

EPRA-INSEAD

# Executive Programme

2026 EDITION

## Strategy for Listed Real Estate

### Programme content

#### DAY 1 PROGRAMME OPENING AND STRATEGIC THINKING FOR REAL ESTATE PROFESSIONALS

- Strategic thinking tools to understand firm performance and sources of competitive advantage, applied to real estate sectors
- Horizon scanning to future-ready your company for disruption and opportunities

*Networking & dinner*

#### DAY 2 STRATEGIC THINKING WITH AI AND DATA / LEADING AI IMPLEMENTATION IN REAL ESTATE FIRMS

- The key challenges and effective strategies in the real estate sector, both in existing and new sectors/markets
- How data and AI can augment decision-making and transform real estate business models and operations
- Key questions best practices for executives leading AI and data initiatives
- Leading and preparing for AI implementation to overcome adoption barriers and deliver measurable business impact in real estate
- Practice your skills in getting others onboard for AI transformation

*Networking & dinner with guest industry speaker*

#### DAY 3 CORPORATE GOVERNANCE, GROWTH STRATEGY AND DEAL-MAKING IN REAL ESTATE

- Strategic and governance challenges in defining and repositioning business portfolios and growth paths in real estate
- Virtual Reality “Board Room” case on corporate growth decisions and board-level governance dynamics
- Using mergers, acquisitions and JVs as disciplined levers for growth, diversification and resilience, with a focus on value creation, synergies and execution risks

*Programme closing & certificates*



### Introduction

Held in partnership with INSEAD, the Executive Programme is a unique, intensive course that covers the latest trends affecting the listed real estate sector such as thematic investing, e-commerce and logistics, digitalisation and data analytics.

This in person programme will help participants develop effective business strategies to address challenges as well as identify opportunities for repositioning and future growth, especially in the context of the broader real estate industry.

### Key benefits

- To refine strategic thinking capabilities in order to develop more effective business strategies to address key challenges and opportunities across the broader real estate industry
- To help participants harness AI and data analytics to augment decisions, transform their business models and navigate new risks and regulations
- To equip real estate leaders with practical tools to lead and govern AI implementation and other strategic initiatives so that they deliver measurable impact
- To deepen understanding of corporate governance and business portfolio strategy, including board level dynamics in growth, repositioning and capital allocation decisions
- To strengthen skills in designing, evaluating and executing mergers, acquisitions and JVs as disciplined levers for growth, diversification and resilience in real estate
- Last but not least, a unique opportunity to connect with peers and industry leaders in a high impact learning environment, and to obtain an INSEAD certificate for completion of the whole course

“ *It’s the first training of this kind in our industry and it answers a real need in the context of transformation. I would definitely recommend this training to colleagues!* ”

**Nicolas Broband**  
DIRECTOR OF FINANCIAL  
COMMUNICATION AND INVESTOR  
RELATIONS, GECINA



#### DATE AND LENGTH

23-25 June 2026  
2½ days

#### LOCATION

INSEAD Europe Campus,  
Fontainebleau, France

#### EPRA MEMBER FEE\*

€ 2,400 (VAT included)

\* This programme is an exclusive opportunity for our members, and EPRA is contributing 50% to the initial fee. Lunches, coffee breaks, opening cocktail and closing dinner are included.

Arrival on the Fontainebleau campus  
Programme start  
Programme end & departure

June 23, by 1pm CET  
June 23, at 2pm CET  
June 25, at 4pm CET

#### ACCOMMODATION & OTHER COSTS

Per participant and per day

Hotel price: € 178 (VAT incl.)

Accommodation is excluded from the programme fee. INSEAD will keep 30 rooms on hold in the campus. Participants will book their own accommodation and they will be responsible for any charge in case of late cancellation.

All payments shall be made individually upon check-out by the participants. Prices will be defined on the basis of a single room, including breakfast.

APPLY TO THE PROGRAMME

CLICK TO ACCESS THE  
REGISTRATION FORM

#### ABOUT EPRA

EPRA, the European Public Real Estate Association, is the voice of publicly traded European listed real estate sector. With more than 290 members, covering the whole spectrum of the listed real estate industry (companies, investors and their suppliers), EPRA represents over EUR 840 billion of real estate assets and 95% of the market capitalisation of the FTSE EPRA Nareit Europe Index.

EPRA’s mission is to promote, develop and represent the European public real estate sector. We achieve this through the provision of better information to investors and stakeholders, active involvement in the public and political debate, promotion of best practices and the cohesion and strengthening of the industry.

#### ABOUT INSEAD

Since 1967, INSEAD has led the way in delivering innovative and influential learning experiences for business executives around the world.

In today’s rapidly changing business environment, we are not only embracing digital transformation and innovation, but also building on our strengths – including informed global perspectives, an exceptional faculty and flexible, forward looking educational practices – to take executive education to new heights.

Each year, more than 10,000 executives from leading international organisations attend over 50 open programmes. Operating from 3 campuses across Europe, Asia and the Middle East, and now a Hub in San Francisco, we provide transformational learning experiences that support your career growth at every stage.

#### PROGRAMME DIRECTOR



**Professor  
MEYER-  
DOYLE**

Philipp Meyer-Doyle is professor of strategy at INSEAD. His expertise lies in the area of corporate strategy. His research explores the micro-foundations of strategy and superior firm performance. Before becoming an academic, Philipp worked in investment banking (M&A advisory) and private equity (Real Estate).

#### CONTACT US

To secure your place on the programme, contact:

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For further information about the programme, please contact:

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