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 will offer a different kind of executive education experience this fall — live, online programming that offers deep insight and real-time engagement with faculty and peers.

Kellogg Executive Education Fall 2020 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.
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.

For fall 2020, 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**
- **Finance**
- **General Management***

- **Growth & Innovation**
- **Leadership**
- **Marketing & Sales**

- **Nonprofit Management***
- **Operations & Technology**
- **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

* 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.

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](kell.gg/kxscholars) or email: scholars@kellogg.northwestern.edu
## 2020–2021 Executive Programs Calendar

### General Management

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<td>Business for Scientists and Engineers: Develop the Business Acumen to Advance Your Life’s Work</td>
<td>June 21–25</td>
</tr>
<tr>
<td>Enterprise Leadership Program - formerly known as Advanced Management Program</td>
<td>July 11–30</td>
</tr>
<tr>
<td>Executive Development Program</td>
<td>June 7–25</td>
</tr>
<tr>
<td>Strategic Capabilities for Emerging Business Leaders: Building a Foundation for Growth</td>
<td>Sept 27–Oct 15</td>
</tr>
<tr>
<td>Women’s Senior Leadership Program – multiple sessions</td>
<td>Oct 13, 2021–Sept 23, 2022</td>
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### Finance & Accounting

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<tr>
<th>Program</th>
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<td>Corporate Finance: Strategies for Creating Shareholder Value</td>
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<tr>
<td>Finance for Executives: Make Better Decisions With Greater Confidence</td>
<td>Oct 12–23</td>
</tr>
<tr>
<td>Merger Week: Creating Value Through Strategic Acquisitions andiances</td>
<td>April 18–23</td>
</tr>
<tr>
<td>Corporate Governance: Effectiveness and Accountability in the Boardroom</td>
<td>Oct 10–15</td>
</tr>
<tr>
<td>Family Enterprise Navigating UNIQUE Governance Challenges</td>
<td>April 25–30</td>
</tr>
<tr>
<td>Forming Family Enterprise Governance: Creating Structures and Processes to Ensure Success and Continuity</td>
<td>Oct 24–29</td>
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<tr>
<td>Governing Family Enterprises: New Insights and Skills for All Involved in the Family Business</td>
<td>Nov 2–13</td>
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<tr>
<td>Women’s Director Development Program: The Journey to the Boardroom</td>
<td>May 23–26</td>
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<tr>
<td>Leading and Sustaining a Culture of Innovation: Cultivate a Leading Edge Organization</td>
<td>Sept 16–23</td>
</tr>
<tr>
<td>Leveraging AI for Innovation and Organizational Performance: Harness the Power of AI for Business Growth</td>
<td>March 1–3</td>
</tr>
<tr>
<td>Energizing People for Performance: Develop People-Engagement Strategies</td>
<td>March 8–11</td>
</tr>
<tr>
<td>High Performance Negotiation Skills: Maximize Your Outcome With Proven Strategies</td>
<td>Oct 8–17</td>
</tr>
<tr>
<td>Leading for Impact Within Family Enterprise: A Personal Approach</td>
<td>Nov 9–13</td>
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<tr>
<td>Leading High-Impact Teams: How to Build and Lead a Powerful, Successful Team</td>
<td>Nov 8–17</td>
</tr>
<tr>
<td>Leading With Advanced Analytics and Artificial Intelligence: Creating Business Value Through Data Science</td>
<td>Sept 17–22</td>
</tr>
<tr>
<td>Navigating Workplace Conflict: People Problems and Solutions</td>
<td>Nov 8–10</td>
</tr>
<tr>
<td>The Leader Within: Maximizing Your Authentic Leadership Impact</td>
<td>Nov 10–15</td>
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<tr>
<td>The Strategy of Leadership: Unleashing the Power of Influence</td>
<td>March 24–26</td>
</tr>
<tr>
<td>Advanced Marketing Management: Enhancing Digital Capabilities to Drive Your Marketing Strategy</td>
<td>Nov 26–Nov 5</td>
</tr>
<tr>
<td>Business Marketing Strategy: Driving Profitable Growth in the New B2B Environment</td>
<td>March 9–April 1</td>
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<tr>
<td>Consumer Marketing Strategy: The Kellogg Approach to Building Effective Marketing Plans</td>
<td>Oct 29–April 1</td>
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<tr>
<td>Distribution Channel Management: Optimizing the Customer Experience</td>
<td>Sept 19–24</td>
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<tr>
<td>High-Impact Sales Strategy: Driving Revenue and Profit Growth</td>
<td>Sept 12–22</td>
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<tr>
<td>Kellogg on Branding: Creating, Building and Rejuvenating Your Brand</td>
<td>Sept 20–Oct 16</td>
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<tr>
<td>Maximizing Sales Force Performance: Implement Frameworks for Driving Top-Line Growth</td>
<td>Apr 19–23</td>
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<tr>
<td>Sales Force Effectiveness: Adapting for Success In a New Environment</td>
<td>Oct 17–22</td>
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<td>Strategic Marketing Communications: Creating Effective Marketing Campaigns in an Evolving Media Landscape</td>
<td>May 10–14</td>
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<td>Supply Chain Management: Strategy and Planning for Effective Operations</td>
<td>Nov 12–14</td>
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<td>Lean Operations: Managing Risk and Uncertainty</td>
<td>Nov 17–19</td>
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<tr>
<td>Competitive Strategy: Creating and Sustaining Competitive Advantage</td>
<td>Oct 26–Nov 6</td>
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<tr>
<td>Creating and Managing Strategic Alliances: Develop Strong Alliance Capabilities</td>
<td>March 24–26</td>
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Dates are subject to change.
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

In-Person: June 21–25, 2021
Chicago Campus

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

Enterprise Leadership Program

(formerly known as Advanced Management Program)

Driving Organizational Success From the Top

In-Person: July 11–30, 2021

Leadership at the enterprise level means rising to the challenge. No longer is your growth linear — it’s exponential. The focus moves past the single team or unit to the enterprise as a whole, beyond functional skills to strategic decisions based on a broader perspective. Kellogg Executive Education’s Enterprise Leadership Program prepares you to lead at height and scale and helps you develop an anticipatory mindset.

kell.gg/kxelp

Executive Development Program

Transforming to Strategic Leadership

In-Person: June 7–25, 2021
September 27 – October 15, 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: November 30 – December 11, 2020

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: February 24–26, 2021
Week 2: May 12–14, 2021
Week 3: September 29 – October 1, 2021
Week 4: December 1–3, 2021

In-Person:
Week 1: October 13–15, 2021
Week 2: February 23–25, 2022
Week 3: May 11–13, 2022
Week 4: September 21–23, 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

In-Person: November 14–19, 2021
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/kxcorpfin

Finance for Executives

Make Better Decisions With Greater Confidence

Live Virtual: October 12–23, 2020
In-Person: April 18–23, 2021
October 10–15, 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

In-Person: April 25–30, 2021
October 24–29, 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:** November 2-13, 2020
- **In-Person:** May 23-26, 2021
  - November 1-4, 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](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](kell.gg/kxfamboard)

### 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](kell.gg/kxfameg)

### Governing Family Enterprises
**New Insights and Skills for All Involved in the Family Business**

- **In-Person:** April 11-15, 2021
  - 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](kell.gg/kxfamgov)

### Women’s Director Development Program
**The Journey to the Boardroom**

- **In-Person:** April 14-16, 2021
  - November 3-5, 2021

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](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: September 16–23, 2020
In-Person: May 23–26, 2021
September 19–22, 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: September 28 – October 5, 2020
In-Person: May 24–27, 2021
September 13–16, 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
In-Person: March 1–3, 2021
October 25–27, 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/kxiaiop
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: October 19–23, 2020*
*In-Person: March 8–11, 2021*
October 18–21, 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](kell.gg/kxcollab)

**High Performance Negotiation Skills**
**Maximize Your Outcome With Proven Strategies**
*Live Virtual: November 9–13, 2020*
*In-Person: May 17–20, 2021*
November 8–11, 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](kell.gg/kxnegotiate)

**Driving Organizational Change**
**Achieving Business Goals Through Purposeful Change Management**
*Live Virtual: October 26 – November 5, 2020*
*In-Person: March 29 – April 1, 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](kell.gg/kxorgchange)

**Leading for Impact Within Family Enterprise**
**A Personal Approach**
*In-Person: May 2–6, 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](kell.gg/kxfamlead)

**Energizing People for Performance**
**Develop People-Engagement Strategies**
*Live Virtual: November 8–17, 2020*
*In-Person: May 3–5, 2021*
November 8–10, 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](kell.gg/kxpeople)

**Leading High-Impact Teams**
**How to Build and Lead a Powerful, Successful Team**
*Live Virtual: September 21–28, 2020*
*In-Person: March 16–19, 2021*
September 21–24, 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](kell.gg/kxteams)
Leading Into the Future
Capitalizing on New Concepts in a Fast-Changing World
Live Virtual: November 1–11, 2020
In-Person: May 24–28, 2021
November 1–5, 2021
Explore the innovations in marketing, talent management, operations and leadership that formulate the leading edge of today’s rapidly changing business environment. You will come away with a clear understanding of the technology and managerial tools that will enable you to tackle tomorrow’s challenges, today.
kell.gg/kxcentury

Leading With Advanced Analytics and Artificial Intelligence
Creating Business Value Through Data Science
Live Virtual:
September 14 – October 6, 2020
In-Person:
April 26–30, 2021
September 13–17, 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

Navigating Workplace Conflict
People Problems and Solutions
In-Person: September 28 – October 1, 2021
Manage conflict in the workplace and with peers, superiors and subordinates by understanding the fundamental structure of conflict and transforming conflict into creativity and collaboration in contexts of multifunctional teams, ethnically and culturally diverse teams, and organizational change.
kell.gg/kxnwc

The Customer-Focused Organization
Leading Transformation, Renewal and Growth
Live Virtual: October 26 – November 6, 2020
In-Person: May 24–27, 2021
October 25–28, 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: September 9–18, 2020
In-Person:
April 11–16, 2021
October 10–15, 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/kxlsphere

The Single Family Office
Maximizing Performance in a Complex Environment
In-Person: March 24–26, 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: November 9–17, 2020
In-Person:
May 3–5, 2021
November 8–10, 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: November 30 – December 10, 2020*

*In-Person: June 7–11, 2021*

*October 18–22, 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.

kell.gg/kxadmark

Consumer Marketing Strategy

**The Kellogg Approach to Building Effective Marketing Plans**

*In-Person: September 19–24, 2021*

To compete in today’s hypercompetitive, constantly evolving markets, you must understand consumers’ goals, beliefs and behaviors — then translate your insights into an effective marketing strategy. Through discussions, case studies and collaborative exercises, you’ll develop a well-defined approach for identifying attractive targets and effectively positioning products and services for them.

kell.gg/kxmarkstrat

Distribution Channel Management

**Optimizing the Customer Experience**

*In-Person: February 28 – March 3, 2021*

A great product isn’t enough. Managing channel conflicts, developing win-win partnerships and understanding omni-channel marketing and hybrid shopping behavior are just as important for success. Learn to leverage effective channel design and management to sustain your organization’s competitive advantage.

kell.gg/kxchannel

Business Marketing Strategy

**Driving Profitable Growth in the New B2B Environment**

*Live Virtual: September 28 – October 16, 2020*

*In-Person: April 19–23, 2021*

*September 27 – October 1, 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.

kell.gg/kxbtob

High-Impact Sales Strategy

**Driving Revenue and Profit Growth**

*In-Person: March 1–4, 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.

kell.gg/kxsalestrat
Kellogg on Branding
Creating, Building and Rejuvenating Your Brand

Live Virtual: October 5–23, 2020
In-Person: April 25–30, 2021
October 3–8, 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.
kell.gg/kxbrand

Maximizing Sales Force Performance
Implement Frameworks for Driving Top-Line Growth

In-Person: April 25–29, 2021
October 3–7, 2021

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: October 5–13, 2020

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

In-Person: May 10–14, 2021
November 15–19, 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
Operations & Technology

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 Strategy
Designing Operations to Maximize Value
In-Person: May 12-14, 2021
November 17-19, 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

Lean Operations
Managing Risk and Uncertainty
Live Virtual: December 2-8, 2020
In-Person: April 14-16, 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

Supply Chain Management
Strategy and Planning for Effective Operations
Live Virtual: August 31 – September 4, 2020
In-Person: April 11-14, 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

* Combined Programs. Special Discounts. *
Expand your learning opportunities and take advantage of fee discounts when you enroll in Supply Chain Management and Lean Operations as a series of consecutive sessions.
OPERATIONS MANAGEMENT WEEK
April 11-16, 2021
kell.gg/kxomweek
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:** October 12–22, 2020
- **In-Person:** May 16–20, 2021
  
  October 10–14, 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.

- [kell.gg/kxcompete](kell.gg/kxcompete)

**Creating and Managing Strategic Alliances**
*Develop Strong Alliance Capabilities*

- **In-Person:** October 19–22, 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.

- [kell.gg/kxalliance](kell.gg/kxalliance)

“[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

**Artificial Intelligence: Strategies for Leading Business Transformation**

*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/kxailbt](kell.gg/kxailbt)

**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/kxdigimark](kell.gg/kxdigimark)

**Business Law for Leaders**

*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](kell.gg/kxbuslaw)

**Creativity as Competitive Edge**

*Inspiration, Ideation and Implementation*

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/kxccce](kell.gg/kxccce)

**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](kell.gg/kxclistrat)

**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](kell.gg/kxeom)

**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](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](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

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