



# Learn, Challenge, Change

Developing  
talent to deliver  
business impact



Global delivery. World impact.  
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**Take a person out of their comfort zone, throw them into a physical team-building setting, test out new behaviours in a role-play situation, grapple with management issues from another angle... nothing on a London Business School Executive Education programme is predictable. But then again, nothing in business is either. To make a lasting impact on the culture and commercial success of an organisation, a new perspective is needed**

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# Our approach

**Your organisation has ambitious goals. London Business School's innovative and award-winning Executive Education solutions can help achieve them**

**A different way to lead success**

In an increasingly competitive and volatile world, the advantage any organisation has, is the people who can adapt and drive forward change.

Our Executive Education solutions give global organisations outstanding expertise in the development, implementation and management of programmes to address most types of business situations. Our broad range of open enrolment and customised programmes can be tailored to your organisational needs, whether that be dealing with a changing competitive landscape, improving performance or achieving organisational change.

**Collaborative partnerships**

We work closely with you to devise a solution that delivers your business

objectives. Your goals define not just the content, but also the measurement criteria of each programme.

**Innovative design for lasting impact**

We start by researching into your organisation so we understand precisely where change will be most valuable. Through adventurous and original hands-on experiences, we devise innovative learning journeys to stimulate challenging thinking and courageous behaviour. Our acclaimed faculty and guest speakers have the intellectual rigour and diverse real-world experience to deliver startling insights and new skills which propel your business culture to a new place.

How well you manage business challenges relies as much on your professional attributes as your interpersonal skills. Our

programmes therefore contain a strong element of personal development and support often through one-to-one executive coaching and feedback. The profound personal transformations that occur on our programmes embed learning at a deep level, leading to sustainable change and tangible business impact.

**Global delivery capability**

We work with some of the world's most ambitious brands who recognise that London Business School's global perspective offers a consistent learning experience that can be delivered at speed, to large numbers of people, anywhere in the world. Our client roster and the longevity of partnerships speak volumes about our reputation and ability to bring significant, positive impact to organisations.

## Global organisations choose London Business School, including:

**Clients with us for 10 years +**

Danone, Deutsche Bank, Ericsson, IBM, Lufthansa, Nestlé, PwC, RBS, Rio Tinto, Roche, Sabic, Spencer Stuart, Young Presidents Organisation

**Recent clients**

Areva, A. T. Kearney, Arla Foods, Lloyd's of London, Telenor, Santander, Rabobank, De Brauw, Johnson Matthey, JTI, Mars, Nordea, Oman Oil, Petrofac, Sanofi, Sberbank



# How we unlock your business potential

## Our customised learning solutions offer a dynamic way for organisations to address their business challenges

Whether your organisation wants to grow, improve performance, manage organisational change or deal with a shifting competitive landscape, we help create or combine the solutions that will benefit your organisation most effectively.

With the appropriate selection of solutions, we provide the flexibility of design, development, delivery and impact measures to fulfil your objectives. Throughout, you are fully supported by a dedicated management team (see p7).

### Open Enrolment Programmes

Delivered mainly on our London campus, and designed to meet the individual development needs of participants, they are a powerful way to move an organisation and its individuals forward to new perspectives and behaviours.

We offer leadership development at multiple levels and in multiple disciplines: preparing internal candidates for CEO succession; help to plug a skills gap; gear up teams for projects; give staff a common experience to achieve a greater effect; embed new ways of working or develop skills to support new goals.

This is a global classroom experience, with participants from over 130 countries who learn, network and exchange best practice with each other.

### Customised Open Solutions

Our open enrolment programmes can be tailored to support your strategic goals by delivering learning experiences to large numbers of people in your organisation.

Through competency mapping, we link your business strategies to distinct employee skills and capabilities and then to the most effective programmes. We consider the longer-term learning journey and can build additional customised elements on to your main programme.

We also ensure that learning is aligned with your wider development/talent management objectives, to maximise the impact for your organisation.

### Customised Company Programmes

Completely bespoke in their design, these solutions are for single organisations, delivered to a series of multiple cohorts, often in a number of global locations. They are fundamental to delivering an organisation's long-term strategic aims, be that improving strategy execution, accelerating management innovation, handling organisational change or preparing for growth.

### Consortium Programmes

This shared learning experience achieves in-depth insights by bringing together small groups of participants from a



**Unpredictable encounters**  
A trip to Rio de Janeiro showed programme participants a school using leadership skills and culture to educate socially excluded children

### Global Business Consortium Programme

This is an innovative programme, which brings together participants from a diverse range of organisations for a challenging joint learning experience.

The three-module programme is delivered in six global locations, including at least one emerging market. The programme broadens participants' business understanding, challenges their assumptions and encourages new insights and ways of working. Additionally, there is virtual learning available to support the in-situ experience.

Now in its 16th year, the programme exemplifies what can be achieved when your organisation and our teaching expertise come together. To date, we have worked with 600-plus high potential participants, for companies including Emirates, Mars, Oracle, Siemens Networks, Xstrata, BT, LG and Standard Chartered Bank.

number of different organisations who will benefit from exposure to a range of different sectors. The programme combines some customisation, according to participant profiles and needs.

**“Your leadership style is deconstructed and rebuilt more effectively. Participants return with high energy levels and open to new ideas.”**

**Bill Fox**, Head of HR, Smurfit Kappa Corrugated Division, Europe

## Executive Education in numbers

**8,000**

annual participants on our Executive Education programmes (2012)

**62%**

of our customised programmes are delivered in more than one country

**35**

number of countries in which we have delivered our programmes

**1,000+**

number of companies using our Open Enrolment Programmes to complement their talent strategy

# Partners for change

The creation of a successful programme is the result of a unique partnership, combining our academic strength, business experience and delivery skills with an open dialogue and a deep understanding of your organisational goals

Your organisation's business objectives set the agenda for every element of content in a programme, shaping the individual journeys of change at each level. This is a collaborative process: to ensure maximum impact and successful transformation, we foster a dialogue of 'friendly challenge', which combines our strengths and adds invaluable to our understanding of your goals.

**Discovery** Through exploratory interviews and meetings with key stakeholders, we build a 360° view of your business and its context in your business sector. Investing time here ensures we pinpoint the areas of focus for your programme/s and identify the levers and catalysts for change in your organisation.

**Diagnosis** To go deeper into the specific challenges for individuals and their business units, we gather more data on the culture and diversity of your company. Everyone has different versions of what a person or organisation needs, so stakeholder input is vital to ensure we see challenges from all angles. As senior members of your organisation may be involved in the delivery of the programme through projects and experiments around real business challenges, we conduct interviews with senior executives, likely participants, and customers, if relevant.

**Design and development** With goals established we now apply our research to create customised programme/s that integrate participant learning with your

corporate objectives. A lynchpin of this is the experiential process, which uses dynamic techniques to embed new concepts and behaviours. Delivered by our faculty and guest presenters, all thought-leaders in their field, we benchmark every aspect of a programme through our **Flare™** methodology: Focus, Learn, Apply, Reflect, Experience (see p8). Around these key pillars, we agree the organisational and individual paths, methods, projects, experiments, coaching, measurement tools, group sizes, locations and time frames.

**Recognition** of our ability to deliver successful partnerships is evident in our industry-leading Net Promoter score – a clear measure of client loyalty.

## Here's how four clients viewed the collaborative process:

### Goal: Add value to client relationships

The relationship between IBM and London Business School in the delivery of two programmes, over five years, has produced outstanding results. Faculty and programme management have created a relationship built on trust and co-operation.

**Dr Klaus-Dieter Ziep**, Sales Learning Segment Leader, Major Markets, IBM

### Company: Oman Oil Company

#### Goal: Build talent to deliver growth

The highly collaborative and ambitious partnership we have with London

*Business School has enabled us to launch our Leadership Programme with focus, enthusiasm and speed. We are confident that putting our high potential leaders through this programme in the coming years will help us realise our growth plans.*

**Khalid Al-Jashmi**, Head of Human Capital, Oman Oil Company

### Company: If, (Nordic non-life insurance)

**Goal: Foster a culture of innovation**  
I wanted the creativity and professional knowledge of London Business School to challenge us on all the issues we face. It was a good idea: in terms of programme

*creativity, proactivity and focus to solve the problems that we have, the working relationship has been really good.*

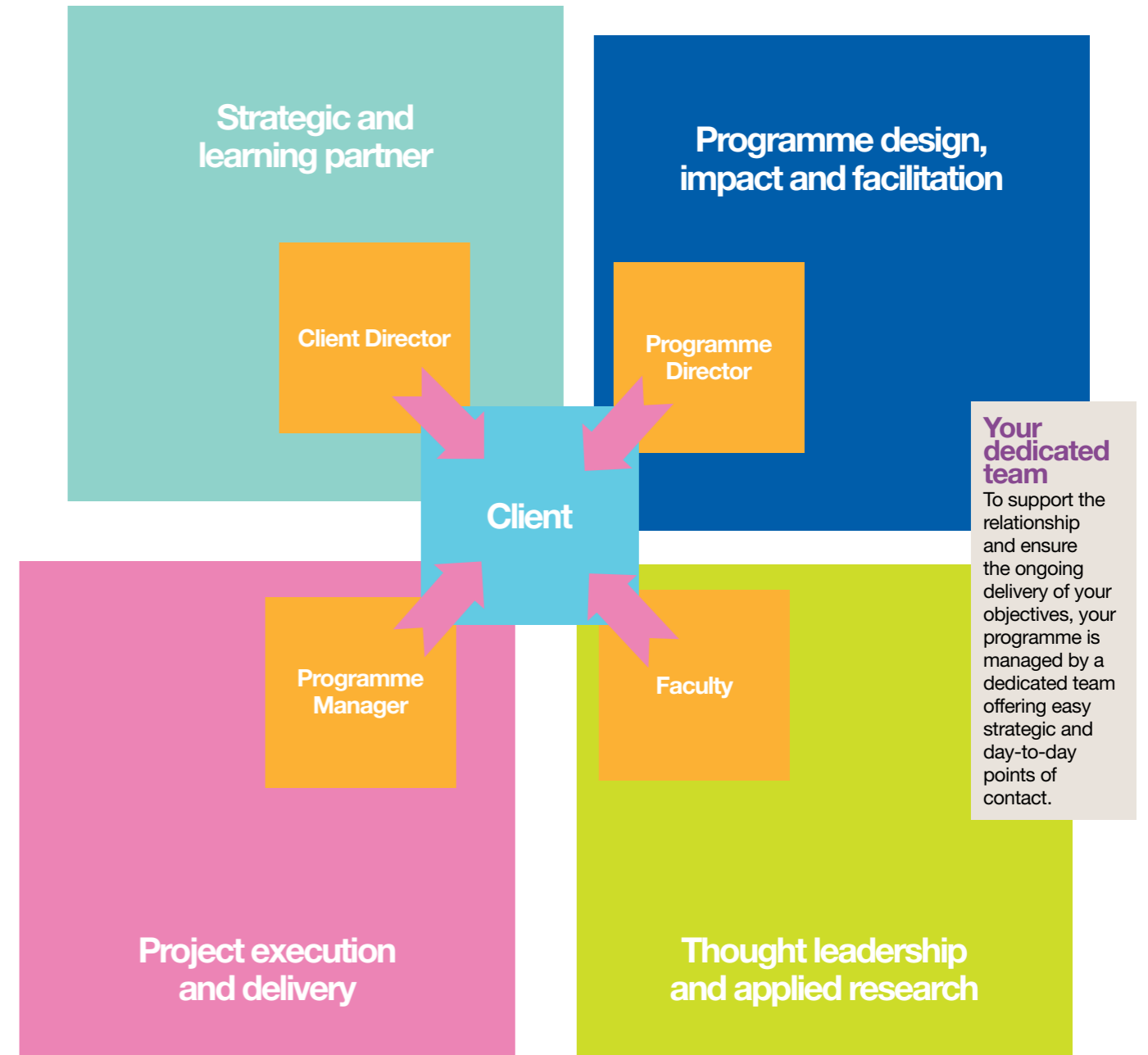
**Torgeir Jacobsen**, Leader, If Academy

### Company: Danone

**Goal: Gain new business perspectives**  
Working with London Business School is a really positive experience. A key reason we chose the School is its capability to get us out of our comfort zone and away from the traditional academic way of learning, training and teaching.

**Thierry Bonetto**, Director of Learning and Development, Groupe Danone

## Your partnership with us





# Create new outcomes

## How can meeting an unconventional Bollywood director and visiting a high-security prison in the USA impact a business?

These are just two ‘disruptive encounters’ experienced by participants on one programme. Our extensive knowledge of learning methodologies allows us to conceive creative programmes that tune in to the most specific of organisational objectives, to generate truly dynamic change. You’ll find no one-way lectures and abstract theories on our programmes. These are hands-on, practical, interactive and involving.

Participants encounter unpredictable situations in which profound professional – as well as personal – transformations can take hold. Coaching sessions, group work, role-play, bespoke projects and physical challenges help embed sustainable impact for long-lasting change (see **Reshaping how you learn**, right).

The foundation for this approach is **Flare™** – our framework for stimulating discovery through innovative and exciting learning journeys. Critical to this is that participants trial their new skills in a safe and supportive environment and increase their confidence before applying them back in the workplace.

### Putting it all together

Energised by new perspectives and innovative strategies, participants can stand back from the micro-level of their operation and set a new agenda: put their knowledge in context and initiate a new language and culture in their organisation.

### World-class teaching

London Business School’s faculty is world-renowned: we are at the forefront of cutting-edge research and thought leadership that influences the direction and culture of global organisations, many of whose most senior executives are alumni.

Our Executive Education programmes are taught by a broad and diverse combination of faculty and guest contributors, using the most stimulating and vibrant ways to communicate insights and skills. Depending on your programme, your faculty will include: industry practitioners, thought leaders, personal development coaches, brand specialists, futurists, public figures, explorers and innovators.

## Reshaping how you learn

Away from the classroom norm, we show you how to deliver business impact in other ways. For instance:

**Discovery learning:** Interact outside the classroom, to see leadership innovation in non-corporate settings such as social enterprises, NGOs and entrepreneurial start-ups. Visits have included an urban monastery in Amsterdam, a school for autistic children in London, a 150-year old family firm in Rio de Janeiro reinventing itself by going back to its roots.

**Risk and decision-making:** Learn insights from an ex-poker pro and game commentator – and put your learning into action in a poker tournament.

**Leadership development:** “Why should anyone be led by you?”™. You are challenged to assess yourself, uncover biases and adjust your approach for individual and team benefit.

**Stress management:** Learn about your – and others’ – response to stress on a demanding obstacle course.

**Presentation skills:** Work with actors to understand how to hold the attention of your team and seniors.

## Introducing Flare™ – solutions driven by your objectives

Flare™ is our process for ensuring that the design of every programme allows for the understanding, practice and assimilation of each learning experience. It is made up of five key principles:

**Focus** The diagnosis phase establishes the ambitions for change for the organisation and the outcomes to be generated by the programme experience.

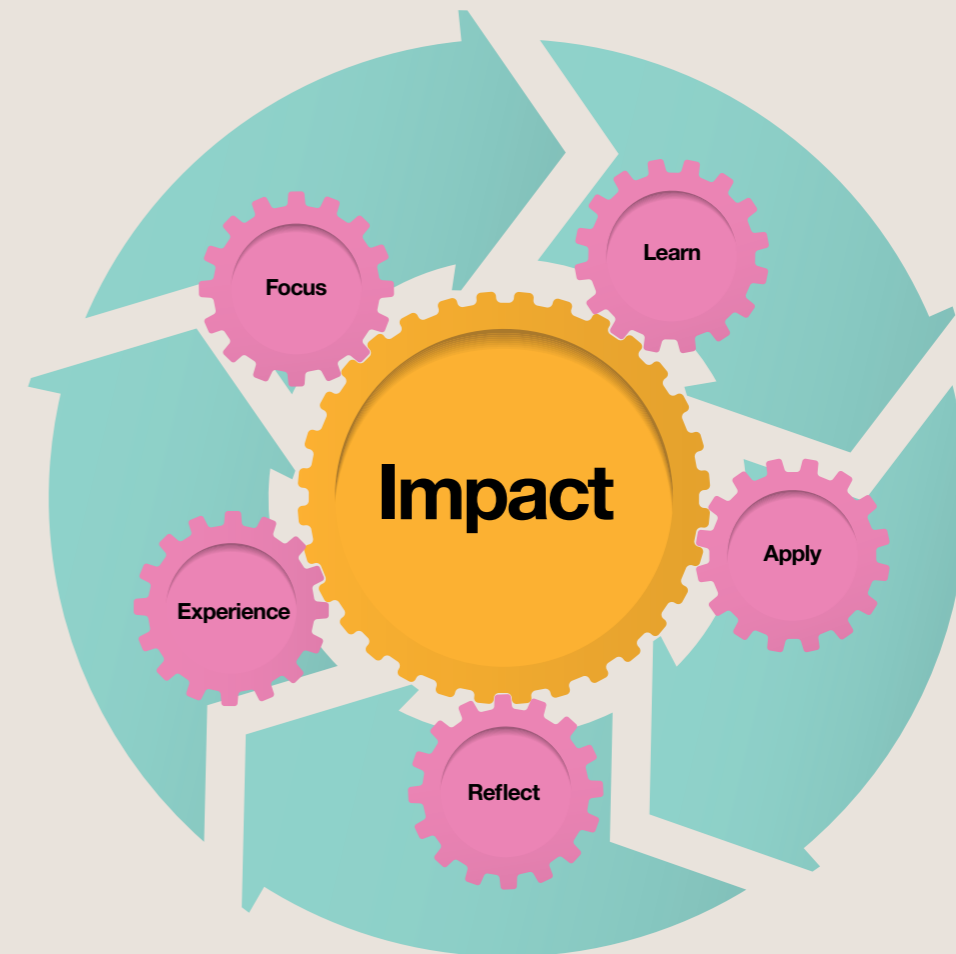
**Learn** Fresh insights gained from faculty, relevant business case studies and stimulating real-world experiences begin to change the patterns and parameters of participants’ thinking.

**Apply** Armed with new understanding, participants can test out their new skills in a realistic, safe environment. Among supportive peers and faculty, they can make mistakes, adjust their approach and learn more about their skills application.

**Reflect** To build further confidence in the application of new concepts, we include time for feedback sessions

with project advisers. Participants are encouraged to consider both the personal and organisational impact of change.

**Experience** Intrinsic to a programme’s design is workplace follow-through. A continuous action plan for business and personal learning embeds skills and insights into relationships and projects.



# Confidence in our capability

Wherever your audience, however complex the messages you need to deliver, our logistical and planning strength ensures a consistency of quality at all times

As one of the world's leading, research-based business schools, we teach more than 2,000 degree students from more than 130 countries every year, and deliver our Executive Education programmes to more than 8,000 participants globally. To date, we have delivered programmes on five continents.

Our logistical capacity, consistency of quality and global outlook sets us apart. We can deliver programmes at scale, to multiple and multi-national cohorts per year, globally and seamlessly, while ensuring an excellent participant experience, focused on impact goals at both organisational and individual levels.

Many attending our programmes are from countries where English is their second or third language. Our acclaimed faculty of more than 140, from 30 countries, and our expert contributors, are well-versed in presenting unified messages to culturally diverse audiences. For example, during the course of one year, our Global Business Consortium programme has been delivered in Shanghai, New York,

Gothenburg, Dubai, San Francisco and London. And for one of our clients we deliver 15 to 20 cohorts each year, with modules running in China and Europe.

## Location matters

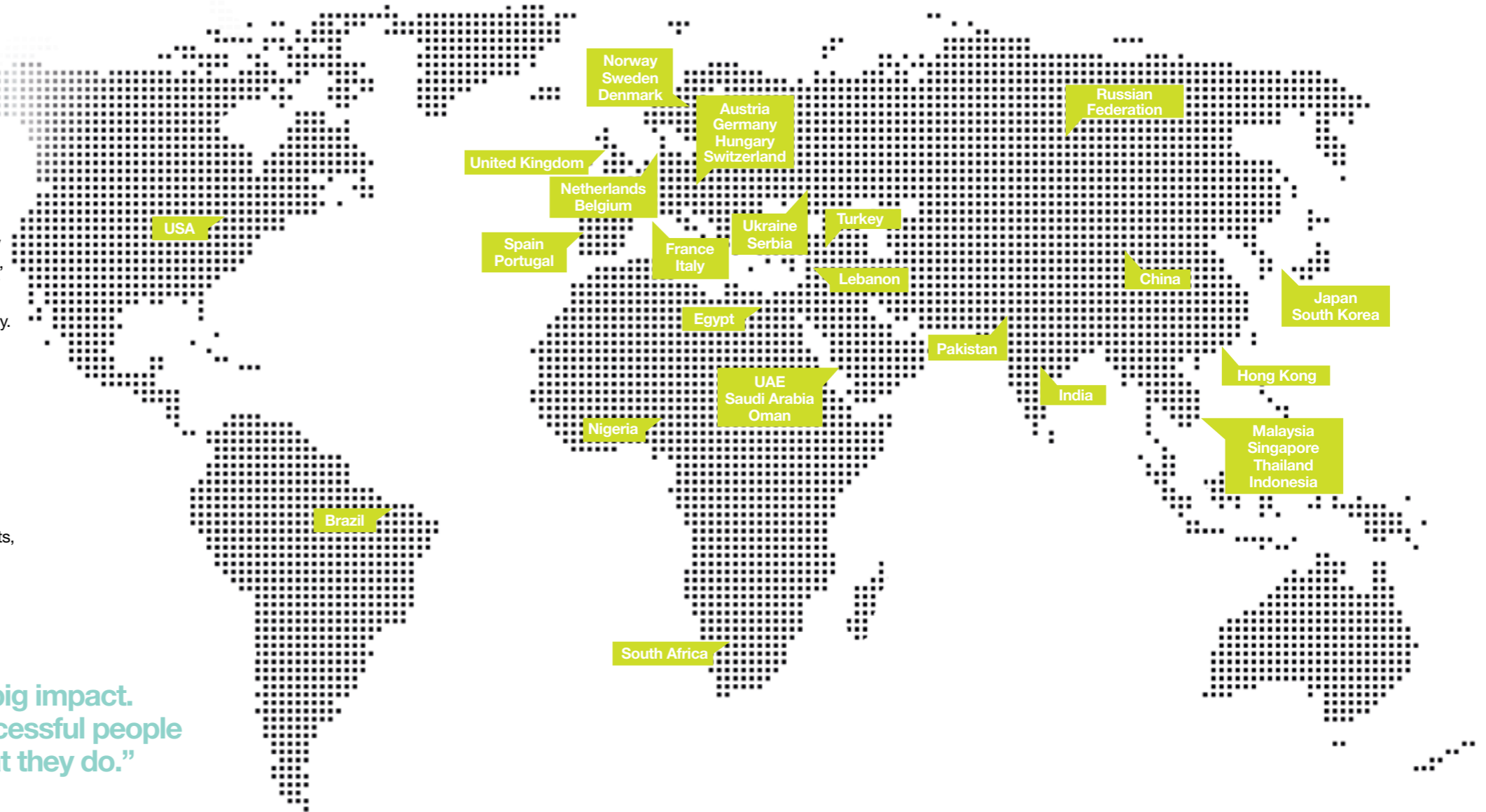
We can deliver programmes in the locations that best support your strategy and can advise you on this. For instance, if you are concentrating on growing your presence in an emerging market, we would deliver the programme accordingly. If your focus is on innovation, we visit locations that best illustrate this.

Recent examples of location-based learning to encourage innovative and ambitious thinking include studying the intricacy and complexity of the world's largest flower market and auction in Amsterdam and in India, looking at how social entrepreneurs are working with communities on sustainable food projects, taking government out of the picture. This unorthodox learning approach can lead to truly life-changing experiences, which put your career development in a wider personal context.

**“Visits to non-business organisations made a big impact. There’s a whole world of highly motivated, successful people in different domains, driven by the belief in what they do.”**

Flemming Morgan, EVP, Medical Nutrition, Danone

World class London Business School Executive Education reaches 8,000 participants per year, in five continents.





# Delivering business impact

What does a successful programme look like? We design bespoke measurement tools to help you deliver the business impact you seek

It all begins at the end. Your goals, set out at the diagnosis stage, will generate the measurement criteria we embed into your programme's final design. Our 360° approach to results monitoring ensures success is measured against both commercial targets as well as fundamentally important but more nuanced personal ones. We help you diagnose your results, which are grouped in four 'dashboard' or 'impact scorecard' dimensions:

- Programme Evaluation
- Application of Learning
- Personal Learning
- Organisational Impact

## Integrated measurement

The impact criteria for your organisation will differ from another's. Our measurement tools can be customised accordingly, allowing you to use your data in a variety of ways: to assess a particular learning experience, its outcome and how it links to your internal KPIs; to reinforce individual and team success; to build momentum based on ROI. The assessment of results can also highlight areas of the programme



"It's broken down walls and silos and changed our company culture in just a few weeks."

**Torgeir Jacobsen**, Leader, If Academy

*We built our programme around innovation and experimenting. We saw how much impact it had in just a few weeks. It's broken down walls and silos and changed our company culture. That's very impressive.*



"Production is up, reliability is up and we are moving in the right direction."

**Said Al Asmi**, Operations Manager, Salah Methanol Company

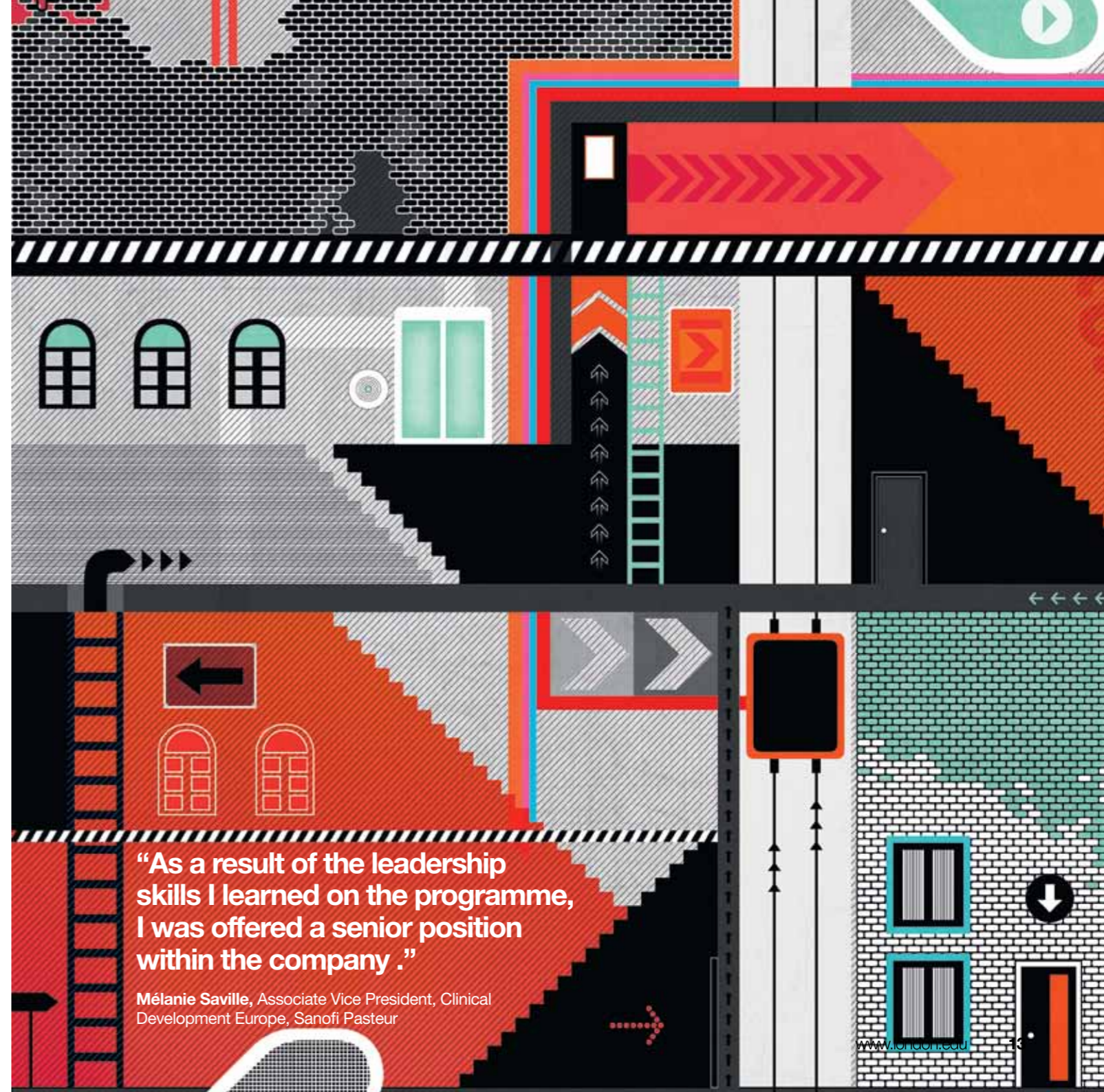
*On the numbers themselves, we have seen production going up, the reliability of the plants improving, and these are results that are tangible. We can see how we are moving in the right direction.*

that need adjusting, for example, with additional projects, coaching or mentoring. Participants themselves produce a wealth of first person experiences which guide and contribute to the next stage of programme development, as well as inspiring the next intake.

Crucially, ongoing measurement provides proof that your objectives and our delivery are still aligned and that the programme is sustainable. It means your organisation can feel confident to set long-term strategic and financial goals, and be ready to achieve them.

## Measurement criteria are bespoke to your organisation, such as...

- 360° assessment progress: before and after measurement based on your specific objectives
- Promotability: assess improvements in your organisation's ability to promote leadership candidates
- Talent development: measure the talent rating of participants before and after the programme
- Completion of personal learning: tracking of completed modules
- "Executing strategy for results"™: used to assess levers and blockages to improve strategic agility
- Talent retention
- Programme impact or progress: measure both the commercial and non-commercial impact of the learning process
- Engagement: pre- and post-programme assessment at team level



"As a result of the leadership skills I learned on the programme, I was offered a senior position within the company."

**Mélanie Saville**, Associate Vice President, Clinical Development Europe, Sanofi Pasteur



# Impact in action

See how our programmes have allowed three leading brands to create a culture of discovery and innovation



**#1 Danone**  
**Custom Solution:**  
**Impact through “discovery learning”**

**Challenge**  
 In 2003, Danone’s Executive Board identified the urgent need for a high-level management development programme for the organisation’s senior executives. It would develop and motivate the top tier of talent in order to gain new business perspectives and help achieve ambitious growth targets.

CEO Franck Riboud wanted to “rock the boat” and “leave business as usual far behind”. He wanted a ground-breaking programme to challenge senior executives and inspire them to think openly, imaginatively and bravely, convinced the outcome would be beneficial. For Riboud, “playing it safe” was a disaster.

**Solution**  
 In a highly collaborative process, London Business School and Danone developed Leading Edge, a programme based on the concept of ‘discovery learning’. Participants unlock new ways of looking at business, discover and experiment with new levers for growth and build their personal leadership capabilities.

The first module introduces the concept of disruptive experiential learning, placing participants in unfamiliar settings to engage them at a cognitive and an emotional level. These highly evocative encounters have included visiting a high-security prison in the US, an urban monastery in Holland, and an experimental school in a favela in Brazil. The new perspectives gained enable participants to bring new ideas into Danone and discuss and debate different approaches to handling business challenges.

Module two empowers Danone executives to develop their own business initiatives, supported by an ongoing dialogue with the CEO, and to share with him the results of strategic experiments.

Constant review, innovation and extensive stakeholder engagement has ensured Leading Edge remains as relevant to Danone’s objectives today as ever, and in 2013 it won a European Foundation for Management Development award.

**Results**  
 Leading Edge is in its second decade and continues to deliver deep business impact. Franck Riboud himself attended in 2005. From that experience emerged a strategic change of direction for the company, focusing on wellbeing through nutrition, across all its business interests. Senior leaders now share a common “language” and enhanced leadership capabilities.

Leadership strength at executive and Board level has grown with 64 of 174 programme participants promoted, four to the Board. It has helped assimilate new talent after a major acquisition and filter new processes through the company. Leading Edge continues to enhance Danone’s performance.

### Leading Edge integrates:

- Disruptive experiential learning and ‘creative encounters’
- Guided debriefing and reflection processes
- Role-play and storytelling to share the meaning of experiences
- Thought leadership faculty and social and business guest speakers, including senior Danone executives
- Group and one-to-one coaching
- Participant-owned, inter-modular group experiments



**#2 IBM**  
**Custom Solution:**  
**Building skills to create growth**

**Challenge**  
 IBM has an impressive track record of success, and ambitious growth plans for the future. Having already made a considerable investment in the development of their European sales staff, their strategic goal was to build further capability within this community to achieve sales eminence.

**Solution**  
 In 2012, building on a successful strategic learning partnership with IBM which began in 2000, a collaborative effort among global academics and programme owners was conducted to redesign two levels of the IBM programmes for their client-facing professionals, which added greater value and enhanced performance.

The programmes provide the opportunity for IBM sellers to become totally immersed in the world of their clients.

The new design encourages sellers to understand the challenges their clients face and how they create value, and leads to the development of a set of ‘Business and Industry Insights’ of considerable worth to their clients.

The programmes also help sellers to use these insights to initiate strategic conversations with their clients. These focus on a client’s enterprise growth and in so doing build trusted advisor relationships that in turn generate value-creating opportunities for IBM.

**Results**  
 Both programmes are consistently very highly rated by participants, as illustrated by IBM’s 2012 Net Satisfaction Index,

“We always receive extremely positive feedback from sellers and sales managers who participate in programmes.”

Dr Klaus-Dieter Ziep, Sales Learning Segment Leader, Major Markets, IBM

which recorded 97/100 – a very significant endorsement of the effectiveness of both the programme design and the quality of faculty.

Dr Klaus-Dieter Ziep, Sales Learning Segment Leader, Major Market for IBM says, “We always receive extremely positive feedback from sellers as well as from sales managers who have participated in the programmes at London Business School.

We very much appreciate the outstanding quality of the faculty as well as the excellent programme management around the classes. In particular we focus on the direct applicability of the content to the practice of our sellers. By setting the whole focus on the participant’s success, the School’s faculty is making this objective a reality.”



# Impact in action/2

## Hear what clients and participants have to say about our distinctly original approach to Executive Education

### #3 Smurfit Kappa Corporate Open Solution: Energising management

#### Challenge

Smurfit Kappa is a leading producer of paper-based packaging, with 41,000 employees in 32 countries. In 2008, it wanted to accelerate the personal development – and business potential – of its mid-level and senior executives, by expanding their thinking. Bill Fox, Head of HR at Smurfit Kappa's European Corrugated Division says, "Many of our top executives have been promoted through the ranks and have years of service behind them. We wanted to broaden their horizons and ideas."

#### Solution

Excellence in finance and general management as well as diversity and reputation made London Business School the number one choice for Smurfit Kappa. The vibrancy and commercial strength of London was also a huge draw.

Two General Management programmes were selected to align with Smurfit Kappa's talent strategy: Accelerated Development Programme (ADP) and Senior Executive Programme (SEP). ADP gives functional managers moving into general management roles a wider skill set that includes leadership, strategy, marketing, financial management, analysis, and strategic decision making. SEP participants, who are senior directors or managers, hone the skills required

for determining the direction of their organisations – and all that carries with it: complexity, transformation and inspiring their workforce.

#### Result

The School worked closely with Smurfit Kappa to identify the very specific needs of each programme participant. Roberto Villaquiran, CEO of Smurfit Kappa's Corrugated Division Europe says, "They come back consistently more mature, confident and energised, with a set of tools they can use to develop the organisation further. This new-found

confidence makes for more decisive management." A dozen Smurfit Kappa executives have taken part in the SEP and ADP programmes to date, and the organisational impact is clear. Says Fox, "When you look at the appraisals from CEOs and colleagues, we see an improvement in terms of leadership, communication and engagement, not just for six months, but permanently." Participants who come from a number of countries, stay connected after the programme through LinkedIn and conference calls, where developments and ideas are shared.

## What organisations say about us...

### Access to thought leadership

"Through our partnership with London Business School, our people have unprecedented access to the world's top business thinkers and global cutting-edge research to drive improvement and growth within our companies."

**Khalid Al-Jashmi**, Head of Human Capital, Oman Oil Company

### Global business connections

"We had really good people presenting and inspiring company visits. It was particularly interesting to visit companies that are very specialised in what they do, and who drill down to the smallest part of a process in great detail. You seldom find these companies in the Nordic region because there isn't a sufficiently large customer base."

**Morten Thorsrud**, Group Executive Vice President, Head of Industrial Business Area, If

## What participants say about us...

"A stellar week – the most valuable learning experience of my life."

"I came back with plenty of new ideas to drive the business."

"LBS gave us a versatility that no one else offered – a 'non classical' approach."

"Outstanding; very professional, and passionate to help."

"A completely different approach. The programme was designed to really challenge our thinking."

"The programme is truly excellent – it provides a solid view of the framework in which clients operate, assessing strategic and competitive positioning and how to leverage this."

### Collaborative working

"Our dealings throughout with the School are totally professional and there's a real commitment to customer care. They are good to work with and there is a genuine – and I do mean genuine – interest in how our delegates perform post-programme."

**Bill Fox**, Head of HR Smurfit Kappa Corrugated Division Europe

### Changing cultures

"Our programme has created a strong community of senior executives and increased collaborations across the business. Strong in-depth relationships are nurtured through the Programme and also the School peer-coaching process, which is very effective."

**Jean-Philippe Paré**, Executive Vice President, Research and Development, Danone

## Our achievements

London Business School is internationally recognised as a innovator in business and management.

- Peer-voted Executive Education**  
European Foundation for Management Development Awards: 2013 – Leading Edge Programme for Danone  
2009 – Lufthansa
- Peer recognition**  
Thinkers50, the global ranking for management thinkers awards, 2011: Lifetime Achievement, Professor Charles Handy; Global Village, Professor Nirmalya Kumar; 12th most influential global management academic, Professor Lynda Gratton; 15th most influential global management academic, Professor Gary Hamel; Outstanding Professor of Strategic Leadership Professor Costas Markides.
- Post-graduate programmes**  
Top-ranked global MBA, *Financial Times*, 2009, 2010, 2011; *Bloomberg BusinessWeek*, 2012. Top-ranked Masters in Finance, *Financial Times*, 2011, 2012.
- Business and Management Studies**  
Research Assessment Award (RAE), 2008. Undertaken every five years, the School achieved the highest percentage of research of any UK university in the business and management sector. The judges cited the School as "world-leading in terms of significance."



# Benefit from more

Your relationship with London Business School also gives you access to our cutting-edge business research and thought leadership, networks and the best global talent



## Recruit our talent

We produce exceptional graduates capable of working in diverse and exciting organisations all over the world. You can access that talent bank and recruit to build strengths in your business exactly where you need them.

## Network with our community

Our campus community is unique, with more than 70 student clubs, and a full programme of summits and forums. These provide invaluable networking opportunities, attract world-class speakers and allow organisations to leverage their identity through sponsorship and campus presence.

You will also be invited to our networking, thought leadership and best practice events, which offer opportunities to engage with a diverse community of peers from other organisations.

## Access our thought leadership

Our cutting-edge research is showcased in the quarterly thought leadership journal, BSR. Hear from alumni and faculty about business innovations and strategies that can shape success for your organisation. Your organisation can also access our leading business research centres, including the Collier Institute of Private Equity and the Deloitte Institute of Innovation and Entrepreneurship.

**School highlights,** clockwise from top left: a London Business School business event; thought leadership in the BSR journal; David Sproul, CEO Deloitte UK and Paul Polman, CEO Unilever; Lynda Gratton, Professor of Management Practice; programme participants at a welfare centre in New Delhi; Dean of School, Sir Andrew Likierman with George Soros; Bill Clinton; futurist Dr Graeme Codrington; a Global Business Consortium programme visit to a mine.

**Talk to us about your business challenges and how we can accelerate your organisation towards achieving its goals.**  
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