EXECUTIVE EDUCATION PROGRAM GUIDE

2015

CREATE SHAREHOLDER VALUE • BUILD COMPETITIVE ADVANTAGE • UNLOCK A TEAM’S CREATIVE POTENTIAL
LEVERAGE COST OF CAPITAL • STRUCTURE TEAM ROLES TO MAXIMIZE POTENTIAL • VALUE ACQUISITION
TARGETS • LEVERAGE CUSTOMER INSIGHT FOR NEW PRODUCT DEVELOPMENT • OPTIMIZE SUPPLY CHAIN
DESIGN AND PROCESSES • BUILD A CUSTOMER VALUE MODEL • MANAGE CAPITAL STRUCTURE • QUANTIFY RISK
FORMULATE A NEGOTIATING STRATEGY • DESIGN STRATEGIC SOURCING MODELS • ALIGN IT INITIATIVES WITH
BUSINESS STRATEGY • BENCHMARK IT BEST PRACTICES ACROSS INDUSTRIES • MANAGE THE PRODUCT
PORTFOLIO • DEVELOP MINDFULNESS • BUILD STRATEGIC ADVANTAGE THROUGH INTELLIGENT ANALYTICS
DESIGN SUPPLY CHAINS THAT INCREASE PROFITABILITY • REDUCE AND CONTROL DEMAND VARIABILITY
CREATE A VIBRANT CULTURE • EVALUATE LONG-TERM SUSTAINABILITY OF COMPETITIVE ADVANTAGE
MAXIMIZE VALUE CAPTURE • CAPITALIZE ON STRATEGIC GROWTH OPPORTUNITIES • CREATE A CULTURE OF
INNOVATION • DEVELOP A LEADERSHIP PROFILE • CREATE THE ULTIMATE CUSTOMER EXPERIENCE

GREAT LEADERS START HERE.

EMPOWER AND MOTIVATE OTHERS • DRIVE ORGANIC GROWTH INITIATIVES • IDENTIFY WINNING VALUE
PROPOSITIONS • MITIGATE BUSINESS RISK • CO-CREATE PRODUCTS WITH CUSTOMERS • FORECAST SUCCESS
OF NEW PRODUCTLaunchES • GROW YOUR PRODUCT PORTFOLIO • FOSTER GROWTH AND INNOVATION
MANAGE A PORTFOLIO OF BRANDS • CRAFT A BRAND POSITIONING STRATEGY • DETECT RED FLAGS IN
FINANCIAL STATEMENTS • INTEGRATE FINANCING AND INVESTMENT DECISIONS • SEGMENT YOUR MARKET FOR
OPTIMAL CHANNEL DESIGN • LEARN TO GROW PEOPLE, TEAMS AND ORGANIZATIONS • DESIGN STRATEGIC
SOURCING MODELS • PERSUASIVELY ADVOCATE CHANGE • PREDICT FINANCIAL IMPLICATIONS OF MANAGERIAL
DECISIONS • COACH YOUR EXECUTIVE TEAM TO MAXIMIZE PERFORMANCE • TRANSFORM YOUR ORGANIZATION
• STRUCTURE VALUE-CREATING DEALS • EVALUATE INVESTMENT OPPORTUNITIES • MAXIMIZE LEADERSHIP
POTENTIAL IN OTHERS • MANAGE THE NEEDS OF MULTIPLE STAKEHOLDERS • DEVELOP AND SUSTAIN A PERSONAL
LEADERSHIP PHILOSOPHY • RECRUIT HIGHLY EFFECTIVE BOARD MEMBERS • GROW HERE. START NOW.
KELLOGG EXECUTIVE EDUCATION.
DIVERSE OFFERINGS FOR LEADERS LIKE YOU

At the Kellogg School of Management, we offer a myriad of intensive, content-rich programs to support your professional growth. We equip you with the tools and skills you need to maximize your impact in your organization. Collaborate with like-minded peers while you learn from our outstanding faculty, including groundbreaking researchers, renowned scholars and leading practitioners.

Our executive education programs are predominantly held at the James L. Allen Center situated on the beautiful Lake Michigan lakefront on the campus of Northwestern University in Evanston, Illinois. A short drive north of downtown Chicago, the Allen Center features classrooms, study group rooms, private bedrooms, dining rooms and inviting lounge areas, as well as an exercise room.

Please call 847.467.6018 or email ExecEd@kellogg.northwestern.edu for more information and to speak with an executive development adviser. You can also find more information and apply online at kellogg.northwestern.edu/execed.
OPEN ENROLLMENT PROGRAMS

Kellogg’s open enrollment programs are designed to equip you with the latest tools and techniques to meet the unique demands of the 21st century and position your organization for growth and sustainable competitive advantage.

With more than 50 programs available, you will find curricular offerings that cater to your specific needs as an experienced manager and leader.

In each program, you’ll benefit from a deeply immersive and highly collaborative learning environment that balances academic theory with practical, real-world application.

Led by globally recognized scholars and award-winning practitioners, open enrollment programs offer powerful opportunities for engagement with industry experts as well as benchmarking with peers.

CUSTOM PROGRAMS

Custom programs are a focused year-round option for organizations seeking a tailored, world-class learning experience for a group of executives. A custom program ensures a uniform learning experience for your group and gives you the opportunity to customize the curriculum needed.

This offering is particularly appealing for organizations facing cultural, strategic or organizational challenges that require collective learning in real-time.

NONPROFIT EXECUTIVE EDUCATION

The Center for Nonprofit Management provides outstanding academic programs for nonprofit practitioners to hone their skills and to develop additional competencies to take their enterprises to even greater success.

These programs are directed at senior managers — executives who have direct impact on the goals of the organizations. Board members and trustees will also gain valuable insights. In addition to lectures and cases, instructors use problem-solving and role-playing exercises to promote group learning and they invite leading practitioners to share their experience with participants.

You will find a complete listing of Kellogg’s NonProfit Executive Education programs at: WWW.KELL.GG/KXNONPROFIT

COMBINED PROGRAMS. SPECIAL DISCOUNTS.

Expand your learning opportunities and take advantage of fee discounts when you enroll in the following executive education program combinations as a series of consecutive sessions.

INSIGHT AND ANALYTICS WEEK

Customer Insight Tools & Strategic Data-Driven Marketing
MARCH 29–APRIL 3
OCTOBER 4–9

This combination of programs provides participants with a comprehensive toolkit of best practices for both quantitative and qualitative based marketing strategies.

GROWTH AND INNOVATION WEEK

Driving Organic Growth Through Innovation & Creating and Leading a Culture of Innovation
MARCH 8–13
SEPTEMBER 13–18

This dynamic series expands your perspective on the opportunities that innovation creates and gives you a practical framework for capitalizing on these opportunities to drive sustainable growth.

OPERATIONS MANAGEMENT WEEK

Supply Chain Management & The Science of Lean Operations
JUNE 7–12

This combination of programs offers you an executive-level overview of the innovative approach to operations management.
Whatever your professional goal, whether you want to reposition yourself in your company, refresh prior education or sharpen a specific skill, certification as a Kellogg Executive Scholar provides a practical, flexible and academically rigorous pathway for achieving it. With a choice of more than 40 programs, you can customize a curriculum in perfect alignment with your vision of your professional future.

In recognition of your commitment and on completion of a selected track of Kellogg executive education programs, you will join the ranks of Kellogg Executive Scholars with the awarding of a Certificate of Professional Achievement in one of these subject areas:

- FINANCE
- GENERAL MANAGEMENT
- INNOVATION
- LEADERSHIP
- MARKETING & SALES
- NONPROFIT MANAGEMENT*
- OPERATIONS & TECHNOLOGY

*To learn more about our nonprofit programs, see previous page.

MAKING THE COMMITMENT

Kellogg awards a Certificate of Professional Achievement to participants who meet the following criteria:

- Complete four or five selected executive education programs depending on the certificate subject area, including one required and several elective programs**
- Complete your Executive Scholars track within five years from the start date of the first program.

You may attend your selected programs in any order you like.

To review a complete listing of qualifying programs and certificate requirements or to download a curriculum guide to help you plan your track, please visit our website at www.kellogg/kxscholars.

**The Certificate of Professional Achievement in Nonprofit Management has separate criteria.

KELLOGG EXECUTIVE EDUCATION ALUMNI BENEFITS

As a Kellogg Executive Scholar, you will receive select lifelong learning and networking benefits, including:

- Membership in the global Kellogg alumni network
- Access to the online alumni network, including a network directory, discussion groups and other tools
- Opportunities to participate in alumni clubs
- Kellogg email forwarding for life
- 30 percent discount on 2–5 day Executive Education programs
- Access to cutting-edge research and content from Kellogg faculty and leading practitioners
- A subscription to Kellogg magazine
- Invitations to attend Kellogg-sponsored conferences on relevant issues in management
ADVANCED MANAGEMENT PROGRAM: INTENSIVE // NEW FOR 2015

A condensed and immersive professional development opportunity for senior executives responsible for creating markets and driving growth in today’s fast-paced, interconnected economy. A holistic approach to assessing the organizational impact of one’s leadership skills and style, all supported with executive coaching.

MAY 31–JUNE 19, 2015 // Evanston Campus // WWW.KELL.GG/KXINTNSV

ADVANCED MANAGEMENT PROGRAM: THE GLOBAL EXPERIENCE

Kellogg offers the same core leadership content for senior executives as our Advanced Management Program: Intensive in a modular format that includes an additional week of programming. This breakthrough course design provides an unparalleled experiential global week of learning in select markets around the world.

WEEK 1&2 // OCTOBER 18–30, 2015 // Evanston Campus
WEEK 3 // FEBRUARY 21–27, 2016 // São Paulo and Rio de Janeiro
WEEK 4 // APRIL 9–15, 2016 // Evanston Campus // WWW.KELL.GG/KXAMPGLOBAL

EXECUTIVE DEVELOPMENT PROGRAM

Equipping high-potential middle to senior managers with the business knowledge and leadership skills they need to succeed in general management. Explore theory-driven knowledge and concrete strategies across all business areas and return to your workplace equipped and energized to continue to advance as a leader, decision maker and change agent.

JUNE 14–JULY 3 & OCTOBER 4–23 // WWW.KELL.GG/KXEDP

WOMEN’S SENIOR LEADERSHIP PROGRAM

With an emphasis on practical learning and talent development, this four-part program — strategically paced over the course of a year — equips 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.

OCTOBER 28–30, 2015 // Evanston Campus
FEBRUARY 3–5, 2016 // Evanston Campus
MAY 4–6, 2016 // Evanston Campus
OCTOBER 12–14, 2016 // Evanston Campus // WWW.KELL.GG/KXWSLEAD

BUSINESS FOR SCIENTISTS AND ENGINEERS

Develop the business acumen to advance your life’s work. 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.

JULY 13–17 // WWW.KELL.GG/KXBUSSCI

THOMAS MEMMEL
BUSINESS UNIT MANAGER, USER-CENTERED SOLUTIONS, ZÜHLKE GROUP

“The programs are quite intense. But the real value comes after the program is over — when you go back to work and engage in self-reflection and try to apply what you have just learned to transform yourself and your company.”
ACCELERATING SALES FORCE PERFORMANCE

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.

APRIL 19–23 & OCTOBER 11–15 // WWW.KELL.GG/KXSALES

BUSINESS MARKETING STRATEGY

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.

APRIL 12–17, JULY 19–24 & SEPTEMBER 27–OCTOBER 2 // WWW.KELL.GG/KX8TOB

CUSTOMER INSIGHT TOOLS // TURNING INSIGHT INTO EFFECTIVE MARKETING STRATEGIES

Learn practical tools for uncovering and leveraging customer insights to create powerful marketing strategies. Infused with the right blend of qualitative and quantitative tools, this interactive program will prepare you to use customer insights to build strong marketing plans and gain a sustainable competitive advantage.

MARCH 29–31 // Evanston Campus
OCTOBER 4–6 // Chicago Campus // WWW.KELL.GG/KXINSIGHT

DISTRIBUTION CHANNEL MANAGEMENT // CREATING GO-TO-MARKET GROWTH STRATEGIES

This one-of-a-kind learning experience offers an enlightened perspective and practical approach to all the challenges and critical components of effective channel design and management. Learn how to design, develop, maintain and manage productive channel relationships to create sustainable competitive advantage.

MARCH 29–APRIL 1 & NOVEMBER 1–4 // WWW.KELL.GG/KXCHANNEL

HIGH-IMPACT SALES STRATEGY // DRIVING REVENUE AND PROFIT GROWTH // NEW FOR 2015

Developed for senior leaders, this program focuses on the sales strategy decisions that most impact 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.

JUNE 28–JULY 1 & NOVEMBER 15–18 // WWW.KELL.GG/KXSALESTRAT

INNOVATING NEW PRODUCTS AND SERVICES

To maximize the power of innovation, organizations must also implement the right strategy, design, development, marketing and more. This program will show you how. From market entry and positioning strategies to motivating team performance, learn new techniques for creating an innovation mindset and move your big ideas from concept to market and beyond.

MARCH 15–18 & SEPTEMBER 20–23 // WWW.KELL.GG/KXNEWPRODUCT

KELLOGG ON BRANDING // CREATING, BUILDING AND REJUVENATING YOUR BRAND

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.

MAY 17–22 & OCTOBER 11–16 // WWW.KELL.GG/KXBRAND
KELLOGG ON CONSUMER MARKETING STRATEGY

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.

APRIL 12–17 & SEPTEMBER 20–25 // WWW.KELL.GG/KXMARKSTRAT

MARKETING HEALTHCARE PRODUCTS

Surround yourself with industry experts as you learn about the latest changes in the healthcare marketplace — and how to effectively market to it. In this program, you will engage in deep discussions about trends and innovations that are reshaping healthcare and learn how to leverage these changes to create powerful marketing strategies.

NOVEMBER 2–6 // WWW.KELL.GG/KXHEALTHPRO

STRATEGIC DATA-DRIVEN MARKETING

Learn how to maximize marketing impact in consumer and business-to-business settings, optimize Internet marketing, adopt best practices for customer lifecycle management, implement state-of-the-art segmentation techniques and more.

APRIL 1–3 // Evanston Campus
OCTOBER 7–9 // Chicago Campus // WWW.KELL.GG/KXDATA

STRATEGIC MARKETING COMMUNICATIONS

Gain a greater understanding for marketing in the nanosecond culture, where generational differences play a distinct role in customers’ values, communication habits, uses of technology and expectations for products and services. The program serves both B2C and B2B leaders.

NOVEMBER 9–13 // WWW.KELL.GG/KXCOMSTRAT

STRATEGIC SOCIAL MEDIA MARKETING

Unleash the power and potential of social media by integrating it with your broader marketing strategy. This program will show you how to orchestrate social media and marketing tactics to engage more customers, increase profits and strengthen your brand.

APRIL 19–22 & NOVEMBER 15–18 // WWW.KELL.GG/KXSMEDIA

THE CUSTOMER-FOCUSED ORGANIZATION // LEADERSHIP, STRATEGY AND IMPLEMENTATION

Develop the tools and frameworks to transform a company focused on procedures or assets to one focused instead on customers. Define the customer-focus end state, develop a marketing strategy and design the organization to implement that strategy.

MAY 4–7 & NOVEMBER 16–19 // WWW.KELL.GG/KXFOCUS
21ST CENTURY MANAGEMENT // DESIGNING AND LEADING POWERFUL ORGANIZATIONS
Develop the tools to direct and coordinate your firm’s human, technical and organizational resources — leading to greater efficiencies, new strategic opportunities and tighter alignment at the management level.
JULY 5–10 & DECEMBER 6–11 // WWW.KELL.GG/KXCENTURY

CONSTRUCTIVE COLLABORATION // DRIVING PERFORMANCE IN TEAMS, ORGANIZATIONS AND PARTNERSHIPS
Learn from the experts the why, what and how of collaboration — the strategic rationale, design requirements and critical insights for assessing opportunities and risks in multiple contexts. This interactive program provides the conditions and competencies that foster highly productive collaboration and demonstrates how you can build and sustain these qualities in your company and its people.
APRIL 20–23 & NOVEMBER 9–12 // WWW.KELL.GG/KXCOLLAB

ENERGIZING PEOPLE FOR PERFORMANCE
Discover how to create and deploy people-focused strategies and initiatives to maximize bottom-line results and master processes and tools for motivating your team.
APRIL 12–15 & SEPTEMBER 8–11 // WWW.KELL.GG/KXPEOPLE

LEADING FAMILY ENTERPRISES
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.
MAY 3–7 // WWW.KELL.GG/KXFAMLEAD

LEADING HIGH-IMPACT TEAMS
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 program delivers knowledge, tools and techniques you can apply immediately to the complex team challenges you face every day.
APRIL 7–10 & SEPTEMBER 14–17 // WWW.KELL.GG/KXTEAMS

NEGOTIATION STRATEGIES FOR MANAGERS
There is a science to negotiation. This is where you learn it — a proven approach to achieving concrete results, best practices and strategies to give you a critical edge. Master the essentials of deal making within and between organizations, dispute resolution and negotiating in a global environment.
MAY 11–14 & SEPTEMBER 21–24 & DECEMBER 7–10 // WWW.KELL.GG/KXNEGOTIATE

REINVENTING LEADERSHIP // A BREAKTHROUGH APPROACH
Develop a new leadership mindset and a personalized strategy for maximizing your own success and that of those you lead. Working one-on-one with an executive coach, gain an enhanced understanding of the motivations and attitudes that drive you and others, connect those drivers to corporate objectives and gain inspiration to become a more purposeful and effective leader.
MARCH 15–20 & SEPTEMBER 27–OCTOBER 2 // WWW.KELL.GG/KXLEAD

THE SOUL OF LEADERSHIP
Thought-provoking, unconventional, stimulating and inspirational, this program teaches you how to tap into your own leadership potential and gives you practical tools and insights to realize it more fully.
FEBRUARY 23–25 & OCTOBER 26–28 // WWW.KELL.GG/KXSOU1
THE STRATEGY OF LEADERSHIP // UNLEASHING THE POWER OF INFLUENCE

Learn the essential research-based insights and tools you need as a leader to drive positive business outcomes in today’s increasingly complex and interconnected world, by working with and through others to effect change, in a program that offers a uniquely compelling mix of live simulations, experiential activities, and case studies.

JUNE 1–3 & DECEMBER 1–3 // WWW.KELL.GG/KXSTRATLEAD

CORPORATE FINANCE // STRATEGIES FOR CREATING SHAREHOLDER VALUE

Learn the latest techniques — and their real-world application — for analyzing and valuing financial decisions. Find answers as to what investments you should make, what should be divested and the impact financing strategy can have on your bottom line.

MAY 17-22 & OCTOBER 25-30 // WWW.KELL.GG/KXCORPFIN

FINANCE FOR EXECUTIVES

Dramatically improve your knowledge and fluency as well as your confidence in the decisions you influence and make. This immersive program will provide hands-on experience interpreting financial reports, evaluating investments, applying valuation methods and exploring the implications of strategic decisions on cash flow and stock price.

MAY 10–15 & OCTOBER 18–23 // WWW.KELL.GG/KXFINEXEC

MERGER WEEK // CREATING VALUE THROUGH STRATEGIC ACQUISITIONS AND ALLIANCES

Learn how to evaluate M&A from all angles — and then implement a process that leads to the greatest value generation for your organization. This program will teach you how to take a multifaceted approach to any restructuring deal, considering how finance, leadership, negotiations and strategy each contribute to your success.

APRIL 26–MAY 1 & OCTOBER 4–9 // WWW.KELL.GG/KXMWEEK

COMPETITIVE STRATEGY

Gain the insights you need to secure and maintain your organization’s competitive strategy long term 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.

APRIL 26–30 & OCTOBER 18–22 // WWW.KELL.GG/KXCOMPETE

CREATING AND LEADING A CULTURE OF INNOVATION

This program challenges you to take a candid look at your personal leadership style, values and impact. Explore ways to instill an innovation mindset and culture within your organization and constantly improve how you relate to, interact with and inspire your people.

MARCH 11–13 & SEPTEMBER 16–18 // WWW.KELL.GG/KXINNOV

CREATING AND MANAGING STRATEGIC ALLIANCES

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.

MARCH 17–20 & SEPTEMBER 29–OCTOBER 2 // WWW.KELL.GG/KXALLIANCE
**CORPORATE GOVERNANCE** // EFFECTIVENESS AND ACCOUNTABILITY IN THE BOARDROOM

Improve your understanding of the responsibilities of board membership, develop the strategic insight needed to become a more effective director, gain an understanding of the interests of multiple constituencies and learn frameworks that can move the board beyond compliance to the creation of opportunities for long-term value.

MAY 31–JUNE 3 & DECEMBER 6–9 // WWW.KELL.GG/KXCORPGOV

**GOVERNING FAMILY ENTERPRISES**

Develop new governance and leadership skills and learn to differentiate the roles and responsibilities of owners, family members, independent directors and executives. This collaborative program will equip you to define your family enterprise’s future and move toward that future with confidence.

MARCH 1–5 & OCTOBER 4–8 // WWW.KELL.GG/KXFAMGOV

**WOMEN’S DIRECTOR DEVELOPMENT PROGRAM**

Gain the skills you need to be an effective board member as well as the 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.

NOVEMBER 4–6 // WWW.KELL.GG/KXWOMEN
CREATING STRATEGIC VALUE THROUGH IT

In this practical, team-based program, you will learn how to leverage the power of IT by aligning your technology initiatives with your overall business strategy to gain competitive advantage. Build deeper relationships with your internal and external customers, collaborate more effectively with partners, maximize business productivity and put ideas and opportunities into action.

MAY 11–14 & NOVEMBER 8–11 // WWW.KELL.GG/KXITVALUE

EXECUTIVE OPERATIONS EXPERIENCE

Transforming industrial operations to maximize efficiency and create an environment of precision and excellence requires hands-on experience in real-world simulations to achieve effective results. This program is for senior executives to explore integrated, end-to-end industrial operations within the strategic learning environment of the McKinsey Capability Center in Atlanta.

MARCH 16–18 & SEPTEMBER 28–30 // WWW.KELL.GG/KX-MCKINSEY-EOE

OPERATIONS STRATEGY // DESIGNING OPERATIONS TO MAXIMIZE VALUE

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.

APRIL 27–29 & NOVEMBER 18–20 // WWW.KELL.GG/KXOPSTRAT

SUPPLY CHAIN MANAGEMENT // STRATEGY AND PLANNING FOR EFFECTIVE OPERATIONS

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.

MARCH 1–4 & JUNE 9–12 // WWW.KELL.GG/KXSUPPLY

THE SCIENCE OF LEAN OPERATIONS

Alleviate bottlenecks. Design effective processing systems. Identify metrics to measure improvements. Based on the science of Lean Six Sigma, this program will give you the tools and frameworks for operating a world-class organization.

JUNE 7–9 // WWW.KELL.GG/KXLEANOPS

DIMITRA KANE

SENIOR MANAGER, ENTERPRISE TECHNOLOGY ARCHITECTURE AT ALLSTATE INSURANCE COMPANY

“The faculty is very impressive. I felt very fortunate to be taught by professors who were not only well known and award winning … but fostered an environment of collaboration and knowledge transfer. They always welcomed the challenge of hearing others’ perspectives and thoughts.”
### 2015 Calendar of Executive Education Programs

Dates subject to change. Check program’s website for current dates.

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<td>High-Impact Sales Strategy: Driving Revenue and Profit Growth // <strong>NEW FOR 2015</strong></td>
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*Multiple sessions. Please see the program description for a complete schedule of dates.
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