Strategy in the Age of Digital Disruption (featuring new videos and content)
OPEN ONLINE PROGRAMMES

Strategy in the Age of Digital Disruption

FOUR REASONS TO CHOOSE AN INSEAD ONLINE PROGRAMME

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.

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.

IN NUMBERS...

35,000+
Online programme participants since 2014

> 90%
Exceptionally high completion rates

85%
agree that they have gained new skills*

90%
of participants were satisfied*

73%
Believe an INSEAD Online Programme is more impactful than other online courses*

“Online learning is becoming a vehicle for transformation across organisations. For us, it is expanding the ways in which we can engage with companies. We have always had access to the top level. Now we can take INSEAD’s quality deeper into organisations.”

Mark Roberts
INSEAD’s Associate Dean of Executive Education and Chief Transformation Officer

*Based on a survey conducted in June 2019 with a sample from INSEAD Online programmes’ past participants
STRATEGY IN THE AGE OF DIGITAL DISRUPTION

In the last decade, digital has become part of almost every debate and discussion around strategy and often, the central focus. The reason is simple. Powerful and interconnected technologies today including the cloud and AI mean any business going through a digital transformation journey will be handed lucrative opportunities, but will also have to face dramatic threats.

The possibilities for new products, services and business models promise to substantially impact almost every sector of the economy even those where digital has already brought important changes.

And yet, although the long-term impacts of digital promise to be deep and far reaching, the path to this future for industries, companies and consumers is proving far from linear or predictable. Often claims of impending disruptions do not materialise, at least in the time frame or manner predicted.

A carefully considered, strategic response is invaluable in approaching digital transformation so that your business remains sustainable and agile in this ever-changing environment.

Strategy in the Age of Digital Disruption provides the strategic tools, concepts and perspectives that will allow you to develop a strategic response and to then align your organisation for effective strategy execution. It will support you in becoming more proactive in the digital domain, help you turn digital threats into opportunities, and allow you to leverage digital to create competitive advantage and enhanced performance.

KEY BENEFITS
• Demonstrate how digital is transforming the industry value chain, patterns of demand and competitive pressures that impact your industry
• Leverage digital to develop compelling value propositions that help you to turn a threat into an opportunity
• Execute on digital strategies by aligning key activities across your organisation with new value propositions and by balancing strategic agility for a digital world with the longer-term sustainability required to build key resources
• Gain an understanding of AI and its value creation power and explore key challenges in executing AI strategies
• Acquire insights directly from leading executives on how they are adapting to digital in their own organisations

PARTICIPANT PROFILE
This programme is a meeting place for two groups. It is designed for:
• Executives who are in leadership positions — of business units, products and functions — who need to better leverage digital in their current leadership activities
• Executives who already have deep expertise and passion for digital and whose roles and projects are becoming increasingly strategic for their organisations.

Strategy in the Age of Digital Disruption together, you will learn how to drive a strategic approach to digital opportunities in your organisations.

Given the strategic orientation of the programme, participants should typically have at least 10 years of professional experience.

This programme is eligible for the INSEAD Online Certificate: Leading in a Transforming World

PROGRAMME SYLLABUS
Delivered over 5 weeks, this programme will teach you how to use the power of digital to turn threats into opportunities and disruption into innovation.

Launch Week
Living in a Digital World

• Course introduction and logistics
• Waves of digital disruption and opportunity
• Digital industrial revolution
• Lessons from the original industrial revolution

Week 1
Getting FIT for a Digital Age

• What are the keys to effective strategy in a digital age?
• What does it take for traditional companies to adapt?
• Strategy as FIT
• From threat to opportunity
• Industry value chain
• What does it mean to be tech savvy?
• Understanding AI
• Digital Transformation

Week 2
Follow the Value

• Prioritising digital opportunities
• Emergence of sharing economy
• Value Creation and Value Capture
• B2B value creation
• Willingness-to-pay
• Social Value

Week 3
Competing with Value

• Achieving product-market fit with a compelling value proposition
• Driving a leap in value
• Value capture
• How can an organisation sustain superior value creation?
• Positive feedback
• Added value
• Competitive pressures
• Blue Ocean strategy
• Support functions in a digital age

Week 4
Executing on Digital

• How to execute on your digital strategy
• Strategic agility
• Data culture
• Resource accumulation
• Executing on AI strategies

Week 5
Seeing the Big Picture

• Company value chain
• Integrated case: key activities with links to value creation, resources and industry value chain
• Integration: AI Traps and Pitfalls
• Seeing the big picture
ACTION LEARNING PROJECT (ALP)

Understanding digital disruption and acquiring the critical strategic tools and frameworks provide the essential foundations for your digital transformation journey. Skillfully applying these acquired tools and frameworks to your own business context will be key to strategic success.

With this in mind, the Action-Learning Project (ALP) will give you the opportunity to practise applying your learning to your own business context. Working with the learning coach, you will design an ALP that is right for your organisation and your personal learning objectives. Typically, the ALP involves a variation on one of the following:

- Develop a new digitally enabled value proposition that responds to the disruptive dynamics in your industry
- Apply the tools and concepts from the programme to develop a strategic perspective on a specific project or initiative focused on leveraging new digital technologies
- Analyse and reflect on the impact of digital on your industry and organisation, and developing strategic options for your organisation to respond to digital disruption.

For those attending the programme with a group of colleagues from the same company or organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

There are three 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 end goal.

Second, in each of the five content weeks, you will apply the tools and concepts from that week to your ALP.

Third, at the end of the five content weeks, in Week 6, you will synthesise elements from your weekly submissions to propose concrete strategic recommendations for your organisation, and submit them for peer review. In the final week of the programme, Week 7, the peer review will take place, where every participant will review 2 to 4 other submissions and provide peer feedback.

ALP OBJECTIVES

- Apply programme concepts to take a strategic approach to digital disruption in your industry
- Explore strategies for transforming digital threats into opportunities for value creation
- Develop concrete strategic recommendations for your organisation.

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 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.
Take your Action Learning Project to the next level for unprecedented impact

You now have the option to choose the Premium Journey for this programme and deliver an entirely new level of impact – for your organisation and your professional development.

The Premium Journey gives you the chance to take your INSEAD Action Learning Project much further. Working closely with your learning coach throughout the programme, you will fully customise your project around a specific need, challenge or opportunity that you or your organisation are facing.

The journey begins with a phase of conceptual learning, during which you will formulate a plan for applying the concepts through your Action Learning Project, supported by in-depth conversations with your learning coach. This is followed by a phase of experimentation where you will iteratively implement your Action Learning Project in your organisation, assess results and adapt as needed. Your learning coach will continue to support you during this phase, acting as a sounding board to reflect deeply on what works, what doesn’t work and why.

By the end of your Premium Journey, you will be ready to deliver a robust, tested and validated plan for action – to create unprecedented value and impact for you and your organisation.

KEY BENEFITS:
• Flexible; extended time to learn and apply concepts
• Deeper-focused conversations with your learning coach as you experiment, iterate and adapt your Action Learning Project over time
• A concrete and validated action plan to create significant impact in your organisation

HOW WILL YOUR PREMIUM JOURNEY DIFFER FROM THE STANDARD LEARNING JOURNEY?

<table>
<thead>
<tr>
<th>Standard</th>
<th>Premium</th>
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<tbody>
<tr>
<td>Touchpoints with an INSEAD Learning Coach</td>
<td>Limited</td>
</tr>
<tr>
<td>Action Learning Project</td>
<td>Coaching Guidance on ALP</td>
</tr>
<tr>
<td>Duration</td>
<td>5 weeks to formulate (+2 weeks to finalise)</td>
</tr>
<tr>
<td>Pace</td>
<td>Accelerated</td>
</tr>
<tr>
<td>Access to programme content</td>
<td>6 months from start date</td>
</tr>
<tr>
<td>Price</td>
<td>€1,500</td>
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</tbody>
</table>

To learn more, contact the programme advisor to find out how to upgrade your learning experience at INSEAD. And prepare to take your impact to an entirely new level.
YOUR ONLINE LEARNING JOURNEY

An INSEAD Online programme’s content is usually delivered over 5 or 7 consecutive weeks*, followed by 2 weeks to finish project work. Each week of content follows a very clear path to facilitate learning for busy executives.

1-2 HOURS

WHAT DOES A TYPICAL WEEK ON AN INSEAD ONLINE PROGRAMME LOOK LIKE?

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

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 4-6 hours per week*.

1 HOUR

Discussion Forums

Cases & Exercises

Readings

1-2 HOURS*

Videos lectures:
examples from various industries

Video lectures:
course fundamentals

Quizzes

*Depending on the programme, the duration is either 5 or 7 weeks of content + 2 extra weeks to complete project work.

*Working on the Action Learning Project (ALP) may require up to two additional hours/week.
Tell us more about yourself and your current position.
I am an ‘entrepreneur in residence’. What I typically do is help organizations start-up new businesses, expand and move into new markets using digital technology. My background is in computer science and I hold a MSc in engineering combined with an MBA. I have worked with companies of all sizes, including many tech start-ups. Now, I am helping Talent – a leading cable broadband provider in Belgium, and a subsidiary of Liberty Global – develop their Internet of Things business strategy.

What attracted you to the Strategy in the Age of Digital Disruption programme?
I love learning and to continuously improve my professional skills. My 3 main learning objectives this year are to increase my understanding of digital business strategy, explore the impact of exponential technologies on society and strengthen my knowledge on design thinking. To deepen my strategy skills, I looked at several options and then decided to follow Strategy in the Age of Digital Disruption. I’ve always held INSEAD in high regard, so this course seemed ideal.

Were your expectations met?
I was very impressed with it all. The programme gives you tools for clearly and quickly conveying your strategy – in just a few slides. I took away tools I can use a lot in my day-to-day work and in my frequent meetings with business leaders and senior management. So while the programme was strategic in nature, it was also providing tangible tools to help you execute a strategic plan. Another plus was that the timing meant I could fit the programme into my schedule over six to eight weeks. The Strategy in the Age of Digital Disruption programme perfectly brings together strategy formulation and execution – something that is missing from most other curriculums of strategy courses.

How did it compare with other online courses you have taken?
Other online courses I have taken were very ‘one way’. I like courses where you learn something and then do exercises – one cannot go without the other. INSEAD offered an excellent combination, with a practical exercise to go with each lecture. The learning pace was good and I liked the fact that the course was very hands-on. You had deadlines for projects, but it was possible to work at your own pace, sometimes studying in the morning and sometimes in the evening. As an entrepreneur and father of two kids I needed to have that freedom and flexibility. Also, I was very impressed with the added value of the learning coach.

What were the highlights of the programme for you?
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What were the highlights of the programme for you?
The help I got with positioning. I felt I was listened to and challenged on what the strategic scenarios were, and we also covered new areas and business lines as well as how to position yourself in the value chain, and the pros and cons. The whole exercise really pushed my thinking forward. It’s during such moments that you achieve a breakthrough. On another note, I also enjoyed the energy of Peter Zemsky on the course and his interaction and engagement with the participants especially on social media.

Was the Action-Learning Project (ALP) useful?
My ALP was a real strategy exercise for one of my clients. I work with the strategy and new business department and we wanted to move into a new business area, so I based my project on that. The course helps you to bridge the world of business with the area of digital disruption and provide you with concrete tools and processes to be able to communicate our strategy effectively to senior management. So my project enabled me to develop a digital strategy framework and explain the business value, risks, opportunities and tangible plan – in just 15 slides.

Would you consider doing another INSEAD online programme?
Definitely. And I now also find the idea of doing an executive course at INSEAD itself very attractive. I think this is part of the value that the online programmes deliver – they open the door to people also doing programmes on campus.

What would you tell someone interested in doing Strategy in the Age of Digital Disruption?
‘It’s a no-brainer, just do it!’ Seriously, it will help you to quickly develop a story that you can sell internally in your company, in a language that people will understand. If you want to get ahead in your career, you have to be able to communicate in a very structured and comprehensive manner. The programme will help you to do just that – that’s the beauty of it. There’s no complicated technical digital stuff and it’s very efficient. Learning the skills to convey something complicated in a simple and structured manner – which the programme helps you do – that’s a great asset for your career.

Roald Larsen reveals how the Strategy in the Age of Digital Disruption programme helped him bring together strategy formulation and execution, and gave him the tools to communicate his ideas more effectively when presenting to a C-level audience.
INSEAD ONLINE CERTIFICATE: LEADING IN A TRANSFORMING WORLD

TWO YEARS TO COMPLETE YOUR CERTIFICATE AND BUILD YOUR LEADERSHIP SKILLS FOR A TRANSFORMING WORLD

The INSEAD Online Certificate: Leading in a Transforming World is a formal recognition of continuous professional development in the leadership skills needed today to succeed in a transforming disruptive landscape.

The certificate allows you to strategically plan your development needs at a pace that fits your career progression and financial investment. Simply complete three programmes over a two-year period.

To help support you finance this investment in your professional development, you will benefit from a 40% reduction fee upon your enrolment on the third programme.

WHY CHOOSE THE CERTIFICATE?

1ST CLASS EDUCATION

The INSEAD Online Certificate provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and acquire the essential skills needed to succeed in a transforming world.

HIGH IMPACT

Focusing on maximum business impact, the INSEAD Online Certificate enables you to apply your learning within the context of your actual job and organisation. You will complete carefully crafted Action Learning Projects (ALPs) on every programme, while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.

100% ONLINE

Designed specifically for busy executives and teams, INSEAD Online programmes give you the flexibility to develop your skills at your own pace through an innovative platform, and a rich blend of content - including videos, quizzes, reflections and discussions - tailored for the online format.

HOW TO GET STARTED

ASSESS YOUR NEEDS

Talk to our experienced programme advisors for a personal assessment and identify the skills that you would like to develop or reinforce. Build your personalised learning development plan under the close guidance of our team of advisors.

BUILD YOUR DEVELOPMENT PLAN

Select and attend 3 programmes over a period of 2 years.

To obtain the INSEAD Online Certificate: Leading in a Transforming World, you must complete 1 mandatory core programme and 2 programmes of your choice.

Please refer to our website for the full list of eligible programmes: https://www.insead.edu/executive-education/insead-online-certificate-leading-transforming-world

ENROL IN YOUR FIRST PROGRAMME

To register your interest and enrol in the online certificate, please contact one of our Programme Advisors below on ioc_contact@insead.edu

BENEFIT FROM A 40% REDUCTION ON THE THIRD PROGRAMME

Upon your enrolment on the third programme, you will benefit from a 40% reduction fee.

CONTACT US

Rong Cheng LEE
Programme Advisor
Tel: +65 6681 5492
Email: ioc_contact@insead.edu

Trevor LAY
Programme Advisor
Tel: +65 6591 5325
Email: ioc_contact@insead.edu
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 fulfils 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 4-6 hours, and potentially may entail up to 2 additional hours/week to complete Action Learning Projects (ALPs). 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 2-3 hours per week in applying the fundamental concepts in an ALP to understand their relevance to your everyday work.

WHAT IS THE WEEKLY LEARNING RHYTHM DURING THE PROGRAMME? DO I NEED TO BE ONLINE AT SPECIFIC TIMES 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 fulfil a certain minimum criteria to earn the certificate of completion.

WHAT DO 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/digital-transformation-innovation/strategy-age-digital-disruption-faqs
OPEN ONLINE PROGRAMMES

DISCOVER ALL INSEAD OPEN ONLINE PROGRAMMES

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>LOCATION</th>
<th>LENGTH*</th>
<th>FEE**</th>
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<tbody>
<tr>
<td>Building Digital Partnerships and Ecosystems</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500†</td>
</tr>
<tr>
<td>Business Strategy and Financial Performance</td>
<td>Online</td>
<td>7 weeks</td>
<td>€1,800†</td>
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<tr>
<td>Stratégie des Affaires et Performance Financière</td>
<td>Online</td>
<td>7 weeks</td>
<td>€1,800†</td>
</tr>
<tr>
<td>Design Thinking and Creativity for Business</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500†</td>
</tr>
<tr>
<td>Developing Emerging Leaders</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500†</td>
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<tr>
<td>Driving Digital Marketing Strategy</td>
<td>Online</td>
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<td>€1,500†</td>
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<tr>
<td>Financial Analysis for Non-Financial Managers</td>
<td>Online</td>
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<td>INSEAD Gender Diversity Programme</td>
<td>Online</td>
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<tr>
<td>Innovation in the Age of Disruption</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500†</td>
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<tr>
<td>Leadership Communication with Impact</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500†</td>
</tr>
<tr>
<td>Leadership in a Crisis: S.E.C.U.R.E. your Future</td>
<td>Online</td>
<td>3 weeks</td>
<td>€980†</td>
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<tr>
<td>Leading Organisations in Disruptive Times</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500†</td>
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<tr>
<td>Strategy in the Age of Digital Disruption</td>
<td>Online</td>
<td>5 weeks</td>
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Eligible for the INSEAD Online Certificate: Leading in a Transforming World

Premium Journey available for this programme

Take a first step towards organisational transformation today.
Contact our team to discuss your needs and challenges now.

SPECIAL OFFER FOR GROUPS
Our open online programmes offer the possibility to cater to groups coming in from the same organisation. For a group of 5 participants or more who want to attend one of our open online programmes, we offer a 20% special fee reduction.

SPECIAL OFFER FOR PAST PARTICIPANTS
Past participants of INSEAD Executive Education Open Programmes can benefit from a 20% fee reduction. To access the offer, please contact a programme advisor.

CONTACT US
For more details about our programmes & offers, or to apply, please contact:

Anita Jiang
Programme Advisor
Tel: +65 6407 7202
Email: anitatt.jiang@insead.edu

Rong Cheng LEE
Programme Advisor
Tel: +65 6681 5492
Email: rongcheng.lee@insead.edu

We are continuously adding new online programmes and sessions throughout the year. Please make sure you refer to our website for the latest dates and information:
https://www.insead.edu/executive-education/open-online-programmes
INSEAD Europe Campus
Boulevard de Constance
77305 Fontainebleau Cedex, France
Tel: +33 1 60 72 42 90
Email: execed.europe@insead.edu

INSEAD Asia Campus
1 Ayer Rajah Avenue
Singapore 138676
Tel: +65 6799 5288
Email: execed.asia@insead.edu

INSEAD Middle East Campus
Al Khatem Tower, ADGM Square, Al Maryah Island
P.O. Box 48049, Abu Dhabi, United Arab Emirates
Tel: +971 2 651 52 00
Email: execed.mena@insead.edu

INSEAD San Francisco Hub for Business Innovation
224 Townsend Street
San Francisco, CA 94107, USA
Email: execed.usa@insead.edu

www.insead.edu/executive-education