MIT Executive MBA
Winning Corporate Sponsorship

Challenge Convention
Challenge Yourself

emba.mit.edu
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
The MIT EMBA at a Glance

- October 2014 through May 2016
- MBA from MIT
- Program rigor and requirements/hours identical to other MIT Sloan MBA programs
- ~15 hours/week of coursework outside class
The Class of 2015: Key Facts

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global executives</td>
<td>112</td>
</tr>
<tr>
<td>Director-level and above</td>
<td>88%</td>
</tr>
<tr>
<td>Average age</td>
<td>40</td>
</tr>
<tr>
<td>Non-local (outside driving radius)</td>
<td>52%</td>
</tr>
<tr>
<td>Average years of work experience</td>
<td>16.3</td>
</tr>
<tr>
<td>International origin</td>
<td>42%</td>
</tr>
<tr>
<td>Advanced degrees</td>
<td>50%</td>
</tr>
<tr>
<td>Employed full-time</td>
<td>100%</td>
</tr>
</tbody>
</table>
Corporate Sponsorship

**MONEY**
- Formal company program
- Candidate-driven program selection
- Negotiate unique sponsorship package
- Employment contract
- **NOT a factor for admission**

**TIME**
- Time away from the office*
- Preserve PTO
- Delegate & Develop
- Test new learning
- Keep key stakeholders engaged
- *Letter of recommendation from boss, business partner, Board of Directors
### Corporate Sponsorship Landscape

<table>
<thead>
<tr>
<th>2015 MIT EMBA Financial Sponsorship Stats</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>51%</strong> Some level of financial support</td>
</tr>
<tr>
<td><strong>32%</strong> Financial sponsorship of 50% or more</td>
</tr>
<tr>
<td><strong>22%</strong> Full financial sponsorship</td>
</tr>
<tr>
<td><strong>31%</strong> Self-funded</td>
</tr>
<tr>
<td><strong>17%</strong> Loans</td>
</tr>
<tr>
<td><strong>24%</strong> NOT SURE of funding at application submission</td>
</tr>
<tr>
<td><strong>20%</strong> Sloan Fellowships</td>
</tr>
<tr>
<td><strong>56%</strong> Class of 2014 got promoted/add responsibility</td>
</tr>
</tbody>
</table>
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.

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

STRATEGIC
Processes & Procedures

CULTURAL
Underlying Attitudes & Beliefs

POLITICAL
Authority & Power

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

- **Strategic**
  - Goals
  - Strategy
  - Responsibilities
  - Rational and Analytical Processes & Procedures

- **Political**
  - Authority & Power

- **Cultural**
  - Underlying Attitudes & Beliefs
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
- Rational and Analytical Processes & Procedures

POLITICAL
- Stakeholders
- Underlying Interests
- Threat/opportunity to power
- Align stakeholder interests
- Authority & Power

CULTURAL
- Underlying Attitudes & Beliefs
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 Analysis Tool</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>
2015 Sponsorship Key Stakeholders

- HR/Talent Management
- Formal Succession Process
- Business Unit Leader
- Direct Boss
- CEO
- Mentor
- Other
- Single Source
- Multi Source

Other:
- Owner
- Board of Directors
- VP Business Development, Founder
- Chairman
- Physician-Scientist-Entrepreneur
Tool: Authority/Interest Grid

- Keep Satisfied
- Manage Closely
- Mentor
- Keep Informed

Level of Authority vs. Level of Interest
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?
MIT EMBA Classes/Project Impact

In Framing Your Request – leverage the Courses & Projects that may directly impact your organization.

- **15.717 Organizational Processes** (First Fall Term)
- **15.714 Competitive Strategy** (First Spring Term)
- **15.736 Introduction to System Dynamics** (Summer Term)
- **15.734 Introduction to Operations Management** (Summer Term)
- **15.705 Organizations Lab** (Second Fall Term)
- **15.s17 Analytics Edge** (Elective in Second Spring Term)

Request more information from bethc@mit.edu
Financial Considerations

Payment schedule* (5 payments over 3 calendar years, approximately $33K-81K-31K)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Payment Due</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall ‘13</td>
<td>9/1/13</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>$32,000</td>
</tr>
</tbody>
</table>

Total $145,000*

* Tuition for the Class of 2015
Top 5 Tips for Negotiating Sponsorship

5. Start Early: This is a matter of personal choice, preference, and comfort. Lay the groundwork.

4. Make Your Case: Understand what makes the MIT EMBA unique, and how it aligns with and supports your organizational objectives.

3. Sell Benefits Not Features: Think about your request in terms of the benefits that your organization (or boss) will realize through you.

2. Frame Your Financial Request: Framing your request in terms of how much you are requesting per year (5 semesters) of the program can make the financial commitment more manageable.

1. Be Persistent and Follow Through: Negotiating sponsorship can feel like an endurance test. Think of it as a diplomacy process with multiple avenues to success which require patience and persistence.
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)

\[
\text{NPV} (T^0, T^1, T^2, \ldots, T^n)
\]

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

RESOURCES
Visit emba.mit.edu for downloadable tools & information, or contact Beth Chartier, bethc@mit.edu