INSEAD

Executive Education

INSEAD
Blue Ocean Strategy

Strategy

The Business School
for the World®

PORTFOLIO 2024-2025 INSEAD.EDU

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.

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 directors

Fares Boulos

Affiliated Professor of Practice in Strategy

Andrew V. Shipilov

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

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.

Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.

Fontainebleau Campus

Our original campus is based in Europe. There, we are nestled in the tranquil forest of Fontainebleau, which offers a pleasant contrast to the sleek, modernist architecture of the campus. The proximity to local French culture keeps us close to our roots.

Singapore Campus

Our Asia Campus, based in Singapore, was established as an extension of our longstanding presence in Asia. It is situated close to Singapore's bustling city centre and financial district, and benefits from the area's warm climate and culturally rich environment.

Abu Dhabi Campus

Our Middle East Campus, based in Abu Dhabi, is INSEAD's latest evolution. The campus is located in Al Khatem Tower on Al Maryah Island, right on the midpoint between the city's downtown district, fast-growing Al Reem Island and thriving cultural district on Saadiyat Island.

San Francisco Hub

Our first official center in North America, the San Francisco Hub for Business Innovation is a state-of-the art facility which translates our unique global insights and perspective to organisations and business leaders from the US and around the world. Located in down-town San Francisco, just two blocks from the Giants' Oracle Park, the Hub is set to capitalise fully on the Bay Area culture of innovation and the digital transformation of business.

CALENDAR 2024-2025

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL - Applicable to all sessions
INSEAD Blue Ocean Strategy(1)	13–16 May 2024	SF	4 days	$10,600	– C-Level
	15–18 July 2024	S	4 days	SG$13,600	– Experienced General Manager
	7–10 October 2024	F	4 days	€10,600	– New General Manager
	10–13 February 2025	F	4 days	€10,600	– Senior Functional Manager
					– Functional Manager
					– Specialist

*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.
(1)Participants are required to attend a programme introduction and opening dinner the evening before the formal instruction begins.

F France   S Singapore   SF San Francisco, USA

Practical Information

CONTACT US

For further information on **INSEAD Blue Ocean Strategy** programme, contact:

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Visit our website: www.insead.edu/executive-education/strategy/blue-ocean-strategy

APPLICATION PROCEDURE

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants' levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably six weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

Note: All our open programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

TUITION FEES*

The programme fee covers tuition, course materials and lunches on working days, as well as the closing dinner. It does not include travel, accommodation or incidentals. Participants will have to settle accommodation expenses and incidentals before the end of the programme.

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INSEAD does not discriminate on the basis of race, gender, sexual orientation, religion, national or ethnic origin, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programmes, or employment or other INSEAD-administered programmes.

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INSEAD

Executive Education

INSEAD Business Sustainability Programme

Strategy

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INSEAD BUSINESS SUSTAINABILITY PROGRAMME

The conversation on sustainability has changed. Today's leading organisations no longer see sustainability as a reporting or compliance issue, but as a critical business imperative in our interconnected world. More than ever before, your long-term prosperity and success hinge on integrating sustainability into your strategic planning and decision-making, and determining the synergies between financial performance and your impact on society, the economy and our environment.

But in an increasingly complex and uncertain world, how do you set a meaningful agenda for sustainability for your organisation and broader eco-system?

The **INSEAD Business Sustainability Programme** empowers you with the understanding, knowledge and tools to build an effective sustainability strategy for you and your business. This intensive 5-day on-campus programme exposes you to the critical challenges in creating sustainable business models, and challenges you to pinpoint the strategic opportunities ahead. You will explore emerging frameworks, best practices and a diversity of perspectives and approaches for implementation. Furthermore, you will dig into the financial and accounting dimensions – the investing, measuring and reporting mechanisms you will need to convey strategic goals and results to your key stakeholders.

The programme will also bring you close to thought leaders and experts – leaders who will share insights and hands-on experience in designing, executing and measuring real-world sustainability strategies in their own organisations.

Key benefits

The INSEAD Business Sustainability Programme empowers you to:

- Understand the key forces making sustainability a business priority today
- Acquire essential frameworks, models and tools to make informed decisions about how to pursue sustainability as a foundation for your competitive strategy and advantage
- Identify and navigate the unique challenges in executing sustainable business models, including circular models
- Cherry pick best practices deployed by leaders with a proven sustainability track record
- Deploy the skills to effectively measure, assess, report and communicate on corporate sustainability in your organisation.

Participant profile

The **INSEAD Business Sustainability Programme** is designed for senior executives and decision-makers: CEOs, CFOs, COOs, Vice Presidents and Heads of Department who need to understand the business case for sustainability and how to implement new strategies across their organisations.

The programme is also well suited to board members who need a thorough understanding of the business case for sustainability, as well as what is required at an operational level within organisations.

Programme directors

Karel Cool

Professor of Strategic Management
The BP Chaired Professor of European Competitiveness

Atalay Atasu

Professor of Technology and Operations Management at INSEAD; The Bianca and James Pitt Chair in Environmental Sustainability

Programme content

The **INSEAD Business Sustainability Programme** is both theoretical and experiential. Through class discussion, case-based work and interactive expert-led sessions, you will reflect deeply on how to transform in order to navigate change, and to fully leverage the opportunities that sustainable practices can deliver.

Some of the many questions we explore in the programme include:

- What are the most pressing business sustainability issues for your industry and your organisation?
- What competitive advantages can be gained by accounting for the social and environmental impacts of my business?
- How should can you start to implement change and have a positive influence?
- How can you best lead your organisation towards business sustainability objectives?

Building the Case for Sustainability

- Understanding the challenge and need to manage stakeholder pressures that bring environmental and societal issues into a firm's agenda
- Making the business case for sustainability in your organisation
- Anticipating and accommodating stakeholder demands to create a strategic/proactive approach for sustainable business practices.

Sustainability as a Strategic Opportunity

- Understanding the business models that align with a sustainable future
- Reframing traditional strategy thinking to see sustainability as a business opportunity and a platform for competitive advantage
- Identifying sustainability opportunities in your industry and how to prioritise them.

Sustainability in Execution

- Gaining the knowledge to implement and operationalise sustainable practices, given the unique challenges of execution
- Discovering the frameworks and tools for implementation, as well as the projection of future challenges
- Learning from real-life case studies delivered by senior business leaders.

Sustainability Measurement, Reporting and Financing

- Navigating key sustainability measurement and reporting challenges
- Understanding the role of regulatory bodies in shaping the reporting on sustainable economic behavior of corporates
- Exploring the role of investors and lenders in supporting businesses' sustainability goals
- Assessing the use of sustainable financing (green, sustainability linked bonds and loans).

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CALENDAR 2024

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL - Applicable to all sessions
INSEAD Business Sustainability Programme	19–23 February 2024	SF	5 days	US$11,700	– C-Level
	25–29 March 2024	F	5 days	€10,600	– Board-level
	14–18 October 2024	F	5 days	€10,600	

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F France   SF San Francisco, USA

Practical Information

CONTACT US

For further information on **INSEAD Business Sustainability Programme**, contact:

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www.insead.edu/executive-education

INSEAD

Executive Education

Transition to General Management

General Management

The Business School for the World®

PORTFOLIO 2023-2024 INSEAD.EDU

In numbers...

208,000+
Executives trained since 1967

125+
Nationalities and unique cultural perspectives

165+
World-class, thought-leading faculty

40,000+
Online programme participants since 2014

3
Full campuses across Europe, Asia and the Middle East

New
INSEAD San Francisco Hub for Business Innovation

70+
Open programmes to support your career

12,400+
Participants yearly

3,500+
Organisations partner with us every year

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

"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.

Lucie Tepla

Affiliate Professor of Finance

"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."

Enver Yucesan

Professor of Operations Management

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.

CONTINUE YOUR LEARNING JOURNEY WITH INSEAD'S ONLINE PROGRAMMES

To further embed your learning and support you as you make the move into general management, participants of the **Transition to General Management** programme are able to choose one of a number of carefully selected INSEAD Open Online Programmes.

Designed to help you continue to strengthen your knowledge and in a variety of strategic areas essential for general management, these programmes are taken within 18 months of finishing programme.

The programmes offered complement the main content pillars of the **Transition to General Management** programme and cover business fundamentals, through to leadership development.

The programmes to choose from are:

- **Advancing Diversity and Inclusion:** Empowers you to seize and leverage the power of difference in a way that is as meaningful as it is sustainable.
- **Driving Digital Marketing Strategy:** Develop your skills to become a successful marketing strategist and achieve business success by creating and delivering new customer value.
- **Strategy in the Age of Digital Disruption:** Allows you to develop a strategic response to the new digital possibilities and to then align your organisation for effective strategy execution.
- **Building Digital Partnerships and Ecosystems:** Understand how to build ecosystems and partnerships in today's new digital age. It will also give you a comprehensive overview of the key drivers of digital transformation.
- **Innovation in the Age of Disruption:** Develop your ability to innovate by generating more ideas and putting them into action, and understand how an organisation can adapt itself to foster and drive innovation.
- **Design Thinking and Creativity for Business:** Takes you on a hands-on learning journey that will help you integrate creative and design thinking with your business thinking.
- **INSEAD Fintech Programme:** This programme enables you to build a solid understanding of what FinTech is, and ultimately develop the needed strategic response relevant to your organisation.
- **Executive Presence and Influence:** Accelerates your self-awareness and practical understanding of communication, body language, trust and the science of influence.
- **Transforming Your Business with AI:** Gain a deep understanding of how AI is deployed in business, what it can and cannot do, to make the most of these emerging technologies.

Whilst the online programme lasts a total of 5 weeks, the time commitment is not as great as the face-to-face programme. Indeed, it requires three to five hours of work a week.

It will take place after the face-to-face component and should be attended within 18 months after completion of the face-to-face modules.

Pre-programme

- 360 degree survey
- Access to the learning platform
- Development of the personalised action plan

Module 1

- Business Fundamentals
- Leadership Development
- Coaching
- Fine-tuning of the action plan

Inter-module

- Fine-tuning of the personalised action plan
- Choice of online programme
- Follow-up with your professional leadership (LDP) coach

Module 2

- Business Fundamentals
- Leadership Development
- Fine-tuning of the action plan

Post-programme

- Access to the INSEAD alumni network
- Access to Study@INSEAD

Online programme

- INSEAD Open Online Programme to complete within 18 months

"The Transition to General Management programme focused on building that toolkit to give us more things to work with and also creating a huge group of people we can still go to years later and ask: 'Does anyone have experience with this?"

Anne North
Past Participant, Transition to General Management

CALENDAR 2023–2024

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL - Applicable to all sessions
Transition to General Management	**M1:** 12–23 February 2024 **M2:** 15–26 April 2024	F SF	2 weeks 2 weeks	€34,950	- New General Manager - Senior Functional Manager
	M1: 15–26 April 2024 **M2:** 3–14 June 2024	F F	2 weeks 2 weeks	€34,950	
	M1: 23 September–4 October 2024 **M2:** 2–13 December 2024	F F	2 weeks 2 weeks	€34,950	
	M1: 18–29 November 2024 **M2:** 13–24 January 2025	F S	2 weeks 2 weeks	€34,950	

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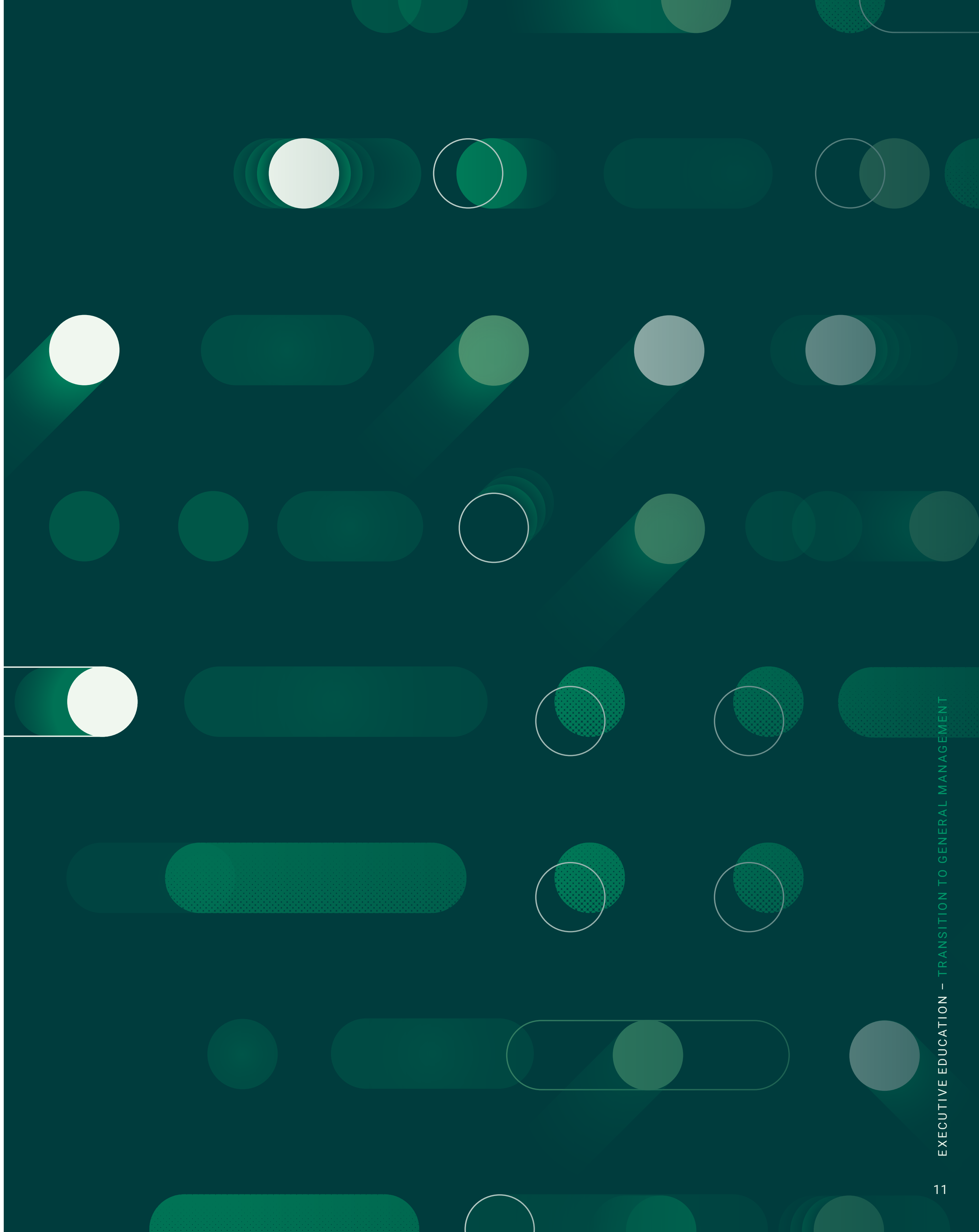
F France S Singapore SF San Francisco, USA



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COMPARISON GRID

To succeed, businesses need leaders who bring new perspectives, new thinking and new ideas – and who have the skills and knowledge to manage in an uncertain world. INSEAD offers 4 General Management programmes that support your important career transitions

PROGRAMME	Advanced Management Programme	Transition to General Management	Management Acceleration Programme
LENGTH	4 weeks	2 modules of 2 weeks	3 weeks
PARTICIPANT PROFILE	- Senior executives such as CEOs, COOs, CFOs and heads of product divisions, geographical regions or other major business units within the private or public sectors - An average of 12 years' management experience, with at least 5 years in a general management position and clear cross-functional and profit and loss responsibility.	- Senior functional or technical managers close to making the transition to general management, or recently appointed general managers - At least 8 years of management experience with a strong track record in one or more functional areas.	- Functional experts whose success depends on understanding the business as a whole and working effectively across functions and cultures - Individual contributors and professionals who aspire to gain, or have recently gained, management responsibilities - Typically graduates with 5 to 12 years' work experience and a strong track record in their own functional area.
CONTENT	- Strategic leadership, change and unstoppable trends: honing your skills to lead in a VUCAD world - High-performance leadership, stakeholders, engagement and results: manage the expectations of diverse and often competing stakeholder groups while creating value - Self-aware leadership and people: reflect upon and develop your leadership strengths and confront the gaps that are holding you back from being the best leader you can be - Core elements: the 'Personal Leadership Agenda', the 'Strategic Encounter' and coaching combine to help you develop your action plan for the months following the programme.	- A focus on value creation and the role of general management and leadership in long-term business development - An integrated and comprehensive view of business, covering the key disciplines that comprise modern business organisations, from organisational behaviour to finance to operations - A leadership development process (LDP) that is personalised, helping you to discover your 'X-Factor' as a leader - Awareness of global macro-economic trends and disruptive forces and a better understanding of how to manage businesses in our digital, disruptive age.	- Sharpening your strategic insight: principles and tools to think strategically about every decision and action you take to boost your competitiveness - Broadening your business expertise: perspectives from every business function to give you the ability to recognise, create, measure and capture value - Strengthening your leadership foundations: frameworks, reflection and practice to enhance your presence, increase your ability to lead in and across teams, and plan your future growth - Maximising your ongoing learning and development as you return to the workplace through optional follow-up coaching.
KEY BENEFITS	- Participate in a reflective process that offers you insights into the way you exercise judgement - Gain insights that challenge your assumptions - Develop greater confidence by testing your assumptions and making them more robust - Actionable knowledge: harness the knowledge you already have and turn it into workable action plans.	- Broaden your grasp of key business disciplines from INSEAD's expert faculty and thought leaders - Expand your personal leadership development through our powerful Leadership Development Process (LDP) - Embrace diversity and develop your international perspective - Develop a longer-term view of your business and career thanks to a time for pause and personal reflection - Continue your learning and engagement through our alumni community and tools.	- Become a more competent and confident manager with new insights, knowledge and skills - Enhance your ability to lead mindfully, effectively and responsibly, with or without formal authority - Stay focused on creating value – grounded in long-term purpose - Develop a clear plan for your personal and professional development, and an international network of high-potential individuals to help you achieve your goals.
LOCATION	Fontainebleau Singapore	Fontainebleau + Fontainebleau Fontainebleau + Singapore Fontainebleau + San Francisco	Fontainebleau Singapore

Practical Information

CONTACT US

For further information on **Transition to General Management**, contact:

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Email: TGM_Contact@insead.edu

Visit our website: www.insead.edu/executive-education/general-management/transition-general-management

APPLICATION PROCEDURE

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TUITION FEES*

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INSEAD

Executive Education

Leading Digital Transformation & Innovation

(including A.I, ML and Related Technologies)

Digital Transformation & Innovation

The Business School for the World®

PORTFOLIO 2024 INSEAD.EDU

LEADING DIGITAL TRANSFORMATION AND INNOVATION

Transforming business in the digital era

Tectonic shifts created by platforms, ecosystems, digital business models, and rapid rise of AI raise fundamental questions about the future of business and work. This programme helps leaders make sense of these profound shifts and turn it to their advantage by providing all the tools necessary to ignite or accelerate your digital transformation.

What makes **Leading Digital Transformation and Innovation** unique is the integration real world experience, a global perspective, and the research to help you succeed. During the course, we host multiple CXOs and leaders who have sat in the driver's seat facing real world tradeoffs and challenges of how to lead digital transformation so you can learn from their experience and ask them questions. We combine this real-world knowledge with the latest research on successful digital transformation to provide a framework to guide your digital journey to the next level. Of course, the programme also provides time to discuss with peers who face similar challenges.

Digital transformation is a journey, not a destination, and this programme aims to help you take that journey to the next level by providing you the three critical lenses for digital transformation: 1) a strategy / technology view to understand what to do, 2) an organization transformation view to win support for the change, and 3) the innovation capability view required to experiment your way into the future.

Ultimately, **Leading Digital Transformation and Innovation** takes the perspective that leaders willing to learn can leverage everything digital to their advantage!

A.I, ML & Related technologies

Explore the intersection of digital strategy and artificial intelligence in predictive analytics and generative AI. Participants will gain insights to leverage these tools effectively in their digital strategies and delve into the challenges and opportunities presented by AI and machine learning. Moreover we will explore how to execute and scale these technologies with practitioners in the field.

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 directors

Nathan Furr
Professor of Strategy

Jason Davis
Associate Professor of Entrepreneurship and Family Enterprise

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

"Digital has become a leading challenge and opportunity for more and more sectors and organisations. However, with the right tools, business leaders can learn how to seize this opportunity and use it to create a unique competitive advantage. INSEAD's Leading Digital Transformation and Innovation programme examines the most recent developments in digital technology and their impact on business models. From design thinking to lean start-ups, it offers an integrated strategic, organisational and innovation view of the strategies that inform how we do business in a digital climate and how to innovate into the future. While other programmes take more of a theoretical approach, INSEAD's approach is uniquely hands-on, offering you the practical knowledge and skills you need to take action and transform your organisation."

Nathan Furr
Professor of Strategy

Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.

Fontainebleau Campus

Our original campus is based in Europe. There, we are nestled in the tranquil forest of Fontainebleau, which offers a pleasant contrast to the sleek, modernist architecture of the campus. The proximity to local French culture keeps us close to our roots.

Singapore Campus

Our Asia Campus, based in Singapore, was established as an extension of our longstanding presence in Asia. It is situated close to Singapore's bustling city centre and financial district, and benefits from the area's warm climate and culturally rich environment.

Abu Dhabi Campus

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CALENDAR 2024

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL - Applicable to all sessions
Leading Digital Transformation and Innovation	10–14 June 2024	SF	5 days	US$12,200	– Experienced General Manager – New General Manager – Senior Functional Manager – Functional Manager – Specialist
	2–6 September 2024	F	5 days	€10,950	
	25–29 November 2024	F	5 days	€11,200	

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F France S Singapore SF San Francisco

Practical Information

CONTACT US

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