ONLINE MASTERING BUSINESS EXCELLENCE (MBE LIVE)

Business Acumen and
Value Creation for tomorrow

MEETING OF MINDS

CEDEP is a global, executive education club, where minds meet, grow and succeed together.

We are a unique, well-established close and collaborative learning community of international members from diverse and non-competitive industries. Our members understand the value of building long-term relationships, active participation, open exchange and leveraging our collective intelligence.

We are rooted in the real world and driven by the real-life challenges of our community. We go further and dive deeper than a traditional business school, which leads to innovative, highly relevant and actionable learning.

Our independence means we are free to bring together experts and faculty from many of the world's top business schools and our extensive network of learning partners to work with our members.

We co-create highly-personalised custom programmes and open multi-company programmes focused on leadership development in small, dynamic and highly participative groups which can be delivered in person, online or as a blend of both.

We always challenge conventions and assumptions. We inspire new and empowering thinking from the inside out building internal capacity and ownership.

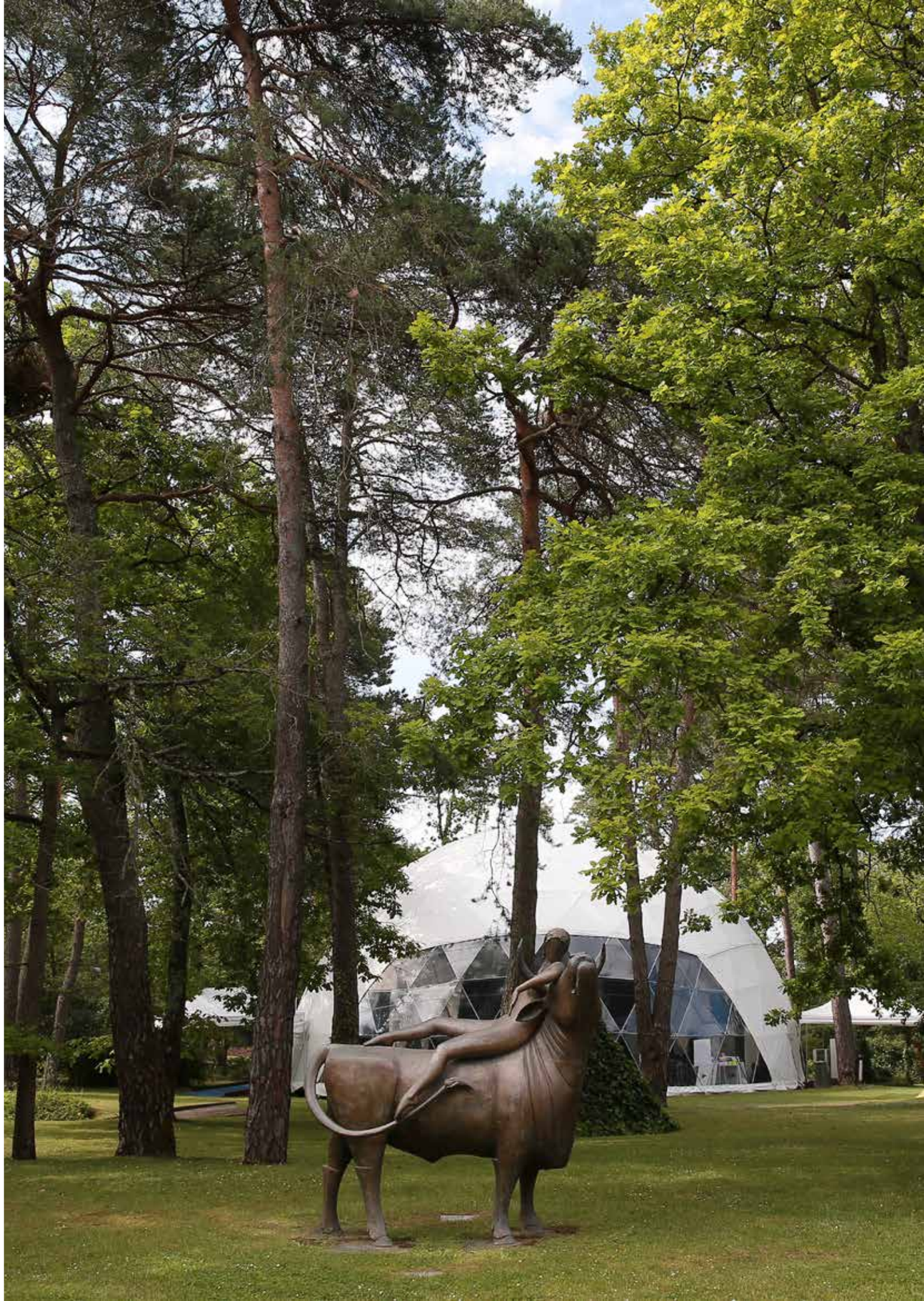
We are co-run by our member companies who believe in a humanist philosophy and approach. We focus on long term and lasting organisational development.

We are based in the Fontainebleau forest and share a campus and origins with INSEAD. We were created 50 years ago by pioneering entrepreneurs as the first membership organisation dedicated to executive education. We are now an independent, not-for-profit club with international members.

In an ever changing and uncertain world we choose to work together to make the world a better place for us all.

Together, we are better.
Together, we are stronger.

Together, we are CEDEP.

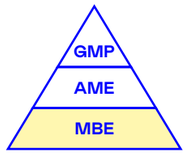


OVERVIEW

Develop key business fundamentals to drive sustainable growth.

The CEDEP MBE LiVE is an 8-week cohort based online programme that expands the participants' core knowledge of business essentials – organization strategy, understanding markets and customers, planning & executing operations, and the financial logic underpinning managerial decision-making.

The MBE LiVE enables participants to accelerate their impact through a curriculum that is constantly refreshed to reflect emerging concerns. The newest version of the MBE enables participants to accelerate their impact through in-depth discussions on the impact of Digital Transformation and equips them with the perspectives necessary to take a Sustainable view of business operations.



The CEDEP MBE is the first tier of our three flagship programmes which are designed to complement each other or taken individually

Gain a holistic, big picture view of the organisation and strengthen Business fundamentals to drive sustainable growth

The key components of the MBE LiVE include:

01

Four Content Pillars – Strategy, Customers, Operations and Finance

02

Synchronous learning is comprised of twelve faculty-led interactive online sessions and three industry expert discussions. The sessions are designed to help participants develop their conceptual knowledge of key areas and enhance it with real-life industry insights

03

Asynchronous learning elements include self-reflection, cross business group work and short activities to undertake at the workplace (for example, conversations with their manager). The focus is immediate application in the participants' own context as well as an opportunity to develop an MBE LiVE community

04

To support the online learning experience, a dedicated Programme Director and a Community Manager will accompany the participants through the MBE LiVE journey.

PROGRAMME OBJECTIVES

The decisions that a function leader or a regional manager takes affect the future of their organisations. Experts in their own domains through deep hands-on experience, a refresher course in the business fundamentals - Finance, Marketing, Strategy and Operations – will provide them with enhanced cross-functional skills and a holistic view of business. These high-achieving managers are cognizant of the fundamental changes taking place in the global business environment. Through the MBE LiVE, they will become the go-to person for their teams and their managers to interpret these changes in their organisational context.

The nature of tomorrow's business challenges will call for a versatile, multi-faceted approach to problem solving. The MBE LiVE will help the future business leader delve deep into building their management potential by working effectively across functional boundaries, grow their mindset and confidently traverse the distance required to execute their organisation's strategy in a digitalised world where businesses will be sustainability-centred by default.

The MBE LiVE online learning journey is designed for participants to learn from each other's experiences, share knowledge and best practice, network and take time out to reflect on how to improve their daily routines. The diversity of each MBE LiVE group and the history of CEDEP's faculty with each member organisation makes the programme experience unique and personalised – something CEDEP prides itself on.

"The MBE LiVE was a fantastic experience. It coached me to explore a new way of thinking and I learnt a lot from the highly knowledgeable professors and guest speakers.

As we currently enter a paradoxical shift in this digital world, I found the content of this course relevant and inspiring which will no doubt help me in future career.

A massive thank you to all those involved in delivering this great course!"

JOHN (MONTY) MAVELIAN
LEGO RETAIL KEY ACCOUNT MANAGER, THE LEGO GROUP

WHY CEDEP MBE ONLINE?

In today's highly-competitive global economy, innovation and cross-fertilisation are key to maintaining a sustainable competitive advantage. In order to manage effectively in this complex environment, managers need to understand the many factors at play in decision-making and speedily adapt strategy to market changes. This requires an in-depth understanding of the organisation and its role in the economy.

Companies are faced with the strategic challenge of being able to differentiate themselves from their competitors by offering unique and creative products and services of lasting value that will give them a sustainable competitive advantage.

The MBE LiVE is intended to equip managers who already have a recognized credibility within their function with a holistic perspective, which will enable them to optimise their interaction during their day-to-day management actions. Participants will appreciate the tremendous value that can be created when one can seamlessly navigate the interfaces between functions to execute strategy.

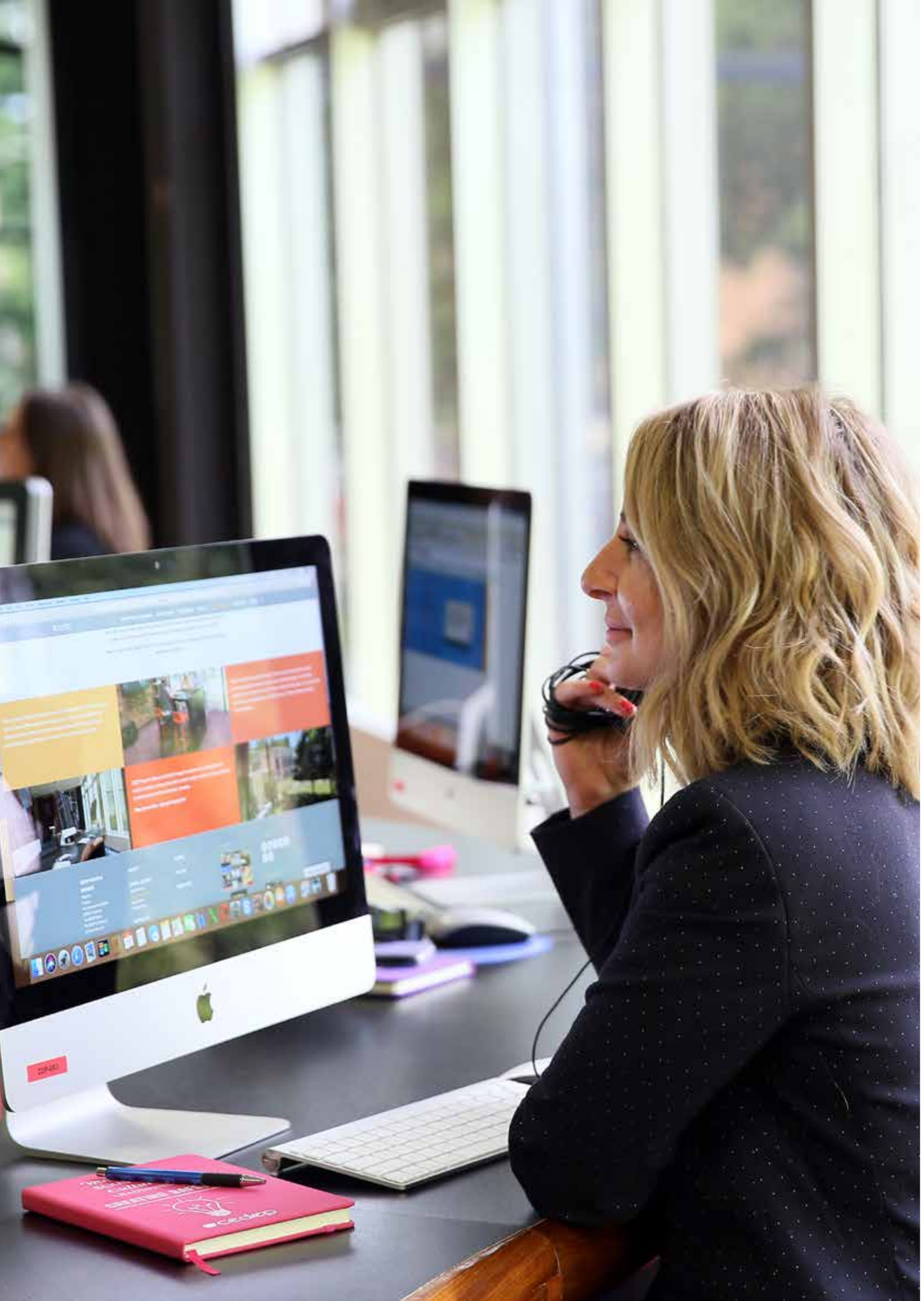
An online learning journey spread across 8 weeks allows the MBE LiVE to build on its strong legacy of more than a decade to spread its ambitions in terms of scale and scope. Digital learning helps create a more global cohort of participants, bring in a richer variety of faculty and guest speakers, as well as respond to feedback with agility. Digital working and online collaboration will be the default in tomorrow's workplace and we expect the MBE LiVE to prepare participants for this future.

"MBE LiVE is an impressive and mind opening journey, and more than just a digital learning experience. It is the opportunity to interact and share insights with an amazing bunch of experts and coaches from multicultural and different backgrounds.

The programme allows you to identify and discuss some real breakthroughs and disruptions that go beyond common or old perceptions and beliefs."

IBTISSAM ESSARROUKH
AFTER SALES MARKETING MANAGER, RENAULT GROUP
MOROCCO

Make the strategic and operational choices that create sustainable value



PROGRAMME IMPACT

Participants will emerge from the CEDEP MBE LiVE with strong cross-functional skills and a solid overview of general management principles in an evolving business environment. At the end of the programme, participants will be able to:

→ Adapt business decision making from a narrow functional view to a holistic, big picture view focused on sustaining business growth for the long term

→ Deconstruct business as a dynamic interconnected system operating in a complex, volatile strategic environment

→ Understand how various functions – Finance, Operations, Marketing and others – must work together to successfully execute a business strategy, and thus broaden the horizons of their own career

In addition, participants will be part of a global cohort of more than 40 ambitious managers like themselves for an 8-week long period, building a healthy network to support their professional goals.

"MBE LiVE offers a rich exchange of ideas between faculty and participants in an open and relaxed environment. This great experience provides a transversal and broader vision of business and markets, and focuses on fundamental drivers for sustainable and long term performance."

ELISA VESENTINI
SUPPLY CHAIN DIRECTOR L'ORÉAL LUXE ITALY

A COLLABORATIVE LEARNING COMMUNITY

FACULTY

THEORY OF THE FIRM

JENS MEYER

Adjunct Professor of Corporate Strategy at INSEAD Dean of CEDEP until December 2019

CUSTOMERS AND MARKET

LIRI ANDERSSON

Founder of this fluid world boutique business consultancy, business coach

EXECUTING OPERATIONS

ANDREA MASINI

Associate Professor of Operations Management and Information Technology and Deputy Director of the MBA programme at HEC Paris

FINANCIAL ACUMEN

DOMINIQUE JACQUET

Professor of Finance at CEDEP, HEC Montreal, Ecole des Ponts and INSEAD

GUEST SPEAKERS

The MBE LiVE brings together experts and faculty from the word's top business schools and a network of learnings partners to work with you throughout the learning journey.

PROGRAMME DIRECTORS

RAVI SHANKAR

As Director of Programme Development at CEDEP, Ravi Shankar engages with business and HR leaders to oversee the co-creation of innovative executive education solutions rooted in the real world.

Ravi is also responsible for CEDEP's digital transformation with the launch of CEDEP LiVE (Learning in a Virtual Environment) and the successful migration of 50 years' leadership development experience into an online environment.

Prior to CEDEP, Ravi held multiple roles with the $45bn Indian conglomerate - Aditya Birla Group. He has an MBA in Human Resources from the XLRI School of Management Jamshedpur (India) and is a Computer Science Engineer from IIIT Hyderabad (India).

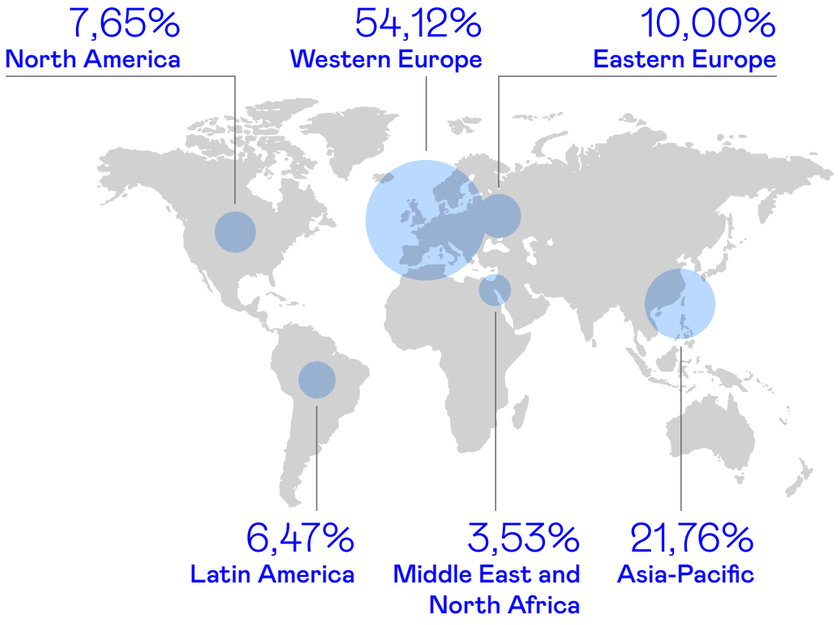
CHRISTOPH HEROLD

Christoph Herold is Chief Development Officer at CBTL GmbH, a leading e-learning provider where he is responsible for developing and driving business strategy and designing core e-learning products.

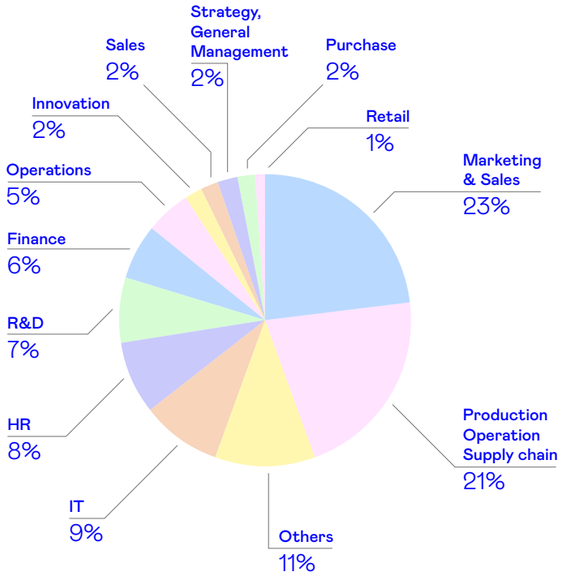
Christophe has a wealth of expertise in leadership training, coaching and digital learning gained from a 15-year career in L&D leadership roles, including over a decade at Bristol-Myers Squibb, most recently as L&D Lead International Markets.

He holds multiple degrees and certifications, including degrees from Saïd Business School (University of Oxford) and Julius-Maximilians Universität, Würzburg. He's a Certified Learning Technology Expert, Certified Business Coach.

REPRESENTATIVE REGIONS



FONCTIONS



GENDER

WOMEN

41% of total participants

MEN

59% of total participants

11 COMPANIES

Brambles, CGG, Garrett, Honeywell, ITT, L'Oreal, Lego, Renault, Talentsoft, Tata Steel, Valeo

CEDEP, WHERE MINDS MEET FOR COLLECTIVE GOOD

PROGRAMME CONTENT & KEY THEMES

The CEDEP MBE LiVE enables participants to develop a holistic view of business and drive sustainable growth.

Participants receive access to the dedicated MBE LiVE learning space on the CEDEP 360 Learning environment one week before the first live online session. This environment will be their virtual "home" for the duration of the programme, enabling participants to connect with each other and the programme team, access asynchronous content, and track their own progress.

MBE will follow a blended online learning methodology, consisting of self-study videos, live online sessions, self-reflection and group exercises to apply the learning. Participants will also have an opportunity to interact with executives from different organisations and experience first-hand how the concepts are brought alive inside actual businesses.

Participants begin the MBE LiVE journey with a programme opening webinar which introduces them to the MBE LiVE, the virtual learning environment, the support that participants will receive from the programme team and expectations from them.

Conceptually, the Mastering Business Excellence LiVE programme is anchored around four content pillars and key themes:

Theory of the Firm (Business Strategy)

Participants understand the concept of strategy, review their own company strategy and apply this understanding to their daily management. They will be able to distinguish between static and dynamic concepts of markets and how to execute strategic decisions based on market conditions. Deconstructing a typical organisation, participants understand the core set of activities in their company, their team's role in these activities and how they can make decisions with an informed enterprise mindset. Furthermore, participants understand the different ways of structuring a company, the rationales behind it and how they can align their management behaviour to their company's structure. They will also have an opportunity to reflect on the role that sustainability plays in decisions around strategy.

Customers and Markets

Participants understand different ways of segmenting customers, the concept of value proposition and customer experience design. They are able to describe their company's customers and the company's value proposition. They understand and can describe how their area of responsibility directly or indirectly impacts customers and align their managerial practice with this. They will also understand how digitalisation has changed the way a company interacts with its customers.

Managing Operations

Participants understand the concept of operations management and its connection with strategy execution. They can describe the strategic and operational aspects of their own roles. Participants understand the dimensions of performance (cost, quality, variety, time). They can execute high–level decisions based on these dimensions and can also apply them within their span of control.
Participants understand common approaches to process design. The class will also reflect on the impact of Digital on Operations (eCommerce, Industry 4.0) and the tension between efficiency, cost optimisation and sustainability.

Financial Acumen

Participant will gain a big picture understanding of the rationality behind finance. They will revisit the fundamentals of finance (e.g. ratio analysis, investments versus the time scale, identify potential problems) and build a long-term financial strategy. They will understand the concept of financial performance and clearly connect the impact of managerial actions on the financial health of the company. Finally, they will dive deep into Investment Analysis, Appraisal and Control.

The emerging concepts of Digital Transformation and Sustainability are seamlessly integrated in the content of each pillar of the programme.

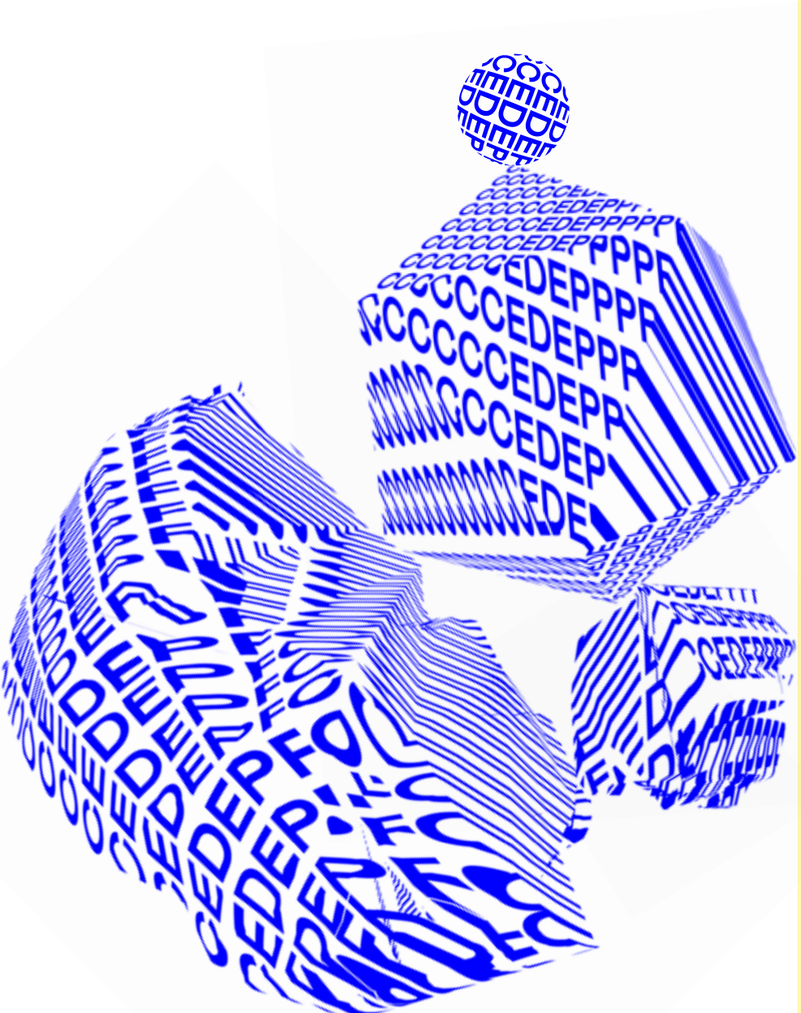
"MBE LiVE is an outstanding opportunity to step out from daily business, take a holistic view and learn how companies can outperform. Taught in a very collaborative way and based on real life examples, this exploratory journey enriched my business understanding and gave me tools to drive business value creation."

MILEN IVANOV
DIRECTOR INFORMATION TECHNOLOGY (FINANCE), GARRETT

PROGRAMME DETAILS

SET UP

Multi-company programme
To share insights, experiences and knowledge with participants from a wide variety of industries



FORMAT:
Online learning journey hosted on the CEDEP 360 learning Platform

DURATION:
8 weeks

48 learning hours : 2x 90-minute LiVE sessions per week including 12 interactive sessions with faculty and 3 industry expert discussions

3 hours per week for individual work (asynchronous learning with reading, videos, reflection and application)

ADDITIONAL LEARNING SUPPORT:

- → 4 Office hours with faculty
- → Cohort cafés with the Programme Director
- → Assessments for knowledge check and to reinforce understanding

Participants will also become part of the CEDEP Alumni network. This will provide continued access to professional and personal development.

IDEAL PARTICIPANT:
The CEDEP MBE LiVE is for senior functional managers who want to refresh their business acumen and strategic perspective.

Individuals, who by nature of their roles – corporate functions, business partners, business analysts – are required to demonstrate an enterprise level mind-set while addressing operational challenges.

High potential employees, identified by the organisation for a general management career track, will also benefit from the programme, which focuses on developing business savvy.

The programme is well suited for those who have developed functional expertise from their education and professional experience, but may not possess a formal education in Business Management.

OUR MEMBERS AND ECOSYSTEM

Qualiopi processus certifié

RÉPUBLIQUE FRANÇAISE

La certification qualité a été délivré au titre de la catégorie d'actions suivante: "ACTION DE FORMATION"

MEMBERS

Bekaert, Biomérieux, Brambles, BMS, CGG, Daher, Havas, Honeywell, ITT, L'Oréal, Moët Hennessy, NNE, Renault, Safe, SCOR, Valeo, Tata Steel

ECOSYSTEM

ADISSEO, Aditya Birla, Crédit Agricole, Danone, Europool, Garrett, HSBC, Orange, PREVOR, RATP, Renault Truck, Sodexo, Total, Sanofi, WTS Global

Muriel Pailleux

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