



**IMD and the World Crisis
The Challenges & Opportunities
for Learning & Development**

**IMD President Dr. Dominique Turpin
Shanghai, October 18, 2010**

IMD is a non for profit foundation established by industry to serve industry

- **1946** – Founding of CEI/IMI in Geneva by ALCAN
- **1957** – Founding of IMEDE in Lausanne by Nestlé and Harvard Business School
- **1972** – MBA Program launched
- **1990** – Creation of IMD through merger of IMEDE and IMI
- **1996** – Celebrated 50th anniversary with over 30'000 executives graduated
- **1998** – Executive MBA Program launched



This is IMD

IMD aimed at serving the needs of leading global firms

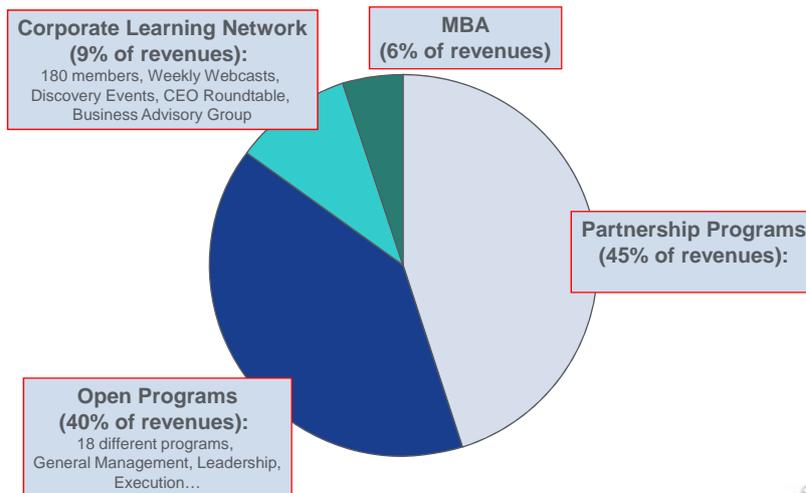


- **8000** Executive Education Programs participants representing **98** nationalities annually
- Over **300** full time staff, over **45** of which are full-time faculty
- **80,000** IMD alumni worldwide



This is IMD

With revenues of over US\$ 100 million



This is IMD

This year, we will be running customized programs with about 100 learning partners!

- | | | |
|----------------------|-------------------|-------------------------------|
| A.P. Moller - Maersk | DSM | Nokia Corp. |
| ABB | DuPont | Novartis International |
| Accenture | General Mills | Odebrecht |
| Air France / KLM | Groupe Carrefour | Permodalan Nasional Berhad |
| Allianz SE | Groupe SEB | PWC |
| Asahi Glass | Grupo Santander | RWE AG |
| Assa Abloy AB | Heineken NV | Royal Philips Electronics |
| Axa Group | Hilti AG | Royal Dutch Shell |
| Baosteel | Hoffmann-La Roche | Shiseido |
| Bayer AG | Holcim | Siemens |
| BAT | HSBC | Sinopec |
| Borealis | IBM | Tsinghua University Alumni |
| Cisco Systems Inc. | JTI | UBS |
| Coca-Cola | Kao Corporation | Vale |
| Commerzbank AG | Kone Corporation | Veolia Environmental Services |
| Credit Suisse | LEGO | Vestas |
| Deloitte | Leo Pharma A/S | Vodafone |
| DONG Energy | Lombard Odier | Yazaki Corporation |
| DSM | Mars Inc | Etc.. |
| DuPont | Metso Corporation | |



This is IMD

**We continue to do well in various rankings
Ex: IMD Rankings in The Financial Times**

	2007	2008	2009	2010
Partnership Programs	# 2 Worldwide # 1 Outside the US	# 2 Worldwide # 1 Outside the US	# 4 Worldwide # 2 Outside the US	# 5 Worldwide #3 Outside the US
Open Programs	# 5 Worldwide # 1 Outside the US	# 3 Worldwide # 1 Outside the US	# 2 Worldwide # 1 Outside the US	#3 Worldwide #2 Outside the US
MBA	# 1 Worldwide Ranking of the rankings			
Executive Education (combined)	# 3 Worldwide # 1 Outside the US	# 1 Worldwide	# 2 Worldwide # 1 Outside the US	# 2 Worldwide # 1 Outside the US (2008-2010)



This is IMD

Over the past two years, we all have had to deal with a number of key challenges:

- In 2008, the financial crisis has led many companies to cut executive education budgets
- In 2009 a global flu pandemic of the virus N1H1 restricted the movement of people and goods



This is IMD

Over the past two years, we all had to deal with a number of key challenges:

- On March 20th, Eyjafjallajökull erupted
- European airspace closed on April 15th
- Reopened on April 19th



- And we also had our own crisis...!



This is IMD

The global Exec Ed market is getting tougher!

The market is increasingly more competitive

The “baby boom” generation is retiring

The “War” for talents is getting tougher

Disruptive technologies are affecting traditional business education

Emerging markets are playing a more prominent role than ever before

More pressure on price and on delivering all over the world



This is IMD

CRISIS!



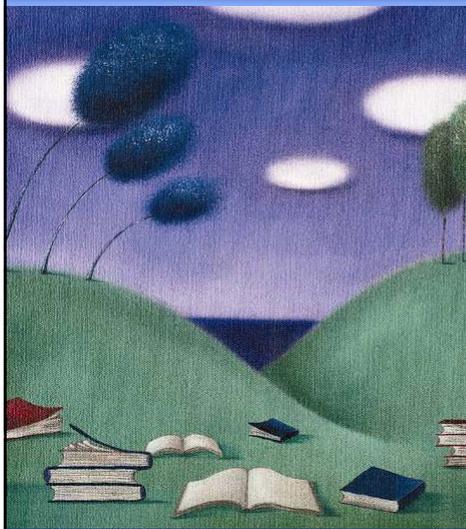
Crisis: “Danger + Opportunity”

Re-align IMD to the new business reality



This is IMD

Back to our Heritage: Where do we come from?



**Real World.
Real Learning.**



This is IMD

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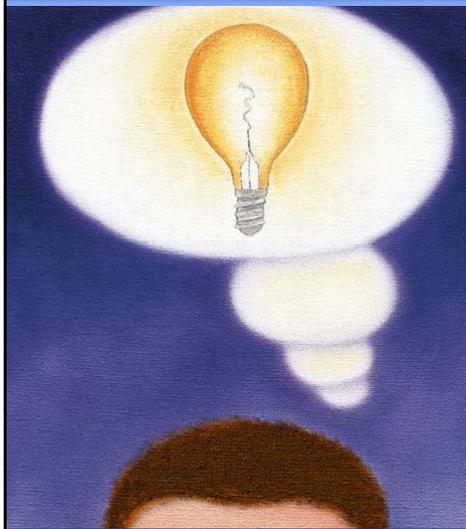
What is unique about IMD?

- IMD is a hybrid organization with **strong academic roots in thought-leadership combined with a professional services mentality**
- IMD Faculty are a group of Professors with a **global perspective**
- IMD Faculty are considered by our learning partners to be **very customer centric**
- IMD Faculty are recognized **world authorities in their fields.**
- IMD Faculty have strong expertise in their own fields combined with a **strong general management approach**
- IMD Faculty have a **real-world, real-learning approach.** The discussions and learning that take place at IMD are relevant to our clients
- We have **no Tenure, and no Faculty departments** at IMD, Faculty members work together hand in hand to develop and deliver the best solution for our learning partners
- Our Faculty are **lead design and delivery experts** and are best energized when they can engage with our learning partners to deliver value



This is IMD

Our vision

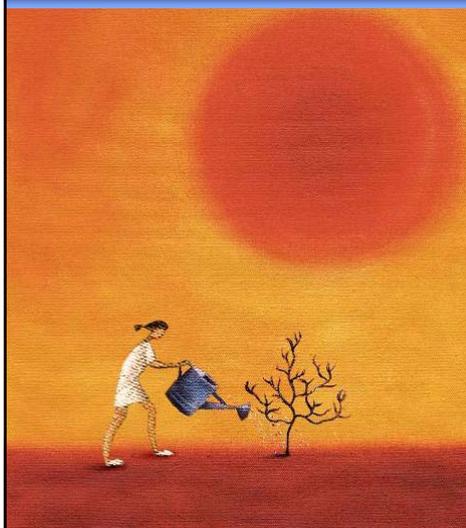


**Together we redefine
ambitions and
realize performance
breakthroughs**



This is IMD

Our mission

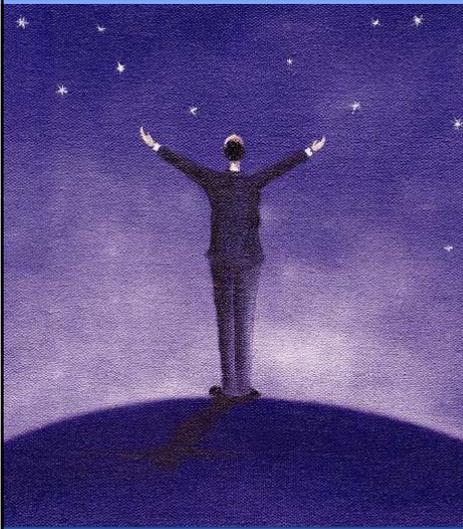


**We enable growth
and impact by co-creating
relevant solutions based on
our deep understanding of
your business challenges**



This is IMD

Values – How we will make solid choices?

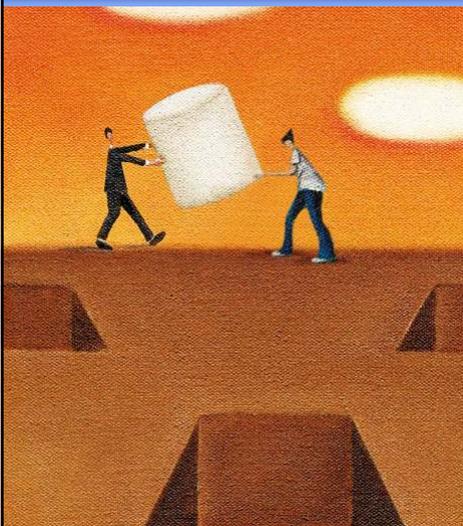


- Collaborative
- Open
- Pioneering



This is IMD

Being COLLABORATIVE means

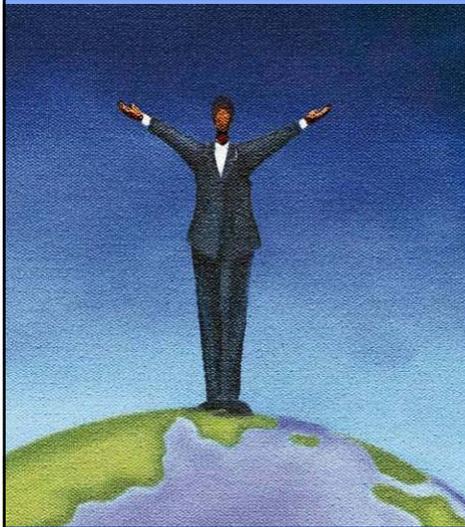


- Listening carefully to clients and understanding their challenges
- Proactively identifying current needs and anticipating future opportunities
- Co-developing programs and services that move clients forward



This is IMD

Being OPEN means

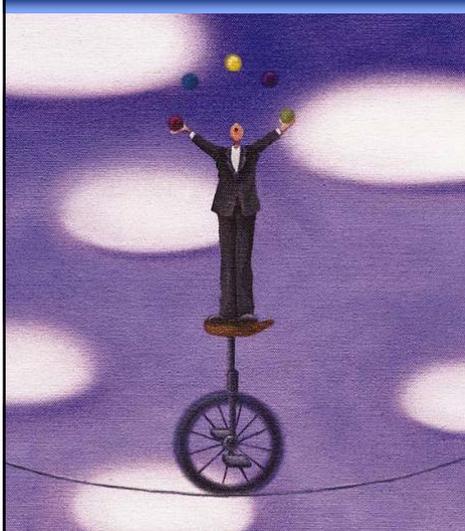


- Encouraging and developing understanding of diversity spanning geographic, cultural and functional boundaries
- Expanding clients' horizons to develop a borderless global view
- Refreshing clients' perspectives



This is IMD

Being PIONEERING means



- Inspiring a collective spirit of challenge, change and action
- Leveraging our expertise and clients' knowledge to generate transformational insights
- Pushing back the frontiers of executive education to promote more impactful executive and leadership development



This is IMD

IMD is more than a business school

IMD is more than a business school. We challenge our clients to be more ambitious -- to constantly expect more of themselves – and us – in supporting and accelerating sustainable growth.

IMD believes that successful people challenge their own boundaries. They constantly seek to learn more, deliver more and be more.



This is IMD

IMD Strategy

Five Key Priorities:

- Build stronger relationships of lifetime learning
 - Expand global learning partner base
- Strive for thought leadership where it counts
 - Attract and retain great people
 - Constantly innovate



This is IMD

The crisis has forced us to become more innovative in terms of:

- New programs to address the needs of the BRICs
 - More aggressive global recruiting
 - New formats to deliver programs
 - More global research projects
- Better leveraging our scarce resources



This is IMD

Constantly innovate to stay ahead in programs



- **“Accelerated Executive Development Program” (AEDP)**
- Program director: Leif Sjöblom
- *Gain first-hand exposure to regional efforts to build comparative advantage / See the unique management challenges of operating in emerging countries*
- Blended and action learning – Modules in Dubai and Nairobi



This is IMD

Constantly innovate to stay ahead in programs



- **“Leading the Global Enterprise” Program (LGE)**
- Program director: Bala Chakravarthy
- *Use scenario planning for mapping changes in the external environment*
- *Develop new approaches for bridging the strategy divide between global and local priorities*
- *Develop innovative ideas for rejuvenating your business model*



This is IMD

Constantly innovate to stay ahead in programs



- **“Mastering Innovation Globally” Program (MIG)**
- Program director: Bill Fischer
- *Provide participants with an understanding of what it takes to create a global, innovative and corporate culture and develop the leadership requirements to manage innovation successfully*
- Held in Hong Kong & Tokyo



This is IMD

Constantly innovate to stay ahead in programs



- “One Planet Leaders” (OPL)
- Run in collaboration with the WWF
- Program director: Michael Yaziji
- *An innovative training program for driving sustainability into the core of business*
- *Managers will be able to drive innovation to build competitive advantage while solving some of the key sustainability challenges facing the planet.*



This is IMD

Constantly innovate to stay ahead in programs: Virtual Learning and Blended Learning

Wednesday Webcasts



- Full length webcasts
- Bite sized webcasts
- Leadership videos
- 10 minute series
- Podcasts
- Perspectives for Managers

Information Center



Leadership Pulse



Book Summaries



Customized Portal



This is IMD

Introduce the latest technology - the iPad



- Revolutionizing learning in the classroom
- A valuable communication and networking tool for participants
- Brings the latest real-time information into the classroom
- Enables us to go paperless, saving in some instances up to 1'000 pages of paper per participant



This is IMD

We are investing in more « Face to Face » events with our learning partners

Discovery Events: research driven events on the latest management thinking



HR Business Advisory Council
Ensuring IMD's relevance

The Business Advisory Council is comprised of Senior HR leaders and reviews IMD's teaching and research activities

Business Fora: 30 global meetings every year



CXO Roundtables-CFO, CLO, CMI, CIO
Exclusive peer networks



CEO Roundtable

This high level gathering is an unparalleled networking opportunity that creates lifetime bridges between your company and other leading organizations throughout the world.



This is IMD

Networking: Discovery Events 2010 Calendar

✓ Responsible Leadership Summit	February 1 - 3
✓ Power of Two: Customer-Supplier	February 5 - 6
✓ Talent Quest: New Rules for tough times	March 5 - 6
✓ Innovation Governance	March 30 - 31
✓ IT: Designed to Fail?	April 21-22
✓ Smart Big Moves	May 7-8
✓ Low Cost Competition	May 14-15
✓ Preserving Culture in turbulent times	June 3
✓ Business Essential Workshops	June 4
✓ Business Advisory Council	June 4 - 5
✓ Leading High Impact Learning	June 18-19
✓ Corporate Sustainability	September 17-18
✓ Managing Health for Performance	October 1 - 2
✓ Winning in Service	October 29 - 30
✓ CEO Roundtable	November 5 - 6
✓ The Halo Effect for HR	November 26 – 27



This is IMD

We are increasing investments in our traditional Research & Development Centers

- **The World Competitiveness Center at IMD** carries out extensive research on the competitiveness of nations and publishes the IMD World Competitiveness Yearbook. www.imd.ch/wcc
- **The Center for Corporate Sustainability Management** is IMD's corporate sustainability research project. www.imd.ch/fcsm
- **The IMD-LODH Family Business Research Center** produces and updates the latest thinking and research on family business strategy, governance and culture. www.imd.ch/familybusiness
- **The Evian Group at IMD** is a coalition of global corporate, government and opinion leaders, committed to an open, robust, equitable and sustainable global market economy. www.imd.ch/eviangroup



This is IMD

And launching new “Global Research Centers” to boost our thought leadership

- . Competing in the Connected Future**
- . Family Business**
- . Global Leadership**
- . Managing Innovation Globally**
- . 2020 Supply Chain Management Project**



This is IMD

We are looking forward to the future with confidence!

- The world is full of opportunities (BRICs in particular!)
- We work more proactively with the very best companies in the world
- And the full support from our key clients, staff, faculty, and alumni



This is IMD