

LEADING IN TURBULENT TIMES

OWP

JUNE 20 – JUNE 25

2009

ORCHESTRATING WINNING PERFORMANCE

THE 6-DAY GLOBAL BUSINESS PROGRAM FOR INDIVIDUALS AND TEAMS

INCLUDES DETAILED PROGRAM



FIRST WORLDWIDE IN
EXECUTIVE
EDUCATION
Financial Times, 2008

WHY COME TO OWP JUNE 20 – JUNE 25 2009

Colossal levels of debt... a tsunami of corporate red ink... are the world's major economies going into a catastrophic tailspin?

At critical times it's essential to get a clear overview of what's actually happening, and what's likely to happen next.



TO FLY AHEAD IN **TURBULENT TIMES**, YOU NEED CLARITY

Crises offer opportunities if you're ready to take bold, decisive action, lead radical change, find technological ways to innovate, and compete in different ways.

At OWP we help you clarify the immediate challenges and explore the long-term solutions. We provide the most comprehensive radar on global issues that are affecting you and your business.

Don't fall behind. Take a global view. Expand. Revitalize. Adapt.

COME TO OWP!

"I CAN'T CHANGE THE DIRECTION OF THE WIND, BUT I CAN ADJUST MY SAILS TO ALWAYS REACH MY DESTINATION." — JIMMY DEAN

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Expanding horizons



1 "The most important insights from the *Leading at the edge* stream will allow me to identify and bring out the strengths in my team, and lead them to achieve greatness together. Things like having a team where everyone comes to the table with a positive approach, where the team members encourage each other, and where no one submits to the fear of not achieving his or her goal. I thought the stream would be extremely beneficial to my professional growth, but it also helped me to grow at a personal level. I learned a lot about what I thought my limitations were, and how I can overcome them. It really brought my opportunities to light."

Karen Watkins
Senior Vice President
Louis Vuitton Inc.
USA

- **Compose your own program from a palette of streams reflecting current global trends.**
- **Apply your learning on the spot as a team: boost team spirit, devise new strategies, leave with an action plan.**
- **Brainstorm in small groups with people who face issues much like yours.**

2 "My company has operations at 75 terminals in 31 countries around the world and we need to be efficient and effective in dealing with this global network. I came to OWP to hear what other companies are doing and learn from the research and experience of IMD, so that we can take our organizational structure to the next level in a way that drives us forward. My new learning will help us to re-think our corporate governance, and ask if a network really is the best way of organizing ourselves. It will also help me to think about how to best organize the areas for which I am responsible."

Michiel Gilsing
Director Corporate Control & Business Analysis
Koninklijke Vopak NV
The Netherlands

A WIDE SPECTRUM OF TOPICS... A TAILOR-MADE EXPERIENCE

Immerse yourself in a unique six days of up-to-the-minute analysis

- **Learn from IMD's world-class Faculty, thought-leaders in their fields, industry experts, CEOs and turnaround managers.**

Get an overview that ranges from the world economy to personal leadership

- **Take home fresh approaches and practical implementation plans. Become recharged by new ideas and inspirational speakers.**

"Globalize" your contacts with your counterparts from around the world

- **Meet and work with 500+ international executives from every continent and all the major industries.**



ORCHESTRATING WINNING PERFORMANCE
Full program content



In these turbulent times, it is more important than ever to be on top of current trends – and to take them into account when making business decisions.

Major global trends are impacting geographic markets, consumers, industries, technologies, geopolitics and many other critical elements of our environment. The financial crisis is creating daunting challenges as well as great opportunities.

Come to OWP and debate the impact of trends on your strategic and functional decisions. Exchange insights through roundtable discussions. And learn to lead more effectively in these turbulent times.

For more information go to
www.imd.ch/owp

beating low-cost competition
what is your strategic response?

global economic power shifts
are you prepared?

from crises to business opportunities
how are you managing risks?

leading through uncertainty
responding to the dilemmas of our turbulent times

ORCHESTRATING WINNING PERFORMANCE
Full program content



	Saturday June 20	Sunday June 21	Monday June 22	Tuesday June 23	Wednesday June 24	Thursday June 25
08:00-08:30	Registration					
08:30-09:30 Plenary Sessions	Introduction		The 21st Century World Economy: Profound Transformations			
			Greed and Corporate Failure			
			Sovereign Wealth Funds: Their Impact on Capital Markets and Companies			
			Managing the Customer Experience			
			Developing Talent Through Creativity			
10:00-12:30 Morning Streams	Integrative Strategy: Coherent Responses to the Dilemmas of our Turbulent Times					
	Life before Microsoft	Integrative business strategies	Integrative economic policy	Integrative responses to global challenges	Integrative personal agendas	Navigating the future
	High-impact personal leadership	High-performance communication	Leading at the edge	Creating high-performance cultures	Leaders leading leaders	High-performance leadership in action
	Global scenarios to 2025	De-coding the Russian enigma	Capitalizing on differences: The Indian opportunity	How Chinese companies go global	Understanding the new generation of Chinese entrepreneurs	Responding to the challenges: Business models for the 21st century
	Discontinuous innovation in business models	Innovating with customers, not products	Innovation through the long tail of social networking	Learning from innovation success in multinational companies: Inside stories	Aligning technology and product strategies	Product life cycle management: Innovating with information, people and IT
	Enduring high performance: Achievable or illusive?	Dell: Has it ever really been a high-performer?	Dell: Can it ever again be a high-performer?	Managing technology change	Creating options: Strategic initiatives	Looking forward
	The growing challenge from cut-price rivals in turbulent times	Tesco versus Aldi: When leaders collide	Serving the bottom of the pyramid profitably	Leveraging low-cost channels: Nestlé	The battle for China: Responding to low-cost competition	Beating low-cost competition: The leadership challenges
	Taking charge in new roles	The promotion challenge	The on-boarding challenge	The international move challenge	The proactive change challenge	Organizational solutions
	From surviving major crises to creating business opportunities	Strategic moves to lever businesses in crisis	Best practice in risk preparation and crisis avoidance	Leadership skills in times of crisis	Organizational advantages in difficult times	Towards business success in times of crisis
12:30-14:00 Lunch			Lunch			
14:00-17:00 Afternoon Streams			either			
	Understanding the family business	Family business as a system	* Leading the Family Business	Generational transition	Family business governance	Planning for success
	International growth... in turbulent times	Entering markets with alliance partners	Driving International Growth	Adapting the global organization	Staffing for success	International growth: Lessons and steps ahead
	Engaging hearts and minds	Change begins with me: The inner processes of winning hearts and activating minds	Engaging People for Change: Leading from Within	Sharing change leadership: Leveraging and reconciling differences	Creating the glue: Sharing the conscious and unconscious	Putting it to practice: Leading change from within
	Managing Financial Flows in Times of Crisis	Choice <ul style="list-style-type: none">ABN AMRO / RBSTata MotorsTribecaBest Buy	Managing Financial Flows in Times of Crisis	Choice <ul style="list-style-type: none">Coca-ColaNestléDSMTomTom	Managing Financial Flows in Times of Crisis	Choice <ul style="list-style-type: none">Wallenius Wilhelmsen LogisticsWWF Climate SaversGoogle and BaiduZurich Financial Services
	Proposals for financial regulation (II): Lessons from the financial crisis		Proposals for financial regulation (II): Lessons from the financial crisis		New banking and the future of globalization	
	Leading Through Uncertainty	Choice <ul style="list-style-type: none">ABN AMRO / RBSTata MotorsTribecaBest Buy	Leading Through Uncertainty	Choice <ul style="list-style-type: none">Coca-ColaNestléDSMTomTom	Leading Through Uncertainty	Choice <ul style="list-style-type: none">Wallenius Wilhelmsen LogisticsWWF Climate SaversGoogle and BaiduZurich Financial Services
	How to decide?		How to organize?		Uncertainty, integrated	
	Managing the Strategic Challenges of a Changing Workforce	Choice <ul style="list-style-type: none">ABN AMRO / RBSTata MotorsTribecaBest Buy	Managing the Strategic Challenges of a Changing Workforce	Choice <ul style="list-style-type: none">Coca-ColaNestléDSMTomTom	Managing the Strategic Challenges of a Changing Workforce	Choice <ul style="list-style-type: none">Wallenius Wilhelmsen LogisticsWWF Climate SaversGoogle and BaiduZurich Financial Services
	Overview: Global demographic trends and workforce implications		The workforce and the use of knowledge		Challenges and opportunities presented by the "younger", "middle" and "older" age groups	
	Leading a Cultural Shift: What it Takes to Develop a New Mindset	Choice <ul style="list-style-type: none">ABN AMRO / RBSTata MotorsTribecaBest Buy	Leading a Cultural Shift: What it Takes to Develop a New Mindset	Choice <ul style="list-style-type: none">Coca-ColaNestléDSMTomTom	Leading a Cultural Shift: What it Takes to Develop a New Mindset	Choice <ul style="list-style-type: none">Wallenius Wilhelmsen LogisticsWWF Climate SaversGoogle and BaiduZurich Financial Services
	Does a successful culture change in the US translate into a successful culture change in Europe? Lessons from an American auto supplier		Transformation at Vale: Making a national company global		Turnaround and transformation in GE Medical Systems China	
	Beyond Traditional Buyer-Supplier Relationships: Operating in Constrained Markets	Choice <ul style="list-style-type: none">ABN AMRO / RBSTata MotorsTribecaBest Buy	Beyond Traditional Buyer-Supplier Relationships: Operating in Constrained Markets	Choice <ul style="list-style-type: none">Coca-ColaNestléDSMTomTom	Beyond Traditional Buyer-Supplier Relationships: Operating in Constrained Markets	Choice <ul style="list-style-type: none">Wallenius Wilhelmsen LogisticsWWF Climate SaversGoogle and BaiduZurich Financial Services
	Re-building your execution capability: Moving under pressure		Creating flexibility with real options: Tax options		Creating flexibility with real options: Factory options	
	Timely Perspectives in Marketing	Choice <ul style="list-style-type: none">ABN AMRO / RBSTata MotorsTribecaBest Buy	Timely Perspectives in Marketing	Choice <ul style="list-style-type: none">Coca-ColaNestléDSMTomTom	Timely Perspectives in Marketing	Choice <ul style="list-style-type: none">Wallenius Wilhelmsen LogisticsWWF Climate SaversGoogle and BaiduZurich Financial Services
	Competing on delivered customer value		Building brand equity through brand alliances		Saving the margin in turbulent times: New approaches to strategic pricing	
	Re-focusing on customer centricity		Performance-based marketing: Can it help in turbulent times?		Driving innovation even in difficult times	
17:00-18:00	Global Trends	Global Trends	Global Trends	Global Trends	Networking	Concluding remarks
18:00-19:15 Evening Sessions	World Competitiveness Report Stéphane Garelli	Exploring the Big Bang: CERN's LHC Collider and ATLAS Detector	Nandan Nilekani Chairman Infosys	Paul Bulcke CEO Nestlé	Boat trip including dinner	Farewell drink
19:15-21:00 Dinner		Dinner				

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LEADING IN TURBULENT TIMES

Exploring new frontiers



3 "Our company operates on the global stage in an industry that is undergoing full transformation at the moment. In this changing environment it is so helpful to be able to discuss the dilemmas, the trends and case studies of other businesses with other executives. Getting a different perspective on these and other issues has helped me to challenge my own assumptions and to look at my company's opportunities from a different angle. I have more questions to grapple with than I had before coming to OWP – but also multiple paths forward to consider!"

Lada Hruha
HR Director – Europe
Bristol-Myers Squibb Co.
France



IMD is ranked number one worldwide in executive education (*Financial Times*, 2008). IMD's MBA is ranked first worldwide (*The Economist*, 2008).



4 "OWP was a wake-up call for me, a good reminder of the things I need to work on as a leader. One being bonding with my team, which is a fundamental pillar of trust and team building. Also, you can achieve results under any circumstances through the way you think, through re-wiring your brain. It's been very inspirational."

Prakash Bisht
Head, Accounts
Apollo Tyres Ltd
India



WHAT MAKES OWP **UNIQUE?**

The entire Faculty team takes part, sharing its most recent work on key issues. These range from the global situation to long-term strategies for creating corporate value and developing the personal skills required.

The IMD experience

State-of-the-art campus

Global meeting place

Breathtaking location

Superb delivery

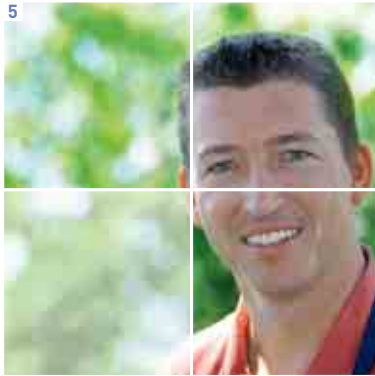
Real World. Real Learning

For more information go to

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LEADING IN TURBULENT TIMES

Inspiring minds

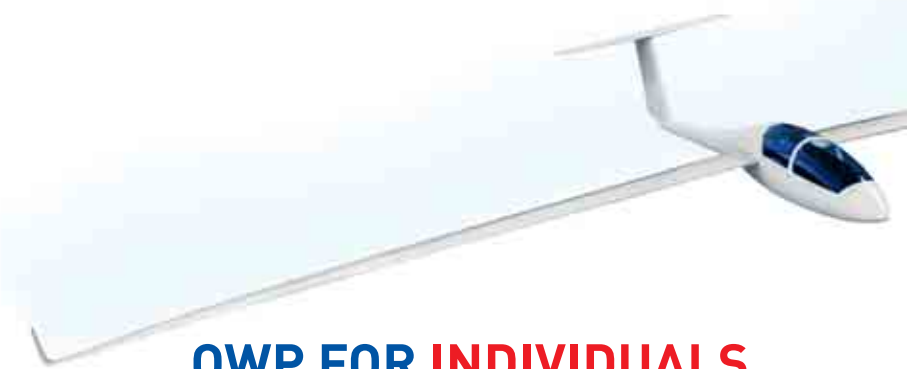


5 "We have several challenges in developing economies like China and India. One is to be able to keep up with market growth. Another is to customize to local needs. An example is our recent decision to have Chinese crew on flights in and out of China. We also adapt our in-flight services in food and entertainment for example. The Alibaba vs. eBay case was very inspiring to me. It made me wonder about our website – already available in Chinese – and whether we should customize it even further. A thought-provoking session!"

Mark Arxhoek
Regional Commercial Director Greater China
Air France KLM
China

6 "We provide you with the environment to share your thoughts with Faculty and a group of executives from all over the world. Take advantage of this unique opportunity!"

Bettina Büchel
Professor of Strategy and Organization
OWP Program Director
PhD University of Geneva



OWP FOR TEAMS

- Debate new business perspectives outside your usual office environment
- Develop action plans to implement back at your company
- Re-assess the roles and performance of team members
- Create, as team members, your own program and re-group each day to share knowledge
- Build your team values further by analyzing implications on how you behave back home

OWP FOR INDIVIDUALS

- Improve your understanding of the multi-disciplinary functions in your business
- Expand your international network
- Commit to building effective responses to today's challenges
- Tap into new energy
- Equip yourself to lead

Sign up now for OWP 2009

Because many others will want your seat!

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Leading in turbulent times

OWP
JUNE 20 – JUNE 25
2009



WHERE?

On the shores of Lake Geneva in Lausanne, Switzerland, 40 minutes by road or rail from Geneva International Airport.

WHEN?

June 20–25, 2009

June 19–24, 2010

2009 Fee: CHF 14,500 for the first participant. CHF 13,500 for each additional participant from the same management team and for IMD alumni.

The fee does not include accommodation and is subject to adjustment.

APPLY

Return a completed application package to the Information and Registration Office at the address below.

To provisionally reserve a place, send us a completed tentative reservation form.

This carries no obligation and is not a substitute for the formal application package. All forms can be found online at www.imd.ch/owp.

IMD

IMD offers some of the world's best executive development programs. For details visit www.imd.ch or contact a Program Advisor at +41 21 618 07 00 or at info@imd.ch. When you complete an IMD program, you gain membership to the IMD Alumni Network of more than 60,000 members in 140 countries.

As an IMD alumna/alumnus you have access to the very latest research and thinking via the IMD Wednesday Webcast series: 30-minute, live, interactive learning broadcasts on the latest business topics, video-streamed directly to you every week.

Putting ideas into action

IMD brings pertinent, cutting-edge research into the classroom in the shortest possible time. Our programs are up-to-date. How do we stay relevant? We listen to our clients and work closely with the 190 leading, international companies that make up our Corporate Learning Network. We understand their challenges, dilemmas and goals. That's why they come to IMD.



Real World. Real Learning®

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IMD is committed to environmental sustainability and fully offsets its CO2 footprint with Carbonfund.

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