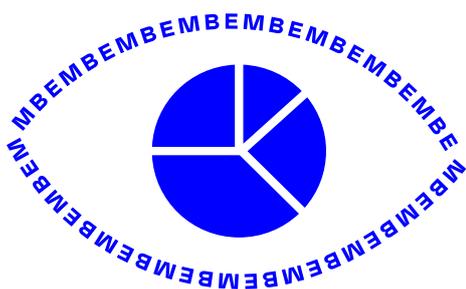




MASTERING BUSINESS EXCELLENCE PROGRAMME (MBE)



The CEDEP Mini MBA:
Understanding the full picture
of the company and reinforce
business fundamentals

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.

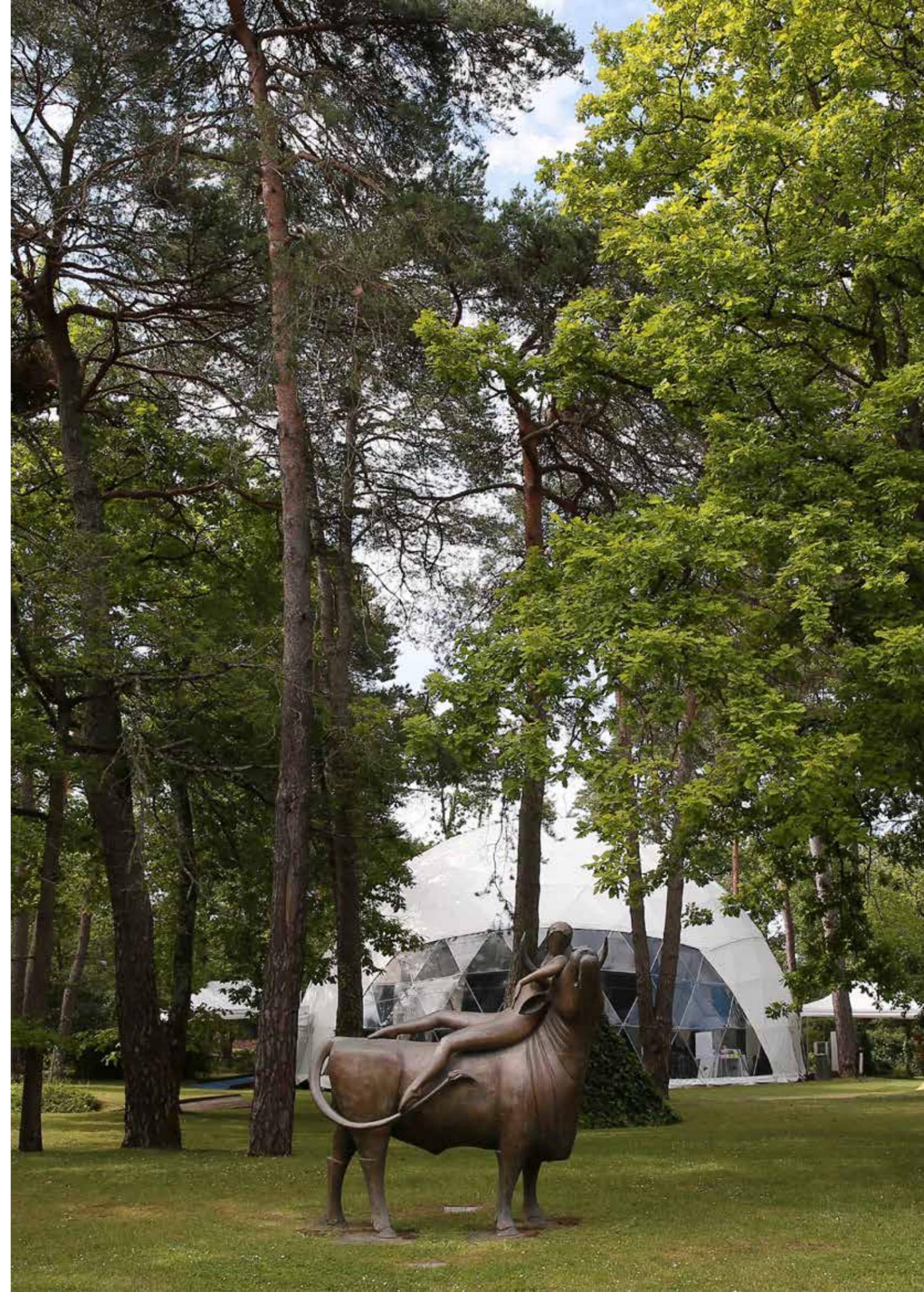
We are co-run by our member companies who believe in a humanist philosophy and approach. We focus on long term and lasting organisational development.

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

10 days of essential
business skills

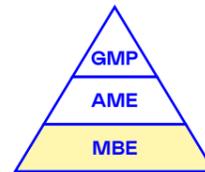
CEDEP campus in
Fontainebleau, France

Gain a deep understanding of the global organisation to design and implement value-creation strategies across functions to prepare for the next step in your career.

The CEDEP MBE is the first tier of our flagship programmes. It is a fully-immersive 10 day programme for high-potential and functional managers, tailor-made to specific regional business needs. Currently available at the CEDEP campus in Fontainebleau, France.

The programme gives leaders essential business knowledge. Through hands-on learning and

in-depth discussions, you will strengthen fundamental business principles, gain a better understanding of the global organisation beyond your functional area, and gain the practical know-how to grow into a sharp, insightful manager who can work effectively across functions.



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 view of the organisation and strengthen business fundamentals

01

Learn how the global economy affects business and how strategy impacts value creation

Increase your awareness of economics and strategy in today's ever-changing and uncertain world, in order to better understand business decisions which, have an impact on your role. Understand finance and its impact on strategy. Become more engaged in shaping and implementing and contributing to your company's strategy.

02

Get an holistic view of the organisation and collaboration across functions

Explore the value chain and understand the relationship between departments to break down silos. Learn how to collaborate effectively with teams from different functional areas in order to reach your goals and work more effectively and efficiently for your company.

03

Understand the different functions of the organisation in a virtual company setting

Get an inside view of the different functions, including logistics, purchasing, finance, operations, negotiation, strategy and marketing and bring them all together during a simulation that allows you to understand the consequences of actions and adjust your strategy accordingly.

PROGRAMME OBJECTIVES

The CEDEP MBE Programme forces you to challenge yourself and stretch your thinking. It gives you the foundational knowledge and confidence to be a strong manager who can motivate teams, understand the strategic needs of other departments, and better define your own strategy and performance in your organisation. The innovative, highly relevant, actionable learning equips you with practical advice and tools that will be invaluable in your day-to-day business operations.

It is an enriching theory and hands-on programme that gives high-potential managers who are identified for expanded responsibilities with a solid general management knowledge from which to thrive in a cross-functional role.

Through developing an understanding of the global organisation and strengthening fundamental business skills in logistics, purchasing, finance, operations, negotiation, strategy and marketing you will expand your mindset and acquire the strategic insights and tools needed to operate across functions.

“The MBE is an exceptional preparation for executive managers that revealed my business acumen and will be a foundation for my further development in the company.”

STÉPHANE BOURGUIGNON

Chief Manager Process Industrialization - Automation - Robotic – Hydraulic, Renault



WHY CEDEP MBE?

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 (across the company and across cultures), in order to quickly adopt strategy to market changes. This requires a firm understanding of the company 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 programme is intended to equip managers who already have a recognised credibility within their function with a cross-functional perspective, which will enable them to optimise their interaction during their day-to-day management process.

Managers can no longer simply rely on optimising performance but must also contribute, as true business partners, to the sustainable performance of the business by adopting this across functions perspective.

By attending this programme, managers gain solid business knowledge and subtleties of managing interactions across departments and functions in order to be able to build and implement effective strategies.

PROGRAMME BENEFITS

The CEDEP MBE gives you the know-how and real-world understanding to develop your mindset and gain a solid overview of general management principles beyond your function.

→ **Develop a global vision to build strategy**

Understand how the economy impacts business in order to appreciate decisions taken at senior level and improve the quality of strategy and operations within your perimeter.

→ **Get a holistic view of your organisation**

Gain a deep insight into the different functions of the company, their interdependence, cross-company challenges, appreciate the significance of personal contribution to value creation, and see how individual decisions impact business as a whole.

→ **Gain knowledge on fundamentals for business**

Revisit or learn basics of the main management functions within an organisation.

Gain clarity when communicating on your strategy. Practice running an organisation in a secure environment.

→ **Learn to collaborate effectively**

Optimise interaction with teams from different functional areas, cultures and personalities to get better results.

Be equipped with the necessary tools and foundational knowledge to adjust your methods to act more strategically.

→ **Valuable regional skills**

Understand how specific regional economics and politics affect operations and strategic decisions, so you can factor these external factors into your decisions.



Hone your general management skills to thrive in a cross-functional role



PROGRAMME DIRECTOR



GUIDO VERSWIJVEL

Guido addresses the major strategic challenges that companies face from both marketing and finance angles.

He is a co-founder and board member of BAN (Vlaanderen Business Angel Network in Belgium) and of Finpower providing financial consultancy for medium-sized businesses, and owner and Managing Director of Gucy. Gucy is a strategic partner for the ambitious and growth-oriented entrepreneur/enterprise and holds stakes in a number of small and medium-sized Belgian companies.

He is also teaching the ETA course (Entrepreneurship Through Acquisition) at INSEAD as well in the MBA and the Executive MBA in Fontainebleau and Singapore.

“It’s the responsibility of senior leaders to create a culture of care that’s truly felt throughout the organisation.”

GUIDO VERSWIJVEL
Programme Director

A COLLABORATIVE LEARNING COMMUNITY

The MBE brings together experts and faculty from the world’s top business schools and a network of learning partners to work with you throughout the programme.



MICHAEL SHIEL
Professor of Strategy at INSEAD



IVAN CUESTA
Supply Chain Executive, Chemistry Engineer, Entrepreneur, Professor at Politecnico di Milano



SAM ABADIR
Professor of Leadership and Negotiation at IMD



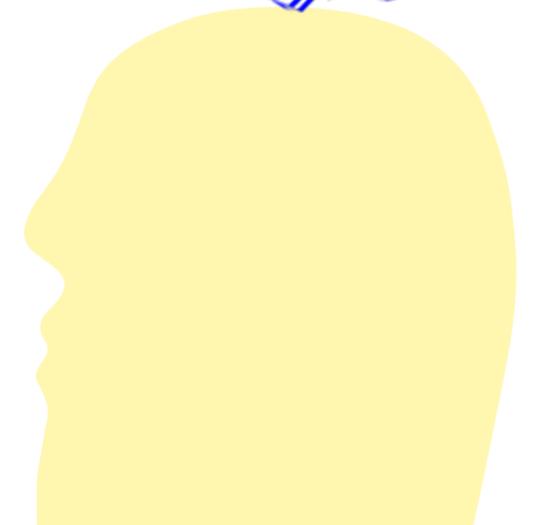
LOIC SADOULET
Professor of Economics at INSEAD



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

Understand how the economy impacts business

Develop a global vision to build strategy





CEDEP,
WHERE MINDS
MEET FOR
COLLECTIVE
GOOD

PROGRAMME CONTENT

Driven by real-life challenges, the CEDEP MBE Programme teaches the fundamental operational skills needed for effective day-to-day business functions in a context tailored to the economic and political business considerations of your specific region.

The programme is a combination of theory and practice-based workshops in small, dynamic, highly participative groups designed to maximise the integration of the new concepts and management methods learned.

The participants will:

- Gain an overall vision of the economic world
- Understand the full picture of the company
- Learn how to better collaborate by identifying personality styles and understanding effective ways to engage stakeholders
- Get a strategic insight into connecting strategy and finance (analyse and decode the company numbers, see how to allocate resources and how to finance it)
- Create and adjust an effective strategy, taking into consideration its impact on other functions
- Acquire a functional skill set in logistics, operations, purchasing, finance and marketing
- Learn how to negotiate
- Understand how to improve their organisations performance

At the beginning of the programme, participants are asked to present their company in order to accelerate the learning process and provide a deeper context for more effective peer group learning.

The programme includes engaging evening sessions with programme directors or speakers coming from business who share their real-life challenges, failures and successes.

At the end, a fully-interactive simulation (role play) enables you to put into practice all the competencies acquired during the training.

The structure of the programme allows for sharing, and best-practice learning in a secure collaborative environment that enables participants to discover hidden strengths and build awareness. The time out for reflection forces participants to challenge themselves and expand their thinking.

KEY THEMES

Understand cultural and personality differences

Take advantage of diverse personality styles to optimise interaction with teams of various functions and avoid misunderstandings. Take these into account in your current manager role.

A global view of the organisation and value creation

Explore business models. Understand where each function creates value and impacts other functions. Break down silos. Adjust your strategy and approach for value creation versus destruction.

Operations management

Understand the importance of operations in a changing and extremely competitive environment, especially in the supply chain and its impact on other business functions. Definition of risks and strategic opportunities arising from operations management. Proposal of an operational strategy.

Economy – Concepts and doing business in a VUCA world

Understand how the changing economy impacts business to improve your strategic and operational decision-making and evaluate risks and opportunities in international markets. Introduction of concepts and tools to be able to analyse this impact on a logical manner.

Strategy – Understand the strategic environment of the company

Learn how to be agile and seize opportunities for innovation in the short and long term. Learn to develop a strategy with different scenarios for your business taking into account uncertainties.

Purchasing – Understand the power of the purchasing function

Learn how this function plays a strategic role in the business when used as a tool to reduce costs and create value.

Finance – Gain understanding of a company's financial situation and the impact of strategy on value creation

Revisit fundamentals of finance (e.g. ratio analysis, investments versus the time scale, identify potential problems) and build a long-term financial strategy. Understand the impact of actions on the financial health of the company. Learn to make wise decisions.

Negotiation – Influence strategies and negotiation techniques

Learn to manage different tactics and fundamental concepts of negotiation manage difficult negotiations and elaborate effective strategies for long-term building of internal as well as external relationships.

Culture – International interconnectedness

Develop and apply leadership practices across a culturally diverse network of stakeholders. Understand the importance of local context and the impact on behaviours. Learn to take the cross-cultural dimension into account when building your strategy and implementation plan.

Marketing strategy

Integration of new knowledge, skills and attitudes (marketing research, decisions, B2B, segmentation, targeting, positioning) and linking with marketing tactics.

Simulation – Key programme content in action

Group simulation based on a fictional corporation to effectively manage all aspects of a small business' services over several years to accompany its change from product vendor to solution provider This simulation allows participants to see the consequences of their decisions and adjust their strategy accordingly, while using the tools and concepts acquired during the programme.

PROGRAMME DETAILS

SET UP

This programme can be experienced in two ways

Multi-company programme

To share insights, experiences and knowledge with other companies across varied industries

Or

Custom programme

Highly personalised solution based on your culture, current business challenges and strategic issues



 RÉPUBLIQUE FRANÇAISE

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

"CEDEP's MBE programme was one of the best educational experiences I've ever had. It's top-notch at every level, from the professors' knowledge and expertise – to the interesting experiential activities, diverse team of students and facilities designed for learning and exchange."

GIANLUCA LORENZATTO
Manager Production, ITT Motion Technologies

FORMAT:
In person

LOCATION:
CEDEP campus in
Fontainebleau, France
and internationally upon request

DURATION:
10 days

IDEAL PARTICIPANT
The CEDEP MBE Programme is for functional managers, high-potentials, identified for expanded responsibility. They stand out as individuals who could take on broader general management roles or larger team management responsibilities in a few years.

They have functional management experience that has generally been gained on the job, and typically do not have an MBA.

They are dedicated experts in their field, but perhaps in need of a refresher course in the business fundamentals

OUR MEMBERS AND ECOSYSTEM

MEMBERS

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

ECOSYSTEM

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





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