

# PROGRAM FOR ADVANCED LEADERSHIP & MANAGEMENT

5 – 17 October, 2019 | Madinah | Saudi Arabia

JOIN US IN MADINAH FOR ONE OF THE  
KINGDOM'S TOP LEADERSHIP PROGRAMS

**96%**

of PALM  
participants recommend  
the program as an  
excellent investment

**79%**

of participants  
have 10+ years  
experience

**67%**

of participants hold  
post graduate degrees





“ I am so pleased that such a high-quality executive education program is offered in Madinah. I have found the Program for Advanced Leadership and Management to be a very enriching and unique experience that addressed the intellectual, spiritual, emotional and physical aspects of leadership development.”

HRH Prince  
**Saud Bin Khalid Al-Faisal**  
Deputy Governor, Madinah Region



“ I found PALM participants to be a truly high caliber group, similar to the executives we teach at Harvard, Wharton and INSEAD. They have shown great willingness to engage in high intellectual levels of discussion. It was a great opportunity for me to participate as a speaker. ”

**Prof. Paul Schoemaker**  
The Wharton School,  
University of Pennsylvania, USA



Under the patronage of  
His Royal Highness Prince

**Faisal Bin Salman  
Bin Abdulaziz Al Saud**  
Governor of Madinah



# PROGRAM OVERVIEW

Today's business challenges demand strategic, responsible and ethical leaders who can handle the formidable challenges associated with moving into today's increasingly complex leadership roles. Unfortunately, however, the word "leadership" has become more of an industry buzz-phrase that has minimal real impact on improving quality, enabling growth and developing competitive advantage. Leaders today, more than ever, need to build their leadership and innovation, skills, confidence, and support system to enact true change and to impact real-world business challenges.

Saudi Arabia's Vision 2030 is the cutting-edge roadmap and methodology for economic and developmental growth in the kingdom. The vision stipulates clearly that the public, private, SME and NGO sectors need to play a pivotal role in materializing the vision. The objective of this two-week program is to shed light on the role that each of these sectors need to play and the potential opportunities and commitments that are to be achieved by the public, private and nonprofit sectors.

The Program for Advanced Leadership and Management (PALM), keeping in view our regional and global needs and industry competitive pressures, offers the latest management concepts and tools that focus on transforming senior executives into successful leaders. This one of a kind program is designed to challenge your current perceptions about leadership, encouraging you to think and lead under pressure, champion change, build teams, and develop talent throughout your organization. You will leave with a broader vision of success having absorbed the insights of faculty experts and the experiences of successful industry peers. This program will support you in embracing increasing levels of responsibility and success throughout your career.

PALM is an opportunity for senior executives to interact with international and diverse peers, exceptional faculties from the top 10 business schools, authors of best-selling books, and highly experienced consultants from the top global consulting firms. Participants will have the opportunity to expand their business repertoire to include new concepts, paradigms and forward-looking educational practices.



Program for Advanced Leadership and Management (PALM 10)  
3 - 14 December, 2017, Madinah, KSA

# Program Demographics

21

Different nationalities of Participants

532

Participants from 21 different countries

87

Speakers from Top 10 Business Schools

36

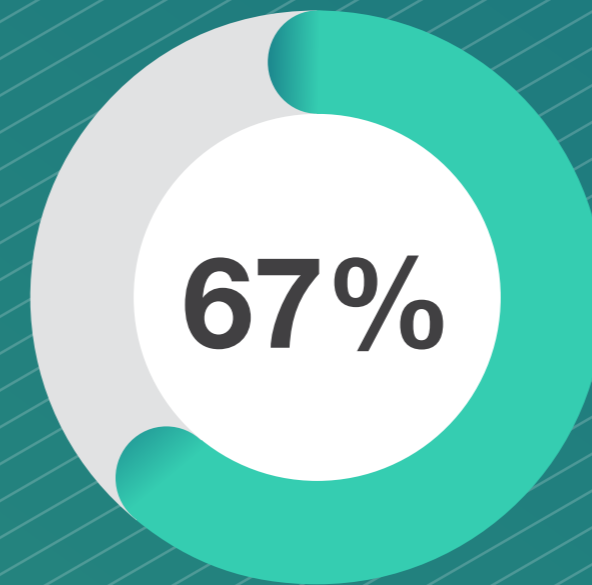
Speakers from 16 global consulting companies

40

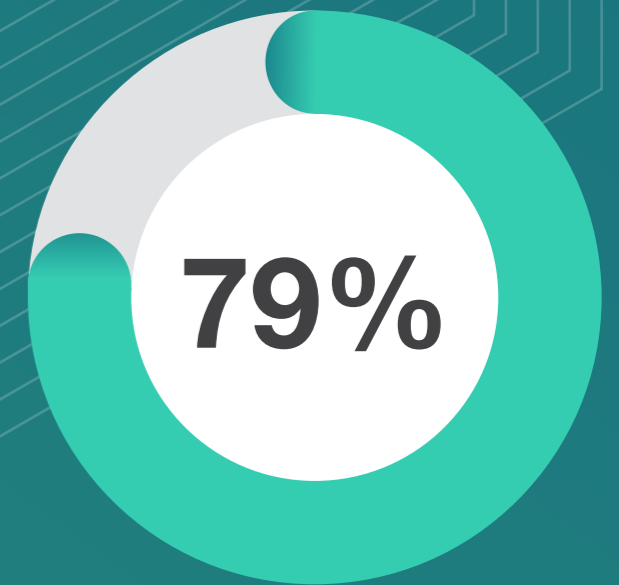
Participants' average age

42

Young Executives Scholarships



of participants holding post graduate degrees (Masters and PhDs)



of participants have 10+ years experience

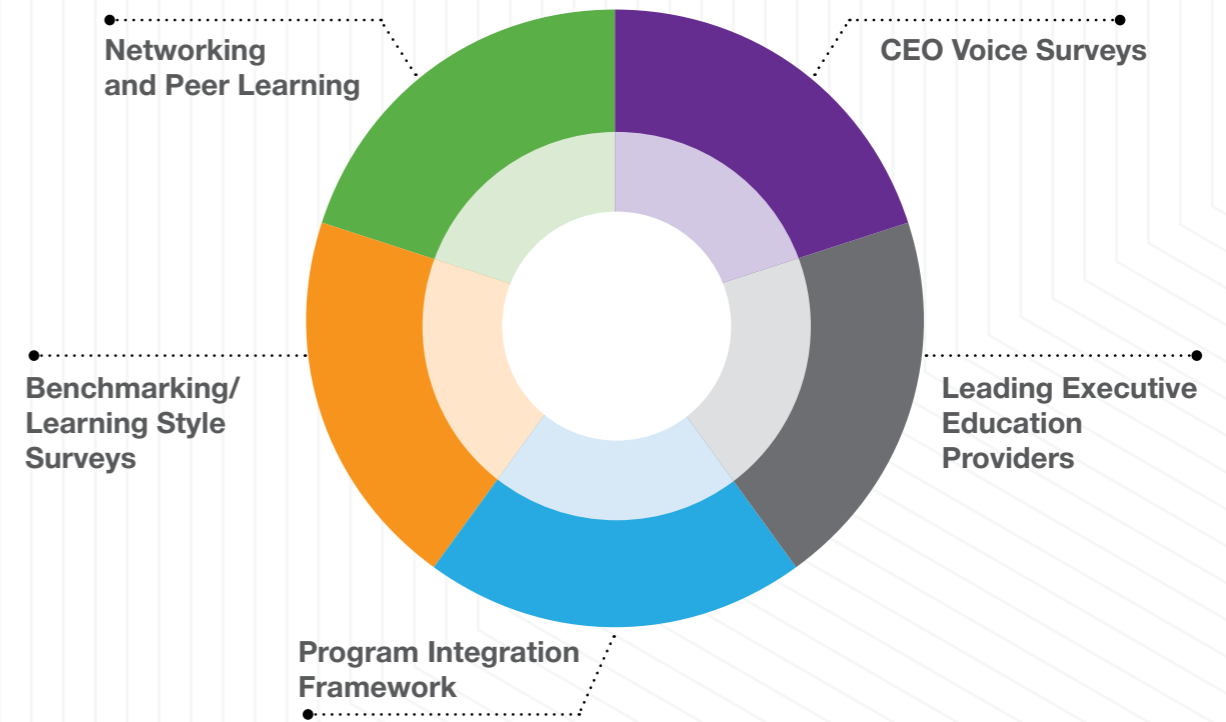


# WHY PALM

- LEARN** from Top 7 Business School Faculty who are thought leaders in their fields
- DEVELOP** skills to transit to CXO role and lead transformation in your organization
- APPLY** your PALM learnings into actions at your workplace
- ENHANCE** your skills to innovate new business models and implement change in your organization
- DEEPEN** your understanding of customer and market insights to lead your organization to growth
- LEAD** your organization in implementing cutting-edge business models in the digital age
- BECOME** eligible for MILE alumni benefits and membership



# PROGRAM DESIGN METHODOLOGY



**A complete package for rejuvenation of your leadership skills!**

MILE follows a unique and comprehensive methodology for designing its programs. Our innovative methods and use of proprietary frameworks will help you to address all aspects of business leadership and implement an agenda to enhance both your own and your organization's performance. We follow a cycle of program design and a standardized methodology to ensure the quality and rigor in our pedagogy offers more than just an academic curriculum.

MILE Alumni Community and Community of Practice (CoP)

After the program, you will get unique access to the MILE Alumni Community which ensures that all participants remain connected amongst themselves and with the previous MILE Alumni forming a highly valuable network of influential executives.



## PROGRAM SPEAKERS



**Prof. Philip Moscoso**  
Professor, Operational Excellence



**Dr. Walid Hejazi**  
Associate Professor



**Dr. Kamel Jedidi**  
Professor, Strategic Marketing



**Prof. Dr. Murali Raman**  
Dean, Multimedia University, Malaysia



**Dr. Imran Ali**  
Professor, Supply Chain



**Mr. Sherif Selim**  
Senior Consultant



**Dr. Mohamed M. Mahmoud**  
Executive Director, Wharton Alumnus



**Mr. Tony Swainston**  
Professional Trainer



## PROGRAM SCHEDULE

6-Oct	<b>Developing &amp; Deploying Strategy Using the BSC</b> Dr. Mohamed M. Mahmoud MILE, Wharton Alumnus
7-Oct	<b>The 4 Disciplines of Execution</b> Mr. Sherif Selim Franklin Covey, USA
8-Oct	<b>Digital Transformation</b> Prof. Dr. Murali Raman Dean, Multimedia University, Malaysia
9-Oct	<b>Strategic Marketing Management</b> Dr. Kamel Jedidi Columbia Business School, USA
10-Oct	<b>Supply Chain of the Future</b> Dr. Imran Ali Cranfield University, UK
12-Oct	<b>Corporate Leadership &amp; Development</b> Mr. Tony Swainston Tony Swainston Ltd, UK
13-Oct	<b>Operational Excellence</b> Prof. Philip Moscoso IESE Business School, Spain
14-Oct	
15-Oct	<b>Change Management – Regulatory Environment</b> Dr. Walid Hejazi Rotman Business School, University of Toronto, Canada
16-Oct	<b>Business Strategies – Building SMEs Sector</b> Dr. Walid Hejazi Rotman Business School, University of Toronto, Canada

**17-OCT | MEET THE LEADERS IN MADINAH FORUM**

9-OCT **Strategic Marketing Management**  
**Dr. Kamel Jedidi, Columbia Business School, USA**

Marketing is a whole organization activity which is central to the long-term survival of a business; hence building a market orientation and customer centricity is inherently important in developing stakeholder value for the firm.

Marketing operates by creating, communicating, capturing and sustaining value for the firm. Value creation occurs in highly successful firms through fanatical attention to the process of understanding customer needs and developing innovative propositions which steal a march on competitors. The value generated from customer insight and customer co-creation is communicated through multiple channels and firms should seek to integrate those channels according to customers' needs.

Once a marketing plan has been designed, it is implemented through the marketing mix, compromising of the proposition, the price, the promotion and the place (distribution) methods adopted. This seminar seeks to provide participants with a powerful understanding of the organizational processes that need to be put in place in order to implement strategic marketing plans, using a variety of international case studies.

Upon completion of this seminar, participants will be able to:

- ✓ Identify market opportunities for value creation
- ✓ Develop effective marketing strategies for value capture
- ✓ Refine their decision making and analytical skills

10-OCT **Supply Chain of the Future**  
**Dr. Imran Ali, Cranfield University, UK**

Recent globalization has caused many enterprises to rethink their previously designed supply chain. Today, the design of supply chain is not just limited to its optimization in terms of physical flow of items from cradle to grave. But also, the influences of the innovation network as a whole. Today, transformational innovative technologies and physical infrastructure are converging. Reliable sensor technologies are now facilitating the direct communication and collaboration of parties without human interaction. This intelligence is enabling the supply chain of the future to progress from decision support to decision delegation and ultimately to predictive capability.

The supply chain of the future is evolving with the emergence of latest technologies. In this evolving environment, the supply chain of the future should be instrumented, interconnected and intelligent.

These three characteristics will help in effective design of the supply chain of the future. This session will

**help you to think:**

- ✓ How enterprises should focus on preparation for supply chain of the future?
- ✓ How to structure the network?
- ✓ A look at scenarios and future technological developments.

**Key learning objectives:**

- ✓ Understand the main concept of supply chain of the future.
- ✓ Acquire a knowledge of technological trends reshaping the supply chain of the future.
- ✓ Study mini case-studies illustrating supply chain of the future.
- ✓ Familiarize with key challenges faced in attaining supply chain of the future

12-OCT **Corporate Leadership & Development**  
**Mr. Tony Swainston, Tony Swainston Ltd, UK**

Successful corporate leaders are those able to drive business results by aligning the vision, mission, and values throughout their organization. They manage with competence and lead with purpose. They are able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results. Their greatest leadership challenge is to find the perfect harmony between leadership and management, between strategy and execution, and of course between developing the self and developing others.

**At the completion of this module you will be able to:**

- ✓ Identify the characteristics of different leadership styles.
- ✓ Assess your own leadership style zone.
- ✓ Work more effectively across leadership styles zones.



# Program SYNOPSIS

6-OCT **Developing & Deploying Strategy Using the Balanced Scorecard (BSC)**  
**Dr. Mohamed Moustafa Mahmoud, MILE, Wharton Alumnus**

Senior management teams are prone to focus excessively on short-term financial results – information reported after the damage is done, for better or worse. This is why the balanced scorecard lives up to its name. In this module you will be introduced to the key principles and tools of Strategic Planning, as well as the criteria that measure performance from three additional perspectives—those of customers, internal business processes, and learning and growth. The concept of the Balanced Scorecard will be covered in detail with many local case-studies from Hall of Fame Award-Winning Organizations.

The current role of Dr. Mohamed as advisor to the National Center of Performance Measurement of Public Entities, will allow him to shed light on the most relevant KPIs today and that have been developed for 'KSA Vision 2030' and the 'National Transformation Program'. Participants will have the opportunity to apply the introduced Strategic Planning toolkits to their own organizations in group settings.

7-OCT **The 4 Disciplines of Execution**  
**Mr. Sherif Selim, Franklin Covey, USA**

The 4 Disciplines of Execution is a proven formula by FranklinCovey which enables leaders and their teams to reach goals and break through to higher levels of performance. The 4 principles are:

- ✓ Narrowing focus on the "Wildly important goals" of the organization.
- ✓ Acting on lead measures.
- ✓ Keeping a compelling scorecard for performance.
- ✓ Creating a cadence of team and individual accountability.

**In this one-day session, leaders will be able to:**

- ✓ Examine their leadership paradigm and identify what makes leaders and organizations "great"
- ✓ Clarify the difference between "stroke of the pen" and "behavior change" strategies
- ✓ Identify the execution gap in organizations
- ✓ Understand the 4 Disciplines of Execution methodology
- ✓ Identifying the Wildly Important Goal in the light of respective organization's strategy / strategic pillars
- ✓ Identify the fewest behaviors / actions to help teams leverage their efforts towards achieving the WIG
- ✓ Learn the basic guidelines to develop compelling scoreboards
- ✓ Put in practice key leadership skills to create team accountability

8-OCT **Digital Transformation**  
**Dean, Multimedia University, Malaysia**

We are living in the era of IR 4.0 – characterised by digitalisation and the economics of disruption. On a global scale, corporations are facing massive challenges and opportunities brought about by digital disruption. Lifestyles have evolved and changed while corporate strategies need to be transformed. Old business models have been made irrelevant in many industries. Employees need to keep themselves relevant or face the consequences of being replaced by either more competent, knowledgeable and agile staff or artificial intelligence for numerous tasks. Failure to track, closely monitor and adapt technological changes could lead to the demise of even highly successful enterprises.

**Key Takeaways:**

- ✓ The need for digital business transformation – Why transform?
- ✓ Best practices in embarking their respective digital transformation journey – How to transform?
- ✓ The pivotal role that Design Thinking can play in the context of driving transformational change in the organization—especially in dealing with digital disruption.



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## 13-14 OCT Operational Excellence

Prof. Philip Moscoso, IESE Business School, Spain

In this module we are going to cover how companies win over competitors by developing operational excellence, building agile supply chains and creating ecosystems with customers and suppliers to jointly beat competition. The objective of this Module is to learn from the best companies in the world how are they managing their operations, when and how to implement those approaches and the challenges you are going to face in the journey.

We will cover three distinct areas: lean operations and beyond, developing agile supply chains and creating superior operation processes across customers and suppliers. In terms of business sectors, we will cover manufacturing (Harley Davison), retail (Zara) and services (Novo Nordisk Engineering). The sessions will also give participants the opportunity to exchange their rich experiences in different fields of business, functions and levels.

## 15-OCT Change Management – Regulatory Environment Dr. Walid Hejazi, University of Toronto, Canada

There are many significant changes that have occurred over the past few decades which require businesses and governments to operate differently. These changes include the following big 4:

- ☑ The rise of the Internet, the Digital economy, and the associated increases in transparency (both mandated and data leaks such as Wikileaks, the Panama papers, and others.)
- ☑ The global push to provide whistleblowers both more protection and more incentive.
- ☑ The rise of the 1% - which has received increasing scrutiny in the media and the many "revelations" which have shaped societal expectations and demands on regulators and government in general.

As a result of these changes, governments and regulators are increasingly adhering to standards well above legal compliance. They are pursuing policies which are fair and moral rather than just compliant. Furthermore, regulators are increasingly expected to carry out their mandates in an increasingly transparent manner, as the public wants to understand how decisions are made. In this module we will explore how these changes and societal pressures have resulted in significant regulatory changes, and how these changes have material implications on the nature of how businesses must operate.

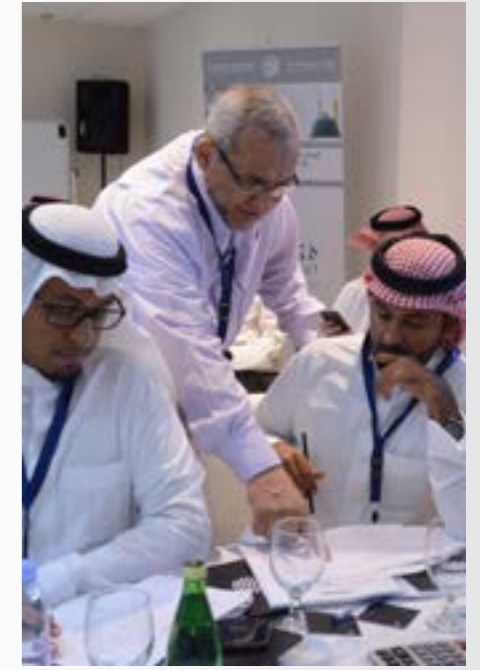
## 16-OCT Business Strategies – Building SMEs Sector Dr. Walid Hejazi, University of Toronto, Canada

The Kingdom of Saudi Arabia has launched Vision 2030, an ambitious initiative to diversify the economy away from oil and hydrocarbons. Achieving this Vision is absolutely necessary to prepare the Kingdom for a world whose reliance on oil is much diminished. The achievement of this goal is simply not possible without the growth in the SME sector. To quote from a recent IFC report, "Small and medium enterprises (SMEs) are now widely recognized as engines of economic growth and key contributors to sustainable gross domestic product (GDP) of all countries, including those in the Middle East and North Africa (MENA) region." The importance of the SME sector has been acknowledged by the KSA government who has committed to working to increase their role in the economy. Further to this point, KSA has established an SME Authority to oversee all government policies affecting the SME sector, and are working to reduce the legal and administrative burden of setting up a business. This session will provide an overview of the role SMEs play in economies within the MENA region, GCC and globally. The role within KSA will be compared and contrasted with these global patterns. The obstacles to further development of the sector within the KSA will be developed and discussed, including several case studies.

Key Learnings;

- ☑ The importance of the SME sector in achieving Vision 2030.
- ☑ The Role of SMEs within the KSA, and how this compares and contrasts with that of other countries.
- ☑ Several case studies will highlight the challenges faced by the SME sector, including successes and failures.

## 17-OCT Meet the Business Leaders in Madinah – Conference







## CERTIFICATES FROM



## PROGRAM INVESTMENT

	1 Week	Full Program with Accommodation*	Conference Day
Individual	USD 6,000	USD 11,000	USD 500
Group Discount 5+	10%	10%	10%

### INCLUSIVE OF

- ✓ Program Registration Fee
- ✓ All Program Related Certificates
- ✓ Full Accommodation at Five Star Hotel in Madinah Including: Bed and Breakfast, Lunch & Coffee Breaks & Dinner
- ✓ Complimentary Umrah (applies to international participants)
- ✓ One-on-One psychometric assessment and coaching
- ✓ Access to extensive readings of selected publications, books and reports
- ✓ Free Medical Check-up
- ✓ Madinah Field Trips and Visit to Islamic History Museum

### EXCLUSIVE OF

- ✓ 5% VAT

### 4 EASY WAYS TO REGISTER



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## ASPIRE AND BE INSPIRED!

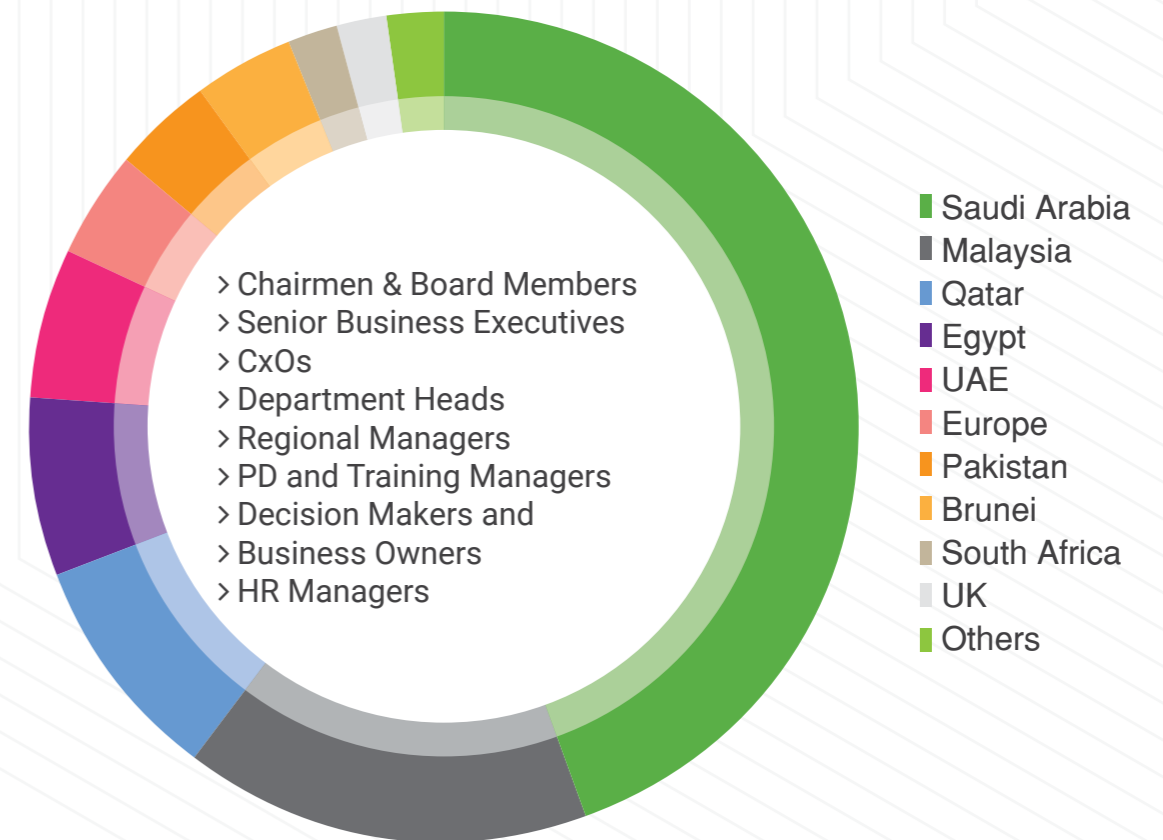
## WHO YOU WILL MEET:

The profile of past PALM participants included:

# 20+

industries

(Private and Public Sectors) Including:



## Join the PALM experience

### Palm Characteristics:

- > Interactive sessions presented and moderated by international and regional public sectors leaders, consultants and recognized figures.
- > Use of innovative methods and use of proprietary frameworks.
- > Focus on the strengthening of business acumen in core areas.
- > Insightful case studies and simulations.
- > Games and well-studied models.
- > Methodology for the ideal utilization of gathered data.
- > Local adoption for next-minute action with customized content.

