



**MIT Sloan
Executive
Education**

MIT Sloan
School of Management

CUSTOM PROGRAMS

TO HELP GLOBAL ORGANIZATIONS ADAPT, INNOVATE, AND TRANSFORM

EXECUTIVE.MIT.EDU/CUSTOMPROGRAMS



In the past 5 years alone, MIT Sloan has provided **CUSTOM PROGRAMS** for more than 45 companies across 6 continents. These organizations have collaborated with us to launch **NEW STRATEGIES**, generate **NEW VALUE**, develop global business leaders, and catalyze **ORGANIZATIONAL TRANSFORMATION** at every level of their business.

ACTION LEARNING LEADING-EDGE RESEARCH UNIQUE COLLABORATION

Influential companies around the world engage MIT Sloan to help transform their organizations, develop skilled technical leaders, and embark upon strategic business initiatives that require new methods and models.

Here, at the intersection of management and technology, we offer a powerful and unique combination of knowledge and resources. True to our motto *Mens et Manus* (Mind and Hand), MIT Sloan's custom programs give participants an opportunity to apply MIT-developed theories to actual

problems and opportunities, both in the classroom and back at their organization.

Our world-renowned faculty will work closely with you to integrate their proven and practical research with your company's strategy, technology, people, and short- and long-term goals. Leveraging the greatest minds in business, we will work side by side with you—from beginning to end—to create learning experiences that produce the change you desire.

“At MIT Sloan, we found great people—good friends—totally committed to our transformation. MIT people are committed to solving problems. We realized we could tap their exceptional resources to set up processes and systems essential to making us a world-class corporation.”

MARCO DALPOZZO

**Human Resources and Organizational Development Director
Companhia Vale do Rio Doce (CVRD)
Brazil**

**THE CUSTOM
PROGRAM
DEVELOPMENT
PROCESS**

1 INITIAL ASSESSMENT

An executive education program director will review your company's strategy and business needs.

2

EXPLORATORY MEETING

Business goals, organizational challenges, requirements, proposed participants, and desired outcomes are explored.

3

PROPOSAL

Suggestions are made for curriculum topics, program structure, potential faculty, delivery methods, location, timing, and fees.

4 NEEDS ASSESSMENT

Faculty review detailed company information and conduct interviews to understand the challenges facing your organization.

4

5

PROGRAM DESIGN

Faculty and program directors refine the curriculum and delivery methodologies to meet stated objectives.

6 DELIVERY

The program is delivered by MIT Sloan faculty to participants selected by your organization.

6

7 FEEDBACK

Feedback from participants and stakeholders is analyzed and adjustments are made to the program as needed.

7

8 REFINEMENT

Based on the program experience and feedback, the program is revised and updated for future sessions.

8



WHAT CAN MIT SLOAN DO FOR YOUR ORGANIZATION?

We collaborate with companies to create learning engagements that deliver real value over a multi-year horizon and result in a substantive, transformational, and long-lasting impact on business performance.

TRANSFORMING ORGANIZATIONS

Custom programs can help your organization respond to technological disruption, globalization, scientific discovery, digitization, and other environmental pressures. Curriculum can be designed to help you:

- Reinvent or transition your business model
- Enable business leaders to convene and expand their thinking on a specific area of focus
- Shape your organizational culture in support of a new strategy
- Bridge gaps among teams working around the world

OPEN ENROLLMENT PROGRAMS

If a custom program isn't the right fit for your organization, you may be interested in sending teams to one or more of our open enrollment programs. Teams attending a course together can develop a common understanding of the program concepts and frameworks and apply their learning with greater impact. Learn more about our open enrollment programs (executive.mit.edu/openenrollment) and multi-registration discount (executive.mit.edu/multireg).

DEVELOPING LEADERSHIP CAPABILITIES

For roles that require a synthesis of technical and business acumen, custom programs can focus on developing the rare and precious skills required of tomorrow's leaders. Curriculum can be designed to help you:

- Evolve high-potential managers into capable future leaders
- Retain and grow key technical experts
- Raise the performance of your top professionals
- Catalyze building trust and cooperation among leaders in an open learning environment

LAUNCHING STRATEGIC INITIATIVES

Custom programs help executives deliver on strategic business goals in areas where MIT is a thought leader—such as innovation, sustainability, digitization, operational excellence, safety, globalization, and customer-centricity. Curriculum can be designed to:

- Expose participants to leading-edge research in fields directly related to their work
- Communicate business and science methodologies at a high level
- Teach frameworks for creating innovative product development platforms
- Align with key strategic milestones

MISSION: PREPARING THE NEXT GENERATION OF LEADERS



“For us, it’s a creation space. MIT provides a tremendous opportunity for that to happen. These cohorts are now connected around the world.”

DR. LEONARD LANE

Group Director Leadership Development
The Fung Group
Hong Kong

THE CHALLENGE

Operating in more than forty economies, the Fung Group is the global leader in supply chain orchestration for design, development, sourcing, and distribution of consumer goods. The Hong Kong-based global sourcing and purchasing giant approached MIT with a need to establish and reinforce a shared business culture among their top 300 leaders and across multinational operations.

THE SOLUTION

MIT Sloan developed a custom program—held both on campus and in Hong Kong each year—

that gives the company’s senior managers an opportunity to collectively learn the tools and principles necessary to improve its strategy and operations practices across the enterprise. The four overarching themes of the program—visioning, strategy, execution, and leadership—are woven through all of the faculty presentations and exercises. As the program continues to evolve, the curriculum is updated to reflect the changing needs of the organization.

THE RESULT

Chairman Victor K. Fung (MIT SM ‘66) believes that the ongoing,

large-scale custom executive education program with MIT Sloan is a cornerstone of the organization’s efforts to excel as a learning organization. The program also helps build a social network for the executives across the organization. The cross-firm connections are bringing tangible results, such as new efficiencies in integrated procurement, transportation, and logistics—essential to the company’s continued success. The program helps the managers to think not only about their customers, but also about their customers’ customers, and the opportunities and threats that exist along the entire value chain.



MISSION: BUILDING A LEADERSHIP PIPELINE

THE CHALLENGE

The Norway-based Aker Solutions provides oilfield products, systems, and services for customers in the oil and gas industry worldwide. The company employs nearly 28,000 people in more than 30 countries and has highly ambitious growth targets. As Aker Solutions becomes bigger and more globally distributed, it requires a new class of managers with strong leadership skills, a thorough understanding of market dynamics, and the ability to make informed decisions in an increasingly complex marketplace.

THE SOLUTION

MIT Sloan created a collaborative learning environment for participants to develop new perspectives through a combination of teaching sessions, group

discussions, and visits to innovative companies in the MIT ecosystem. During the program, executives applied the new knowledge to concrete and immediate business issues through action-learning projects and an MIT-designed project simulator, with the support of faculty mentorship and internal coaching.

THE RESULT

The program continues to evolve, and its content and structure are fine-tuned to best serve Aker Solutions' growing base of future leaders. As a result of this program, Aker Solutions reports significant improvements in alignment and collaboration among its many business areas and units, as well as a broadening of managers' perspectives and increasing confidence to lead more complex projects.

“The reason we chose MIT is the Mens et Manus philosophy ... A very strong academic, scientific foundation combined with practical application is key to how we think about organisational learning in our company.”

BJARTE JOHANNESSEN

Vice President, People and Organization Development
Aker Solutions
Norway



LEARNING BY DOING: MIT'S ACTION-ORIENTED APPROACH

A new framework or strategy is only as good as its practical application. MIT Sloan has long been a pioneer among business schools when it comes to action learning—creating real-world applications of classroom knowledge and providing iterative processes for thinking, acting, and reflecting. Deep actionable knowledge and decision-making skills develop when people have the chance to apply classroom theory with real-world parameters.

Whether in the form of a simulation, discussion, custom case study, or projects designed around specific company challenges, our custom programs bring learning to life.

SO WHAT CAN ACTION LEARNING MEAN FOR YOUR CUSTOM PROGRAM?

- Access to MIT Sloan faculty—the world's foremost experts in dozens of industries
- Hands-on team projects, mentored by faculty, that leverage cutting-edge research to address real company imperatives and result in recommendations for action
- Exposure to the MIT ecosystem through meetings with companies that thrive within it
- Management flight simulations—interactive, virtual worlds in which executives explore and experiment with critical management issues
- “Deep dive” cases in which an organization's real data and source materials are developed into company-specific cases to be analyzed by teams of participants

GRAPHIC FACILITATION

Concepts Worth Capturing

Custom programs generate ideas and solutions worth capturing. In many of these programs, our graphic facilitator records the concepts and content, providing participants with powerful tools that aid in decision-making.

DIGITAL CAPABILITIES

A BRIDGE BETWEEN MIT AND ORGANIZATIONS AROUND THE WORLD

Organizations turn to MIT Sloan for flexible and scalable learning solutions that can meet the specific needs of their teams across the globe. We collaborate with organizations to provide a unique digital capability that fits the way they learn and work.

MIT Sloan Executive Education's **digital custom programs** move online learning beyond a passive, one-size-fits-all model to a scalable and interactive experience that leverages simple-to-use, cutting-edge technology. Our immersive classrooms:

- Utilize the avatar mechanism, enabling participants to interact with faculty, content, and each other in a more natural way than any other technology available today
- Provide high-engagement meeting spaces where participants can fluidly and intuitively move between individual, small team, and large group conversations
- Offer the same human touch and attention to detail as programs delivered on campus
- Connect individuals and groups of learners across geographies, functions, and roles, providing networking opportunities during and long after the program
- Supplement, enhance, or even replace in-person learning engagements

Digital custom programs from MIT Sloan are developed from a broad spectrum of digital platforms and can be designed as a part of a program with in-person components or delivered as a complete digital experience. We invite you to learn more about how these capabilities can enable your organization to respond to critical business issues and opportunities when and where it matters most.



OUR FACULTY: TAPPING INTO THE MIT ECOSYSTEM

MIT Sloan faculty are world renowned for their forward looking research in their fields, and they have extensive experience putting that research into practice. They consult widely in organizations and governments around the world on critical issues that require both the latest thinking and in-depth industry experience.

The expertise available to organizations through MIT Sloan custom programs reaches beyond the business School to encompass the entire Institute. To meet the goals of the custom program, the world's foremost experts in engineering, IT, biopharma, manufacturing, banking, and technology may be included on the team to teach courses and help shape action strategies.



RETSEF LEVI on the Harvard Hospitals Anesthesiology custom program

“These custom programs are about adapting very tightly into the specific environment and challenges of the customer, as well as having action-learning components that send the participants to do something in their own institutions, in their own environments, and really apply the tools that we teach them. These design parameters were key factors in the success of this program.”



DUNCAN SIMESTER on the Commonwealth Bank of Australia custom program

“The longer the program went on, the more applicable action-learning projects became, as faculty became more familiar with the bank’s real-world challenges and became true collaborators with the bank’s managers.”



OTTO SCHARMER on the IDEAS
Indonesia custom program

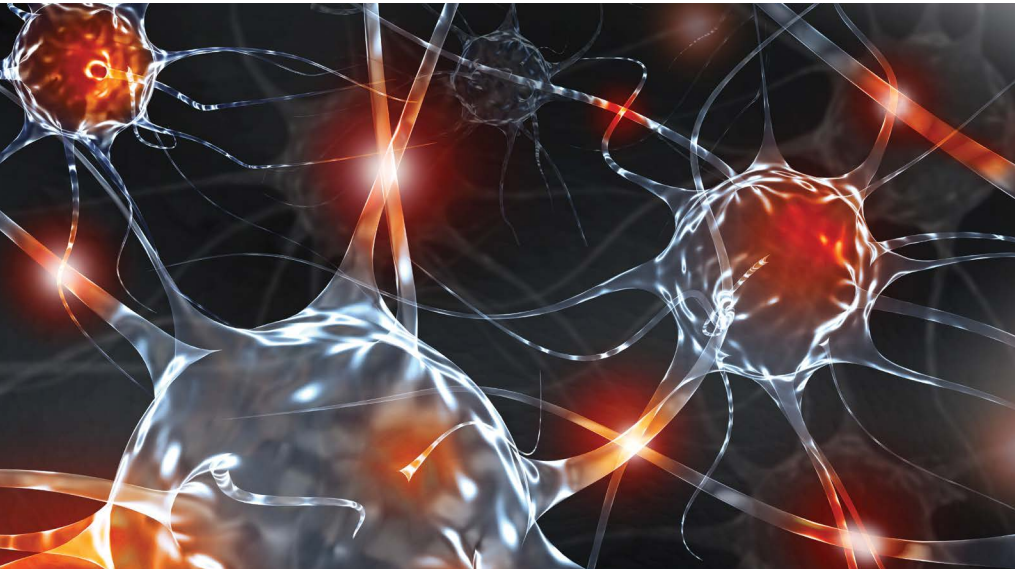
■ *“In the past, management schools have conferred skills based on a set of pre-determined competencies we think managers need. Then we put them back in their corporate context and are surprised that there are no results. What we’re doing is different—and it works because it’s a field-based application: we are nurturing each other, and it’s a whole field system we are creating. So once it is ‘switched on,’ it never stops. The participants keep it operating on their own.”*



FIONA MURRAY on the Regional
Entrepreneurship Acceleration Program

■ *“By the end of the program senior leaders from the private sector, government departments, and universities who—at the outset—had few opportunities to work collaboratively, were coming together to create action steps to develop the innovation ecosystem in their region. The focus on action-oriented, meaningful outcomes makes programs like this very rewarding to teach.”*

MISSION: PREPARING A BIOTECH PACESETTER TO LENGTHEN ITS LEAD



“This program has become a think tank for our participants to step back from business as usual and develop a broader understanding of what’s going on in other areas of our organization and throughout the industry.”

SERGE PANCZUK

Corporate HR Director
Serono International
Switzerland

THE CHALLENGE

Geneva-based biotech powerhouse Serono (now Merck Serono) has a signature dynamism and an industry reputation as a pathfinder. But leaders quickly become followers in today’s hypercompetitive market unless they continually strive to innovate and to reach higher levels of excellence. Serono decided that, to stay on top, it needed to prepare its high-achieving worldwide management to lead the company into a strong future.

THE SOLUTION

According to Serge Panczuk, the company’s corporate HR director,

Serono was disappointed in MBA-style programs because they failed to stimulate and challenge Serono’s high-potential leaders. Serono determined that MIT Sloan was one of the only institutions whose faculty has the industry experience to challenge Serono’s senior scientists on their own terms. Speakers from the science and engineering faculty at MIT exposed the participants to leading-edge research in fields directly related to Serono’s research activities. Key executives and board members from Serono worked with participants to determine just how the frameworks developed in the program could be applied in the context of Serono’s own strategic plan.

THE RESULT

The program has created a significant incentive for talented and rising executives within Serono. By exposing their top talent to world-class instruction, the company has demonstrated how highly they are valued. “We are giving our best people the tools to excel, to take the company to new levels of performance,” says Panczuk. “This program helps us to retain and develop our best people. It has been a huge source of maturation for them.”

MISSION: BETTER BANKING THROUGH INNOVATION

THE CHALLENGE

Commonwealth Bank of Australia (CBA) is the largest retail bank in Australia, with a strong presence in New Zealand, Europe, and the Asia-Pacific region. A few years ago, digitization was rapidly changing customers' expectations of banking and creating opportunities for technology-savvy organizations to develop profitable new products and services. Yet CBA's existing IT operation was costly, inefficient, and frequently unreliable. The bank quickly saw a need to transform their IT department from a cost center into a driver of business value.

THE SOLUTION

MIT Sloan faculty and the MIT Center for Information Systems Research (CISR) collaborated with CBA to help evolve the bank's IT leaders from functional managers to strategic-minded partners. In the first weeklong program, faculty exposed 40 of the bank's

senior IT executives to cutting-edge research in enterprise architecture, IT governance, change management, and demand-side marketing. This first week became a model for a subsequent series of programs delivered for another three years to hundreds of CBA employees.

THE RESULT

The projects completed during the program were successful in helping the bank make better decisions about existing businesses and services or new innovations that they were contemplating. Consequently, some of the projects resulted in significant business outcomes, especially around IT architecture and vendor agreements. The program's content and structure evolved over time to meet the needs of the bank. Action-learning projects became more and more applicable, as faculty became more familiar with the bank's real-world challenges and emerged as true collaborators with CBA's leadership.

“The positive feedback we’ve received from participants in this program gave the bank’s senior management and the board confidence in continuing to invest in large business transformations. It changed the way we do business and put us well ahead of competitors in Australia.”

ANNA SPARKES

**Executive General Manager,
HR Strategic Support**

CBA

Australia



OUR PARTNERS

Organizations representing every industry and every corner of the globe turn to MIT Sloan for substantive, transformational, and long-lasting business solutions. Below are some of the organizations with which we've collaborated over the years.

Accenture

Aetna

Air Liquide

Aker Solutions

Alstom

AstraZeneca

Bank of America

BP plc

China Entrepreneur Club

China Mobile

Cisco

Commonwealth Bank of Australia

Companhia Vale do Rio Doce (CVRD)

Credit Suisse

CUES

EMC

E.ON

The Fung Group

General Electric

Gore

IBM

ICBC

L'Oreal

Maersk

Mars/Masterfoods

Merrill Lynch

NASA

News Corporation

Novartis

NSN

OCP

PepsiCo

Schlumberger

Serono

Siemens

Vale

Veolia

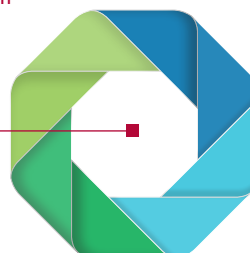
DESIGNING YOUR EXPERIENCE: THE CUSTOM PROCESS

Companies turn to MIT Sloan for its innovative and entrepreneurial culture, the rigor of its discipline-based understanding of business, and also because MIT is the place where management, engineering, and science faculty address the imperatives and challenges faced by businesses today.

As a first step, your top executives will meet with a team of MIT Sloan's senior faculty to share your own imperatives, culture, and purpose. Together, we will

collaborate with your stakeholders to tailor a program that addresses the key challenges you've defined. Programs may include multiple residential sessions, virtual sessions, and action-learning projects taking place over the course of a few months or years. All programs are taught by full-time MIT Sloan faculty, the same faculty who teach in our top-rated MBA, Executive MBA, and MIT Sloan Fellows programs.

To view the entire Custom Program Development Process, see page 3.



COLLABORATE WITH US

In collaboration with some of the world's most influential organizations, we create programs that catalyze revolutionary change, take advantage of opportunities, and help businesses master their toughest challenges. Programs may be one week, three months, or even several years in duration—whatever is necessary to surpass challenges and create real-world results.

MIT Sloan approaches each of our custom engagements as a lasting, mutually productive relationship, not an isolated educational transaction. We look for companies that are interested in making fundamental, strategic changes in the way they do business.

If your organization is pursuing new business strategies, leadership development, or company-wide transformation, we look forward to discussing how a collaboration with MIT Sloan can help deliver the results you're seeking.



CONTACT US

We invite you to phone or email us to share your organization's goals. We'll arrange a conversation with a custom programs director to further understand your business challenges and determine whether your needs match our capabilities.

To inquire about developing a custom program for your organization, contact our custom programs team at:

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OR CALL +1 617-253-7166



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