2019–2020 PROGRAM GUIDE

EXECUTIVE EDUCATION
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:
847.467.6018
kell.gg/kxed
ExecEd@kellogg.northwestern.edu

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

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.

For assistance in customizing a program for your organization, contact:
847.467.7200
kell.gg/kxcustominfo
custom-programs@kellogg.northwestern.edu
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Dates are subject to change.
### 2020 Executive Programs Calendar

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<td>Oct 18-Nov 6</td>
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<td>Business for Scientists and Engineers: Develop the Business Acumen to Advance Your Life’s Work</td>
<td>June 22-26</td>
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### Finance & Accounting

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<td>Nov 15-20</td>
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<td>April 19-24</td>
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<td>Merger Week: Creating Value Through Strategic Acquisitions and Alliances</td>
<td>Oct 11-16</td>
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<td>Family Enterprise Boards: Navigating Unique Governance Challenges</td>
<td>Oct 25-30</td>
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<td>Governing Family Enterprises: New Insights and Skills for All Involved in the Family Business</td>
<td>Feb 18-21 (Miami)</td>
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<td>Women’s Director Development Program: The Journey to the Boardroom</td>
<td>Nov 2-5</td>
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### Governance

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<th>Dates</th>
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</thead>
<tbody>
<tr>
<td>Corporate Governance: Effectiveness and Accountability in the Boardroom</td>
<td>Sept 20-24</td>
</tr>
<tr>
<td>Family Enterprise Boards: Navigating Unique Governance Challenges</td>
<td>Nov 2-6</td>
</tr>
<tr>
<td>Governing Family Enterprises: New Insights and Skills for All Involved in the Family Business</td>
<td>Feb 18-21 (Miami)</td>
</tr>
<tr>
<td>Women’s Director Development Program: The Journey to the Boardroom</td>
<td>Sept 28-Oct 1</td>
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### Growth & Innovation

<table>
<thead>
<tr>
<th>Program</th>
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<tbody>
<tr>
<td>Delivering Business Growth: An Actionable Framework</td>
<td>March 1-4</td>
</tr>
<tr>
<td>Leading and Sustaining a Culture of Innovation: Cultivate a Leading Edge Organization</td>
<td>Sept 20-23</td>
</tr>
<tr>
<td>NEW: Leveraging AI for Innovation and Organizational Performance: Harness the Power of AI for Business Growth</td>
<td>April 27-30</td>
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### Leadership

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Constructive Collaboration: Driving Performance in Teams, Organizations and Partnerships</td>
<td>Sept 28-30</td>
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<tr>
<td>Driving Organizational Change: Achieving Business Goals Through Purposeful Change Management</td>
<td>March 9-12</td>
</tr>
<tr>
<td>Energizing People for Performance: Develop People-Engagement Strategies</td>
<td>Oct 19-22</td>
</tr>
<tr>
<td>High Performance Negotiation Skills: Maximize Your Outcome with Proven Strategies</td>
<td>Oct 26-29</td>
</tr>
<tr>
<td>Leading Family Enterprises: Lead Your Family Company Forward</td>
<td>Nov 8-11</td>
</tr>
<tr>
<td>Leading with Advanced Analytics and Artificial Intelligence: Creating Business Value Through Data Science</td>
<td>May 11-14</td>
</tr>
<tr>
<td>Navigating Workplace Conflict: People Problems and Solutions</td>
<td>Sept 14-18</td>
</tr>
<tr>
<td>The Customer-Focused Organization: Leading Transformation, Renewal and Growth</td>
<td>Nov 2-6</td>
</tr>
<tr>
<td>The Leader Within: Maximizing Your Authentic Leadership Impact</td>
<td>Sept 13-18</td>
</tr>
<tr>
<td>The Strategy of Leadership: Unleashing the Power of Influence</td>
<td>Nov 9-11</td>
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### Marketing & Sales

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Advanced Marketing Management: Enhancing Digital Capabilities to Drive Your Marketing Strategy</td>
<td>June 1-5</td>
</tr>
<tr>
<td>Distribution Channel Management: Optimizing the Customer Experience</td>
<td>May 3-8</td>
</tr>
<tr>
<td>High-Impact Sales Strategy: Driving Revenue and Profit Growth</td>
<td>Oct 4-9</td>
</tr>
<tr>
<td>Kellogg on Branding: Creating, Building and Rejuvenating Your Brand</td>
<td>Dec 1-4</td>
</tr>
<tr>
<td>Maximizing Sales Force Performance: Implement Frameworks for Driving Top Line Growth</td>
<td>May 31-June 4</td>
</tr>
<tr>
<td>Strategic Marketing Communications: Creating Effective Marketing Campaigns in an Evolving Media Landscape</td>
<td>May 11-15</td>
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### Operations & Technology

<table>
<thead>
<tr>
<th>Program</th>
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<tbody>
<tr>
<td>Operations Strategy: Designing Operations to Maximize Value</td>
<td>Dec 2-4</td>
</tr>
<tr>
<td>Supply Chain Management: Strategy and Planning for Effective Operations</td>
<td>March 29-April 1</td>
</tr>
<tr>
<td>The Science of Lean Operations: Identify and Alleviate Bottlenecks in Your Process</td>
<td>April 1-3</td>
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### Strategy

<table>
<thead>
<tr>
<th>Program</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Competitive Strategy: Creating and Sustaining Competitive Advantage</td>
<td>May 17-21</td>
</tr>
<tr>
<td>Creating and Managing Strategic Alliances: Develop Strong Alliance Capabilities</td>
<td>Oct 11-15</td>
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### Online Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Artificial Intelligence: Strategies for Leading Business Transformation</td>
<td>Please check our website for session dates.</td>
</tr>
<tr>
<td>Digital Marketing Strategies: Data, Automation, AI &amp; Analytics</td>
<td>Please check our website for session dates.</td>
</tr>
<tr>
<td>Essentials of Marketing: Building a Foundation for Marketplace Success</td>
<td>Please check our website for session dates.</td>
</tr>
<tr>
<td>High-Impact Selling: A Toolkit for Success</td>
<td>Please check our website for session dates.</td>
</tr>
<tr>
<td>Negotiating in a Virtual World: Mastering High Performance Skills</td>
<td>Please check our website for session dates.</td>
</tr>
<tr>
<td>Product Strategy: Discovering, Developing, Managing and Marketing Products as a Business</td>
<td>Please check our website for session dates.</td>
</tr>
<tr>
<td>Strategic Change Management: Lead and Implement Change in Your Organization</td>
<td>Please check our website for session dates.</td>
</tr>
</tbody>
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*Dates are subject to change.*
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 four in-person 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

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

Online programs do not count toward the certificate.

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
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

ADVANCED MANAGEMENT PROGRAM
Unleashing the Power and Potential of Exceptional Leaders

OCTOBER 13 – NOVEMBER 1, 2019
OCTOBER 18 – NOVEMBER 6, 2020

Kellogg’s Advanced Management Program will help you reexamine and refine your thinking about what it means to be a growth-minded leader. You will ask yourself powerful questions and gain an expanded perspective essential for success at the top. You will leave equipped to thrive in today’s fast-paced, interconnected economy with the tools, insights and frameworks you need to ignite growth and propel your organization forward.

kell.gg/kxamp

BUSINESS FOR SCIENTISTS AND ENGINEERS
Develop the Business Acumen to Advance Your Life’s Work

JUNE 22–26, 2020
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

“ The Kellogg Advanced Management Program addresses the aspects of management and leadership beyond any other. Using the most recent academic research, the program creates a learning environment where you can absorb knowledge, experiment with high level colleagues and have a joyful time.”

PARTNER, ORIA CAPITAL

EXECUTIVE DEVELOPMENT PROGRAM
Transforming to Strategic Leadership

JUNE 8–26, 2020
OCTOBER 5–23, 2020

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

WOMEN’S SENIOR LEADERSHIP PROGRAM
Revolutionizing Careers. Transforming the Corporate Landscape.

WEEK 1: NOVEMBER 13–15, 2019
WEEK 2: FEBRUARY 26–28, 2020
WEEK 3: MAY 13–15, 2020
WEEK 4: SEPTEMBER 30 – OCTOBER 2, 2020
WEEK 1: OCTOBER 14–16, 2020
WEEK 2: FEBRUARY 24–26, 2021
WEEK 3: MAY 12–14, 2021
WEEK 4: SEPTEMBER 29 – OCTOBER 1, 2021

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

**NOVEMBER 3–8, 2019**
**NOVEMBER 15–20, 2020**

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.

[294x394]

**FINANCE FOR EXECUTIVES**
Make Better Decisions with Greater Confidence

**NOVEMBER 10–15, 2019**
**APRIL 19–24, 2020**
**OCTOBER 11–16, 2020**

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.

**MERGER WEEK**
Creating Value Through Strategic Acquisitions and Alliances

**OCTOBER 13–18, 2019**
**MAY 3–8, 2020**
**OCTOBER 25–30, 2020**

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.

“[Merger Week] provided an optimal blend of theory, research-based instruction and practical application. It also afforded me a phenomenal opportunity to interact with the professors and exchange experiences with my classmates.”

**VICE PRESIDENT OF ACQUISITION INTEGRATION, IDEX CORPORATION**
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

NOVEMBER 17–20, 2019
MARCH 16–19, 2020
NOVEMBER 2–5, 2020

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

SEPTEMBER 20–24, 2020

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

FORMING FAMILY ENTERPRISE GOVERNANCE

Creating Structures and Processes to Ensure Success and Continuity

FEBRUARY 19–21, 2020
Miami Campus

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

NOVEMBER 3–7, 2019
MARCH 8–12, 2020
OCTOBER 4–8, 2020

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

NOVEMBER 6–8, 2019
NOVEMBER 4–6, 2020

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

“[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 highly recommended experience.”

EXECUTIVE DIRECTOR, ERNST & YOUNG LLP
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
MARCH 1–4, 2020
SEPTEMBER 20–23, 2020
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
NOVEMBER 11–14, 2019
APRIL 27–30, 2020
SEPTEMBER 28 – OCTOBER 1, 2020
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
MARCH 2–4, 2020
SEPTEMBER 28–30, 2020
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/kxaiop
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
OCTOBER 21–24, 2019
MARCH 9–12, 2020
OCTOBER 19–22, 2020
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

DRIVING ORGANIZATIONAL CHANGE
Achieving Business Goals Through Purposeful Change Management
OCTOBER 28–31, 2019
MARCH 30 – APRIL 2, 2020
OCTOBER 26–29, 2020
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

ENERGIZING PEOPLE FOR PERFORMANCE
Develop People-Engagement Strategies
NOVEMBER 10–13, 2019
APRIL 26–29, 2020
NOVEMBER 8–11, 2020
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

HIGH PERFORMANCE NEGOTIATION SKILLS
Maximize Your Outcome with Proven Strategies
MAY 11–14, 2020
NOVEMBER 9–12, 2020
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

LEADING FAMILY ENTERPRISES
Lead Your Family Company Forward
MAY 3–7, 2020
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

LEADING HIGH-IMPACT TEAMS
How to Build and Lead a Powerful, Successful Team
OCTOBER 1–4, 2019
MARCH 17–20, 2020
SEPTEMBER 22–25, 2020
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/kxtteams

LEADERSHIP
Leadership

LEADING INTO THE FUTURE
Capitalizing on New Concepts in a Fast-Changing World

NOVEMBER 4–8, 2019
MAY 11–15, 2020
NOVEMBER 2–6, 2020

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.

cell.gg/kxcentury

LEADING WITH ADVANCED ANALYTICS AND ARTIFICIAL INTELLIGENCE
Creating Business Value Through Data Science

APRIL 6–10, 2020
SEPTEMBER 14–18, 2020

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.

cell.gg/kxanalytics

NAVIGATING WORKPLACE CONFLICT
People Problems and Solutions

DECEMBER 2–5, 2019
DECEMBER 1–4, 2020

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.

cell.gg/kxnwc

THE CUSTOMER-FOCUSED ORGANIZATION
Leading Transformation, Renewal and Growth

OCTOBER 28–31, 2019
APRIL 27–30, 2020
OCTOBER 26–29, 2020

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.

cell.gg/kxfocus

THE LEADER WITHIN
Maximizing Your Authentic Leadership Impact

MAY 17–22, 2020
SEPTEMBER 13–18, 2020

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.

cell.gg/kxlsphere

THE STRATEGY OF LEADERSHIP
Unleashing the Power of Influence

OCTOBER 28–30, 2019
APRIL 27–29, 2020
NOVEMBER 9–11, 2020

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.

cell.gg/kxstratlead

"Attending [Leading High-Impact Teams] was an inspiring experience. Being amongst such [highly accomplished] professionals as classmates in a stimulating environment, fueled by the knowledge and enthusiasm of the session leaders, was an experience I would recommend to anyone."

COO, U.S. & CANADA, BRIGHTSTAR
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
**DECEMBER 2-6, 2019**
**JUNE 1-5, 2020**
**NOVEMBER 30 - DECEMBER 4, 2020**
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.

"This was an outstanding program! It was time well spent, with a deep dive into the principles of marketing. I gained insight into redefining our marketing strategy and integrating marketing as a key partner in the company's strategic direction."

**CEO CHINA, TMF GROUP**

**BUSINESS MARKETING STRATEGY**
Driving Profitable Growth in the New B2B Environment
**OCTOBER 21-25, 2019**
**APRIL 20-24, 2020**
**SEPTEMBER 28 - OCTOBER 2, 2020**
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.

**CONSUMER MARKETING STRATEGY**
The Kellogg Approach to Building Effective Marketing Plans
**SEPTEMBER 20-25, 2020**
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.
Marketing & Sales

**DISTRIBUTION CHANNEL MANAGEMENT**
Optimizing the Customer Experience
MARCH 1–4, 2020
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

**HIGH-IMPACT SALES STRATEGY**
Driving Revenue and Profit Growth
MARCH 2–5, 2020
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
MAY 3–8, 2020  
OCTOBER 4–9, 2020
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
MAY 31 – JUNE 4, 2020  
OCTOBER 4–8, 2020
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

**STRATEGIC MARKETING COMMUNICATIONS**
Creating Effective Marketing Campaigns in an Evolving Media Landscape
NOVEMBER 18–22, 2019  
MAY 11–15, 2020  
NOVEMBER 16–20, 2020
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

“Taking the step outside of my daily routine and my environment to attend an intense course at Kellogg was an experience that I will continue to look back at. It was refreshing to see that the challenges we face in our own region and within our organization are also ones that other organizations in different industries and on an international level face as well.”

Assistant Vice President — Marketing & Corporate Communications, United Real Estate
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
NOVEMBER 20–22, 2019
APRIL 15–17, 2020
DECEMBER 2–4, 2020
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
MARCH 29 – APRIL 1, 2020
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

THE SCIENCE OF LEAN OPERATIONS
Identify and Alleviate Bottlenecks in Your Process
APRIL 1–3, 2020
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

COMBINED PROGRAMS. SPECIAL DISCOUNTS.
Expand your learning opportunities and take advantage of fee discounts when you enroll in Supply Chain Management and The Science of Lean Operations as a series of consecutive sessions.

OPERATIONS MANAGEMENT WEEK
MARCH 29 – APRIL 3, 2020
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
MAY 17–21, 2020
OCTOBER 11–15, 2020
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

CREATING AND MANAGING STRATEGIC ALLIANCES
Develop Strong Alliance Capabilities
NOVEMBER 10–13, 2020
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

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

**ARTIFICIAL INTELLIGENCE: STRATEGIES FOR LEADING BUSINESS TRANSFORMATION**
Creating Customer Value Through the Power of AI
Please check our website for session dates.
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

**DIGITAL MARKETING STRATEGIES: DATA, AUTOMATION, AI & ANALYTICS**
Mastering Modern Marketing Practices
Please check our website for session dates.
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

**ESSENTIALS OF MARKETING**
Building a Foundation for Marketplace Success
Please check our website for session dates.
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

**HIGH-IMPACT SELLING: A TOOLKIT FOR SUCCESS**
Increase Your Individual and Team’s Selling Performance
Please check our website for session dates.
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
Please check our website for session dates.
There is a science to negotiation. Kellogg teaches the proven approach in this 6-week program to give you a critical edge at the negotiation table regardless of where in the world you are negotiating.

kell.gg/kxnvw

**PRODUCT STRATEGY**
Discovering, Developing, Managing, and Marketing Products as a Business
Please check our website for session dates.
In this 8-week program, you will learn a ‘cradle-to-grave’ approach for managing and optimizing the life of a product or service. You will be equipped to think like the CEO of your product or service, all in a flexible, online format by engaging in interactive, thoughtful discussions with Kellogg professor and subject matter expert, Mohan Sawhney, and your peers.

kell.gg/kxol-emps

**STRATEGIC CHANGE MANAGEMENT**
Lead and Implement Change in Your Organization
Please check our website for session dates.
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