

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-competing 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.



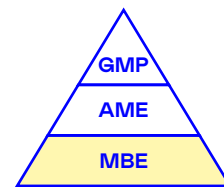
OVERVIEW

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 7.5 day programme for high-potential and functional managers, tailor-made to specific regional business needs. MBE is currently available at the CEDEP campus in Cély en Bière, 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

7.5 days of essential business skills

CEDEP campus in Cély en Bière, France

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

01

Understand 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

Gain a holistic view of the organisation and key fundamentals for business

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

Appreciate the different functions of the organisation and learn to collaborate effectively

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 IMPACT

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.
- 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 identified for expanded responsibilities 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, 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 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 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 OBJECTIVES

The CEDEP MBE delivers real-world understanding and know-how to help managers develop a new mindset and gain a solid overview of general management principles beyond their 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.

→ **Acquire 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.



JENS MEYER
Adjunct Professor of
Corporate Strategy at
INSEAD, Co-founder of
Strategy Regeneration Ltd



MICHEL FENDER
Senior Advisor in Supply
Chain, Operations and Value
Management



MOIRA CREEDON
Associate professor of
Finance, Insead



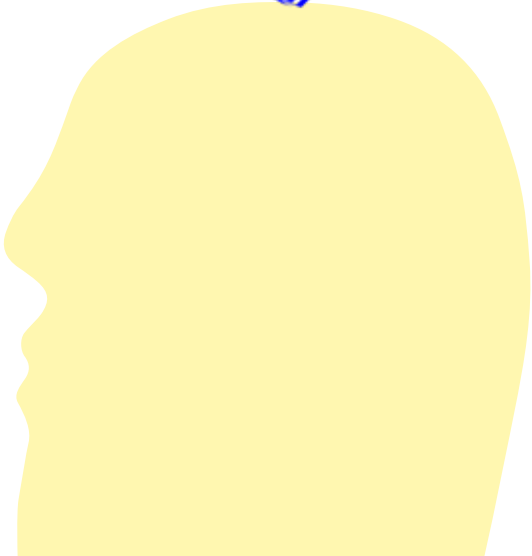
EDUARD BELTRAN
Author, Speaker, Lawyer
and Associate Professor:
Negotiation and Leadership



NANA VON BERNUTH
Professor and Business
Coach with a focus on
Leadership, Strategy and
Innovation

Understand how the economy
impacts business

Develop a global vision to build strategy





CEDEP,
WHERE MINDS
MEET FOR
COLLECTIVE
GOOD

PROGRAMME CONTENT & KEY THEMES

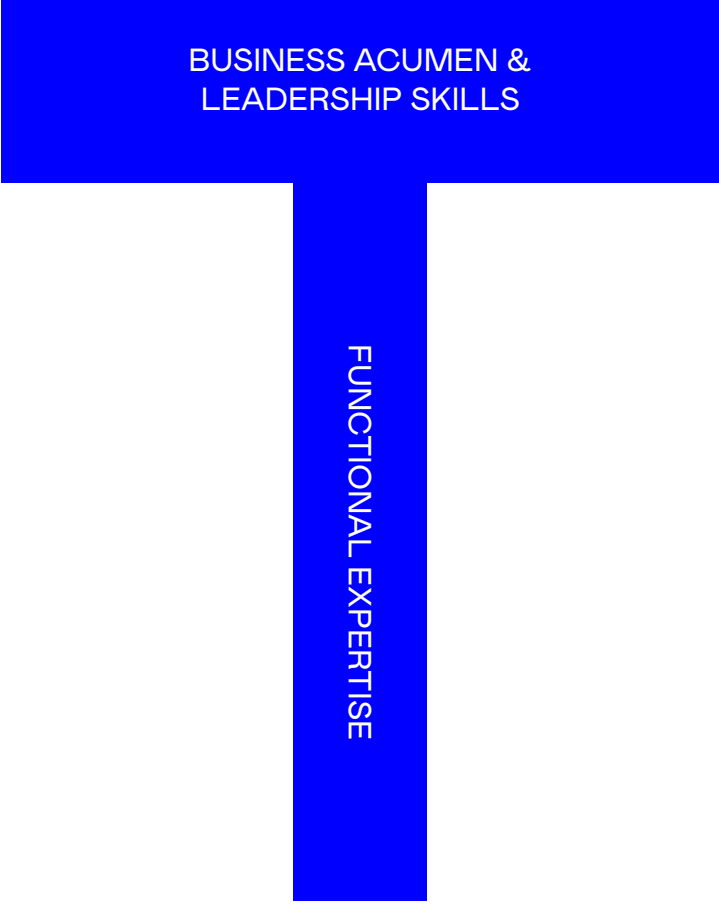
The CEDEP MBE enables participants to develop a holistic view of business and drive sustainable growth. Through a combination of lectures, group discussions, games, case studies and simulations participants will become well-versed in business fundamentals and develop their 'big-picture' strategic thinking capability. With this understanding, they will be able to connect their own function or practice to firm strategy and broader industry trends.

The MBE helps participants to develop into a T-shaped leader. They will be able to connect to stakeholders beyond their own specialty areas and be better placed to gain support for their initiatives. The decisions that they will be able to take going forward will not be about optimizing just for their own function, but focused on creating value for the organisation as a whole. Thus developing a critical competency known as Business Acumen.

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.



The MBE is anchored around four core content areas:

Business Strategy

- Understand the concept of strategy and review individual company strategy.
- Make strategic decisions with an informed enterprise mindset.
- Align management behavior according to company context.
- Reflect on the role that sustainability plays towards strategic decisions.

Customers & Markets

- Explore the link between industry dynamics, a company's strategy and its commercial model.
- Understand alignment between marketing and the company's business objectives.
- Create and capture value.
- Understand the benefits of having the customer at the center of the organisation.
- Understand future trends that will affect company marketing strategies.
- Renew vision on how to approach commercial issues to an innovative perspective.

Supply Chain Management

- Understand modern supply chain function and potential transformation drivers.
- Understand the links between supply chain management and other functions (Sales, Marketing, Manufacturing, Finance, Operations etc).
- Explore how supply chains can be reimaged to deliver more value to customers and organisations.

Finance & Commercial Acumen

- Understand how to create value for shareholders and other stakeholders.
- Make commercial decisions using financial tools and multiple data sources.
- Undertake a Business Challenge Simulation: run a business to create value for shareholders by establishing a clear team strategy, and make all the operational decisions to implement that strategy.

Business Acumen requires managers to learn how to work with people outside their own departments, spans of control, and even organisations. In addition to the four core pillars above, several allied knowledge and experience elements will help make the learning experience practical and concrete.

Sustainability

- Understand the role of an organisation, its customers and suppliers across the value chain.
- Gain a foundational understanding of the state of the world from a sustainability perspective.
- Understand the expectations of investors, regulators and the society at large.
- Review their own value chain for risks and opportunities.

Negotiations

- Gain a strong business acumen to be able to negotiate effectively, creatively and productively with a wide variety of stakeholders.
- Learn how to find an agreement that maximises collective value.
- Apply proven strategies and tactics to build long-term relationships, internal and external.

Networking

- Understand the importance and value of professional networking.
- Map your own network to better understand how to leverage it.
- Learn strategies and tactics to improve networks.

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

“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
Cély en Bière, France
and internationally upon request

DURATION:

7.5 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, ITT, L’Oréal, Moët Hennessy, NNE, Renault, Safe, Tata Steel, Transvalor

ECOSYSTEM

Adisseo, Aditya Birla, Crédit Agricole, Danone, Europool, Havas, Honeywell, HSBC, Orange, Prevor, RATP, Renault Truck, SCOR, Sodexo, Total, Sanofi, Valeo, WTS Global





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