

INSEAD

CORPORATE GOVERNANCE

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# INNOVATION AND GROWTH PROGRAMME



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Digital technologies are transforming every industry, redefining competition and blurring sector boundaries. As more organisations embark on systematic, data-driven, end-to-end digital transformation journeys, their leadership needs are fast evolving.

Increasingly, such enterprises seek directors with the strategic capabilities to guide the re-engineering of the entire organisation. This could include finding new ways to innovate, leveraging digital marketing tools for engagement, developing customer and market insights, and designing new organisational structures to boost entrepreneurship and growth.

Directors must also be able to understand the complexity of governing in a fast-changing world that is driven by digital disruption and speed. They must be able to help the board anticipate and overcome challenges that arise from navigating this new landscape.

Through its Corporate Governance Centre, INSEAD's **Innovation and Growth programme** aims to better equip directors with the strategic capabilities to direct in such an environment.

Through lectures and discussions, participants will enhance their understanding of the impact of digital technology on strategy formulation and execution. They will explore how advances in emerging technologies such as blockchain, 3D printing and big data may ultimately affect their enterprise. They will also consider strategic questions such as the critical role networks and platforms play in innovation and growth, and in partnerships and alliances.

By developing their strategic skills in these ways, directors – both executive and non-executive – will be better able to help their companies expand market share and drive corporate performance.

## KEY BENEFITS

- Deepen your understanding of the strategic challenges brought about by the new world order (from both an internal and external company perspective)
- Engage on topical issues such as the growing impact of digital technology and sustainability on strategies and the board
- Discover how the board, in collaboration with executives (and consultants), can play a role in anticipating and overcoming these digital challenges
- Practice strategy formulation, implementation and evaluation in a board environment
- Develop your strategic capabilities as a director

## PROGRAMME DIRECTORS



**Jean-Claude Larréché**

*Emeritus Professor of Marketing  
The Alfred H. Heineken Chaired Professor of Marketing  
Author of The Momentum Effect*



**Andrew V. Shipilov**

*Professor of Strategy  
The John H. Loudon Chaired Professor of International Management*

## PROGRAMME CONTENT

This programme focuses on strategic questions centred on innovation and growth, with content tailored to the needs of directors. It starts with a presentation of a Digital Transformation framework that links cutting-edge technologies (augmented reality/virtual reality, blockchain, 3D printing and big data) and company strategy. We will then explore a Blue Ocean Strategy (BOS) framework, which allows a systematic approach to developing customer and market insights.

Participants will be asked to exercise their discovery skills as members of a board that is facing innovation and growth challenges.

An important task of board members is to assess and stimulate the ability of the firm and its executive team to generate sustainable value growth. Based on research into the so-called Momentum Effect, two complementary avenues to quality growth will be discussed. The first avenue is a pragmatic roadmap promoting three key capabilities: discovery, power offers and engagement. The second is the development of ambidextrous leadership talents.

The programme ends with an examination of the critical role that networks (and platforms) as well as alliances play in innovation and growth, using the Network Advantage concept.

The Digital Transformation and BOS frameworks, Network Advantage and Roadmap to Quality Growth tools have been developed by INSEAD faculty.

### Day 1

Participants meet for an introduction to the programme and each other. They will then learn how to evaluate the potential of new technologies and explore the Digital Transformation framework and what it means for a firm's strategy. This is followed by dinner, where participants exchange on innovation and growth challenges that go beyond profiting from technological change.

### Day 2

Identifying Opportunities for Innovation: Blue Ocean Strategy

- Review the recurrent quest for differentiation and low cost
- The Blue Ocean Strategy approach: language, tools, process and value
- Explore challenges and opportunities offered by the framework at director and executive levels.

From Innovation to Quality Growth 1: The Roadmap

- Synchronising the 3 sources of value creation: external customers, internal customers and self
- Engagement: the key driver of quality growth in the Millennial era
- Power offers: what is required to create sustainable engagement?
- Discovery: the leadership mindset for quality growth.

### Day 3

From Innovation to Quality Growth 2: Developing Ambidextrous Leadership Talents

- Practising the Roadmap to Quality Growth with the DiG (Discovery, Innovation and Growth) simulation
- The dynamics of quality growth
- Aligning customer value and business value creation
- Balancing the discovery mindset and the execution mindset. The Growing Role of Networks, Platforms and Alliances in Innovation and Growth
- The Network Advantage: theory, concept and evidence.

Final discussion: review your learning and plan follow-up director actions.

## PARTICIPANT PROFILE

- Board members
- C-suite executives
- Professionals working with boards.

### Confidentiality requirements

The programme is held under the Chatham House Rule, meaning classroom discussions remain in the classroom. Participants share ideas, concepts, tools, frameworks and experiences with outsiders in such a way that individuals or organisations cannot be identified.

# 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



INSEAD Asia campus in Singapore



INSEAD Middle East campus in Abu Dhabi



INSEAD Europe campus in Fontainebleau

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FULL CAMPUSES  
ACROSS EUROPE,  
ASIA AND  
THE MIDDLE EAST

## CALENDAR 2018–2019

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL (Applicable to all sessions)
Innovation & Growth Programme	9–11 October 2018	France	3 days	€7,250	<ul style="list-style-type: none"> <li>– Board-Level</li> <li>– C-Level</li> <li>– Experienced General Manager</li> </ul>

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

France

# PRACTICAL INFORMATION

## CONTACT US

For further information on **Innovation & Growth Programme**, contact:

### INSEAD Europe Campus

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Visit our website:

## 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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