MIT Executive MBA

Negotiating Corporate Sponsorship

Challenge Convention
Challenge Yourself
Five Things to Know About an EMBA

1. E should not = easy (or electronic)
2. Do it for the education
3. Apply what you learn immediately
4. Your classmates should impress you
5. “You’re already successful”: a good sign
MIT and the MIT EMBA

• Mission of MIT
  • “To advance knowledge and educate students in science, technology and other areas of scholarship that will best serve the nation and the world in the 21st century.”

• Mission of MIT Sloan
  • “To develop principled, innovative leaders who improve the world.”

• Mission of the MIT Executive MBA
  • “To equip senior leaders with the perspectives, tools, and network necessary to transform the world’s important organizations and institutions.”
The MIT EMBA at a Glance

- October 2015 through May 2017
- MBA from MIT
- Program rigor and requirements/hours identical to other MIT Sloan MBA programs
- ~15 hours/week of coursework outside class
Education Philosophy

- Action Learning
  - Grounds students in theory
  - Integrates real world practice
- Science of Management
- Address Unstructured Problems
- Produce Systemic Change
The MIT EMBA Curriculum

• **Weekend Sessions**
  • Analytical frameworks (e.g., Microeconomics, Org. Processes)
  • Business essentials (e.g., Marketing, Operations, Finance)

• **Integrated Modules**
  • Leadership and Integrative Management (LIM)
  • Innovation-Driven Entrepreneurial Advantage (IDEA)
  • Leading in a Global Context (LGC)
  • Leading Complex Organizations (LCO)

• **Action Learning**
  • Organizations Lab (O-Lab)
  • Global Organizations Lab (GO-Lab)

• **Electives (3-6)**
  • January (1\textsuperscript{st} and 2\textsuperscript{nd} years)
  • Spring (2\textsuperscript{nd} year)
The Faculty

~25 Senior Faculty of MIT Sloan

Fiona Murray
IDEA
PhD Harvard
Research on commercialization of technology & the role of science in national competitiveness

Simon Johnson
Entrepreneurship
PhD MIT
Renowned economist, global management, strategic direction, organizational excellence

Nelson Repenning
System Dynamics
PhD MIT
Research on the connection between efficient internal operations and strategic positioning
Your Support System

- Significant Others (SO) Weekend
- Family Weekend
- Bring Your Boss to Campus Day
### The Class of 2016: Key Facts

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Executives</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Director-level and above</td>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>Average Age</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Non-local</td>
<td>54%</td>
<td>(outside driving radius)</td>
</tr>
<tr>
<td>Average Years of Work Experience</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>International Origin</td>
<td>53%</td>
<td></td>
</tr>
<tr>
<td>Advanced Degrees</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Employed Full-time</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
Corporate Sponsorship

TIME

• Time away from the office*
• Apply new learning
• Delegate/develop staff
• Keep key stakeholders interested & engaged
• Preserve vacation time

*M Letter of recommendation from boss, business partner, Board of Directors

MONEY

• Financial Sponsorship is NOT a factor for admission
• Formal company program
• Candidate-driven program selection
• Negotiate unique sponsorship package

• Employment contract
## Corporate Sponsorship Landscape

<table>
<thead>
<tr>
<th>Source</th>
<th>% of Class of 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sponsorship</strong></td>
<td>60%</td>
</tr>
<tr>
<td>Sponsorship: 100% of tuition</td>
<td>25%</td>
</tr>
<tr>
<td>Sponsorship: 50-99% of tuition</td>
<td>12%</td>
</tr>
<tr>
<td>Sponsorship: 10-49% of tuition</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Self Funded</strong></td>
<td>40%</td>
</tr>
<tr>
<td>Loans</td>
<td>44%</td>
</tr>
<tr>
<td>Sloan Leadership Fellowships</td>
<td>20%</td>
</tr>
<tr>
<td>Not sure at time of application</td>
<td>29%</td>
</tr>
</tbody>
</table>

Many have funding from multiple sources

56% received promotions/additional responsibility/new jobs
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
- Prepare for the conversation

*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.*
Complex situations don’t have one right answer.
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/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?
Political Lens

- Who are my **key stakeholders**?
- What is important to them?
- How do I frame this request as a win/win?
- Who has the decision-making **power**? What **alliances/relationship** exist? What can I leverage?
- Are there leadership changes on the horizon? What is the likely impact of those changes on my request? Who may resist or support my request? Why?
Sponsorship Key Stakeholders

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

*OTHER
Owner, BoD,
VP Business Development,
Founder, Chairman,
Physician-Scientist-
Entrepreneur
Tool: Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Time</th>
<th>Money</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boss</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Staff/Co-workers</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>C-Level Executive</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>HR/Talent Management</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Business Unit Executive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Partner</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Family/Significant Other</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Keep Satisfied

Manage Closely

Mentor

Keep Informed

Tool: Authority/Interest Grid

Level of Authority

Level of Interest
Cultural Lens

- What is my organization’s culture? 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?
- Do we prefer to develop or hire talent?
- Has a sponsorship precedent been set? (Are there heroes or villains?)
- Understand that this is a process which can take time.
MIT EMBA Classes/Project Impact

Frame Your Request to Leverage Courses & Projects that will 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)
## Financial Considerations

### Class of 2017 Tuition Payment Schedule

<table>
<thead>
<tr>
<th>Semester</th>
<th>Payment Due</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposit</td>
<td>Based on acceptance</td>
<td>$10,000</td>
</tr>
<tr>
<td>Fall ‘15</td>
<td>10/1/15</td>
<td>$15,000</td>
</tr>
<tr>
<td>Spring ‘16</td>
<td>1/1/16</td>
<td>$37,000</td>
</tr>
<tr>
<td>Summer ‘16</td>
<td>7/1/16</td>
<td>$25,000</td>
</tr>
<tr>
<td>Fall ‘16</td>
<td>8/1/16</td>
<td>$33,000</td>
</tr>
<tr>
<td>Spring ‘17</td>
<td>1/1/17</td>
<td>$33,000</td>
</tr>
</tbody>
</table>

**Class of 2017 Tuition**

$153,000
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)

\[
\text{ROI} = \frac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}}
\]
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.
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 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 & info or contact Beth Chartier, bethc@mit.edu
Rolling Admissions

Our **FINAL** Deadline is **June 1, 2015**

Application review and interviewing throughout the process.

We encourage you to **apply early**.
The MIT EMBA: In Brief

CHALLENGE

BROADEN

IMPACT
MIT Executive MBA
Corporate Sponsorship 2015

Challenge Convention
Challenge Yourself

http://emba.mit.edu/