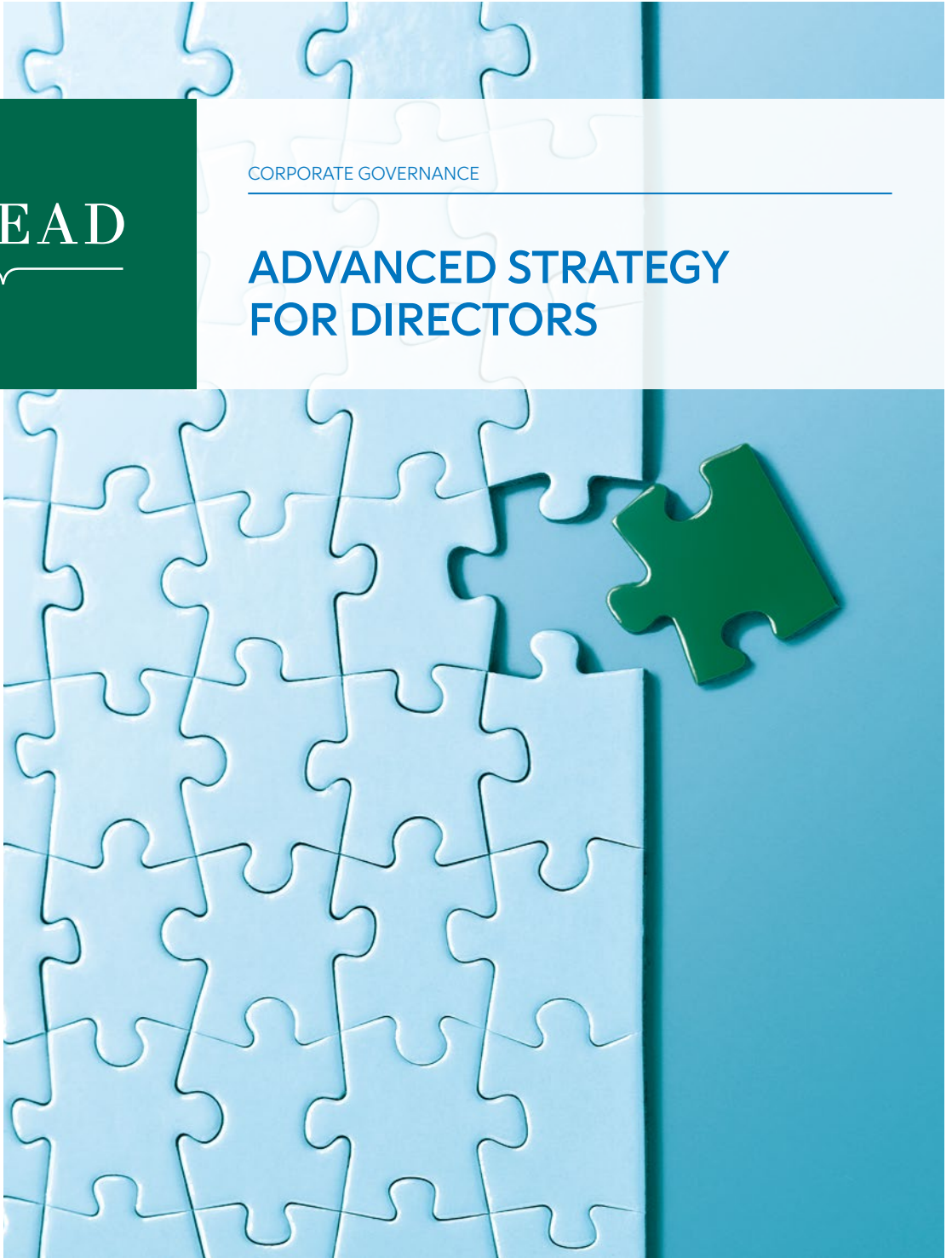


The INSEAD logo is displayed in white, serif, all-caps font on a dark green rectangular background. A thin white horizontal line is positioned below the text.

INSEAD

CORPORATE GOVERNANCE

ADVANCED STRATEGY FOR DIRECTORS



ADVANCED STRATEGY FOR DIRECTORS

The changing nature of governance in the global business economy means today's directors and their boards must rethink the way they view and address strategy.

Strategy has become a greater concern for boards, thanks largely to its close link to competitiveness and sustainability – both of which have become harder to achieve in today's turbulent and hypercompetitive business environment. Strategy is also tied to another important board concern: risk management, which can be defined as anything that prohibits strategy goals from being attained.

Strategy competencies have changed from a "nice to have" to a fundamental requirement for all directors, to ensure the board fulfils its expected role. Digitalisation only adds weight to this new requirement, which in earlier days was filled by a few directors, or by executives and consultants. However, strategy is not something that can be delegated solely to executives – even when they typically play a major role in proposing, executing and evaluating strategies.

PROGRAMME DIRECTORS



Karel Cool

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The development of strategic competencies is also not limited to board members of global companies. As will be explained in the programme, the more global the world, the more local matters – and the more local companies need a global strategy.

Equally, global companies need to tailor their strategies to the national contexts in which they aim to create, deliver and capture value. The digital revolution should result in a flatter competitive arena.

Turbulent and dynamic environments, competition from companies in faraway and emerging markets, limits imposed by organisational structures in established companies, and opportunities provided by technological breakthroughs in digital have raised the stakes of the strategy discussion. They have also rendered it more complex, and changed its nature altogether. Porter's notions of barriers to entry and value protection have given way to a borderless world and value erosion.

The complex forces shaping the new global world have a direct impact on the board's agenda and on the decisions that boards need to make. Boards need to take greater responsibility for their organisation's course in this new global environment, which offers great challenges but also new opportunities, and where the usual distinction between local and global has fundamentally altered.

Through its Corporate Governance Centre, INSEAD's Advanced Strategy for Directors programme aims to deepen directors' understanding of the complexities of this new business landscape. A dynamic mix of lectures and discussions enables participants to review and explore key issues such as the impact of digital technology on strategy and organisations, and on the role of the board. Role playing allows directors to practise formulating, implementing and evaluating strategies in a board environment.

PARTICIPANT PROFILE

- Directors, executives and shareholders interacting with boards in the formulation and oversight of strategy
- Members of the INSEAD Directors' Network, which is made up of former participants of the International Directors Programme (IDP) and the IN-BOARD programme
- Master in business administration (MBA) Alumni with board experience (board members, C-suite executives and professionals working with boards)

By developing their strategic competencies in such ways, directors – both executive and non-executive – will be better able to help their organisations mitigate risks and capitalise on opportunities.

Most of the content presented in this programme has been developed by the INSEAD faculty and is unique, even though it deals with generic and vital issues affecting every organisation.

KEY BENEFITS

- Deepen your understanding of the strategic challenges brought about by today's global environment (from both internal and external perspectives)
- Review and explore how boards, in collaboration with executives (and consultants), can play a role in anticipating and overcoming such challenges
- Engage with topical issues such as the growing impact of digital technology on strategy and organisations, and on the role of the board
- Practise formulating, implementing and evaluating strategies in a board environment
- Develop your strategic competencies as a director.

PROGRAMME CONTENT

The programme is built around a few major themes:

- Understanding the necessity of constructing competitive advantage, particularly in today's turbulent global environment
- Reviewing the key questions of disruption and substitution, the role digitisation holds in relation to these, and opportunities for building critical mass in these new environments
- Recognising the growing importance of an organisation's ecosystem and dynamics, and their implications for profit opportunities
- Deepening our understanding of the changing nature of the business environment, with an emphasis on the global and digital transformations of our world
- Examining the implications of these contextual changes for organisations and their strategies, and conversely recognising the constraints such contexts impose on strategy
- Reviewing the processes required for boards to address these issues effectively.

Profit dynamics in industries and industrial ecosystems

Industries have been modelled on relatively stable contexts and structures characterised by a long-term profit potential. This thinking gives rise to perceived attractive and unattractive industries. However, the volatile mix of new entrants with more efficient or new business models, the growing willingness and ability of newer economic firms to challenge incumbent leaders, and the more complex power dynamics in supply chains are constantly creating profit challenges and opportunities. This first session of the module provides models and tools to help board directors navigate the strategy field in ecosystems where circular dependence among firms makes the task more complex than in more linear and less interdependent environments.

Constructing competitive advantage

Identifying new value opportunities is an essential part of the search for competitive advantage. Once such an opportunity has been imagined and formulated, many questions remain: How solid are first-mover advantages? Can the opportunity be pre-empted? Are there significant imitation advantages for later movers? Will the innovator be able to capture the value of the innovation? Or can a more efficient and faster player offer a similar offer and push the first mover into a corner? While value creation opportunities are in constant flux, the mechanisms for establishing competitive advantage are relatively unchanging. This session discusses these mechanisms.

Substitution, disruption and digitisation

Today, the retail sector is perhaps the most visible example of the havoc that substitution-cum-digitisation can accomplish. However, such dramatic industry restructuring is not new, and has been seen in many settings: Netflix decimated Blockbuster Video and many other incumbent media leaders, and Expedia and Priceline/Booking.com have changed the world of travel reservation. Substitution has the power to redraw industry lines, leave incumbent leaders seemingly powerless, and create unparalleled opportunities for firms that know how to exploit this force. FinTech efforts in the financial services industries have a similar impact. This session helps board members reflect on how to anticipate and reflect upon the vagaries and opportunities of substitution and disruption. It zooms in on the opportunities and challenges of substitution, models that predict the impact on firms and markets, and possible responses for incumbents.

ADVANCED STRATEGY FOR DIRECTORS (CONTINUED)

Platforms and ecosystems: Building critical mass

Success and failure in ecosystems tend to occur much faster than in traditional linear supply chains, due to the circular dependencies among firms. The fate of Blackberry, Nokia and Motorola in the mobile phone industry are acute reminders of this. As there is less time to strategise about next moves in ecosystems, firms – and their board members especially – need to be keenly aware that the competitive game is fundamentally different. When very well designed, executed and defended, platforms and critical mass create quasi-monopolies with vast profit consequences (eg Google, Baidu). At the same time, critical mass is unstable and can unravel, providing stunning and painful reversals (eg Yahoo, Netscape); success may be very location-specific and not repeatable in other regions (eg eBay); and different, often more aggressive executives lead the charge. This session addresses several questions related to creating and winning in eco-systems: When can one expect conditions for critical mass and “winner-take-all” competition to be present? What are the key decisions and metrics to keep in mind when watching or advising on a critical mass battle? How does one establish whether critical mass is temporary or long-lived? What strategic options does a firm have if it does not reach critical mass? When should a firm call it quits? When should it declare victory?

“Outside-In”:

The changing nature of the business environment

Having examined the fundamentals of strategising, we now turn to novel aspects of strategy in the modern world. This session explores how the outside world – the organisation’s environment – shapes the company’s business strategy and impacts the company’s performance, and what this means for the board of directors. The significance of the outside world to strategy has grown so much that the famous question “What business are we in?” has become tantamount to “What environment are we in?” We examine the various implications of this, including how traditional multinationals are losing ground to local companies, and how global innovation – which has become the new normal – is affecting strategy and therefore board discussions about strategising.

“Inside-out”:

The influence of the organisation on strategy and on its environment

In our second “macro” session, we turn inside the company and examine how the organisation (structure, culture, politics) impacts the company’s performance. It is crucial to recognise that the organisation sways the execution of a strategy (which is well known), but also – and this is less recognised – how an organisation, with its structure and culture, shapes the formulation of strategy. This means the organisation needs to be changed before a new strategy is formulated, let alone executed. Finally, we end with the grandest of ambitions: how a company can change the outside world – in particular, its business environment.

Strategy making in an emerging digital world.

In today’s global and digital world, companies face the challenge of reinventing their strategies. Given how organisations and their (digital) environments shape the formulation of strategy, it is increasingly necessary to change the organisation before a new strategy is formulated, let alone executed. We will use several examples of companies facing digital disruption to reflect on the relationship between strategy, the organisation and its environment. Finally, we will explore the ways in which a company may impact the environment with its strategy, whether through breakthrough products (iPhone), innovative business models (Uber), choice of technology (reducing pollution), or capital allocation (corporate social responsibility and sustainability initiatives). We will also examine the role of the board in the strategy-making process.

Strategy as process.

A strategy is only as good as the process followed in debates about the formulation of strategy and about its execution. Obviously, the strategies delivered must be value-creating and sufficient value must be captured. For the board, this means not only setting the overall strategic direction of the firm and the strategy to be followed, but also supervising and contributing to the strategy’s successful execution, knowing when the strategic course ought to be altered and adapted. By comparing successful and unsuccessful strategy processes, we explore how the board can ensure that a well-structured process is in place, and that sufficient attention is devoted to the development, monitoring and adaptation of the organisation’s strategy.



THE INSEAD CORPORATE GOVERNANCE CENTRE

INSEAD'S DISTINCTIVE CONTRIBUTION TO GOVERNANCE

The INSEAD Corporate Governance Centre (ICGC), launched in 2010, undertakes cutting-edge research and teaching tailored to the needs of boards and those who serve on them. It is designed to foster a global dialogue on the challenges facing board members in an international context and to identify and support new research that addresses these challenges. The ICGC combines faculty expertise and institutional visibility around a mission that combines three inter-related dimensions.



TEACHING

Developing directors' skills and knowledge through education



RESEARCH

Influencing business practice through rigorous investigation and analysis



OUTREACH

Ensuring relevance through ongoing discussion of the challenges boards face

A CROSS-DISCIPLINARY INSEAD RESEARCH AGENDA

The ICGC shifts INSEAD's traditional research focus from management to governance – with two fundamental questions:

- How do board members add value to the corporations they serve?
- What are the effective governance mechanisms and cultures that ensure effective board functioning?

INSEAD's research in this field is designed to be cross-disciplinary and global, spanning all regions and cultures. Its activities harness and enhance INSEAD's expertise in multiple disciplines – including accounting, finance, economics, strategy, risk management, entrepreneurship,

family governance and corporate social responsibility – to offer a comprehensive and sustainable response to the challenges of corporate governance.

The ICGC also develops innovative teaching materials on the fundamental issues faced by international directors, including case studies, simulations and 360-degree feedback instruments specifically designed for board members.

LEVERAGING INSEAD'S INTERNATIONAL PERSPECTIVE AND REACH

The ICGC brings a truly global perspective to all its activities. INSEAD has a distinct advantage in this respect, offering the opportunity to study governance from a truly international perspective, both on an intellectual level and through the multicultural diversity so typical of its classrooms. The international composition of INSEAD's programmes, both in terms of faculty and participants, makes them a unique source of exchange, observation, learning and networks.

The ICGC has developed many ways for INSEAD, its faculty and participants to shape a unique global vision for board effectiveness that takes into account the various regional contexts within which directors evolve. These include the its presence on INSEAD's campuses in Europe, Asia and the Middle East; and the development of strategic partnerships with directors' institutes in Europe and Asia (ecoDa: The European Confederation of Directors' Associations, Institut Luxembourgeois des Administrateurs and the Singapore Institute of Directors) and with academic institutions further afield for example, Stellenbosch University in South Africa).

IMPACT IN THE BOARDROOM: EDUCATION AND DIALOGUE TO PROMOTE THE HIGHEST STANDARDS OF PROFESSIONAL CONDUCT


The INSEAD Corporate Governance Centre also provides opportunities to share its groundbreaking insights through regular INSEAD Governance Meetings. These events bring together a select group of board members, regulators and academics from around the world – united in the conviction that advances in the understanding and practice of corporate governance are most likely to occur in a cross-disciplinary environment.

"Our responsibility at INSEAD is to review board practices across the world in order to promote performance with accountability. Over time, this will build greater trust among the public that business is a strong force for improving our societies. Having contributed to educating international managers for over 50 years in our MBA and Executive Education programmes, INSEAD stimulates best international practice in the boardroom."

Ludo Van der Heyden

Co-Director of the International Directors Programme

CALENDAR 2017–2018

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL (Applicable to all sessions)
Advanced Strategy for Directors	2–6 July 2018		5 days	€9,500	– Board-Level – C-Level

 France

PRACTICAL INFORMATION

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Visit our website: www.insead.edu/executive-education/corporate-governance/advanced-strategy-directors

APPLICATION PROCEDURE

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants' levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably six weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

Note: All our open programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

TUITION FEES*

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

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

INSEAD does not discriminate on the basis of race, gender, sexual orientation, religion, national or ethnic origin, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programmes, or employment or other INSEAD-administered programmes.

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