MIT Executive MBA

Navigation the Sponsorship Landscape

Challenge Convention
Challenge Yourself
Navigating the Sponsorship Landscape

Corporate sponsorship can come in the forms of moral support, time support, and financial support. Navigating the sponsorship landscape often requires adept situational awareness, diplomacy, and negotiation. This document presents a 3 Lenses approach to help you analyze and understand the factors at play in your organization and to help you plan your sponsorship strategy and discussions.

More info can be found on our Sponsorship webinar at emba.mit.edu/admissions/events
### MIT EMBA Funding by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>% of Class of 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship</td>
<td>58%</td>
</tr>
<tr>
<td>Sponsorship: 100% of tuition</td>
<td>25%</td>
</tr>
<tr>
<td>Sponsorship: 50-90% of tuition</td>
<td>11%</td>
</tr>
<tr>
<td>Sponsorship: 10-40% of tuition</td>
<td>22%</td>
</tr>
<tr>
<td>Loans</td>
<td>24%</td>
</tr>
<tr>
<td>Sloan Leadership Fellowships</td>
<td>13%</td>
</tr>
<tr>
<td>Entirely self-funded</td>
<td>10%</td>
</tr>
</tbody>
</table>

Many have funding from multiple sources
Sponsorship Avenues

• **Formal**, enterprise-wide leadership development or **Succession** process with a preferred list of MBA/EMBA programs

• **Formal** LD program with **candidate-driven program selection**

• **Business unit level LD**, preferred MBA/EMBA programs or candidate driven program selection

• **Candidate negotiates unique sponsorship outside of a formal program.** Candidate selects program, sells concept, and negotiates sponsorship.

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*Financial sponsorship often comes with an employment contract. Organizations want to ensure ROI on their investment in you. Think about how you make sponsorship a win-win.*
3 Lenses Framework

**STRATEGIC**
- Goals
- Strategy
- Responsibilities
- Processes/procedures
- Rational and Analytical

**POLITICAL**
- Stakeholders
- Authority/power
- Underlying Interests
- Threat/opportunity to power

**CULTURAL**
- Shared practices
- Customs & Rules
- Underlying attitudes & beliefs
- Heroes & Villains

Complex situations don’t have one right answer.
The Strategic Lens

**STRATEGIC**
- Goals
- Strategy
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Sponsorship Landscape: Strategic Lens

• What are the organization’s goals & the strategies for reaching those goals?

• What are my boss’s priorities?

• Does my organization have a formal MBA/EMBA financial sponsorship process or does it consider sponsorship on a case-by-case basis?

• What processes and procedures should I note, align with, work around and/or leverage? Which avenue should I investigate first?

• What/when is our performance review cycle?

• When should I make my proposal?
The Political Lens

STRATEGIC
Goals
Strategy
Responsibilities
Processes/procedures
Rational and Analytical

CULTURAL
Shared practices
Underlying attitudes & beliefs
Customs & Rules
Heroes & Villains

POLITICAL
Stakeholders
Authority/power
Underlying Interests
Threat/opportunity to power
Align stakeholder interests
Sponsorship Landscape: Political Lens

- Who are the key stakeholders? What is important to each?
- How compatible are their interests with mine? Can the situation be redefined to construct joint gains to all parties?
- What sources of power do the various parties have? What coalitions exist? Can sources/distribution of power be changed?
- Are effective systems in place to support negotiations? Can less powerful parties voice their interests and feel secure?
- How skilled are the participants in negotiating win-win solutions? Can we enhance these skills or introduce mediators to assist them?
- What is the anticipated impact of changes to power bases and interests? Who is likely to support or resist such changes? Why?
Understanding your Organizational Landscape: Political Lens

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Time</th>
<th>Money</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boss</td>
<td>👁</td>
<td>✈</td>
<td>🌟</td>
</tr>
<tr>
<td>Staff/Co-workers</td>
<td>👁</td>
<td>✈</td>
<td>🌟</td>
</tr>
<tr>
<td>C-Level Executive</td>
<td></td>
<td>✈</td>
<td>🌟</td>
</tr>
<tr>
<td>HR/Talent Management</td>
<td></td>
<td>✈</td>
<td>🌟</td>
</tr>
<tr>
<td>Business Unit Executive</td>
<td></td>
<td>✈</td>
<td>🌟</td>
</tr>
<tr>
<td>Business Partner</td>
<td>👁</td>
<td>✈</td>
<td>🌟</td>
</tr>
<tr>
<td>Family/Significant Other</td>
<td>👁</td>
<td>✈</td>
<td>🌟</td>
</tr>
</tbody>
</table>

This is an example and is meant to help you conduct your own Stakeholder Analysis.
Tool: Authority/Interest Grid

Level of Authority

- Keep Satisfied
- Mentor

Level of Interest

- Manage Closely
- Keep Informed

MIT EXECUTIVE MBA

MIT Sloan MANAGEMENT
The Cultural Lens

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Sponsorship Landscape: Cultural Lens

• What is my organization’s culture? Is it competitive or collaborative, secretive or open? Does my organization value innovation and independent thinking?

• Does my organization value professional development on an enterprise-wide level? Or are employees encouraged to take ownership for their own development?

• Does my organization prefer to develop employees, or hire MBA/EMBA talent?

• Are there heroes or villains who have earned an MBA/EMBA?

• Has a sponsorship precedent been set?
Aligning the Lenses: Putting it all Together

- Clarify your Objectives

- Assess Enablers and De-railers
  - What factors may strengthen your case?
  - What factors may present challenges?

- Breaking the ice (frame your idea to a potential champion for your cause)
Understanding Value of the MIT EMBA

- **Students** (experienced, diverse industry, geography, job responsibility)

- **Curriculum** (science of management, action learning, MIT faculty)

- **Schedule** (20 months, 30 trips, every 3 weekends, 4 Executive modules, 1 GO Lab international trip)
Financial Considerations

Payment schedule* (5 payments over 3 calendar years, approximately $30K-80K-30K)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Payment Due</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Fall '13</td>
<td>10/1/13</td>
<td>$33,000</td>
</tr>
<tr>
<td>Spring '14</td>
<td>1/1/14</td>
<td>$39,500</td>
</tr>
<tr>
<td>Summer '14</td>
<td>7/1/14</td>
<td>$16,500</td>
</tr>
<tr>
<td>Fall '14</td>
<td>8/1/14</td>
<td>$25,000</td>
</tr>
<tr>
<td>Spring '15</td>
<td>1/1/15</td>
<td>$31,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$145,000*</td>
</tr>
</tbody>
</table>

* Tuition for the Class of 2014
Calculating ROI

\[ \text{ROI} = \frac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}} \]
Calculating ROI

Key Drivers
- Duration of gains
- Your responsibility level
- Ability to increase sales
- Ability to reduce costs through efficiency
- Ability to effect the strategic position of the company
- Retention (cost of replacement and learning curve)

\[
\text{ROI} = \frac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}}
\]

NPV \( (T^0, T^1, T^2, ..., T^n) \)
Making your Case: Tips & Resources

- Align the program with your responsibilities, development and organizational priorities
- Put Skin the Game – request less than 100% of tuition.
- Don’t give up your leverage too soon.
- Making it happen (endurance test- matrix approval process)
- Action Planning to keep stakeholders engaged & supportive (work & home) Sponsorship is an ongoing conversation
- Resources: Sample proposals, tip sheet, Executive Insights Blog and newsletter.
Key Factors to Consider

• What level of sponsorship do you want to negotiate?

• What precedents exist? How do you align your needs with the priorities of your decision makers/key stakeholders?

• What leverage points, enablers or de-railers does your 3 Lenses analysis reveal? How does this affect your strategy/approach?

• Who are your key stakeholders at each level of interest and authority?

• Create action plans to strengthen your support network.

• Keep yourself whole and healthy as well.
More Info: 
emba.mit.edu/admissions/events 

Register your interest at: 
emba.mit.edu