Focused Programs
2017-2018
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More than 45,000 professionals have passed through our classrooms since we opened our doors in 1958. Although IESE participants reflect a diversity of nationalities, cultural backgrounds and professional profiles, they all aim to advance their personal and professional potential.

As soon as you alight on an IESE campus, you will notice our school’s distinctly global character. Our faculty members reflect 35 countries and hold advanced degrees from the world’s most esteemed universities.

As dedicated educators, they direct the learning experience while harnessing participants’ collective expertise, ensuring that everyone’s voice is heard. In this dynamic forum, you will gain clarity and sharpen your capacity to take decisions in dynamic and complex environments.

A vast global reach spanning five continents heightens this interconnected, international outlook. Our campuses in Barcelona, Madrid, Munich and New York City, offices in Sao Paulo, and academic alliances all around provide energizing, multicultural platforms for growth and learning. IESE is consistently ranked among the world’s top business schools, testament to our longstanding commitment to academic excellence.

We believe people are the primary drivers of positive change. In line with this conviction, our programs underpin ethical and humanistic principles to encourage you to look beyond short-term results and the proverbial bottom line. As beacons of responsible leadership, our graduates support our efforts to make the world a better place.

Inspiring Change, Inspiring You

IESE Business School
The Focus Is on You

IESE Focused Programs bring touchstone management issues, from corporate finance and strategic management to positive leadership and creative problem-solving, into sharp focus.

Perhaps you aim to expand your digital mindset, build a high-performance team or hone your ability to lead in volatile, complex markets. Whatever your professional challenge, IESE Focused Programs will equip you with fresh tools and frameworks to excel. Our programs combine a variety of active-learning methodologies — such as the case method, role-plays, simulations, online modules and coaching sessions — that will help you raise your game.

The program selection is continually updated to cover the latest advances in the business world, and is based on three main areas:

### Immersion

Aimed at results-oriented managers, Focused Programs are delivered in short presentational and online formats to accommodate your busy schedule. You will embark on an intense, high-impact learning journey with other talented peers who will challenge your beliefs and open your eyes to new points of view.

### Open Exchange

An interactive, action-oriented environment is the trademark of the IESE experience. Open exchange, animated debates and cutting-edge learning methodologies will expand your knowledge and broaden your definition of “business as usual.”

### Transformation

You will discover new frameworks and proven tools to advance your performance. You will craft a personal action plan to spark an immediate impact and trigger tangible results that radiate outward throughout your organization.

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**Key areas**

1. Strategic Management
2. Leadership and People Management
3. Marketing and Sales Management
4. Finance
5. Industry Specific

www.iese.edu/focused
Blended Programs

IESE’s Blended Programs accelerate growth and enhance business performance by merging the energetic interaction of in-person programs with the “anytime, anywhere” convenience of self-directed learning.

Flexible by design, blended programs offer a rigorous learning journey through a strategic and seamless interplay of highly engaging online and onsite content. Program delivery generally extends over three modules — magnifying the learning impact — while our virtual campus serves as a hub for all of your learning needs.

Blended programs typically comprise a core face-to-face module bookended by two online modules. The first module lays the theoretical foundation through video lectures, online sessions, evaluations, and a range of academic material, in addition to facilitating collaborative learning and interaction.

Faculty and peers — already familiar faces — come together for the second, in-person module, which combines dynamic lectures, case method, team-based projects, experiential exercises and social activities. Building on the existing knowledge base, the onsite module optimizes classroom time and intensifies learning by offering a forum to share viewpoints with peers, work in teams, and reflect on new insights.

Blended programs conclude with an online module. Academic material, online sessions, collective Q&A and a wrap-up session, complemented by invaluable faculty guidance and peer-to-peer coaching, reinforce key take-aways and elevate your capacity to apply the learning to explicit professional challenges.

By harnessing the benefits of remote learning with the school’s hallmark academic rigor, IESE Blended Programs empower you to drive positive change and deliver a superior business impact in your organization.
# Executive Education Certificate

IESE offers you the possibility to earn an Executive Education Certificate by designing a customized development plan of four Focused Programs. Working in collaboration with an IESE advisor, you will devise a plan that reflects your unique needs and goals.

## Requirements

- Successfully participate in four Focused Programs
- Complete programs within a three-year time frame
- Accrue a minimum total duration of thirteen days over the four programs

## Benefits

In addition to earning the IESE Executive Education Certificate, you will enjoy a series of other exclusive benefits:

- Professional guidance with an IESE advisor
- 5% discount on any future focused program
- Possibility of becoming a **member of the Alumni Association**, which delivers a broad array of exclusive benefits, ranging from professional support services to access to more than 300 **Alumni learning sessions** per year. Delivered around the world, sessions are a chance to learn and build your network. Find out more about the benefits at www.alumni.iese.edu

## Areas

The Focused Program portfolio includes offerings in both English and Spanish and venues in Barcelona, Madrid, New York City and Munich. Continually updated, our programs explore a range of key business areas, management competencies and leadership precepts to reflect the diverse challenges of today’s global managers.
Strategic Management
Getting Things Done

www.iese.edu/gtd

Unlock the mysteries behind implementation and uncover the essential factors needed to deliver on your objectives. Gain the skills to align resources, processes, people and power to implement your strategy.

When a business strategy fails, shortcomings are often exposed - not in the strategy itself, but in its implementation. The ability to get things done is critical for business leaders and it is the overriding factor in determining a company’s long-term success. The program features the expertise of IESE, as well as the vast, world-renowned experience of Stanford University professor Jeffrey Pfeffer.

Benefits
• Lead successfully through strategy implementation
• Prepare your “taking-charge strategy” for your next assignment
• Identify sources of power within your organization and use them to build influence
• Map an organization’s political terrain to identify individuals critical for diffusing a strategy supportive culture
• Enhance your performance by leveraging social networks

Faculty
Fabrizio Ferraro, Massimo Maoret and Jeffrey Pfeffer

Place and dates
New York, October 25-27, 2017
Barcelona, May 15-18, 2018

Fees
New York
General Fee: $ 4,900
Member Fee: $ 4,410
Barcelona
General Fee: € 4,990
Member Fee: € 4,491

Digital Mindset: How to Innovate and Lead Your Business for the Future

www.iese.edu/digitalmindset

Develop a truly digital mindset to look beyond buzzwords and megatrends. Explore the why, what and how of digital transformation and its impact on global business models.

This program takes you behind the scenes of social, mobile and cloud. Designed for senior executives responsible for strategy and implementation, the program allows you to explore the real impact of digitalization and how it is transforming your customers, your competition and your industry. You will also learn how to break down cultural barriers to create a genuine digital mindset throughout your organization.

Benefits
• Cultivate a holistic understanding of the digital landscape and gain a clearer grasp of the building blocks of digitalization
• Challenge the key assumptions behind your business model and analyze potential strategic shifts triggered by digitalization
• Identify the core capabilities critical to your firm’s long-term success in a digital landscape, and assess structural and contextual approaches to developing them
• Formalize and articulate your digital strategy, and develop an action plan to drive a digital agenda in your organization

Faculty
Evgeny Káganer, Sandra Sieber, Josep Valor and Javier Zamora

Place and dates
New York, November 15-17, 2017
Munich, February 20-22, 2018
Madrid, May 21-23, 2018

Fees
New York
General Fee: $ 4,900
Member Fee: $ 4,410
Munich & Madrid
General Fee: € 3,925
Member Fee: € 3,533

IESE Business School
Beyond High-Performance & Creative Negotiation Strategies

www.iese.edu/hpn

Learn how to tackle complex negotiations effectively and achieve your business objectives. Multicultural negotiations, ethical dilemmas, mediation and corporate conflicts are covered in this program.

From sales contracts and budget crunches to high-profile mergers, acquisitions and project financing, senior executives need sound negotiation skills. This four-day program is an ideal opportunity for you to improve your expertise at the negotiating table. You will carry out a methodical introspection into your negotiating style, assess your strengths and identify potential areas for improvement. Advanced preparation and a solid framework can transform good negotiators into great negotiators.

Benefits

• Learn about the principles of negotiation in different business contexts
• Gain a deeper understanding of the dynamics of the negotiation process and improve your ability to negotiate in collaborative and competitive situations
• Foster more effective relationships through the ability to analyze counterparts in different cultures and emotional levels
• Develop a solid framework to succeed in complex negotiation situations

Faculty
Juan Roure, Kandarp Mehta and Guido Stein

Place and dates
Barcelona, March 20-23, 2018

Fees
General Fee: € 4,990
Member Fee: € 4,491

Doing Business Globally: Leading in a Matrix Organization

www.iese.edu/dbg

Learn how to better operate in matrix organizations, where complex structures, cultural barriers, conflicting priorities, functional divides and management silos can impede performance and obstruct growth.

Doing Business Globally elevates your global leadership skills and extends your cultural intelligence to ensure success in today’s diverse and increasingly virtual world. Aimed at executives in complex matrix organizations, the program explores the issues of collaboration, cohesion and conflict. It delivers the insights you need to bring your teams closer together, as well as strategies for developing a truly effective matrix organization.

Benefits

• Gain a competitive edge by sharpening your awareness of differing cultural, administrative, geographic and economic perspectives
• Improve your global leadership skills and cultural intelligence to enhance your performance in a matrix organization
• Develop a leadership agenda to boost efficiency in a matrix context

Faculty
Mike Rosenberg, John Almandoz, Carlos García Pont, Josep Valor and Pedro Videla

Place and dates
New York, May 1-4, 2018

Fees
General Fee: $ 5,300
Member Fee: $ 4,770
Value Creation Through Effective Boards

www.iese.edu/boards

Discover how to strengthen your contribution and overall board effectiveness to truly drive business value, competitive advantage and board engagement.

In governance at the top layers of corporations and family businesses and in external governance in global finance, legal and regulatory institutional frameworks, boards are facing the most complex governance environment they have ever experienced. This program addresses those issues and provides unique insight into how boards can be more effective and deliver better results. Make a powerful statement to your investors, management team and the public about your commitment to governance excellence.

Benefits
- Broaden your knowledge of global governance challenges and their impact on your business and socioeconomic environment
- Acquire an understanding of corporate governance fundamentals such as strategy, risk management, integrity and oversight
- Deepen your knowledge regarding successful boardroom governance processes, board dynamics and decision-making skills

Faculty
Pedro Nueno, Krishna G. Palepu, Paddy Miller and Suraj Srinivasan

Place and dates
Barcelona, May 22-25, 2018

Fees
General Fee: € 5,800
Member Fee: € 5,220

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www.iese.edu/boards

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Faculty
Pedro Nueno, Krishna G. Palepu, Paddy Miller and Suraj Srinivasan

Place and dates
Barcelona, May 22-25, 2018

Fees
General Fee: € 5,800
Member Fee: € 5,220

VUCA: How to Build Adaptive Organizations in an Age of Uncertainty

www.iese.edu/bao

Boost your ability to lead and navigate in uncertain contexts. Gain new frameworks and explore strategies to increase your organization’s capacity to adapt and thrive in complex markets in a state of constant flux.

This program offers a comprehensive map to navigate these turbulent times. Participants will gain valuable tools and frameworks to broaden their capacity to sense and understand a dynamic marketplace. They will learn innovative ways to anticipate global trends and quickly respond to them while maintaining excellence in daily activities. The program explores the external environment to design agile strategies and build the key leadership competencies necessary for organizations to thrive.

Benefits
- Develop key leadership competencies to better confront market conditions defined by volatility, uncertainty, complexity and ambiguity
- Integrate agile strategies to align core capabilities in dynamic and fast-moving global environments
- Examine the importance of establishing a stable foundation to meet current demands while incorporating agility to innovate for the future

Faculty
Fred Krawchuk, Antonio Dávila, Kandarp Mehta and M.ª Julia Prats

Place and dates
Barcelona, June 12-15, 2018

Fees
General Fee: € 4,990
Member Fee: € 4,491

IESE Business School
Big Data, Where to Start?

Learn how to create and leverage social, mobile and digital data assets with an eye on growth and innovation. Explore strategies to monetize your organization's digital data to gain competitive advantage.

In today's digital economy, the number of connections of organizations, people and things has reached a tipping point, providing global businesses with new avenues for value creation. In this program, participants will gain insights on how they can harness the opportunities of big data, as well as manage its potential challenges. The program will also offer strategic frameworks to monetize data assets and examine the most relevant technological trends.

Benefits
- Gain insights on strategies to transform data into corporate growth
- Expand your understanding of methods employed to manage data, including social media and mobile data
- Sharpen your knowledge of the most relevant technological trends, including the Internet of Things, automation and artificial intelligence

Faculty
Miguel Ángel Ariño, Inés Alegre and Miguel Ángel Canela

Place and dates
Barcelona, June 20-21, 2018

Fees
General Fee: € 3,000
Member Fee: € 2,700

Creative Problem Solving: Implementing Design Thinking

Revitalize your approach to problem solving and bolster your ability to solve complex, human-centered business challenges by the power of design thinking. Discover opportunities for organizational growth, based on latent needs, and elevate your team's performance.

Designed for managers responsible for business development, strategy or innovation, the program will enable you to dive into design thinking through repeated practice. You will see how this methodology builds a deeper understanding of the customer and enables you to implement initiatives more quickly and inexpensively using an iterative approach. Come with your full executive team and learn how to build this culture throughout your organization, opening new avenues for growth.

Benefits
- Novel solutions: Explore new approaches to problem solving and learn how to apply them to a wide range of business challenges and contexts.
- Shared methods: Gain principles, practices and techniques that enhance team performance and managerial competencies
- Customer centricity: Learn how cross-functional teams can coalesce around customer needs and support a user-centered focus
- Better results with minimal risk: Create and implement effective user-centered solutions with business impact

Faculty
Joaquim Vilà, Xavier Camps, Kandarp Mehta, Elisabeth de Morentín, Jaume Ribera and Christoph Zott

Place and dates
Barcelona, July 3-5, 2018

Fees
General Fee: € 3,925
Member Fee: € 3,533
Special fees for teams available
Leadership and People Management
Developing Leadership Competencies

www.iese.edu/dlc

Boost your ability to lead by identifying your core strengths and areas for improvement, while gaining a heightened sense of self-awareness. Enhance your team’s performance and unite others around a common objective.

Benefits
• Invigorate your leadership style through enhanced self-management
• Cultivate a coaching style that inspires, motivates and mobilizes others
• Acquire the requisite mindset and frameworks to spearhead change and spark positive organizational transformation

www.iese.edu/bpl

Become a Positive Leader to Accelerate Positive Change

Harness the power of positive leadership to elevate your team’s performance and drive positive organizational change.

Benefits
• Learn how to cultivate a mindful and mission-driven work environment that empowers and engages employees
• Examine the importance of self-awareness to motivate growth at both individual and organizational levels
• Learn techniques to unlock the highest potential within oneself and others
• Make a step-by-step plan to address leadership challenges in your organization

Faculty
Alberto Ribera, John Almandoz, Sebastien Brion and Yih-teen Lee

Place and dates
Barcelona, November 21-24, 2017
New York, May 21-24, 2018
Barcelona, July 10-13, 2018

Fees
Barcelona
General Fee: € 4,990
Member Fee: € 4,491
New York
General Fee: $ 5,300
Member Fee: $ 4,770

Faculty
Alberto Ribera, Kim Cameron, Yih-teen Lee, Robert Quinn and Anneloes Raes

Place and dates
Barcelona, April 17-20, 2018

Fees
General Fee: € 4,990
Member Fee: € 4,491
Develop Your Communication Skills: It’s How You Tell Them

www.iese.edu/dcs

Discover how to speak powerfully and communicate effectively in a variety of contexts, capture the attention of your audience and make your body language work to your advantage.

Clear and powerful communication is vital for accomplishing any business objective. The program presents a wide range of practical tools and concepts designed to strengthen executive ability levels, including one-to-one situations and delivering presentations to a large audience. It offers participants individualized assessment through video analysis and group feedback sessions so they gain expertise in delivering different kinds of speeches, including visionary and special occasion addresses.

Benefits
- Design and deliver different types of speeches and presentations, successfully using emotional and rational intelligence as a means of persuasion
- Make a memorable and lasting impact on your audience through the power of storytelling
- Understand crucial non-verbal aspects of communication: authority, energy and audience awareness

Fees
- General Fee: € 3,925
- Member Fee: € 3,533

Faculty
Yago de la Cierva, Conor Neill and Maty Tchey

Place and dates
Madrid, May 29-31, 2018

Building and Leading High-Performance Teams

www.iese.edu/blt

Analyze the key challenges and unique opportunities inherent in designing and managing teams. Acquire proven strategies to foster team cohesion and sustain motivation, enthusiasm and creativity over time.

Building and leading a team is hard. It’s one of the most complex challenges a manager has to face. Very often, team members have partial views, differing behavior and cultural backgrounds, and conflicting interests. However, during this program, you will gain the insights, learn the tools and practice the necessary skills to achieve true long-term cohesion within the team while maintaining its motivation, strength and creativity.

Benefits
- Enhance your ability to create and lead stellar teams
- Discover processes and techniques that promote a climate of trust and commitment
- Learn how to harness the unique characteristics of virtual teams
- Execute a team diagnostic and implement a plan to address areas for improvement

Fees
- General Fee: € 4,590
- Member Fee: € 4,131

Faculty
Anneloes Raes, Yih-Teen Lee and Rafael de Santiago

Place and dates
Barcelona, November 20-22, 2018
Marketing and Sales Management
Excel in Leading Your Sales Team

www.iese.edu/sales-team

Elevate the performance of your sales team through an up-close examination of core elements of the sales process. Bolster your ability to develop solid sales plans and acquire new frameworks to help your team reach its highest potential.

Taking into account the complexity of the current commercial world (better informed and more demanding clients, tougher competitors, less differentiated products, omnichannel), we have to rethink structures, methods and management systems to improve the efficiency and performance of our sales force. This program features highly relevant case studies, interactive lectures and group discussions to help senior executives reflect and acquire a solid framework to improve the performance of their sales team.

Benefits
• Increase the efficiency and performance of your sales force by exploring diverse structures, methods and management systems
• Identify areas for improvement
• Examine strategies to motivate your team, beyond incentive systems
• Develop an ambitious but realistic sales plan

Faculty
Julián Villanueva and Francisco Iniesta

Fees
General Fee: € 3,925
Member Fee: € 3,533

Place and dates
Madrid, June 4-6, 2018
Essential Finance and Accounting for Decision Making
Blended

www.iese.edu/efa

Gain a broad understanding of the fundamental accounting and finance principles, and learn to integrate financial considerations into your strategic decision-making process.

Managers are constantly faced with financial data and concepts that they must not only understand and analyze, but also manage and communicate to others. In other words, financial expertise is essential in the manager’s quest to maximize value. In this program participants receive a comprehensive overview of finance and accounting principles, and learn how to apply a holistic view of the company to obtain an accurate financial diagnosis and take sound decisions.

Benefits
• Learn how to read, analyze and interpret financial statements (balance sheets, income and cash flow statements) and communicate effectively with finance professionals
• Understand how management decisions affect corporate resources, profits, liquidity and value creation
• Diagnose the financial health of a company and establish appropriate action plans
• Carry out proper evaluation of investment projects

Faculty
Javier Santomá and Edi Soler

Dates
April 8-May 11, 2018
(In person at Barcelona Campus: May 8-11, 2018)

Fees
General Fee: € 5,500
Member Fee: € 4,950
Industry Specific
Industry 4.0: The Future of Manufacturing

Explore the impact of new manufacturing models on your business and examine strategies to harness the potential of Industry 4.0. Expand your awareness of a rapidly evolving technological landscape and its implications on your value proposition.

Benefits
- Explore the current and future ramifications of Industry 4.0
- Analyze the impact of new manufacturing models on your value proposition
- Assess the radical shifts in process technology and possibilities generated by industrial 3D printing, total connectivity and big data

Faculty
Marc Sachon and Robert Gregory

Place and dates
Barcelona, May 23-25, 2018

Fees
General Fee: € 3,925
Member Fee: € 3,533

International Real Estate

Real estate is a very cyclical industry. Investors and real estate managers must address the challenges presented by the poor performance of their portfolios in developed countries with the risks and opportunities in growing economies.

Benefits
- Evaluate opportunities in real estate markets using macroeconomic and microeconomic approaches. It is no longer about “location, location, location,” but about “location, location and timing”
- Discover the best practices of the real estate industry and how to assess (and avoid) real estate bubbles
- Learn how to use the right financial management tools with the right strategy to boost profitability and hedge risk

Faculty
Carles Vergara and José Luis Suárez

Place and dates
Barcelona, October 23-25, 2018

Fees
General Fee: € 3,925
Member Fee: € 3,533
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