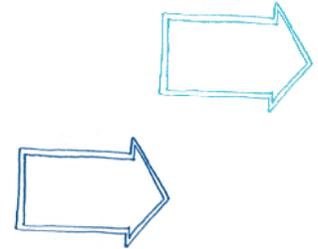


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## Return on Investment for Employers

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In today's dynamic marketplace, there is only one long-term competitive advantage you can count on: the culture of learning and growth that you create for your employees. The best way to compete in, and win, the war for top talent is to invest in your high-potential employees.



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### Message from the Associate Dean

Leadership development requires a thoughtful process that starts with self-awareness, works with regular feedback to induce change, and measures that change at regular intervals. This process is the central feature of Rotman's One-Year Executive MBA program (EMBA). It gives students an opportunity to grow as leaders while challenging themselves with the academic rigor that has been a hallmark of our program for more than 30 years. Rotman Executive MBA alumni stand out in corporate Canada as authentic leaders who have a well-developed sense of self-awareness. We believe in developing leaders who motivate and align employees around a company's goals and objectives, who are comfortable dealing with ambiguity, and who have highly developed emotional intelligence.

I would be pleased to answer any questions you may have about the program or how it can benefit your organization. Please contact me directly by phone at 416.978.5128 or by email at [bdart@rotman.utoronto.ca](mailto:bdart@rotman.utoronto.ca).

Sincerely,

Handwritten signature of B. Dart in black ink.

**Dr. Beatrix Dart**

*Associate Dean, Executive Degree Programs  
Professor of Strategic Management*

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By sponsoring high-potential employees and aspiring leaders, employers start seeing the benefits as soon as the employee starts his or her Rotman One-Year Executive MBA. From the beginning, students bring value to the company through:

- leading-edge practices in management, operations and strategy gained from projects focusing on live issues in your company
- valuable analytical and collaborative skills for teamwork
- fresh insights and potential solutions to actual business challenges through group and individual projects.

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Your employees will:

- expand their potential and abilities, allowing them to take on broader roles and greater responsibilities
- gain experience that will transform their potential into performance
- learn how to be better strategic thinkers
- become more confident decision makers
- bring the power of Integrative Thinking™ to your company
- enhance the company's professional network.

Students have been able to deliver significant savings to their companies as a result of in-company projects completed during the Rotman One-Year Executive MBA program. The program includes real-life projects that answer challenging business problems. That's one of the many benefits of a program that allows students to continue to work full-time while they study.

**How the Program Can Pay for Itself**

**Examples include:**

**Optimize Cash**

When you buy a product, you might pay \$350, but you get a coupon that will give you back \$50 if you mail it in within 30 days. The EMBA student's company data showed that only 30% of people actually take advantage of the rebates. Yet the company kept enough cash on hand to cover 100% of the rebate coupons. So the student asked, "Does it matter if the rebate expires in 30 days?" As it turned out in this case, the expiry date didn't matter. Customers are even less likely to send in the rebate if the expiry is 60 days instead of 30. The student's conclusion: companies don't have to keep as much cash on hand as they think, because most people won't send in the rebate, no matter how long they have to do it. The employer's conclusion: the outcome of one project paid for the Executive MBA.

**Inventory Levels**

How much inventory should a pharmaceutical company keep to ensure drugs don't run out? One pharmaceutical company spent \$7 million a year maintaining its inventory, so its EMBA employee asked, "How much inventory should it maintain to make sure drugs don't run out 95% of the time?" The answer pointed to much lower levels and saved the company \$4 million per year.

**Graduate Management Admission Council Research Results**

Based on the GMAC survey of corporate sponsors, it takes 17 months (on average) for a company to gain its return on the investment made. This is according to respondents who worked for companies that reimburse or sponsor employees in EMBA programs and measure return on investment.

**Sample organizations that have employed and sponsored EMBA candidates include:**

- ABB Power Technologies Management Ltd.
- AIM Trimark Investments
- Air Canada
- Apotex Inc.
- Bell Canada
- BMO Nesbitt Burns Group of Funds
- CIBC Wood Gundy
- Cisco Systems
- Compugen Inc.
- Davis & Henderson
- Deloitte
- DuPont
- Elotex
- Ernst & Young LLP
- Fidelity Investments
- Heidelberg
- Holcim Group Support Ltd.
- Honeywell Limited
- HSBC Bank Canada
- IBM Canada
- iGATE Global Solutions
- Johnson & Johnson
- Katz Group Canada
- Loblaws
- Manulife
- Marriott International
- Microsoft
- MTS Allstream
- Novopharm Ltd.
- Procter & Gamble
- RBC Financial Group
- Rogers
- Royal Bank
- Scotiabank
- Siemens
- St. Lawrence Cement
- TD Bank Financial Group
- Telus
- The Globe & Mail
- University Health Network



$$CAGR = \left( \frac{\text{Ending Value}}{\text{Beginning Value}} \right)^{\left( \frac{1}{\# \text{ of years}} \right)} - 1$$