Executive Education

2021 Program Guide
At the Kellogg School of Management, our distinctive cross-disciplinary approach to research and teaching drives innovation, creates real-world insights for business leaders and focuses on the issues most critical to contemporary business. It also drives our Executive Education program design, ensuring that you are not only exposed to the most current business thinking, but are ready to immediately and practically apply insights in your organization.

Kellogg is known for a culture that fosters collaboration and challenges leaders to think innovatively. Our programs exemplify that culture by creating an immersive, supportive environment where insights emerge.

The majority of our Executive Education programs are offered in the unique living-and-learning environment of the James L. Allen Center, which creates an ideal context to step away from your usual routine and spend focused time learning from the faculty and your fellow participants.

We are located on the beautiful campus of Northwestern University in Evanston, Illinois, on the shores of Lake Michigan, just a short drive from Chicago. You will benefit from the perspective and resources of a major research university and a global mindset that instills an expansive view of the world and your organization’s role in it.
Open Enrollment Programs

For high-potential individuals

Our portfolio of more than 40 open enrollment programs enables individuals and small teams to develop new skills, stay current on trends and address personal leadership challenges. In all our programs, you will join peers from across a diverse range of geographies and industries to learn from Kellogg faculty, who are on the leading edge of business. You will finish with a renewed sense of purpose, an expanded network and an action plan to deliver results.

Our online programs are developed for professionals in the early to mid-stages of their careers, and help you build and enhance critical foundational skills that set the stage for your professional success.

Please email or call us if you would like a personal consultation.

Leading Fearlessly in Times of Change

In this era of dramatic economic and social change, business leaders are being challenged as never before — and the need for leadership development has never been greater. To respond to our participants’ requests and adapt to this new environment, Kellogg offers a different kind of executive education experience - live, online programming that offers deep insight and real-time engagement with faculty and peers.

Kellogg Executive Education Live Virtual Programs feature:

• Live Online Learning — Delivered in our live virtual classroom, with a limited number of participants to ensure maximum engagement
• Top Kellogg Faculty — Kellogg’s renowned thought leaders will share their knowledge and facilitate thoughtful discussion in real time throughout the program
• Peer-to-Peer Connections — Many opportunities to interact with your global peers through both formal and informal activities
• A Rich, Interactive Experience — A high-quality, transformative learning experience with timely, actionable content and seamless interactivity
• Credit towards a Kellogg Executive Scholar Certificate — All our live virtual programs count towards completion of your certificate

Kellogg’s live virtual programs have been purpose-built to deliver a world-class experience comparable to our in-person programs, with class sizes limited to provide a rich and personal learning environment. You’ll engage in real-time interaction with professors and peers online, immerse yourself in discussions and ideations surrounding the current world situation, and acquire strategies and tools that you can immediately deploy to solve your most pressing challenges.
Kellogg Center for Nonprofit Management

The Center for Nonprofit Management educates and inspires nonprofit leaders, empowering them to maximize organizational outcomes and drive social impact. Bring your nonprofit’s unique mission and key challenges to us and discover a holistic approach to transformative leadership development in a collaborative learning and peer networking environment. With a focus on individual leadership, organizational effectiveness, general management and topics specific to the nonprofit sector, our executive programs offer a rigorous and relevant learning experience and the opportunity for real-world application of the theories and frameworks presented. You will return to your organization with an action plan to affect immediate, positive change. Let’s advance your mission together.

Please email or call us if you would like a personal consultation.

Custom Programs

For high performance organizations

Kellogg designs customized learning experiences that focus on the business issues and talent development goals unique to your organization. Approaching each engagement as a blank canvas, our dedicated faculty teams collaborate with you to create relevant lectures, case studies and classroom experiences that enable your participants to engage with and learn from some of Kellogg’s most senior faculty members.

Please contact us for assistance in customizing a program for your organization.

847.491.3415
nonprofit@kellogg.northwestern.edu
kell.gg/kxnonprofit

847.467.7200
custom-programs@kellogg.northwestern.edu
kell.gg/kxcustominfo
As a growth-minded professional, you understand that lifelong learning is an essential part of staying ahead of the curve in a rapidly evolving global marketplace. With the Executive Scholar Certificate, you can earn a Kellogg credential that distinguishes you as a leader, is customized to your professional development goals and rewards you with a lifetime of benefits.

You can earn your certificate by attending any four in-person or live virtual executive programs. Choose from our diverse portfolio of more than 40 programs to build your own certificate, or select one of our existing specializations to focus your credential in a topic area:

- Family Enterprises
- Growth & Innovation
- Nonprofit Management*
- Finance
- Leadership
- Operations & Technology
- General Management*
- Marketing & Sales
- Strategy

Recognition, a Powerful Global Network and More

Completion of the Kellogg Executive Scholar Certificate comes with a host of benefits:

- A Certificate of Professional Achievement
- Kellogg Executive Education Alumni status
- Membership in the global Kellogg alumni network and access to the online network
- A lifetime 30 percent discount on Kellogg Executive Education open enrollment programs
- Opportunities to participate in alumni clubs and events
- Access to cutting-edge research and content from Kellogg faculty and leading practitioners
- A Kellogg alumni Gmail account

Begin Your Development Journey

Begin your path to certificate attainment by submitting an online application and scheduling a consultation with our Executive Scholar Certificate Advisor.

To access the online application and learn more about the certificate, please visit: kell.gg/kxscholars or email: scholars@kellogg.northwestern.edu

* The General Management and Nonprofit Management specializations have separate requirements and may not be combined with other specialization options.

Online asynchronous programs do not count toward the certificate.
## 2021 Executive Programs Calendar

### General Management

**Business for Scientists and Engineers: Develop the Business Acumen to Advance Your Life’s Work**
- **JAN**: June 13–22

**Executive Development Program – multiple sessions**
- **MAY**: Sept 13–14
- **OCT**: Oct 18–20
- **NOV**: Nov 15–23

**Strategic Capabilities for Emerging Business Leaders: Building a Foundation for Growth**
- **MAY**: May 3–14

**Women’s Senior Leadership Program – multiple sessions**
- **JUN**: June 13–22
- **JUL**: July 12–16
- **AUG**: Aug 18–20
- **SEP**: Sept 13–14
- **OCT**: Oct 18–20
- **NOV**: Nov 29–Dec 10

### Finance & Accounting

**Corporate Finance: Strategies for Creating Shareholder Value**
- **JAN**: June 7–18

**Finance for Executives: Make Better Decisions With Greater Confidence**
- **MAR**: March 9–Nov 18, 2022

**Merger Week: Creating Value Through Strategic Acquisitions and Alliances**
- **FEB**: Feb 1–12
- **APR**: April 19–30
- **OCT**: Oct 25–Nov 5

### Governance

**Corporate Governance: Effectiveness and Accountability in the Boardroom**
- **MAR**: March 1–12

**Family Enterprise Boards: Navigating Unique Governance Challenges**
- **FEB**: Feb 1–19
- **SEP**: Sept 19–23

**Forming Family Enterprise Governance: Creating Structures and Processes to Ensure Success and Continuity**
- **MAY**: May 3–14
- **JUN**: June 1–12

**Governing Family Enterprises: New Insights and Skills for All Involved in the Family Business**
- **APR**: April 12–30
- **OCT**: Oct 3–7

**Women’s Director Development Program: The Journey to the Boardroom**
- **APR**: April 27–29, 2022

### Growth & Innovation

**Delivering Business Growth: An Actionable Framework**
- **JAN**: Jan 27–Feb 3
- **JUN**: June 8–15
- **SEP**: Sept 22–29

**Leading and Sustaining a Culture of Innovation: Cultivate a Leading Edge Organization**
- **JUN**: June 7–14
- **SEP**: Sept 13–20

**Leveraging AI for Innovation and Organizational Performance: Harness the Power of AI for Business Growth**
- **JUN**: June 14–22
- **OCT**: Oct 25–Nov 2

### Leadership

**Constructive Collaboration: Driving Performance in Teams, Organizations and Partnerships**
- **MAR**: March 8–12
- **OCT**: Oct 18–22

**Driving Organizational Change: Achieving Business Goals Through Purposeful Change Management**
- **MAR**: March 29–April 8
- **NOV**: Nov 8–18

**Energizing People for Performance: Develop People-Engagement Strategies**
- **APR**: April 12–16
- **SEP**: Sept 27–Oct 1

**High-Performance Negotiation Skills: Maximize Your Outcome With Proven Strategies**
- **MAY**: May 17–21

**Leading for Impact Within Family Enterprise: A Personal Approach**
- **MAY**: May 3–14
- **SEP**: Sept 20–24

**Leading Strategic Change in Health Care**
- **APR**: April 4–7, 2022
- **OCT**: Oct 26–27

**The Customer-Focused Organization: Leading Transformation, Renewal and Growth**
- **APR**: April 14–23
- **OCT**: Oct 20–29

**The Leader Within: Maximizing Your Authentic Leadership Impact**
- **MAR**: March 8–16

**The Single Family Office: Maximizing Performance in a Complex Environment**
- **APR**: April 27–29, 2022

**The Strategy of Leadership: Unleashing the Power of Influence**
- **APR**: April 14–23
- **JUN**: June 1–12
- **OCT**: Oct 18–28

### Marketing & Sales

**Advanced Marketing Management: Enhancing Digital Capabilities to Drive Your Marketing Strategy**
- **MAR**: March 15–19

- **MAR**: March 15–19
- **JUN**: June 1–12
- **OCT**: Oct 18–28

**High-Impact Sales Strategy in a Digital World: Driving Revenue and Profit Growth**
- **MAY**: May 10–18

**Kellogg on Branding: Creating, Building and Rejuvenating Your Brand**
- **MAY**: May 10–28

**Maximizing Sales Force Performance: Implement Frameworks for Driving Top-Line Growth**
- **MAY**: May 10–18

**Sales Force Effectiveness: Adapting for Success in a New Environment**
- **MAY**: May 10–28
- **OCT**: Oct 4–8

**Strategic Marketing Communications: Creating Effective Marketing Campaigns in an Evolving Media Landscape**
- **MAY**: May 10–28

### Operations & Technology

**Lean Operations: Managing Risk and Uncertainty**
- **MAR**: March 15–19
- **JUN**: June 1–12

**Operations Strategy: Designing Operations to Maximize Value**
- **MAR**: March 15–19
- **JUN**: June 1–12

**Supply Chain Management: Strategy and Planning for Effective Operations**
- **MAR**: March 15–19
- **JUN**: June 1–12

### Strategy

**Competitive Strategy: Creating and Sustaining Competitive Advantage**
- **MAR**: March 15–19

**Creating and Managing Strategic Alliances: Develop Strong Alliance Capabilities**
- **MAR**: March 15–19

*Dates are subject to change.*
<table>
<thead>
<tr>
<th>Online Programs</th>
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<tbody>
<tr>
<td>Advertising and Marketing Communication Strategy: Creating an Integrated Advertising Plan that Drives Business Results</td>
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<tr>
<td>AI Applications for Growth: Creating Customer Value Through the Power of AI</td>
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<td>Business Analytics: Data-Driven Strategy</td>
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<td>Customer Loyalty: A Strategic Approach: Retaining Customers and Increasing their Satisfaction for Organizational Growth</td>
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<tr>
<td>Digital Marketing Strategies: Data, Automation, AI &amp; Analytics</td>
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<td>Essentials of Marketing: Building a Foundation for Marketplace Success</td>
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<td>Kellogg Accelerated Marketing Leadership Program</td>
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<td>Legal Strategy for Business: Learn How the Law Can Be a Powerful Tool for Guiding Your Organization’s Strategic Direction</td>
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<tr>
<td>Mastering Sales: A Toolkit for Success</td>
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<tr>
<td>Negotiating in a Virtual World: Mastering High Performance Skills</td>
</tr>
<tr>
<td>Operations Management: Digital Strategy: Realizing the Impact of Digital Transformation</td>
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<td>Product Strategy: Discovering, Developing, Managing and Marketing Products as a Business</td>
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<td>Professional Certificate in Digital Marketing: Advance Your Career in Digital Marketing</td>
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<td>Professional Certificate in Project Management: Advance Your Career in Product Management</td>
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<td>Strategic Change Management: Lead and Implement Change in Your Organization</td>
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<td>Strategies that Build Winning Brands: Creating a Distinct Customer Advantage</td>
</tr>
<tr>
<td>The Art and Science of Innovation: How Design and Creativity Impact Business</td>
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Online programs are being added throughout the year; please visit our website for all programs and dates: [kell.gg/kxonline](kell.gg/kxonline)
General Management

Kellogg created these high-impact learning experiences to focus on general management training and executive leadership development for three key groups: senior executives responsible for creating markets and driving growth at the global enterprise level; high-potential middle-to-senior managers preparing to assume greater levels of responsibility in their organizations; experienced, talented women executives poised to step into top roles in the C-suite and beyond.

Business for Scientists and Engineers
**Develop the Business Acumen to Advance Your Life's Work**
Live Virtual: June 13-22, 2021
In this collaborative program, you will gain skills in marketing, leadership, finance and other management areas to build on your expertise in science or engineering.
kell.gg/kxbussci

Executive Development Program
**Transforming to Strategic Leadership**
Live Virtual:  
Module 1: July 12-16 and July 21-23, 2021  
Module 2: August 18-20 and August 23-26, 2021  
Module 3: Sept. 13-14 and Oct. 18-20, 2021  
In-Person: Module 4: November 15-23, 2021  
The Kellogg Executive Development Program transforms organizational leaders. It equips top-performing, mid-level to senior managers to make decisions and take strategic action based upon both traditional and innovative business practices. Participants build skills and awareness as they realize their potential for assuming general management roles.
kell.gg/kxedp

Strategic Capabilities for Emerging Business Leaders
**Building a Foundation for Growth**
Live Virtual: May 3-14, 2021  
November 29 - December 10, 2021  
This highly interactive, live virtual program positions the high-performing, emerging leader to make bold career moves, laying the foundation for general management and leadership of the broader business. Through an exploration of strategic business functions with some of Kellogg’s leading faculty, you will immerse yourself in how to lead in a complex, competitive, global market.
kell.gg/kxstratcap

Women’s Senior Leadership Program
**Revolutionizing Careers. Transforming the Corporate Landscape.**
In-Person:  
Week 1: March 9-11, 2022  
Week 2: May 11-13, 2022  
Week 3: September 21-23, 2022  
Week 4: November 16-18, 2022  
With an emphasis on practical learning and talent development, this four-part program — strategically paced over the course of a year — equips executive women with the knowledge and tools needed to elevate themselves to the C-suite and beyond. Strengthen and broaden your leadership talents through this rigorous program of intensive classroom instruction, individual career appraisals, personal coaching, case studies and simulations.
kell.gg/kxwslead
Finance & Accounting

In these focused financial management and accounting programs, senior and mid-level executives learn how to unravel the complexities of corporate financial management and decision-making. Whether it’s analyzing and valuing a deal, understanding the multidimensional challenges of mergers and acquisitions or simply becoming more fluent in corporate finance and accounting, participants develop a deeper understanding of how to apply the principles in practice and gain greater confidence in their decision-making skills.

Corporate Finance
Strategies for Creating Shareholder Value
Learn to optimize and integrate investment and financing decisions to maximize shareholder value. Understand how to accurately value investments, make informed financial decisions and design a more consistent, cohesive corporate investment and finance strategy.
kell.gg/kxicorpfin

Finance for Executives
Make Better Decisions With Greater Confidence
Live Virtual: February 1–12, 2021
   April 19–30, 2021
   October 11–22, 2021
Dramatically improve your knowledge, fluency and confidence in making financial decisions through this immersive program. You will gain hands-on experience interpreting financial reports, evaluating investments, applying valuation methods and exploring the implications of strategic decisions on cash flow and stock price.
kell.gg/kxfinexec

Merger Week
Creating Value Through Strategic Acquisitions and Alliances
Live Virtual: June 7–18, 2021
   October 25 – November 5, 2021
Offering a comprehensive and practical view of mergers and acquisitions, this program will change the way you think about any restructuring deal and empower you for value generation. You will emerge ready to evaluate M&A from all angles and understand how finance, leadership, negotiations and strategy contribute to your success.
kell.gg/kxmwEEK
Governance

The most effective board members possess a deep and expansive view of their role. Their commitment extends beyond compliance to ensuring value creation for all stakeholders and growth for the organization. For current, new and aspiring board members, Kellogg’s corporate governance training programs deliver a rich understanding of board structures, roles and responsibilities.

Corporate Governance
Effectiveness and Accountability in the Boardroom
Live Virtual: March 1–12, 2021
November 1–12, 2021

This program will improve your understanding of the responsibilities of board membership and develop the skills and strategic insight needed to become a more effective director. You’ll orient yourself to the shareholders’ perspective and gain an understanding of the interests of multiple constituencies. You’ll also learn frameworks that can move the board beyond compliance to the creation of opportunities for long-term value.

kell.gg/kxcorpgov

Family Enterprise Boards
Navigating Unique Governance Challenges
Live Virtual: February 1–19, 2021
In-Person: September 19–23, 2021

Designed for current and future directors of family-controlled organizations, this program empowers you to navigate the uniquely complex system of a family enterprise. Participants will learn to design, engage and lead family business boards to leverage their strategic advantages.

kell.gg/kxfamboard

“[Corporate Governance] includes all critical topics necessary to effectively perform as a director in a boardroom, and the people who attended it enriched the program due to their worldwide experience. It is a highly recommended experience.”
EXECUTIVE DIRECTOR, ERNST & YOUNG LLP

Forming Family Enterprise Governance
Creating Structures and Processes to Ensure Success and Continuity
Live Virtual: March 8–24, 2021

One of the most critical times in a family enterprise evolution is moving from the processes, people and structures that proved successful for a controlling owner to those that support a sibling partnership. Offered on Kellogg’s Miami campus, this program is focused on what skills leaders need to design appropriate governance architecture, lead effective decision-making across all stakeholders and set a vision that will guide multi-generational continuity.

kell.gg/kxfameg

Governing Family Enterprises
New Insights and Skills for All Involved in the Family Business
Live Virtual: April 12–30, 2021
In-Person: October 3–7, 2021

In a supportive environment alongside members of other enterprising families, you will examine the challenging leadership and governance issues facing complex family organizations, distinguishing between the roles and responsibilities of family members, directors and owners. You will leave with the skills and confidence to define the future of the family enterprise.

kell.gg/kxfamgov

Women’s Director Development Program
The Journey to the Boardroom
In-Person: April 27–29, 2022

Gain the skills you need to be an effective board member as well as practical tools for landing a seat at the table. Develop a deep understanding of board responsibilities, structures and strategies, and prepare yourself to reach and excel at the highest level of corporate governance.

kell.gg/kxwomen
Growth & Innovation

Innovation-driven growth at the organizational level requires a multidisciplinary approach. To achieve that growth, leaders must adopt a strategy for fostering new thinking and, blueprint in hand, convey that strategy both laterally and vertically. It all comes down to the communication: disseminate knowledge and best practices, and work toward organization-wide acceptance, from planning to execution.

**Delivering Business Growth**

*An Actionable Framework*

**Live Virtual:** January 27 – February 3, 2021
  - June 8–15, 2021
  - September 22–29, 2021

Access a market-tested framework that defines and executes an agenda for profitable and sustainable growth. You will return to your organization with a greater understanding of how to implement the growth agenda and gain insights on balancing globalization with localization.

*kell.gg/kxbizgrowth*

**Leading and Sustaining a Culture of Innovation**

*Cultivate a Leading Edge Organization*

**Live Virtual:** June 7–14, 2021
  - September 13–20, 2021

Successful innovation management requires highly trained leaders who can ignite the creative spirit and create a culture of innovation. In this program, you will develop the skills and tools you need to instill an innovation mindset within your organization and inspire your people to higher levels of creativity.

*kell.gg/kxinnov*

**Leveraging Artificial Intelligence for Innovation and Organizational Performance**

*Harness the Power of AI for Business Growth*

**Live Virtual:** June 14–22, 2021
  - October 25 - November 2, 2021

Organizational leaders understand that artificial intelligence (AI) has the potential to massively impact business and are seeking ways to fully leverage AI for analytics, insight, strategy and growth. Learn from our top research and applied sciences faculty why and how AI, machine learning and related technology is driving business growth and strategy. The program’s intuitive AI IQ approach equips leaders with knowledge of AI’s power for enhancing a business’ levels of innovation and market leadership, speaking insightfully on AI’s impact on work and strategy, and gaining tools for pioneering or leading AI initiatives.

*kell.gg/kxaioip*
Leadership

Kellogg’s world-renowned faculty members have created a full complement of executive education programs to meet the professional development goals of the entire leadership team — from high potential managers primed for career advancement to seasoned C-suite executives seeking new insight into today’s complex challenges.

Constructive Collaboration
Driving Performance in Teams, Organizations and Partnerships
Live Virtual: March 8–12, 2021
October 18–22, 2021
Well-designed collaboration powers value creation and sparks creativity. In this intensely interactive program, you’ll learn the conditions that foster highly productive collaboration at the individual, team and organizational levels. You’ll also learn how to build and sustain these ideal conditions and competencies in your organization and its people.
kell.gg/kxcollab

High-Performance Negotiation Skills
Maximize Your Outcome With Proven Strategies
Live Virtual: May 17–21, 2021
November 8–12, 2021
There is a science to negotiation, and this is where you learn it. This program uses a proven approach to achieving concrete results. You’ll learn best practices and strategies that will give you a critical edge. Master the essentials of dealmaking within and between organizations, dispute resolution and negotiating in a global environment.
kell.gg/kxnegotiate

Driving Organizational Change
Achieving Business Goals Through Purposeful Change Management
Live Virtual: March 29 – April 8, 2021
November 8–18, 2021
Use your own real-life challenges as a platform for putting the latest theories and tools for organizational change management into practice. Learn how to build business agility and organizational resilience — the cornerstones of driving ongoing change.
kell.gg/kxorgchange

Leading for Impact Within Family Enterprise
A Personal Approach
Live Virtual: May 3–14, 2021
Manage the strategic issues and personal challenges at the heart of every dynamic family enterprise. Learn how to best lead key stakeholders and discover how to innovate while still respecting the owners’ values and traditions.
kell.gg/kxfamlead

Energizing People for Performance
Develop People-Engagement Strategies
Live Virtual: April 12–16, 2021
September 27 – October 1, 2021
Ideal for leaders responsible for the performance of others, this program teaches you how to create and deploy people-focused strategies and initiatives to maximize bottom-line results and master processes and tools for motivating your team.
kell.gg/kxpeople

Leading High-Impact Teams
How to Build and Lead a Powerful, Successful Team
Live Virtual: March 15–22, 2021
September 20–24, 2021
Explore the intricacies of internal and external team dynamics and discover how you can optimize your personal performance as a team player and a team leader. This interactive program delivers knowledge, tools and techniques you can apply immediately to the complex team challenges you face every day.
kell.gg/kxteams
Leading Strategic Change in Health Care
In-Person: April 4–7, 2022
Leading change in today's health care system requires solving difficult managerial and strategic problems and navigating a complex and changing policy environment. You will be introduced to several key challenges facing the health care sector and will learn a strategic framework to lead and navigate disruption to it.

kell.gg/kxhcak

Leading With Advanced Analytics and Artificial Intelligence
Creating Business Value Through Data Science
Live Virtual: April 5–27, 2021
September 13 – October 5, 2021
In-Person: December 13–16, 2021
This cutting-edge program provides organizational leaders with the working knowledge of data science needed in today's competitive environment. Gain awareness to seize opportunities that data analytics presents, tools to put data to practical use and insight to leverage analytics for increased efficiency, productivity or new business opportunities.

kell.gg/kxanalytics

The Customer-Focused Organization
Leading Transformation, Renewal and Growth
Live Virtual: May 24 – June 4, 2021
November 29 – December 10, 2021
Learn how leaders successfully infuse a customer-centric perspective throughout an organization, achieve growth through greater focus, build brands with a meaningful role in consumers' lives and create exceptional customer experiences to win in an increasingly global, competitive and customer-empowered economy.

kell.gg/kxfocus

The Leader Within
Maximizing Your Authentic Leadership Impact
Live Virtual: April 14–23, 2021
October 20–29, 2021
In today's demanding global environment, leaders with a deep sense of self-awareness and strong self-management practices thrive in challenging senior leadership roles. This dynamic program will take you on an intensive journey designed to elevate your leadership capabilities.

kell.gg/kxisphere

The Single Family Office
Maximizing Performance in a Complex Environment
In-Person: October 26–27, 2021
Challenging, often subtle family dynamics, sensitive communications, and interlinked governance structures all contribute to the complexity of family offices. You will learn to navigate complex family office dynamics to more fully align stakeholders. You will develop skills to plan strategy, promote trust and communication, and address challenging issues around governance and continuity.

kell.gg/kxfamoff

The Strategy of Leadership
Unleashing the Power of Influence
Live Virtual: May 3–11, 2021
November 8–16, 2021
Learn the tools and techniques leaders need to build and use a network of social capital to drive change, find innovative solutions and improve performance. Based on recent discoveries in social networks and the science of influence, this program uniquely combines cutting-edge research with compelling interactive learning, including simulations, experiential activities and case studies.

kell.gg/kxstratlead
Marketing & Sales

Kellogg believes that marketing is more than a function or a discipline. It is a way of looking at the world that is customer-focused, insight-driven and ever-evolving. The executive education marketing curriculum incorporates a high level of practice-based content in recognition of the rapid evolution of the field of marketing and combines the latest thinking with hands-on experience to inspire and elevate performance along every dimension of marketing.

Advanced Marketing Management
**Enhancing Digital Capabilities to Drive Your Marketing Strategy**
**Live Virtual:** June 1–11, 2021
                      October 18–28, 2021

The advent of digital technology has transformed the marketing industry. As a result, executives are being challenged by the C-suite to stay cutting-edge while simultaneously managing emerging talent grounded in the digital world. This program equips seasoned leaders with the tools to gain a deeper understanding of how to implement new platforms and effectively plan an advanced marketing strategy that integrates new and established tactics.

[link]

Business Marketing Strategy
**Driving Profitable Growth in the New B2B Environment**
**Live Virtual:** April 19 – May 7, 2021
                      October 11–29, 2021

Learn how to build customer value models that provide a better understanding of the value of your offerings to target customers and market segments and that help you deliver market offerings to better meet customers’ requirements and preferences.

[link]

High-Impact Sales Strategy in a Digital World
**Driving Revenue and Profit Growth**
**Live Virtual:** May 10–18, 2021

Developed for senior leaders, this program focuses on the sales strategy decisions that most affect organic growth in revenues and profits and that precede tactical decisions related to sales force management and operations. You’ll come away with a deep understanding of how to develop a holistic sales strategy, including segmentation, value proposition, channel mix, sales force structure and customer engagement process.

[link]

Kellogg on Branding
**Creating, Building and Rejuvenating Your Brand**
**Live Virtual:** May 10–28, 2021
                      November 1–19, 2021

From the people who wrote the book on branding. Their latest thinking combined with hands-on experience will inspire and empower you to elevate your brand. This program will provide the practical knowledge and skills to immediately heighten customer loyalty, gain a competitive advantage, bolster profitability and build an enduring business.

[link]

“As a B2B business unit head, I found nearly every single topic to be useful. I can easily see the practical application of the concepts and generated many high potential ideas for our team throughout the program. I am leaving the course feeling energized by the content, the enthusiasm and depth of knowledge of the professors, and the rich and varied experiences of my colleagues.”

**VICE PRESIDENT, KAPLAN, INC.**
Maximizing Sales Force Performance
Implement Frameworks for Driving Top-Line Growth
Explore best practices across the core drivers of sales force effectiveness, develop practical initiatives for performance enhancement and understand how to implement and lead success-focused change. Our expert faculty will equip you to put your sales force on a fast track to high-impact performance.
kell.gg/kxsales

Sales Force Effectiveness
Adapting for Success in a New Environment
Live Virtual: March 8–16, 2021
October 4–8, 2021
In this live virtual program, you will learn to adapt your approach to the drivers of sales excellence and manage change in a volatile environment. The interactive environment lets you engage in invigorating discussions, provides peer interaction and offers world-class coaching from seasoned sales and marketing experts.
kell.gg/kxsfe

Strategic Marketing Communications
Creating Effective Marketing Campaigns in an Evolving Media Landscape
Live Virtual: May 10–21, 2021
November 8–19, 2021
To succeed in today’s digital marketplace, leaders need to think differently about their marketing communications. This program bridges the fundamentals, such as insight and positioning, with newer approaches such as digital and consumer engagement. Explore a variety of platforms, including broadcast, social media engagement strategies and event sponsorship, and leave with a framework applicable to both B2C and B2B marketing communications.
kell.gg/kxcomstrat
Senior executives responsible for creating and implementing operations strategy and high-level managers looking to improve processes and efficiency will discover a wide choice of academic and experiential learning options. Our more specialized offerings focus on measuring and improving performance and lean operations, creating an environment of excellence, designing effective supply chains for improved efficiency and profitability, and aligning and managing IT to create competitive advantage.

**Operations & Technology**

**Lean Operations**  
*Managing Risk and Uncertainty*  
**Live Virtual:** April 13–20, 2021  
**November 29 – December 3, 2021**  
Based on the science of Lean Six Sigma, this program will give you the tools and frameworks for operating a world-class organization. You will learn how to alleviate bottlenecks, design effective processing systems and identify metrics to measure improvements.  
kell.gg/kxleanops

**Operations Strategy**  
*Designing Operations to Maximize Value*  
**Live Virtual:** May 11–17, 2021  
**December 6–10, 2021**  
Optimize your operations to maximize stakeholder value. In this program you will learn how to create a best-in-class operations strategy that integrates the customer experience, boosts your financial performance and establishes a competitive advantage.  
kell.gg/kxopstrat

**Supply Chain Management**  
*Strategy and Planning for Effective Operations*  
**Live Virtual:** March 15–19, 2021  
**September 13–17, 2021**  
Learn effective strategies for managing logistics and operating complex networks. You’ll develop new skills for integrating your supply chain into a coordinated system and gain practical tools for increasing service levels and reducing costs.  
kell.gg/kxsupply

✱ **OPERATIONS MANAGEMENT BUNDLE ✱**  
Take Supply Chain Management with the Lean Operations program as part of the Operations Management Bundle and qualify for a discounted fee.  
**March 15 – April 20, 2021**  
**September 13 – December 3, 2021**  
kell.gg/kxomweek
Strategy

Kellogg’s award-winning faculty has created a suite of business-strategy programs for senior leaders charged with creating competitive advantage and delivering results. Faculty members translate their cutting-edge theories into practical applications, and senior leaders acquire the new knowledge, skills and tools they need to meet wide-ranging, strategy-related challenges.

Competitive Strategy
Creating and Sustaining Competitive Advantage
Live Virtual: September 27 – October 7, 2021
Gain the insights you need to secure and maintain your organization’s long-term competitive strategy through this interactive learning experience. With a blend of modern theory, strategic analysis and practical application, this program readies you for sustainable strategic success based on time-tested economic principles for profitability and growth.

Creating and Managing Strategic Alliances
Develop Strong Alliance Capabilities
Live Virtual: October 11-15, 2021
Learn how to create and manage different forms of strategic alliances, such as joint ventures, licensing agreements, buyer-supplier partnerships and consortia. You’ll also develop a better sense of the related costs and benefits, examine the specific conditions under which alliances are preferred to other growth strategies and leave with practical tools you can apply immediately.

“[Competitive Strategy] illustrated succinct, incremental methods and frameworks that will significantly help my strategy role.”

PRINCIPAL, BUSINESS STRATEGY, ADOBE SYSTEMS INCORPORATED
Online Programs

Developed for professionals in the early to mid-stages of their careers, our online programs help you build and enhance critical foundational skills that set the stage for your professional success. We have taken special care to ensure that the collaborative, interactive experience you expect from Kellogg carries through to our online programs in a highly flexible and convenient format.

* Online programs do not count toward the Scholar Certificate.

Online programs are being added throughout the year; please visit our website for all programs and dates: kell.gg/kxonline

Advertising and Marketing Communication Strategy
Creating an Integrated Advertising Plan that Drives Business Results
Learn to create a successful advertising campaign based on a solid, effective strategy tied to your business goals.
kell.gg/kxhpmc

AI Applications for Growth
Creating Customer Value Through the Power of AI
Through diverse case studies, original frameworks and hands-on exercises, this program will help you understand how to harness the power of AI and create a strategy that gives you a competitive advantage.
kell.gg/kxallbt

Business Analytics: Data-Driven Strategy
Building your working knowledge of data science and engage in real-world examples and case studies examining how analytics adds business value in this 9-week online program.
kell.gg/kxbusan

Customer Loyalty: A Strategic Approach
Retaining Customers and Increasing Their Satisfaction for Organizational Growth
This 6-week online program will teach you how to optimize your approach to customer loyalty and build a sustainable loyalty program.
kell.gg/kxclistrat

Digital Marketing Strategies: Data, Automation, AI & Analytics
Mastering Modern Marketing Practices
Take a strategic deep dive into modern marketing practices that leverage data, automation, AI and analytics. This online program will teach you to take a holistic view of marketing, adopt technology platforms that support decision-making across the entire organization and maximize your marketing investment.
kell.gg/kxdimagark

Essentials of Marketing
Building a Foundation for Marketplace Success
In this 12-module program, you will learn from Kellogg’s renowned marketing faculty how to utilize customer insights, identify your target audience and position your brand to build a strategic foundation for maximizing your marketing impact.
kell.gg/kxeom

Kellogg Accelerated Marketing Leadership Program
Marketing is rapidly evolving, so must marketing leaders. Learn next-level marketing skills and strategy from leading Kellogg faculty to gain an end-to-end perspective on the modern marketing operating model. From crafting strategic content to leveraging data to connecting with customers, you will master the leadership skills that will ignite your career.
kell.gg/kxkaml

Legal Strategy for Business
Learn How the Law Can Be a Powerful Tool for Guiding Your Organization’s Strategic Direction
Gain an essential understanding of the U.S. legal system in order to guide your business’s strategic direction, mitigate risk and make better-informed leadership decisions.
kell.gg/kxbuslaw
Mastering Sales: A Toolkit for Success
Increase Your Individual and Team’s Selling Performance
Develop the necessary sales and management habits that lead to success. This 10-module program will give you the tools and techniques for improving your sales skills and reveal best practices for building a high-performing sales team.
kell.gg/kxhisales

Negotiating in a Virtual World
Mastering High Performance Skills
There is a science to negotiation. Kellogg teaches the proven approach in this 8-week program to give you a critical edge at the negotiation table regardless of where in the world you are negotiating.
kell.gg/kxnvw

Operations Management: Digital Strategy
Realizing the Impact of Digital Transformation
Discover how automation, big data, analytics, smart controls and machine learning can improve operating performance.
kell.gg/kxdom

Product Strategy
Discovering, Developing, Managing and Marketing Products as a Business
In this 8-week program, you will learn a “cradle-to-grave” approach for managing and optimizing the life of a product or service.
kell.gg/kxol-emps

Professional Certificate in Digital Marketing
Advance Your Career in Digital Marketing
This in-depth online program will give you a broad overview of the digital marketing landscape, enable you to develop the most in-demand skills and help you find your niche in this rapidly expanding field.
kell.gg/kxol-pcdigmark

Professional Certificate in Project Management
Advance Your Career in Product Management
Developing a new product has become increasingly complex, amplified by ever-expanding customer expectations as technology evolves. Whether you are a multinational corporation or a micro startup, products are the foundation of growth. The Professional Certificate in Product Management program harnesses the best practices, frameworks, and hard and soft skills to be a successful product manager, whether you are already working in this field or switching from an adjacent field. Participants will master the end-to-end strategic and tactical skills needed to become a professional product manager, develop a broad overview of the product management landscape, and gain certifications in product management tools and methodologies to equip them for success in this fast-growing field.
kell.gg/kxpcpm

Strategic Change Management
Lead and Implement Change in Your Organization
Go beyond common change management models and develop a strategy for creating and leading sustainable organizational change. This 8-week program will give you the tools needed to execute change plans effectively.
kell.gg/kxscm

Strategies that Build Winning Brands
Creating a Distinct Customer Advantage
The brand experts at Kellogg will show you how to create a distinctive brand that cuts through the noise and competition in a hyper-connected world. This 6-week program features engaging activities that allow you to apply the concepts you learn in practice right away.
kell.gg/kxbstrat

The Art and Science of Innovation
How Design and Creativity Impact Business
You will learn to use creativity as a business tool, flipping constraints into opportunities for innovation and gaining the confidence to inspire others to be receptive to your ideas.
kell.gg/kxcce