"Management education is critical for building the capabilities that companies and other organisations need in order to adapt to changes in their environment. Just as digital is disrupting other aspects of business and society, so too it is impacting executive development. While the case for high-quality, in-person education for top executives remains strong, at INSEAD we are also embracing the exciting new possibilities created by digital.

Online programmes give busy executives – for whom time commitments and rigid scheduling are a continual challenge – the flexibility to learn on their own schedule. Furthermore, organisations can benefit from the scale and speed of online education to give their employees the critical knowledge needed to formulate new strategies and execute organisational transformation.

Our online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning. INSEAD is among the top three Executive Education providers globally with a world-class faculty and an ability to deliver cutting-edge business content to an international business community. True to our pioneering spirit and tradition of innovation, in 2014 we started developing customised online programmes for leading global companies including Microsoft and Accenture. A tremendous success, our customised online programmes have now won numerous learning industry awards based on strong results for completion rates, for relevance, and for business impact across more than 20,000 executives.”

Peter Zemsky
Deputy Dean, Dean of Innovation
The Eli Lilly Chaired Professor of Strategy and Innovation
Thinking strategically is no longer a skill confined to senior leaders. It is now crucial for professional success across a wide range of roles and responsibilities.

The greater executives understand business strategy and financial performance, the better they are able to develop strategic agility in the face of disruption and make faster and smarter decisions. They will also be better equipped to help their organisations stay ahead of emerging opportunities, and drive the innovation initiatives needed to succeed in today’s more challenging markets.

Are you an executive – in any function, from production to IT – who is now being called upon to provide a strategic perspective on your organisation? Developing your ability to do so will allow you to better understand the drivers behind any organisation’s financial performance, and how to leverage that knowledge in your own specific areas of responsibility.

Do you work in corporate sales and advisory and need to understand your clients’ evolving business challenges? Developing a strategic mindset will improve your ability to act as a more effective partner for your clients, tailor your recommendations and clearly communicate your organisation’s distinctive value.

Business Strategy and Financial Performance is designed to give you the key tools and perspectives from strategy and finance to achieve these objectives. The programme will help you understand how a company’s strategic agenda can evolve, and how you can use that understanding to better identify opportunities for profitable differentiation. You will then learn how to use those opportunities to formulate an execution plan, drive organisational alignment and ultimately improve financial performance.

**KEY BENEFITS**

- Develop your ability to think strategically and see the big picture so you can align an organisation’s internal resources and capabilities with its evolving external environment.
- Learn to take a value-driven approach to navigating business decisions and driving sustainable competitive advantage.
- Understand the impact of management choices on company financials to develop a strategy execution plan for superior financial performance.

**PARTICIPANT PROFILE**

- High potentials looking to accelerate their development as business leaders.
- Executives in functions such as HR and IT looking to improve their ability to act as business partners within their organisations.
- Those responsible for B2B client relationships looking to deepen their customer understanding and to position themselves as strategic partners.

**PROGRAMME CONTENT**

The programme content is delivered over 7 weeks requiring you to work on multiple levels. Each week develops one part of the strategy and finance framework, addressing overall the three following topics.

**THE BIG PICTURE PERSPECTIVE**

Strategic thinking involves linking individual decisions and actions to the overarching organisational objective of enhanced, sustainable performance.

- Understand the key external forces that create opportunities and threats for a business by transforming the industry value chain, patterns of demand and competitive pressures.
- Explore the challenge of strategically positioning a business to create and sustain competitive advantage in a dynamic market.
- Meet the challenge of strategy execution by learning to align an organisation’s key activities and resources with its desired position in the market.

**THE VALUE APPROACH TO MANAGING A BUSINESS**

Effective strategic thinking capabilities are grounded in having a fundamental understanding of what drives financial performance, in terms of the ability of a business to create and capture value.

- Understand why it’s important for a business to create value for society by delivering products and services for which the customers’ willingness to pay exceeds the underlying resource costs.
- Learn how to make sure a business captures value by selecting attractive positions in the industry value chain and pursuing a distinctive value proposition.
- Develop decision-making skills to support sustainable value creation.

**THE FINANCIAL PERSPECTIVE ON STRATEGY EXECUTION**

The success of a strategy initiative can be measured by tracking key financial metrics. Sound strategic thinking abilities combine successful execution with superior financial performance.

- Develop an understanding of key financial statements to appreciate how a company’s strategy affects the bottom line.
- Explore financial metrics in more detail, learning how to create and deliver value for the customer.
- Learn how different management choices influence financials, with a focus on how better decision-making leads to superior performance.
ACTION LEARNING PROJECT (ALP)

Strategic thinking abilities and a grasp of key financial tools are critical to understanding the strategic agenda of any organisation in today’s shifting competitive landscape. Thinking critically and skillfully applying this understanding to your own business context will help you make powerful strategic recommendations and drive value for your organisation.

With this in mind, the Action Learning Project (ALP) will give you the opportunity to practise applying your learning to your own business context. The ALP will take you on a step-by-step journey to develop a big picture strategic view to tackle a business challenge. You will be able to identify concrete opportunities to enhance the strategy, improve organisational alignment and ultimately drive financial performance.

Typically the ALP involves a variation on one of the following:
1. You will apply the concepts from the programme to a strategic initiative that you are currently working on. You will be able to understand how it relates to your organisation’s strategic direction, and subsequently design a strategic plan for this initiative, to drive superior performance.
2. You will use the tools and frameworks from the programme to understand a client’s strategic agenda and propose how your organisation’s offerings will further enhance the value proposition and drive financial performance.

Working with the learning coach, you will design an ALP that is right for your personal learning objectives. For those attending the programme with colleagues from the same organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

LEARNING COACH

Learning coaches, led by INSEAD alumni, are available throughout the programme to help participants achieve their learning objectives, as well as help move the discussion forward and exchange ideas with them. Experienced and successful business professionals from diverse industries, our learning coaches are content experts who guide the participants in their learning journey, especially their Action Learning Project (ALP), to bring the learning alive in the participants’ business context. They work closely with the participants and help them design an ALP that focuses on their personal development goals, provide feedback and keep them moving in the right direction.

ALP OBJECTIVES
• Apply programme concepts to develop a big picture perspective of your organisation while understanding how your role or function fits into this holistic view.
• Use the value approach to propose a compelling forward-looking strategy to tackle a key business challenge.
• Back up the execution plan of your recommended strategy with a convincing financial evaluation.

There are 3 phases to the ALP process:
First, you will agree on the scope of your ALP with the learning coach, to make sure it aligns with the learning objectives of the programme and culminates in a concrete goal.
Second, in each of the 7 content weeks, you will apply the tools and concepts from that week to your ALP.
Third, in Week 8, you will synthesise elements from your weekly submissions to propose a concrete strategic recommendation, and submit it for peer review in Week 9, the final week of the programme. All participants will review 2 to 4 other submissions and provide peer feedback.

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Business strategy for turbulent times</th>
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<tbody>
<tr>
<td>• Understanding what strategy is really about</td>
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<td>• Ensuring fit with a dynamic external environment</td>
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<td>• Examining performance differences within and across sectors</td>
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<td>• Meet the challenge of market turbulence and disruption</td>
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<th>Week 2</th>
<th>Follow the value</th>
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<td>• The challenge of creating and capturing value</td>
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<td>• Balancing willingness to pay and resource costs</td>
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<tr>
<td>• Willingness to pay in B2B and B2C settings</td>
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<td>• Drivers of market size</td>
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<th>Week 3</th>
<th>Capturing value</th>
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<tr>
<td>• Who captures value and how much?</td>
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<td>• Value chain dynamics</td>
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<th>Week 4</th>
<th>Measuring investment and strategic performance</th>
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<tr>
<td>• Balance sheet: Strategic initiatives and investments</td>
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<td>• Revenues: Value to the customer</td>
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<td>• Expenses: What it takes to deliver value</td>
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<td>• Putting it together: Return on invested capital (ROIC)</td>
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<th>Week 5</th>
<th>Management choices and their impact on financials</th>
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<tr>
<td>• The difference between cash flow and earnings</td>
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<td>• Expensing versus capitalising cash flows and their effect on ROIC</td>
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<tr>
<td>• Management choices that influence the numbers</td>
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<td>• Statement of cash flows</td>
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<th>Week 6</th>
<th>From threat to opportunity</th>
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<td>• Crafting your value proposition</td>
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<td>• Aligning your activities with your value proposition</td>
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<tr>
<td>• Driving competitive advantage through added value</td>
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<td>• Threats to competitive advantage</td>
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<th>Week 7</th>
<th>Meeting the challenge of strategy execution</th>
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<td>• Aligning value, activities and resources</td>
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<td>• Rethinking your strategy process for agility</td>
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<td>• Balancing strategic agility and long-term stability</td>
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<td>• Strategic partnerships fuelling growth</td>
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“Having done online courses previously, I wasn’t sure what to expect, but this programme exceeded my expectations! The content was engaging, relevant and well varied. The professors that led the programme were excellent - both very knowledgeable and charismatic public speakers, littering their lectures with many modern day examples. I feel like I’ve built transferable skills in both strategy development and financial analysis which will be very relevant to my job.”

Dominic Pia
Accenture, Public Sector Strategy Manager
Past Participant, Business Strategy and Financial Performance
THE INSEAD ONLINE LEARNING EXPERIENCE

1. LEARN

HIGH-IMPACT LEARNING EXPERIENCE

Through outstanding design and delivery, INSEAD's online programmes build upon our world-class faculty’s ability to convey very complex concepts in the simplest yet most comprehensible way.

- Content designed specifically for the online format, including short high-impact videos
- Professional, television-quality filming in INSEAD amphitheatres with actual participants
- Use of relevant and engaging examples and short case studies from a wide range of industries.

2. INTERACT

MULTI-DIMENSIONAL INTERACTIONS WITH PEERS, FACULTY & A LEARNING COACH

The video lectures are complemented by a rich set of interactive elements, including short quizzes, simulated exercises, online discussions and personal reflections. Through these interactions, we build a community of faculty, learning coaches and diverse, high-quality global executives who learn together as a group - one of INSEAD’s strengths.

- A mobile-friendly learning platform built to maximise interaction and engagement
- Faculty answering participants’ questions during the programme via live calls and just-in-time videos
- A learning coach guides participants through the programme, simulating content discussions and helping them with their learning.

3. APPLY

REAL-TIME APPLICATION FOR IMMEDIATE IMPACT

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.

4. CERTIFICATION

OFFICIAL RECOGNITION FROM INSEAD

Upon successful completion of all programme activities, combined with satisfactory grades on the final assignment, participants are awarded an official Certificate of Completion from INSEAD, which they can also showcase on their LinkedIn profile.

The top performers receive a Certificate with Distinction.
YOUR WEEKLY LEARNING JOURNEY

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 programme content is delivered over 5 to 7 consecutive weeks, followed by 2 weeks to finish project work and engage in peer review. Each week of content follows a very clear path to facilitate learning for busy executives.

The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions. The 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 3–5 hours per week.

ONE WEEK: ~3-5 HOURS IN TOTAL

Video lectures: course fundamentals

Discussion Forums

Cases & Exercises

Action Learnings Projects (ALP) for individuals or for teams

Videos lectures: examples from various industries

Readings

Quizzes

Peer Review

1-2 hours

~1 hour

1-2 hours
FAQs

HOW DO I APPLY AND WHAT IS THE SELECTION PROCESS?
Similar to our face-to-face programmes, we have an application and admission process in place for our online programmes to ensure a diverse and motivated group of participants for a rich learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfills the requirements and any pre-requisite request for the programme. The Admissions Team will then confirm if you are accepted to the programme.

HOW MUCH TIME SHOULD I EXPECT TO DEDICATE TO THE PROGRAMME EVERY WEEK?
The programme should take approximately 3-5 hours per week. You 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 1-2 hours per week in applying the fundamental concepts in an action learning project to understand their relevance to your everyday work.

WHAT IS THE WEEKLY LEARNING RHYTHM DURING THE PROGRAMME, OR CAN I 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, you can login any time at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

WHAT IS THE ROLE OF THE LEARNING COACH?
At INSEAD, you 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 I 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 your thoughts in the discussion forums in the platform from time to time and answer your 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 I 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 fulfill a certain minimum criteria to earn the certificate of completion.

WILL I RECEIVE UPON COMPLETION OF THE PROGRAMME?
Upon successfully completing all the programme requirements in time, you will receive an official Certificate of Completion from INSEAD, which you can also share with your network on LinkedIn. The top performers will receive a Certificate with Distinction.

I WORK FOR A COMPANY OR ORGANISATION THAT 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. 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.

For more details, and additional FAQs, please refer to our website: www.insead.edu/executive-education/open-online-programmes/business-strategy-and-financial-performance-faqs