EXECUTIVE EDUCATION

Online Programmes for Organisations

The Business School for the World®
To keep ahead of today’s volatile and competitive global market your organisation needs to adapt to changing times. Your people need the vision, the leadership competencies, the alignment and the agility to design and execute new strategy. And deliver competitive edge. But how can you transform the capabilities of your entire organisation? How do you fully engage your people? And ensure that their learning translates into real impact? How do you drive organisational change at the speed of global business, without incurring spiralling costs?

INSEAD offers a world-class portfolio of award-winning online programmes. Programmes that address the most pressing business challenges of today. Leveraging INSEAD thought leadership from our renowned faculty, our deep expertise in executive education, together with cutting-edge online learning platform and best-in-class pedagogy, our programmes are unique anytime anywhere learning experiences. We deliver unparalleled results, for your people and for your business.

1. ACADEMIC EXCELLENCE MEETS CUTTING-EDGE TECHNOLOGY.
Our online programmes fully leverage our academic excellence, integrating cutting-edge digital technology and best-in-class pedagogical design. You get the full INSEAD experience. With all the flexibility and unparalleled reach of online learning.

2. THE HUMAN TOUCH.
Building motivation, securing engagement. Our online programmes put learners at the centre of the experience. We leverage the cohort dynamic, peer interaction, gamification, immediate and personalised feedback at scale. Personal connections with faculty and learning coaches ensure that your people remain engaged and motivated throughout their learning journey.

3. ENORMOUS REACH, UNPARALLELED IMPACT.
More participants, greater impact. Our programmes deliver next-generation capability building across your employee community. Our unique cascade methodology takes INSEAD’s quality deeper into organisations, cost effectively, at scale and at speed. The Action Learning Projects (ALP), a core element of the online programmes, encourage your employees to apply the newly acquired skills within the context of their actual job and organisation.

4. EXCEPTIONAL RESULTS.
More than 90% of participants successfully complete our programmes, with high satisfaction scores. For your organisation that translates into a new generation of aligned teams, with the shared vision, the leadership capabilities, the motivation and the momentum to deliver change.
CHOOSE THE FORMAT THAT WORKS FOR YOUR ORGANISATION

ONLINE PROGRAMMES FOR INDIVIDUALS

INSEAD offers a comprehensive portfolio of readily accessible, award-winning online programmes that address the most critical business challenges of today. Our open online programmes are designed for executives from a broad diversity of industries, geographies and sectors—all of them different players facing similar challenges.

Your executives or teams become part of a diverse cohort of participants, and can leverage state-of-the-art interactive spaces to share, exchange and debate new ideas and concepts with leaders from other organisations, sectors or geographies. This dynamic interchange and peer interaction, enriched by learning coach feedbacks, empowers them to try new approaches, adapt new perspectives and broaden their understanding.

ONLINE PROGRAMMES FOR SMALL TEAMS

Within each of our open online programmes there is the option to create a private, focused learning environment for your own team. Although your participants will be exposed to the much of the same content as open programme participants, you can create private spaces for your team to discuss and exchange ideas and learnings, to protect your organisation’s confidentiality.

The programme can also be partially customised to focus on your company’s specific challenges or objectives. You have the option to customise the programme language, your team discussion forum and Action Learning Projects—our weekly hands-on assignment and evaluation process—so that they align to your particular needs. Action Learning Projects can be delivered individually or as a team.

When you opt to create a private cohort within an open online programme, you also have the option of individual or group coaching for your team.

CUSTOMISED ONLINE PROGRAMMES FOR ORGANISATIONS

Your organisation is unique in its challenges and objectives. Working with you, we tailor an innovative online learning solution that is 100% designed to meet your company’s needs and strategic goals. Your dedicated INSEAD team will help you identify pinpoint learning outcomes for your teams via:

• In-depth needs analysis through workshops and interviews
• The best in-class pedagogical design to craft the most suitable solution
• Tight collaboration between INSEAD faculty, our online team and your representatives and business stakeholders

Your programme, your content. Video lectures and executive interviews that feature in your programme are co-designed with INSEAD faculties and your senior executives and teams. Content is laser-focused on your organisation’s challenges and solutions.

Action Learning Projects are tailored to your organisation’s specific needs. Your executives leverage new understanding, new approaches and break-through thinking around your challenges on an ongoing basis as they progress through your programme.
INSEAD CASCADE METHODOLOGY
Transforming people. Transforming your entire organisation.

INSEAD Cascade Methodology is an innovative approach to organisational change that harnesses the power of face-to-face learning and the unparalleled reach and impact of online pedagogy. Cascade delivers unparalleled impact at scale, at speed and cost-effectively.

HOW DOES IT WORK?

INSEAD Cascade Methodology is a multilevel system of capability development programmes that is fully tailored to your challenges and customised to your new strategy. We work with you to design each level of the programme, customising it for different management levels.

FACE-TO-FACE
The Cascade Methodology starts with an immersive, on-campus learning experience for your senior executives.

ONLINE
Then we cascade the experience. A range of innovative, fully online modules designed for optimal flexibility can be rolled out across the breadth of your management structure. Deeply engaging and highly motivational learning journeys, our online modules leverage next-generation pedagogy and our best-in-class learning platform to develop skills, boost competencies and effect organisational change across your management strata and teams, at scale, at speed and 100% cost effectively.

HYBRID
We also offer blended online and face-to-face programmes that harness the flexibility and reach of online learning and complement it with intensive, personalised on-campus experience to deliver immediate, powerful and enduring impact.

CASCADE LEARNING IN ACTION
Harnessing the integrated power of online and face-to-face learning methodologies and technologies means we can reach your entire leadership and management strata to transform organisational capabilities at scale, with speed and true cost efficiency.

Your senior executives build the clarity, the vision and the leadership competencies to articulate change. Your middle management teams build the skills, the inspiration, the alignment and the motivation to drive that change across your organisation – executing your strategy with agility and impact. And accelerating your competitive edge in a changing and uncertain global market.

Take a look at a typical cascaded programme structure.

Programme Structure & Objectives

<table>
<thead>
<tr>
<th>Levels</th>
<th>Key Programme Objectives</th>
<th>On-campus delivery</th>
<th>Online delivery</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1</td>
<td>5.5 days: Mainly leadership, with workshops, experiential learning and coaching. Addiitonal content: digital strategy and cultural change.</td>
<td>Ongoing leadership coaching</td>
<td>100-200</td>
<td></td>
</tr>
<tr>
<td>L2</td>
<td>5.5 days: Mainly leadership, with workshops, experiential learning and coaching. Addiitonal content: digital strategy and cultural change.</td>
<td>Ongoing leadership coaching</td>
<td>500-1000</td>
<td></td>
</tr>
<tr>
<td>L3</td>
<td>3.5 days: Mainly leadership, based on a personal leadership profile and coaching. Additional content: preparing for online module.</td>
<td>4 weeks: The innovators’ method plus ongoing leadership coaching</td>
<td>500-2000</td>
<td></td>
</tr>
<tr>
<td>L4</td>
<td>None</td>
<td>4 weeks: Leading yourself and others</td>
<td>500-2000</td>
<td></td>
</tr>
</tbody>
</table>
CORPORATE PRE-PAYMENT SCHEME FOR ONLINE PROGRAMMES: A FLEXIBLE PAYMENT SOLUTION FOR ORGANISATIONS

OPTIMISE YOUR SCHEDULING AND BUDGET TO DEVELOP YOUR TALENT AT SCALE

Two pre-payment options are available to reserve seats on INSEAD’s award-winning online programmes.

Pre-payment options give you the ease and flexibility to schedule your professional development activities in advance. You can plan better, and organise your calendar for maximum impact to ensure your people have access to the right programmes, at the right moment in their career and your business cycle.

Pre-payment options also come with a special fee reduction, meaning that your development budget works harder for you and your organisation. With each option, you have the flexibility to enrol up to 25 executives on one programme session to maximise impact for your organisation.

Alternatively, you match the right programme to the right individual or smaller group to sharpen focus and address highly specific needs and objectives.

HOW DOES IT WORK?

We offer two pre-payment packages to organisations.

Option 1: 45 STANDARD SEATS
- Price: €50,000
- 45 standard seats
- Access to INSEAD’s complete portfolio of Open Online Programmes for executives and teams
- Enrolment: up to 25 participants per programme session
- Validity: 12 months

Option 2: 100 STANDARD SEATS
- Price: €100,000
- 100 standard seats
- Access to INSEAD’s complete portfolio of Open Online Programmes for executives and teams
- Enrolment: up to 25 participants per programme session
- Validity: 12 months

Premium Journey Seats Available on Select Online Programmes

With our Pre-Payment Scheme, you also have the flexibility to purchase Premium Journey Seats for your executives available on select online programmes. One Premium Journey Seat is equivalent to two Standard Seats.

Get in touch

Please contact us so we can help discuss your specific development needs and advise which pre-payment package works best for your needs, your schedule and your organisation. We look forward to hearing from you.

CONTACT US
For further information, please contact:

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Programme Advisor
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Email: rongcheng.lee@insead.edu
THE PREMIUM JOURNEY
Take your Action Learning Project to the next level for unprecedented impact

You now have the option to choose the Premium Journey for this programme and deliver an entirely new level of impact – for your organisation and your professional development.

The Premium Journey gives you the chance to take your INSEAD Action Learning Project much further. Working closely with your learning coach throughout the programme, you will fully customise your project around a specific need, challenge or opportunity that you or your organisation are facing.

The journey begins with a phase of conceptual learning, during which you will formulate a plan for applying the concepts through your Action Learning Project, supported by in-depth conversations with your learning coach. This is followed by a phase of experimentation where you will iteratively implement your Action Learning Project in your organisation, assess results and adapt as needed. Your learning coach will continue to support you during this phase, acting as a sounding board to reflect deeply on what works, what doesn’t work and why.

By the end of your Premium Journey, you will be ready to deliver a robust, tested and validated plan for action – to create unprecedented value and impact for you and your organisation.

KEY BENEFITS:
• Flexible; extended time to learn and apply concepts
• Deeper-focused conversations with your learning coach as you experiment, iterate and adapt your Action Learning Project over time
• A concrete and validated action plan to create significant impact in your organisation

HOW WILL YOUR PREMIUM JOURNEY DIFFER FROM THE STANDARD LEARNING JOURNEY?

<table>
<thead>
<tr>
<th>Touchpoints with an INSEAD Learning Coach</th>
<th>Standard</th>
<th>Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching Guidance on ALP</td>
<td>Formulation</td>
<td>Formulation, Experimentation, Iteration</td>
</tr>
<tr>
<td>Action Learning Project</td>
<td>Formulation</td>
<td>Formulation, Experimentation, Iteration</td>
</tr>
<tr>
<td>Duration</td>
<td>5 weeks to formulate (+ 2 weeks to finalise)</td>
<td>5 weeks to formulate (+4 months to experiment, iterate and finalise)</td>
</tr>
<tr>
<td>Pace</td>
<td>Accelerated</td>
<td>Flexible and Iterative</td>
</tr>
<tr>
<td>Access to programme content</td>
<td>6 months from start date</td>
<td>12 months from start date</td>
</tr>
<tr>
<td>Price</td>
<td>€1,500</td>
<td>€3,000</td>
</tr>
</tbody>
</table>

To learn more, contact the programme advisor to find out how to upgrade your learning experience at INSEAD. And prepare to take your impact to an entirely new level.
YOUR ONLINE LEARNING JOURNEY

An INSEAD Online programme’s content is usually delivered over 5 or 7 consecutive weeks*, followed by 2 weeks to finish project work. Each week of content follows a very clear path to facilitate learning for busy executives.

** Zydney Online Programmes for Organisations **

WHAT DOES A TYPICAL WEEK ON AN INSEAD ONLINE PROGRAMME LOOK LIKE?

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants. The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions.

Participants earn points as they go, with a ‘leaderboard’ featuring the most engaged participants each week. Every week, questions are posted by participants for the INSEAD faculty, who then respond through just-in-time videos and live calls. On average, the programme takes 4-6 hours per week*.

*Depending on the programme, the duration is either 5 or 7 weeks of content + 2 extra weeks to complete project work.

**Please note the journey of a customised online programme maybe different**
Online Programmes for Organisations

INSEAD Online Certificate: Leading in a Transforming World

Two years to complete your certificate and build your leadership skills for a transforming world.

The INSEAD Online Certificate: Leading in a Transforming World is a formal recognition of continuous professional development in the leadership skills needed today to succeed in a transforming disruptive landscape.

The certificate allows you to strategically plan your development needs at a pace that fits your career progression and financial investment. Simply complete three programmes over a two-year period.

To help support you finance this investment in your professional development, you will benefit from a 40% reduction fee upon your enrolment on the third programme.

Why choose the certificate?

1st Class Education

Focusing on maximum business impact, the INSEAD Online Certificate enables you to apply your learning within the context of your actual job and organisation. You will complete carefully crafted Action Learning Projects (ALPs) on every programme, while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.

High Impact

Designed specifically for busy executives and teams, INSEAD Online programmes give you the flexibility to develop your skills at your own pace, through an innovative platform, and a rich blend of content - including videos, quizzes, reflections and discussions - tailored for the online format.

100% Online

Our online programmes leverage next-generation online learning technology. Our learning platform is intuitive, easy to use and highly interactive, empowering you to engage fully with content, faculty and with your peers. You spend your time learning, not learning to navigate our platform.

Easy to Navigate

INSEAD online programmes leverage next-generation online learning technology. Our learning platform is intuitive, easy to use and highly interactive, empowering you to engage fully with content, faculty and with your peers. You spend your time learning, not learning to navigate our platform.

Learn at Your Pace

Content is released week by week, giving participants a high degree of flexibility to learn at a rhythm that suits them and helps balance work commitments and scheduling. Learning is facilitated anytime, anywhere.

Dynamic Video Content

Video lectures and industry interviews are recorded at INSEAD to the highest-quality standards and with volunteer student audiences to capture all the dynamism of a live classroom experience. The content is structured into bite-sized chunks that are easy to digest between meetings, or when travelling.

Personalised Coaching

Each participant receives one-to-one coaching from a learning coach. Learning coaches, led by INSEAD alumni, are there to guide the learning journey, reviewing new concepts, unlocking understanding, helping to set context, and acting as a critical sounding board as your participants embed ideas and focus them around critical objectives. Coaches simultaneously accelerate learning and empower participants to apply new tools and frameworks as they progress through the programme.

Action Learning Projects

Action Learning Projects (ALP) are a core element of the online programmes, designed to increase business impact. The guided ‘real-world assignments’ feature of the programmes encourages participants to take newly acquired skills and apply them within the context of their actual job and organisation. The projects are closely aligned with the learning in the programme and benefit from the learning community, with feedback from the learning coach and from peer review.

Every week, participants are challenged to:

- Reflect deeply about that week’s takeaways and how they apply to the ALP
- Integrate new terminology, tools and frameworks
- Articulate the thought processes behind each new presentation to learning coaches
- Drive momentum as the ALP takes shape and greater focus on your real-life business challenges

Our Online Learning Platform:

Next-Generation Engagement and Impact

Easy to Navigate

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Multi-dimensional Interactions

Each week’s content provides a perfect blend of video lectures, quizzes, simulated exercises, discussions, personal reflections. Learners are able to interact with peers through discussion forums, study groups. They also have the opportunity to interact with faculty through live calls and just-in-time videos.

Why Choose the Certificate?

1st Class Education

The INSEAD Online Certificate: Leading in a Transforming World provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and acquire the essential skills needed to succeed in a transforming world.

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“INSEAD online programmes are state-of-the-art and immensely engaging programmes. Their themes are highly relevant to the corporate world and feature latest thinking in transforming organisations. These online programmes helped our executives develop leadership capabilities and generate many ideas through assignment and projects that contribute to the Bank’s growth and progress. INSEAD programmes received highest ratings from our employees considering the in-depth research that underpin these programmes, the outstanding faculty with deep corporate experience, and the professionalism of the administration of the delivery of the programmes. We have also experienced from INSEAD their keen listening and acting on our feedback and requirements.”

Tariq Faqiry
Head of Human Resources Development
at Bank Muscat

“INSEAD’s online programmes have provided the flexibility to accommodate Canpotex’s international workforce and by the very nature of its programme delivery, mirror the collaborative leadership that is central to our company’s success regardless of geographical locations and time zones. Our participants can work at their own pace yet share their journeys with one another as they progress through the programme. Business Strategy and Financial Performance consistently received positive feedback from Canpotex participants. Our people enjoyed the collaboration between participants, the financial analysis and innovative approaches to quality decision-making. The information and service provided by the course manager and programme advisor was exceptional and made the enrolment and delivery seamless and easy.”

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Frequently Asked Questions

I WOULD LIKE TO ENROL MULTIPLE EMPLOYEES IN THE SAME PROGRAM. IS THIS POSSIBLE?
Absolutely, and we actually encourage participants to attend in teams in order to maximise the learning and impact. The participants will be able to work on the Action Learning Project as a group under the guidance of INSEAD’s learning coach, and the project can be based on company objectives. We also offer a special fee for groups of executives attending from the same organisation, so please feel free to contact us for more details.

HOW MUCH TIME SHOULD THE PARTICIPANTS EXPECT TO DEDICATE TO THE PROGRAMME EVERY WEEK?
The programme should take approximately 4-6 hours per week. Participants can expect to devote 1-2 hours per week watching video lectures on fundamental concepts, 1 hour per week on interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections, and 2-3 hours per week in applying the fundamental concepts in an Action Learning Project to understand their relevance to their everyday work.

WHAT IS THE WEEKLY LEARNING RHYTHM DURING THE PROGRAMME? DO THE PARTICIPANTS NEED TO BE ONLINE AT SPECIFIC TIMES DURING THE PROGRAMME, OR CAN THEY LEARN AHEAD OF THE REST OF THE CLASS?
The programme is designed in a manner to encourage the whole class to learn together, moving at a certain pace from week to week, while providing enough flexibility within each week for the participants to review the content at their own convenience. While a week is open, they can login any time at their convenience and review the weekly content at their own pace, as the learning design is asynchronous.

WHAT IS THE ROLE OF THE LEARNING COACH?
At INSEAD, participants never learn alone. To bring this notion alive in the online setting, we have built a learning community comprising of the participants, the faculty and the learning coach. The learning coach plays an integral part in stimulating content discussions, encouraging collaboration between participants as well as guiding the participants closely in the design of their action-learning project.

WILL THEY HAVE AN OPPORTUNITY TO INTERACT WITH INSEAD FACULTY?
Yes, of course. We purposefully limit class sizes to ensure ample faculty-to-participant time. At a minimum, participants can expect at least one live call with the faculty to discuss course content. In addition, the faculty would be reading their thoughts in the discussion forums in the platform from time to time and answer their questions through periodic just-in-time recorded videos. The faculty would be further assisted in these interactions by the learning coach, acting as a bridge between the participants and the faculty.

WILL MY PARTICIPANTS BE ABLE TO INTERACT WITH OTHER PARTICIPANTS?
Yes, of course. The learning experience is designed to encourage interaction. Participants are able to interact with each other through discussion forums, interspersed throughout the platform. In addition, participants would have the option to work on the Action Learning Project in groups with fellow participants. They would also have the opportunity to interact with each other during the live call with faculty.

WHAT ARE THE LEARNING REQUIREMENTS IN ORDER TO SUCCESSFULLY COMPLETE THE PROGRAMME?
Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfil a certain minimum criteria to earn the certificate of completion.

WHAT DO MY PARTICIPANTS RECEIVE UPON COMPLETION OF THE PROGRAMME?
Upon successfully completing all the programme requirements in time, they will receive an official Certificate of Completion from INSEAD, which they can also share with their network on LinkedIn. The top performers will receive a certificate with distinction.

HOW CAN I PARTNER WITH INSEAD ON A CUSTOMISED ONLINE PROGRAMME?
INSEAD has a dedicated team to work with your organisation on a bespoke customised online programme. The programme is tailored to your organisation’s needs and learning objectives. It follows a rigorous design process:
• Proposal -> Need Assessment -> Programme Design -> Production -> Delivery -> Feedback & Assessment
Please feel free to contact us for more information.
# INSEAD OPEN ONLINE PROGRAMMES

## CALENDAR 2020-2021

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>DATES</th>
<th>INDIVIDUAL APPLICATION DEADLINE (IAM CET)</th>
<th>GROUP APPLICATION DEADLINE</th>
<th>LOCATION</th>
<th>LENGTH*</th>
<th>FEE**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Digital Partnerships and Ecosystems</td>
<td>29 May 2020, 19 October 2020, 12 April 2021</td>
<td>11 May 2020, 5 October 2020, 29 March 2021</td>
<td>29 April 2020, 19 September 2020, 13 March 2021</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500(1)</td>
</tr>
<tr>
<td>Stratégie des Affaires et Performance Financière</td>
<td>21 September 2020</td>
<td>7 September 2020</td>
<td>22 August 2020</td>
<td>Online</td>
<td>7 weeks</td>
<td>€1,800(1)</td>
</tr>
<tr>
<td>Developing Emerging Leaders</td>
<td>16 March 2020, 29 June 2020, 21 September 2020, 22 March 2021</td>
<td>16 March 2020, 17 June 2020, 5 September 2020, 6 March 2021</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500(1)</td>
<td></td>
</tr>
<tr>
<td>Financial Analysis for Non-Financial Managers</td>
<td>22 June 2020, 8 June 2020</td>
<td>22 May 2020</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500(1)</td>
<td></td>
</tr>
<tr>
<td>INSEAD Gender Diversity Programme</td>
<td>28 September 2020, 29 March 2021</td>
<td>14 September 2020, 15 March 2021</td>
<td>29 August 2020, 27 February 2021</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500(1)</td>
</tr>
<tr>
<td>Innovation in the Age of Disruption</td>
<td>15 May 2020, 10 July 2020, 7 September 2020, 2 November 2020, 10 May 2021</td>
<td>27 April 2020, 22 June 2020, 24 August 2020, 26 April 2020</td>
<td>15 April 2020, 10 June 2020, 8 August 2020, 10 April 2021</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500(1)</td>
</tr>
</tbody>
</table>

*The programme content is delivered over the specified consecutive weeks, followed by 2 weeks to finish project work and engage in peer review.

**Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

To access the offer, please contact a programme advisor.

For more details about our programmes & offers, or to apply, please contact

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Rong Cheng LEE
Programme Advisor
Tel: +65 6681 5492
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Take a first step towards organisational transformation today.

Contact our team to discuss your needs and challenges now.

SPECIAL OFFER FOR GROUPS

Our open online programmes offer the possibility to cater to groups coming in from the same organisation. For a group of 5 participants or more who want to attend one of our open online programmes, we offer a 20% special fee reduction.

SPECIAL OFFER FOR PAST PARTICIPANTS

Past participants of INSEAD Executive Education Open Programmes can benefit from a 20% fee reduction.

For more details about our programmes & offers, or to apply, please contact a programme advisor.
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