how to nurture the innovations that will create future growth
- Develop a personal and team action plan of how to generate new ideas and transform them into new businesses or internal solutions.

Participant profile

- Leaders and senior executives seeking the comprehensive perspective needed to lead in a digital world, which includes: strategic understanding, organisational wisdom and innovation-based capabilities
- Senior managers seeking to build their own capabilities in strategy, leadership and innovation as well as develop personalised, actionable plans
- Senior executives wanting to understand how to lead a digital transformation

Programme directors



Nathan Furr

Associate Professor of Strategy



Jason Davis

Associate Professor of Entrepreneurship and Family Enterprise

INSEAD BLUE OCEAN STRATEGY

Creating uncontested market space

Companies have long engaged in head-to-head competition in search of sustained, profitable growth. They have fought for competitive advantage, battled over market share and struggled for differentiation. Yet in today's overcrowded industries competing head-on results in nothing but a bloody red ocean of rivals fighting over a shrinking profit pool characterised by increasing levels of commoditisation. While most companies compete within such red oceans, is this strategy likely to create profitable growth for the future?

INSEAD Blue Ocean Strategy offers you a new perspective on strategy formulation and execution. Immerse yourself in Blue Ocean Strategy concepts, tools and frameworks, and start to create "blue oceans" of uncontested market space to help you make the competition irrelevant. You will gain key insights on how these concepts complement and go beyond traditional approaches to strategy. There is also a strong emphasis on learning how to apply Blue Ocean Strategy concepts, tools and frameworks to real business situations in order to help your business break away from the competition and achieve strong, profitable growth.

An important part of the programme is the opportunity for you to immediately start applying Blue Ocean Strategy to analyse your own organisation's strategic challenges. In addition, you will provide feedback and ideas to other participants as they search for their blue ocean to enrich the learning experience.

INSEAD professors W. Chan Kim and Renée Mauborgne created Blue Ocean Strategy, based on over a decade of research, as a way for companies to swim out of the red ocean filled with sharks. Blue Ocean Strategy argues that tomorrow's leading companies will succeed not by battling competitors, but by creating blue oceans of uncontested market space ripe for growth.

Programme directors



Fares Boulos

Affiliated Professor of Practice in Strategy



Andrew V. Shipilov

*Professor of Strategy
The John H. Loudon Chaired Professor of
International Management*

INSEAD Blue Ocean Strategy enables you to discover such strategic moves – termed 'Value Innovation' – which can create powerful leaps in value for both the firm and its buyer, rendering rivals obsolete and unleashing new demand.

Key benefits

- Acquire an in-depth understanding of Blue Ocean Strategy tools and concepts developed at INSEAD
- Learn how to engage your colleagues in a Blue Ocean Strategy process
- Start developing a Blue Ocean Strategy for your organisation in order to break away from the competition through 'Value Innovation', the simultaneous pursuit of differentiation and low cost

Programme content

INSEAD Blue Ocean Strategy is an intensive four-day programme featuring a mix of lectures, discussions, case analyses and workshops where you will analyse your own business. Hence, you are encouraged to come with a specific challenge that you would like to work on during the programme.

Review and Critique of Competitive Strategy

You will evaluate the tools and concepts of traditional competitive strategy, which include "five forces", industry value chain, positioning analysis and generic strategies of cost leadership or differentiation.

Foundations of Blue Ocean Strategy

- Key defining features that separate red and blue oceans
- How to achieve 'Value Innovation', the simultaneous pursuit of differentiation and low cost
- Paths by which you can reconstruct market boundaries to break away from the competition and unlock tiers of new demand
- Analytic tools such as the Strategy Canvas, The Eliminate-Reduce-Raise-Create

An assessment: How Blue is Your Ocean?

Apply Blue Ocean Strategy to an analysis of the current "as is" situation facing your business.

- Drawing the "as is" strategic canvas of your business
- Identifying and understanding the range of industry assumptions and the cost implications
- Contrasting the outcome of a blue ocean analysis with the outcome of a red ocean perspective

Creating New Market Space

Explore how to systematically pursue 'Value Innovation' to fundamentally unlock new demand in a market.

- Three Tiers of Non-Customers: to think beyond existing customers and explore new customers
- Buyer Utility Map: to explore the levers you can pull to create a compelling leap in value for the market that unlocks demand from non-customers
- Six Paths Framework: to understand the paths to reconstruct market boundaries and unlock commercially compelling new business ideas

Looking for Your Own 'Blue Ocean'

Start the process of searching for a blue ocean of new market space for your own organisation. The aim is to practise using the various tools and frameworks as well as to take advantage of the diverse experiences and perspectives of other participants to create a new market space.

Implementing Blue Ocean Strategy

Explore the two key approaches central to implementing Blue Ocean Strategy quickly and at a low cost while winning the support of employees.

- Tipping Point Leadership: learn how to overcome the cognitive, resource, motivational and political hurdles that prevent the best strategies from being executed
- Fair Process: learn how to communicate and interact with your staff to build deeper trust to facilitate the execution of a Blue Ocean Strategy for your organisation

Participant profile

This programme is especially relevant if you are seeking to break out of the traditional 'red ocean' of competition and create strong profitable growth for your organisation in both existing and new markets. It will benefit you if you are a senior executive, business owner, head of strategy or an executive from mid- to upper-level management directly involved in the development of new product and service offerings.

While individual applications are welcome, we also encourage group applications, allowing up to 6 people from your organisation to complete the programme together. This will allow you and your colleagues to make more progress on issues affecting your organisation and pave the way for creating a Blue Ocean Strategy upon your return to the office.

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