

Executive MBA Global

Creating a business case for company sponsorship

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A. Introduction

A significant number of EMBA Global students, more than 40%, are able to secure at least some kind of financial support from their employer for their studies. The EMBA Global is jointly developed by London Business School and Columbia Business School to inspire and cultivate entrepreneurial thinking and a truly global perspective. This programme is thus a particularly attractive option for sponsoring organisations since employees will have the opportunity to study and network in two incredibly dynamic cities - London, New York, - and study part-time to bring knowledge and perspectives from the programme and their fellow students back to their workplace.

Drawing on the experience of past students who have secured sponsorship, from blue-chip banks, SMEs and the public sector, we have compiled this guide to help you create a business case to present to your organisation. Feedback from our students suggests that creating a coherent and compelling business case is a pivotal tool when approaching any organisation for sponsorship.

One EMBA Global alumnus, Chairman at an IT company in London, mentions how receiving company sponsorship to study the EMBA Global benefited both him and his employer:

"From the classroom, I developed new techniques in decision-making, leadership development and strategic management, and my company benefited a lot from the infusion of new ideas. They were surprised at how practical the knowledge is. Personally, I am grateful and proud that I was offered the opportunity to join the programme. I consider this to be a privilege – a great experience, which certainly changed my life."

Many companies, when approached with such a request may be asking, 'why should we make this investment?' and 'what's in it for us?' This guide can help you answer these questions and clearly convey the benefits an EMBA Global from London Business School and Columbia Business School can provide to you and your organisation.

We hope the following provides a useful framework upon which to build a solid case. There is no guaranteed success, but thorough preparation and perseverance has paid dividends for our sponsored students.

We hope you are successful!



B. Return on investment

Make sure you clearly articulate to your Line Manager your expected benefits to the company. Define measurements to assess how your contribution will increase during or after the programme in terms of skills and knowledge acquired, that will benefit both the organisation and you as an individual.

It's important to highlight that the EMBA Global at London Business School and Columbia Business School is a part-time Executive MBA programme designed for dynamic professionals who have global responsibilities and a minimum of 5 years of managerial experience. This gives you a genuine edge and enables you to improve your workplace performance from day one as you apply each new classroom concept with direct relevance to you and your organisation. Whether your goal is to keep your career on the fast-track, or you are looking to move from a specialist role into general management, EMBA Global can offer you the knowledge and networks to achieve your goals, by equipping you with insights, confidence, and innovative international business practices to operate successfully anywhere in the world.

On the curriculum side, there is an emphasis on big picture business skills. The courses will enable you to build a strong base of knowledge in all areas of general management and develop the leadership skills that will set you apart throughout your career. For example, the Leadership and Organisational Change core course offers you practical tools in order to improve your ability to influence, negotiate, and lead changes in your organisation. Core courses and electives can be taken in London, New York, or Dubai, and they are respectively offered by London Business School and Columbia Business School.

An EMBA-Global alumnus, Head of Saving Banks at a commercial bank in Germany, mentions how the electives practically helped him solve issues at work:

"Many of the electives, such as Managing Corporate Turnarounds, cover real life experiences, which directly address new challenges I face developing my business unit. The electives are often 'turbocharged' with cases presented by the people who made the turnaround possible, which makes the class even more interesting. Another example of a particularly relevant elective would be Behavioural Finance, analysing fundamental market insight and collapsed market participants that do not fit into classical descriptions."

To conclude, it is significant to pinpoint the overall benefits for your organisation of establishing links with London Business School. As their ambassador on campus, you can be the bridge linking your organisation to world-class faculty, major global events and the global alumni network.

B.1. Key programme features

Once you have defined the business need, the next step is to conduct your analysis. Support your choice of programme by identifying the most relevant components to your organisation.

- **Company project**

The company project is done in co-operation with your employer and supervised by a member of faculty, and is normally based on a company-specific issue. In general, project work will be linked to your workplace, and will be of benefit not only to you, but also to your department and organisation as a whole. The project and corresponding management report can be discussed with Senior Managers and can be tailor-made to reflect strategic areas currently needing analysis in your business. Additionally, the report can be used as a launchpad to pursue areas of interest within your organisation, and explore areas that you would be interested in working in afterwards.

This confidential report could give your organisation access to some of the best faculty in the world to resolve or support any issues raised. Potential project topics might include:

- launching a learning and teaching platform
- private equity proposition for residential real estate investments
- improving CLV through data analytics
- investment strategy in emerging markets
- marketing plan for a niche online venture

- **International Assignment and seminar**

An exciting part of the EMBA Global programme is the international assignments and seminars. They will give you the opportunity to broaden your global perspective by working within real organisations and meeting senior industry leaders, in a choice of international locations. Accompanied by a member of faculty and working in small teams, you spend a week working closely with an organisation on a real business project and gain fresh insight into international business practices. The range of week-long, faculty-led international assignments and seminars has included:

- an economics assignment in China and South America
- a business development project in Moscow
- a cultural change project in South Africa
- an innovation and adaptation project in India
- a brand management project in Germany



As well as developing your global perspective in a key international business location, international assignments and seminars also give you the opportunity to broaden your network. You will travel and work alongside students from other Executive MBA programmes at London and Columbia Business Schools' and connect with members of the alumni networks in these cities.

An EMBA Global alumnus, Chief Budget Officer at a development bank in Tunisia, mentions how the global nature of the programme enhanced his leadership skills:

"EMBA Global offers a unique professional, academic, cultural, and social experience: the demanding lifestyle of a truly international executive. For me, travelling every month between four continents, ensuring business continuity while being away from work 25% of the time, and dealing with the sheer diversity of the programme puts to the test your intellectual nimbleness and physical stamina. Such an experience profoundly shapes you as a more insightful, resourceful and inspirational leader."

- **Peer group**

You'll study with high-potential, globally-focused executives and managers representing a wide range of nationalities and industries. They bring variety and depth to the EMBA Global experience, learning from each other as well as from faculty members. Each class brings together experienced managers, professionals and executives from around the world. They are a diverse and highly engaged group of individuals who are working at the very forefront of the rapidly changing world economy.

Typical class profile:

- 20 nationalities
- 13 industry sectors: finance, industry, IT, energy, consulting, military, architecture, law, leisure, FMCG, pharmaceuticals, public sector etc.
- 10 job functions: general management, finance, new business development, marketing, engineering, operations, legal, medical, etc.

An EMBA Global alumna, director at a hospitality consulting firm in Vietnam, mentions a few highlights on the diversity of her peer group:

"Having worked in emerging markets for the last 10 years, it was great to connect with other organisations and see how businesses work in other parts of the world. Everyone on the programme was very different, not only culturally, but also in terms of work experience and sector."



- **Network**

As a student and graduate of the EMBA Global you will:

- have lifelong access to blue-chip corporate partners and their industry network
- become part of the LBS community made up of 97,000 alumni in over 150 countries
- learn from a highly diverse and senior peer group coming from 20 different countries.

- **Sample analysis**

Programme feature	Return on investment
International Assignment to South America	Analyse Mexico's oil & gas market
Diverse, experienced and international participants	Effective work with new project team based in Eastern Europe
Skills development in team building and leadership	Reduce delivery slippage by 10% in next 10 months
Decision making and risk analysis	Conduct feasibility study for relocating site to South East Asia

B.2. Programme structure

The EMBA Global curriculum is comprehensive, rigorous and demanding. The timetable enables highly-focused learning, minimising your time spent away from the office and ensuring optimum learning impact.

Key elements of the EMBA Global programme:

- the programme begins in May and runs for 20 months
- core courses are taught in six or seven-day residential blocks, once a month, alternating between London and New York
- both schools make an equal contribution to the teaching of the core courses, with faculty travelling to teach wherever the class is in residence
- you have access to the elective portfolios of both London Business School and Columbia Business School
- you also study in one or more other markets as part of the international seminars or assignments
- the collaborative learning environment means you learn from the experiences of your fellow students, as well as from faculty.



B.3. Recommendation

After you have gathered specific evidence that our EMBA Global programme will benefit you and your company, you will need to ensure that you highlight the aspects of your personal development that are most important in the context of the business need and your career development plans.

General:

'I believe that it is the right time for me to pursue an EMBA Global programme because I do not wish to restrict myself to technical management positions. The programme will increase my opportunities to enter the more commercial side of the global business. Although I have the necessary industry experience and knowledge, I cannot progress to more senior positions without the transnational commercial and marketing skills acquired through an EMBA Global. The EMBA Global will equip me with a broad range of business acumen in order to manage projects and work at a strategic level anywhere in the world within our organisation.'

Specific:

'As a Global Head of... in X department, I am tasked with delivering on...'

'To date, within our organisation I have achieved...'

'In order to progress within the organisation, it is vital I develop X skills...'

If your organisation offers internal development programmes or even external training with other institutions, you may need to clarify why an EMBA Global would be preferable to a number of short development programmes. In this case, you should emphasise the ability to learn from world-leading faculty who, alongside teaching, consult and sit on the boards of major multinationals and conduct ground-breaking research in their fields of expertise. The rigour of the programme sets it apart from shorter courses, as well as the opportunity to learn from and collaborate with your diverse and experienced peer group. Once you have graduated, remember that you and your company have access to a powerful and influential professional network, from three world renowned business schools, for life.

C. Asking for employer support

I. Financial support

Think carefully about the level of financial contribution you require, making sure you have up to date information on tuition fees. You may also need to request additional funds for accommodation, travel and materials. Think about different funding models so you have a “package” to request, and can offer different positioning. Outside of 100 per cent funding, students on recent intakes have been financially supported in a variety of ways, including matching funding, percentage splits, reduced hours, salary sacrifice, tuition reimbursement at key stages or after successful completion of parts one and two, and bonus payments.

The agreement you finally come to will most likely be the result of a back and forth negotiation between you and your employer. The monetary contribution you receive is most commonly dependent on how long you are going to be contractually obliged to remain with the organisation. If you require a significant level of funding, be prepared to be very flexible with this detail.

II. Time

You will need to show how you will manage any time out of the office, and what you will do to minimise the impact on your team or clients. Allow time off to complete studies, but also be aware that deadlines may conflict with business needs. Indicate clearly in your request the extent of the time required, and whether you will be using any personal time (agreed study days, unpaid leave, vacation, lieu time) for this. It may be helpful to put the detailed schedules into an appendix, and to give a short table within the business case showing the requirements for the EMBA Global and, if appropriate, a comparison with any other programmes.

Please highlight the fact that ***you will be studying part-time, and will thus remain in full-time employment***. Since you will be applying what you learn at the workplace, this is a very important negotiating tool. Your potential absence from work is likely to be considered as much of an investment for your employer as any financial contribution they make.

III. Commitment and Conclusion

Your statement of commitment is critical and should show your commitment to the organisation, and to being a successful student on the programme. There are a variety of ways of demonstrating this commitment, and as previously explained, agreements will most typically encompass lock-in periods, reimbursement of tuition and other costs. The statement of commitment ensures that you take responsibility for your learning and repay the investment that has been made for you by your company.

D. Contacts

We hope this guide is helpful and wish you the very best of luck!

If you require any further information about the EMBA Global programme to support your business case, please contact our Business Development Team in London:

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