

**INSEAD**

The Business School  
for the World®

**AEM CARNELUTTI** LAW FIRM

## INSEAD's Lawyers Strategic Management Programme



**EXECUTIVE EDUCATION**  
FOR A RAPIDLY CHANGING WORLD

**EXPAND YOUR HORIZON. MAKE AN IMPACT.**

## Strategic leadership for law firms in a changing world

The law profession is facing a number of challenges, similar to other professions and industries: global competition and consolidation; commoditisation of many legal services; inroads from non-traditional competitors that offer an expanding number of legal services at lower cost, some helped by artificial intelligence; increasing sophistication of clients that have an expanding choice set; the development of digital platforms that aggregate services, create transparency and increase competition.

These trends create many challenges for law firms, small and large, but also offer opportunities for the firms that leverage the trends, develop a strategic vision, and adapt their organisation to be competitive in the emerging legal environment.

To be competitive, a number of skills need to be mastered, including developing a strategic analysis and view of the business; understanding the financial imperatives of being a leading firm in the emerging environment; honing negotiation skills to succeed in an environment with more diverse stakeholders; sharpening marketing skills to convince ever more sophisticated and better informed clients; augmenting leadership skills to position and guide the firm in the new environment; master appropriate and effective corporate governance architecture for law firms.

Working in partnership, INSEAD and Carnelutti bring together legal sector expertise and cutting-edge thought leadership from world-class faculty.

### Key benefits

- The programme will provide the models, tools and experiences to help lawyers master the management and leadership challenges and opportunities of law firms in the rapidly changing environment
- The participants will engage in discussions about a number of topics: strategy analysis, marketing planning, leadership skills, corporate governance for law firms, financial analysis process, competing in the digital age
- The global environment of INSEAD combined with the diverse, international experience of the participants will provide a fertile and inspiring work environment to exchange best practice

### Participant profile

- Senior Partners of law firms
- Managing Partners
- Members of Management Committees of law firms
- Head of law firm departments
- Partners interested in developing managerial skills
- Managers and General Managers of law firms

### Faculty

#### Programme Director

##### Karel Cool

Professor of Strategic Management  
The BP Chaired Professor of European Competitiveness

### Programme content

#### Module 1 :

- Understanding long-term profit dynamics in industries and eco-systems
- Shareholder value: rationale and investment guide
- Assessing competitive advantage and disadvantage
- Digital disruption challenges and opportunities
- Digitisation and customer centricity
- Achieving critical mass in platforms and eco-systems

#### Module 2:

- Governance challenges and choices for law firms
- Negotiation skills
- Leading firms through transformations
- Marketing in the digital age
- Leading in a multi-cultural environment

### Location

Fontainebleau, France

### Tuition Fee\*

10,000 Euros

The programme fee covers tuition, course materials and lunches on working days, as well as an opening and a 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.

### Date and length

**M1:** 31 May - 2 June 2018 (3 days)

**M2:** 11 October - 13 October 2018 (3 days)

### Contact us

#### Stephane Grand-Chavin

Director, Partner Development - INSEAD  
Executive Education  
Email: stephane.grandchavin@insead.edu

#### Tatiana Zaytseva

Associate Director, Partner Development -  
INSEAD Executive Education  
Email: tatiana.zaytseva@insead.edu

### About

#### INSEAD

As one of the world's leading and largest graduate business schools, INSEAD offers participants a truly global educational experience. With campuses in Europe (France), Asia (Singapore) and Middle East (Abu Dhabi), INSEAD's business education and research spans three continents. Its 145 renowned faculty members from 40 countries inspire more than 1,400 students in its degree and PhD programmes. In addition, more than 11,000 executives participate in INSEAD's executive education programmes each year.

INSEAD MBA programme is ranked #1 by the Financial Times in 2016 and 2017.

More information about INSEAD can be found at [www.insead.edu](http://www.insead.edu).

#### CARNELUTTI

Carnelutti Studio Legale Associato is one of the oldest and best known corporate law firms in the Italian market, with a strong international orientation and offices in Milan, New York, and Rome. For more information visit, [carnelutti.com](http://carnelutti.com)

This programme will be joined by Luca Arnaboldi, managing partner of Carnelutti law firm and founding partner of the INSEAD's Lawyers Strategic Management Programme.

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

### **INSEAD Europe Campus**

Boulevard de Constance  
77305 Fontainebleau Cedex, France  
Tel: +33 1 60 72 42 90  
Email: [execed.europe@insead.edu](mailto:execed.europe@insead.edu)

### **INSEAD Asia Campus**

1 Ayer Rajah Avenue  
Singapore 138676  
Tel: +65 6799 5288  
Email: [execed.asia@insead.edu](mailto:execed.asia@insead.edu)

### **INSEAD Middle East Campus**

Al Khatem Tower, ADGM Square, Al Maryah Island  
P.O. Box 48049, Abu Dhabi, United Arab Emirates  
Tel: +971 2 651 52 00  
Email: [execed.mena@insead.edu](mailto:execed.mena@insead.edu)

[www.insead.edu/executive-education](http://www.insead.edu/executive-education)