



# INTERNATIONAL PROGRAMS

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**2023 / 2024**  
PROGRAM PORTFOLIO  
NOVEMBER 2023  
DECEMBER 2024

# INTERNATIONAL PROGRAMS



- 92** Executive General Management Program
- 94** International Mini-MBA Program
- 96** Advanced Management Program (AMP)
- 98** General Management for Emerging Leaders
- 99** Strategic Management for Executives
- 100** Financial Management for Executives
- 101** Finance for Managers
- 102** Executive Finance & Strategy
- 103** Strategic Market Management
- 104** Marketing for Competitive Advantage
- 105** Executive Change Management
- 106** Leadership for Executives
- 107** Effective Leadership & People Skills
- 108** Advanced Leadership Program (ALP)
- 110** General Management Program for Emerging Leaders

# Executive General Management Program

This 4+4-day program will give executives comprehensive knowledge about modern, effective management practices. It will help them to know if they are moving their company in the right direction, and help make them even better at inspiring their employees to commit to achieving and exceeding company objectives. It is perfect for executives who want a general management refresher.

## DESCRIPTION

This general management program strengthens your expertise as a successful executive. If you are already in a general management function, this program will help you recognize the reasons for your success so far, and help you identify potential for further optimizing your skills as a strategist, leader and achiever. If you are about to assume a general management function, this program will give you the necessary skills and knowledge to be a success.

Part 1 covers all the important topics of general management. Part 2 focuses on the aspects of managing employees, leadership and change. Here you learn how to conceptualize success in your planning and learn the best concepts for implementing these plans through leadership and change management quality.

## KEY BENEFITS

After you have completed this program:

- You will have the latest knowledge and practical skills to handle the most important tasks of modern general management
- You will know the concepts and methods you need to ensure the long-term success of your field of responsibility
- As part of a top-level group of participants, you will have learned new ideas and best practices for holistic management
- You will have put your own management concepts and leadership behavior to the test, and recognized optimization potential

## WHO SHOULD ATTEND

- General managers, members of executive boards
- Division heads or heads of a business unit
- Heads of profit centers and departments
- Experienced leaders responsible for important central activities and functions
- Executives and senior-level specialists who seek to assume leadership responsibility

## AREAS OF FOCUS

### General Management

- Managerial responsibility, result-oriented management – how are they related?
- Key managerial decisions
- Concepts, methods and best practices – general management knowledge that you must know
- Information and trends – drawing the right conclusions

### Principles and Guidelines for Corporate Development

- The fundamental orientation of a company, the business model
- The most important stakeholders
- The strategic corridor
- Aligning resources

### The Right System for Setting Objectives, Defining Results

- Finding the strategically correct timescale
- Objectives for optimizing your core business
- Objectives for achieving market success with innovations
- From corporate value, to customer satisfaction, all the way to the «innovation pipeline» – defining the right results

### Strategic Management

- The process of strategic management – strategic analysis, strategic options, formulating strategies precisely, prioritizing, portfolio management
- Profitable growth, the battle for market share
- Innovation strategies, exploiting new opportunities
- Developing new markets
- Strategies for cost leadership, specialization, differentiation and niche strategies
- Growth through mergers and acquisitions
- The relationship between strategy, structure and processes

**Marketing Management**

- What does customer value really mean in light of new technologies and social media?
- How does branding have to be carried out?
- What does «integrated communication» mean?

**Rethinking Your Business for the Digital Age**

- The digital world: overview and concepts
- Understanding networks, platforms and data
- Managing innovation and new business development

**Integrated Leadership and Organizational Success**

- The role of a leader
- Communication as a vital core competence for leadership
- Employee motivation factors
- Conflict management
- Understanding organizational culture

**Modern Leadership Skills and Styles**

- Modern leadership skills
- Your personal strengths as a leader
- Situational leadership applied
- Developing a personal leadership style

**Leadership and Change**

- Leading change
- Motivation theories and strategies
- Successfully dealing with fear and power
- Accelerating change
- Barriers to implementation

## Sessions & Fees

EP0414	Part 1: Mar 11 – 14, 2024	Berlin, GER
	Part 2: Apr 15 – 18, 2024	Brunnen, CH
EP0424	Part 1: Mar 11 – 14, 2024	Berlin, GER
	Part 2: Oct 14 – 17, 2024	Lucerne, CHH
EP0434	Part 1: Sep 09 – 12, 2024	Davos, CH
	Part 2: Oct 14 – 17, 2024	Boston, USA
EP0444	Part 1: Sep 09 – 12, 2024	Boston, USA
	Part 2: Oct 14 – 17, 2024	Lucerne, CH

Duration: **4 + 4 days**Fees: **CHF 10.900.– | EUR 11.400.– | US\$ 11.900.–**Registration: [www.bostonprograms.com/ep04](http://www.bostonprograms.com/ep04) or registration form on the back of the brochureAre you interested in corporate education or consulting?  
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# International Mini-MBA Program

Our most comprehensive management development program covering everything having to do with leadership and general management. Thanks to its high application potential and intensive practical focus, this is an ideal development program – and not just for those with extensive background in business administration. 4 × 4 days.

## DESCRIPTION

How can you become a successful manager? Even if success can only be planned to a certain degree, the foundation for this can certainly be created. Besides expertise and personal commitment, solid leadership and management skills are what make the difference. Only if you can lead, will you be able to effectively realize your concepts and plans and make decisions that achieve results. And if you can plan well, make concept-based, result-oriented decisions, you can lead well too. The goal of this multi-seminar program is to optimize your leadership skills and to teach you everything you need to know about the principles of modern general management including strategy, finance and marketing.

## STRUCTURE

The International Mini-MBA Program consists of four modules:

Module 1: Leadership and People Skills – Self-management, social skills, leading employees as the starting point for management success. 4 days

Module 2: Strategic Management and Implementation – Methods and tools for strategic management and its application. 4 days

Module 3: Marketing – the relationship between market position, customer benefits and market success. 4 days

Module 4: Financial Management – the most important aspects of finance and accounting. 4 days

The order in that the modules are held might vary.

## KEY BENEFITS

Participants will:

- Better understand the overall context of modern management that secures the future and optimizes the present
- Understand the principles and mechanisms of strategic management
- Learn the keys to modern marketing and those factors that determine market success
- Understand the relationship between finance, accounting and corporate value
- Increase even further their social competence and improve their ability to communicate
- Learn to use individual motivators to drive behavior and build successful teams
- Learn how to actively use the full scope of their own management ability

After completing the program, participants will be able:

- To use their knowledge of markets, customers, technologies, competition and industry dynamics to develop sensible concepts, strategies and business models
- To make a contribution to implementing strategic programs and to help drive things forward with new ideas
- To understand marketing concepts and come up with a program to drive customer satisfaction, customer retention and for capitalizing on customer potential
- To make a major contribution to achieving financial objectives by the competent use of financial management tools
- To create a working environment that allows for effective, goal-oriented work and efficiency
- To skillfully apply tools of leadership and together with others achieve ambitious business goals

## WHO SHOULD ATTEND

Participants are young executives and managers, specialists, expert staff, but also high potentials from all areas of a company or institution. They all want to qualify for an advanced management position and move into a leadership role involving greater spans of control and cross-functional collaboration.

## AREAS OF FOCUS

### Leadership and People Skills

- Knowing yourself – managing yourself
- Developing your own leadership style
- Keeping a personal work-life balance
- The elements of social competence
- What characterizes good leadership?
- Different leadership styles – developing the correct situational leadership skills
- Getting objectives approved
- How to delegate in a sensible way
- Getting employees qualified, supporting and coaching them
- Identifying untapped performance potential

- Mastering difficult leadership situations
- Being successful in critical meeting situations
- How to deal with conflicts
- How to build and lead high-performance teams
- Motivating others in international settings

#### Strategic Management and its Implementation

- Holistic strategic management
- The corporation and its environment
- Globalization and internationalization
- Digitalization and technology management
- The interest of stakeholders
- How to think strategically
- How to analyze strategically
- How to generate strategic options
- Understanding the strategy process
- Using the tools of strategic management
- How to successfully implement a strategy using marketing and sales activities
- How to successfully anchor strategies and develop skills to handle resistance to them

#### Marketing and Market Success

- The basics of marketing and how it is conducted
- What does good marketing achieve?
- Creating policies for performing well in the marketplace
- Sales and distribution strategies
- Market cultivation, communication, pricing strategies
- Distribution, logistics
- Innovation management
- Branding and corporate identity
- Marketing plans
- Online and digital marketing, social media
- Performance measurements for marketing

#### Financial Management and Managerial Accounting

- An overview of finance and accounting
- Balance-sheet analysis and performance analysis
- Developing the right control parameters
- Methods of financing – equity or debt capital, internal or external financing
- The cost of capital and capital structure
- Understanding financial objectives, correct use of key-performance indicators
- Financial planning, budgeting and business planning
- Cost accounting, contribution margin calculations and pricing
- Investments, added value, profitability
- Instruments of profit management and how to use them

## Sessions & Fees

EP0714	Part 1: Mar 11 – 14, 2024	Berlin, GER
	Part 2: Mar 18 – 21, 2024	Frankfurt, GER
	Part 3: Apr 15 – 18, 2024	Brunnen, CH
	Part 4: Jun 17 – 20, 2024	Davos, CH

EP0724	Part 1: Sep 09 – 12, 2024	Boston, USA
	Part 2: Oct 14 – 17, 2024	Lucerne, CH
	Part 3: Nov 04– 07, 2024	Berlin, GER
	Part 4: Nov 18 – 21, 2024	Davos, CH

EP0734	Part 1: Sep 09 – 12, 2024	Davos, CH
	Part 2: Oct 14 – 17, 2024	Lucerne, CH
	Part 3: Nov 04– 07, 2024	Berlin, GER
	Part 4: Nov 18 – 21, 2024	Davos, CH

Duration: **16 days**

Fees: **CHF 16.900.– | EUR 17.900.– | US\$ 18.900.–**

Registration: [www.bostonprograms.com/ep07](http://www.bostonprograms.com/ep07) or registration form on the back of the brochure

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# Advanced Management Program (AMP)

This 3-part Advanced Management Program will help executives enhance their executive management skills, optimize further their leadership and financial management expertise and their ability to make vital decisions in all areas of management.

## DESCRIPTION

As an executive, you have an answer to every challenge. Your experience helps you to recognize how things are related, to see opportunity and sense where there is danger. With increasing experience, your ability to know what is right and wrong for your company increases. Thanks to positive and negative experiences from the past, you are able to develop patterns of success and failure and to use them to your advantage.

However, executives also know that nothing is effective forever. What was right yesterday can be wrong today. What was a recipe for success until now, can bear the seeds for failure. This is why it is essential to always look at your own experiences in the light of best practices, to be willing to learn something new and to analyze whether this is suitable for use in your field of responsibility.

This is the aim of our 3-part Advanced Management Program. It offers you a valuable chance to review and develop your knowledge further in three subjects:

- Part 1: Advanced Leadership. 4 days
- Part 2: Executive Management, Strategy, Safeguarding the Future. 4 days
- Part 3: Financial Management. 4 days

## WHO SHOULD ATTEND

- Executives in a senior management position, including C-level executives, board members, directors, managing directors
- Decision-makers with executive-level responsibility
- Senior-level managers who are looking to move up to a CEO or executive position as a next career step
- Company owners
- Senior country or business unit managers with experience and proven success

## AREAS OF FOCUS

### Integrated Executive Leadership

If you are at the top, then you are responsible for result-achievement. But always conscious of the fact that, ultimately, it's your many employees who achieve these results. For this reason, you need to:

- Set the right course for them
- Agree with them about the objectives to be achieved
- Create an atmosphere that motivates them
- Guide them using the right managing tools

And things don't always function like they should function. Good leadership is an art. Achieving above-average results hardly comes about by itself. We will show you what aspects of a holistic, result-oriented leadership you need to control, and what differentiates good from bad leadership.

### Leadership, Change and Communication

If you need to implement new strategies and concepts, you will have to change the attitudes, behavior and habits of your employees and colleagues. We all know how difficult an undertaking this is. Successful change management begins with effective leadership, the appropriate leadership behavior and targeted communication.

- How do you communicate strategies?
- Fair conflict resolution
- Successful change management – approaches and methods
- Securing the future of your company and organizational excellence

### Responsibilities of Executive Management

As an executive, you have power, the power of your position. In return, you assume responsibility for:

- The value of the company
- Creating a corporate culture based on success
- Creating an atmosphere of mutual trust
- Ensuring quality and performance-achievement
- Ensuring strong customer-orientation

### Strategic Management, Setting Strategic Direction

Trust, understanding and treating others with respect characterizes today's executives. But also his or her ability to make decisive decisions at the right moment and to act on them. We will show you which decisions are essential to strategic and responsible management, and in which situations it becomes necessary to move decisively and act quickly. This is the only way for a company to develop according to clear priorities, not according to the principle of chance.

- Strategic management – trends and the latest developments
- New strategic tools and approaches
- Strategic guidelines and their consequences
- Simulating a controlled corporate development
- Making a few right decisions is often enough – we show you which and how
- Digitalization and digital business models

### Strategic Decisions, Executive Fine-Tuning

This concerns finding the right balance between optimizing the present for short-term profit and value enhancement, and optimizing the future for a viable market positioning and sustainable management.

- Achieving short-term results
- Increasing profits, meeting profitability targets
- Ensuring customer and employee satisfaction
- Achieving a sustainable and secure future for your company
- Being willing to make necessary investments in the future, and accepting changes that the digital world will bring

### Implementing Winning Strategies

Execution needs to be built into and across the organization and its activities.

- Aligning initiatives and budgets
- Asking the right questions when changing structures
- Creating a competitive advantage through an optimal organizational structure
- The organization of tomorrow, ensuring agility

### Modern Financial Management

If you want to achieve ambitious financial objectives, then you'll need knowledge of financial management.

- Financial objectives within a holistic context
- Modern key-performance indicators
- Determining and using value drivers
- Acquiring or selling companies or parts of companies
- Recognizing profitable and unprofitable businesses and business activities

### Creating Corporate Value

People at the highest management levels are responsible for financial result-achievement. What programs must be launched at regular intervals to optimally capitalize on the profit potential of your company? What must you do to achieve both short-term result improvement and long-term value enhancement?

## Sessions & Fees

EP4214	Part 1: Apr 15 – 18, 2024	Brunnen, CH
	Part 2: Sep 09 – 12, 2024	Davos, CH
	Part 3: Nov 18 – 21, 2024	Davos, CH
EP4224	Part 1: Oct 14 – 17, 2024	Lucerne, CH
	Part 2: Nov 18 – 21, 2024	Davos, CH
	Part 3: Mar 18 – 21, 2025	Zurich, CH

Duration: **12 days**

Fees: **CHF 14.900.– | EUR 15.900.– | US\$ 16.400.–**

Registration: [www.bostonprograms.com/ep42](http://www.bostonprograms.com/ep42) or registration form on the back of the brochure

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# General Management for Emerging Leaders

A integrated approach that fosters business talent and teaches them how to develop entrepreneurial thinking and focus on results. In this concise and well-structured course, they will get everything they need to know about general management in 4 days.

## DESCRIPTION

This holistic «all-in-one» general management course offers you a complete and concise overview of result-oriented management techniques. During the 4-day course, you will learn the principles and factors for good and successful management. The seminar has a structured approach that delivers clear and understandable know-how. You will have numerous examples to learn from, and we will give you valuable tools, used every day in business, which will help you apply what you learned at our seminar at your company.

## WHO SHOULD ATTEND

- Emerging leaders from every area of the company, who want to learn about modern general management
- Practitioners, professionals, specialists and project managers, who want to prepare themselves for responsible management tasks by sharpening their practical-focused knowledge, abilities and tools
- Engineers, technicians, lawyers, medical doctors etc. who want to acquire management knowledge about their specialist areas so they can be more effective in handling their own tasks
- High potentials, management talents and young professionals who want to increase their expertise in using their ideas for the market and the opportunities they see there, to create a growing and profitable business

## AREAS OF FOCUS

### An Integrated Approach to Modern General Management

- The company and its environment
- Corporate objectives and their significance
- How does successful management function, what are the factors for success?
- Putting results in the center of all activities, the importance of efficiency and effectiveness
- Operational excellence, performance and productivity

### Strategic Management

- Strategic management as a concept
- Competition and having the ability to compete
- An analysis of strategic «must-dos»
- Using the tools of strategic management correctly
- What processes should be used in creating a strategy?
- Business development
- Developing precise strategies with ambitious objectives
- Targeted use of resources and skills

### Customer-Oriented Approaches to Innovation

- Recognizing market opportunities
- Analyzing markets
- Understanding what customer demands are
- Developing value innovation
- Working out customer benefits in a team

### The Business Model and its Components

- The value proposition, the architecture of value creation and profit models
- Identifying and describing business models
- Drafting a promising market model
- Developing innovative business models
- How the internet and digitalization are influencing business models

### Marketing, Sales and Market Success

- What you need to do to achieve success in the marketplace
- Positioning and brand management
- How best to use marketing tools
- Managing the product portfolio
- Controlling the selling process
- Potential-oriented customer focus
- How to amaze your customers

### Financial Decision-Making

- The role key-performance indicators play in success-oriented planning
- Understanding the true profit potential of a business
- Wanting and achieving profitability
- Deriving the right actions to take

### Successful Implementation

- What do you need to win people over?
- Avoiding typical implementation mistakes
- Change Management

## Sessions & Fees

EP2814 Feb 19 – 22, 2024 Cologne, GER

EP2824 Aug 19 – 22, 2024 Davos, CH

Duration: **4 days**

Fees: **CHF 4.900.– | EUR 5.200.– | US\$ 5.600.–**

Registration: [www.bostonprograms.com/ep28](http://www.bostonprograms.com/ep28) or registration form on the back of the brochure

# Strategic Management for Executives

The success of a company and its business units depends on a few strategic decisions. This 4-day seminar offers you the latest knowledge and an integrated approach to strategic management. You will learn from many real-world examples, have an exchange of experiences, get new ideas, and learn the tools you need for successful strategic management.

## DESCRIPTION

Strategy – even more than effort and diligence in the daily business – determines success or failure of your company, your division or the business unit you lead. In this 4-day course, we show you what is important in navigating and developing strategy in the direction of success and sustainability.

## WHO SHOULD ATTEND

Participants in this course are executives seeking new strategic ideas, the latest knowledge in developing strategies and real-world-tested tools of modern strategic management. These include:

- Senior-level executives responsible for strategic planning, implementation, and business development
- Executives who test strategy proposals for their plausibility
- Executives of companies, divisions or business units in charge of implementing strategies
- Board members, members of supervisory boards
- Experienced managers, consultants and specialists who conduct strategic analyses, lead strategy meetings or draft strategic concepts

## KEY BENEFITS

This executive education course will give you detailed knowledge about strategy with the goal of better understanding the principles, tools and methods of strategic management and strategy development and how they interrelate to the whole. You will receive the latest know-how about developing innovative, competitive strategies. You will learn how to position your business in a competitive environment and how to launch programs that will optimize your company's value, profitability and performance. You will critically analyze your own strategic concepts and will return to you job ready to give new impetus to creating an innovative future for your company. Methods, concepts, instruments and effective tools to guiding your company are explained using numerous examples.

## AREAS OF FOCUS

### An Integrated Approach to Strategic Management

- Current strategic management concepts and tools
- Strategic principles
- Characteristics of good strategies

### Clarifying your Strategic Position and the Need for Strategic Action

- Determining your current strategic position
- Understanding strategic challenges correctly
- Important tools for analysis

### The Role played by the Business Model in Strategic Management

- Understanding your profit drivers
- Improving on your current business model, developing new business ideas
- Innovative and digital business models

### Strategic Options that Promise Success

- Strategic options – what works and what does not?
- Classic competitive strategies
- Growth based on core competencies
- Customer-centric strategic approaches

### Effective Strategy Development Processes

- Designing a strategy project, planning and carrying it out
- Strategic analyses, strategic options
- Corporate philosophy and values
- Your corporate strategy – the course the owners and top management want to take
- Operational strategies – marketing strategy, production strategy, supply-chain strategy, HR strategy, financial strategy etc.
- Strategies for business divisions, departments, fields of business, business units
- Regional strategies for countries, sales regions, branch offices
- How to precisely formulate strategies

### Implementing a New Strategy, Change Management

- Translating strategic objectives into an implementation plan
- Incentives and controls
- Learning, feedback and adaptation

## Sessions & Fees

EP2414	Mar 11 – 14, 2024	Berlin, GER
EP2424	Sep 09 – 12, 2024	Davos, CH
EP2434	Sep 09 – 12, 2024	Boston, USA

Duration: **4 days**

Fees: **CHF 5.900.– | EUR 6.400.– | US\$ 6.900.–**

Registration: [www.bostonprograms.com/ep24](http://www.bostonprograms.com/ep24) or registration form on the back of the brochure

# Financial Management for Executives

Effective financial management is an integral component of result-oriented management. Executives from all areas of business will expand and deepen their knowledge and skills in financial management in this 4-day course.

## DESCRIPTION

If you're an executive with profit responsibility for a company, a business area, business unit or country, this 4-day course is designed just for you. Because you bear responsibility for financial management. You make decisions that determine to a great degree the financial well-being and stability of your company. This course demonstrates how to carry-out these financial management tasks to realize excellent financial results and a healthy cash flow.

## WHO SHOULD ATTEND

- Executives, general managers, company owners
- CEOs, members of a management board
- Directors of important areas, business units, profit centers
- Mid-career managers who need to be prepared for a key position with responsibility for results

## AREAS OF FOCUS

### Corporate Finance and Key Management Tasks

- Financial analyses, financial statements and earnings statements
- Profit and cost management
- Financial value creation, corporate value management

### Setting Financial Objectives

- How to set ambitious profit targets, that are also logical from a business and market sense
- The process of achieving above-average corporate results begins with the right profit planning

### Capital Expenditures

- Capital expenditures as a strategic competitive advantage
- Determining the right value-added depth
- In or out-sourcing?
- Cost variability by concentrating on core activities

### Capital Costs, Modern Forms of Financing

- How to lower the cost of capital
- Modern forms of financing
- The logic behind the capital market
- Understanding credit ratings

### Investments and Financial Decisions

- The criteria for making decisions
- Investing where it's necessary
- Make or buy – finding the optimum value-added depth

### Liquidity Management, Working-Capital Management

- How many liquidity reserves are needed?
- Tools for managing liquidity
- Working-capital management

### Increasing Corporate Value

- Factors influencing return on investment and corporate value
- Measures that will improve results
- Realizing cash-flow objectives
- Getting rid of the sources that cause losses

### Profitable Growth

- Exceeding your minimal necessary size
- How to achieve profitable growth

### Designing the Right Cost Structure

- Determining allowable costs
- Specifying a break-even point based on the logic of business fluctuation
- Seeking cost leadership – yes or no?
- Making decisions locally

### Mergers and Acquisitions

- Acquiring companies or parts of companies
- Buying into new business and new core competencies
- Assessment, due diligence

### Managing with Key Performance Indicators

- What KPIs allow you to reduce the tasks of financial management to their essentials?
- Analyzing business models using KPIs

## Sessions & Fees

EP8423 Nov 20 – 23, 2023 Davos, CH

EP8414 Jun 17 – 20, 2024 Davos, CH

EP8424 Nov 18 – 21, 2024 Davos, CH

Duration: **4 days**

Fees: **CHF 5.900.– | EUR 6.400.– | US\$ 6.900.–**

Registration: [www.bostonprograms.com/ep84](http://www.bostonprograms.com/ep84) or registration form on the back of the brochure

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# Finance for Managers

From financial statement analysis to investment decisions – this 4-day course will help young executives, managers and specialists from all areas of business to understand even more about the interrelationships and tools of financial management, and how to actively use them.

## DESCRIPTION

Expertise in all facets of financial management is a core area of result-oriented management. However, this requires much more, and more importantly, something different than just the ability to correctly apply accounting principles. Only with comprehensive understanding and solid skills in using financial tools and analyses, can you handle financial aspects responsibly.

Those sufficiently versed in planning and budgeting, key-performance indicator analyses or calculating return on investments, can participate in the decision-making process in the area of company finances. This 4-day course shows managers like yourself how to successfully handle these kinds of tasks. It will help you lay down a foundation on which to develop your expertise here even further. It allows you to assume more responsibility in achieving financial objectives and to manage this even more efficiently.

## WHO SHOULD ATTEND

- Non-financial executives, heads of profit centers, managers, area and departmental managers, who have limited knowledge of finance and accounting, or for those who want to update their knowledge
- Management professionals, young leaders and specialists from all areas of business who are increasingly engaged in financial considerations as part of planning, budgeting, investing or controlling, and who make financial decisions and need to defend those decisions
- Technicians, scientists, lawyers, engineers, human-resources specialists and others, who want to get an overview of the most important aspects of corporate finance

## AREAS OF FOCUS

### Getting Started with Financial Management

- How do corporate finance and accounting function? Tasks, and how the two are related
- Reading financial statements and calculating cash-flow – a summary of tools and methods
- Revenue, types of financing

### Planning and Budgeting

- The conceptual basis of financial planning and budgeting
- Assessing financial performance, looking to the future
- Sales, profit and cash-flow objectives

### Cost Management

- Cost structures and cost categories
- Contribution margin accounting, break-even analysis
- Calculating and determining prices

### Business Plan

- How to structure a professional business plan
- Checking and verifying the plausibility of your own financial planning

### Understanding Financial Objectives, Dealing with KPIs

- Breaking down long term financial objectives into short-term goals
- Important KPIs

### Investments and Investment Decisions

- Economic-efficiency calculations
- Making investment decisions

## Sessions & Fees

EP8214 Apr 15 – 18, 2024 Frankfurt, GER

EP8224 Oct 07 – 10, 2024 Lucerne, CH

Duration: **4 days**

Fees: **CHF 4.500.– | EUR 4.800.– | US\$ 5.400.–**

Registration: [www.bostonprograms.com/ep82](http://www.bostonprograms.com/ep82) or registration form on the back of the brochure

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# Executive Finance & Strategy

Strategic management without a solid foundation in corporate finance will be a fruitless endeavor and ultimately unprofitable. We will show you how finance and strategy enhance and influence each other, and how you can develop robust strategies for a successful future. 2 x 4 days.

## DESCRIPTION

The business environment has been dominated for years now by global competition and increasing pressure on profitability. In this situation, demands on companies for long-term profitability and assured stability and liquidity have grown enormously. Companies today, more than ever before, want to ensure that their business activities are focused on the right strategic initiatives and that they yield a profit. This is where corporate finance and strategic management play an especially important role. If both are understood as being integrated and interdependent, then sustainable results are possible. In this program, we will show you how to apply the concepts of financial management and the latest in strategic insights, within the parameters of a value-oriented corporate management, so you can create even more added value for your company.

## WHO SHOULD ATTEND

- Executives and experienced managers who are seeking to examine their knowledge-base of strategy and finance, and to update and deepen it
- Mid-career executives who will have responsibility for results in the future, and who want to scrutinize strategy proposals and analyze them for their plausibility and value focus
- Executives responsible for companies, important business activities and projects or business units, who are poised to set the course here, and want new impetus for finding the right ways to develop a profitable future

## STRUCTURE

The program starts with 4 days about modern financial management. Here you will learn to use the tools of financial management so that profit margins and results can be improved even further. We will demonstrate how to make strategies fundable and how you can achieve expected financial results with a new strategic realignment. Then there are 4 days about how the latest in strategic knowledge is actually used in practice and the strategy tools that go along with this. So that you can actively shape the future of your company.

## AREAS OF FOCUS

### Financial Management

- Managing with key-performance indicators
- The foundation of financial decision-making like balance sheets, income statements, cash flow etc.
- Return on investments and value management
- Company valuation
- Planning and budgeting
- Profit targets and planning profit
- The design of cost structures, capital investments
- Capital costs, modern methods of financing
- Liquidity management and working-capital management
- Financing, equity markets and strategy
- Financial incentives
- Cooperative strategies – alliances, mergers & acquisitions
- Controlling

### Strategic Management

- Having a strategic mindset
- Knowing your current business model
- The influencing factors of digitalization and internationalization
- Strategic analyses, where action is required strategically
- Interpreting strategic changes correctly
- The art of developing the best strategies
- Competitive structures and achievable profitability
- The strategically relevant environment
- Determining your own strategic position
- Escaping the dangers of stagnation, creating growth
- Identifying strategic potential outside your market
- Developing market-oriented structures and processes
- Successful implementation, change management

## Sessions & Fees

EP4833	Part 1: Nov 20 – 23, 2023	Davos, CH
	Part 2: Mar 11 – 14, 2024	Berlin, GER
EP4814	Part 1: Jun 17 – 20, 2024	Davos, CH
	Part 2: Sep 09 – 12, 2024	Boston, USA
EP4824	Part 1: Jun 17 – 20, 2024	Davos, CH
	Part 2: Sep 09 – 12, 2024	Davos, CH

Duration: **4 + 4 days**

Fees: **CHF 10.900.– | EUR 11.400.– | US\$ 11.900.–**

Registration: [www.bostonprograms.com/ep48](http://www.bostonprograms.com/ep48) or registration form on the back of the brochure

# Strategic Market Management

Successful strategic management and marketing go hand-in-hand – strategy shows you way to go, marketing helps you get there. Goal of this 2-part program is to demonstrate the latest knowledge on both subjects and especially how to establish the links between them that are so important. 2 x 4 days.

## DESCRIPTION

Strategy shows you the way, marketing helps you get there. For products, brands and customer segments, you will need a clear strategy. It describes the position your company aspires to and clarifies what you want it to be in the future. Only through professional marketing, however, will a good strategy become a reality. Marketing ensures your positioning is correct, your uniqueness, your unwavering focus on creating value for the customer. A clear differentiation and the implementation of communication and market cultivation. Strategy and marketing are twins. Goal of this 2-part program is to demonstrate the latest insights on both subjects and especially how to establish the links between them that are so important.

## WHO SHOULD ATTEND

- Executives who are personally involved in working-out or analyzing strategies, and want to ensure the successful implementation of these strategies using skillful marketing techniques
- Experienced managers and specialists in marketing and in jobs dealing with customers, who want to understand high-level strategies and to integrate them into their marketing activities
- Executives who want to attain and use the latest knowledge from the business world about strategy and marketing

## AREAS OF FOCUS

### Part 1: Strategic Management

#### What We Want to Be

A good strategy leads to a desired future. Choosing the right direction is the most important task when ensuring the future success of your company. It also tells you what you do not want your company to be.

#### Core Competencies

Wanting is not the same as doing, so strategy should be based on your company's core competencies. How do I identify these? How do I create from them new business models for growth and value creation?

#### Priorities and Resources

A good strategy separates the wheat from the chaff and allows you to employ your resources in a targeted way.

### Part 2: Modern Marketing

#### Positioning and Customer Value

Positioning your business in its competitive environment

#### Marketing Objectives

What are the most important marketing objectives? Gaining market share. Taking advantage of customer potential. Developing your markets. Creating new markets. Entering new segments and markets.

#### The Product Mix

Portfolio and service concepts. Solutions instead of products. Customer segments. Target marketing. Market definition and market segmentation. Branding. Deciding on price.

#### Distribution Channels and Sale

Classic sales channels are being enhanced or replaced by new sales channels. Internet business. Social media.

#### Communication and Market Development

Communicating your company's activities and advantages. Alternative communication concepts. New media.

#### Leadership in Marketing Management

Marketing requires leadership – the tools you'll need for this and how to use them

## Sessions & Fees

EP1714	Part 1: Mar 11 – 14, 2024 Part 2: Apr 15 – 18, 2024	Berlin, GER Brunnen, CH
EP1724	Part 1: Mar 11 – 14, 2024 Part 2: Nov 04 – 07, 2024	Berlin, GER Berlin, GER
EP1734	Part 1: Sep 09 – 12, 2024 Part 2: Nov 04 – 07, 2024	Davos, CH Berlin, GER

Duration: **4 + 4 days**

Fees: **CHF 9.900.– | EUR 10.400.– | US\$ 10.900.–**

Registration: [www.bostonprograms.com/ep17](http://www.bostonprograms.com/ep17) or registration form on the back of the brochure

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# Marketing for Competitive Advantage

To be successful in the marketplace, a company needs persuasive marketing and to create customer value. This 4-day course offers the latest knowledge and practical tools for an integrated marketing approach.

## DESCRIPTION

This marketing course will give you a holistic understanding of marketing in all of its facets. What you learn in this seminar will help you get even better at using marketing to create value for your company. You'll learn the factors of modern marketing success and will be able to come up with actionable marketing concepts and to analyze them better. You'll learn to implement marketing activities in a way that achieves ambitious objectives when it comes to product, market and customer profitability. You will also get fresh ideas about how to better differentiate your business from your competitors.

## WHO SHOULD ATTEND

- Executives and successful managers who are working to differentiate their business more from its competitors and who are looking for fresh ideas to help them strengthen and expand their market position, and to look critically at their existing marketing concepts
- Marketing directors, sales directors, key-account managers and marketing practitioners who want to acquire in a short time the latest knowledge and newest ideas about modern marketing techniques
- Senior-level managers and professionals from product, customer, sales or brand management, who want to expand their marketing knowledge-base

## AREAS OF FOCUS

### Marketing as a Factor of Success

Good product and services alone do not guarantee success. Without competent marketing, they will fall flat.

- Marketing as a central corporate activity
- Orienting all marketing activities, its philosophy, objectives and results on creating customer value and profitability
- What tasks are involved for marketing management when it comes to a conflict in aims?
- Trends like online marketing, Industry 4.0 and mobile marketing

### Instruments of Analysis in Marketing Management

Marketing begins with the customer, his or her needs and problems. What tools can you use for conducting customer and market analyses, and how do you apply their results? How can these analyses contribute to creating new customer value and promising business activities for today and the future?

- Tools for conducting market and corporate analyses
- The competition never sleeps – doing competitor and

competitive-environment analyses

- Recognizing changes and trends using digitalization, networking and social media

### Marketing Strategy – Paving the Right Way Forward

Strategy decides if you are successful or not.

- Determining the right marketing objectives
- Determining your own marketing strategy
- The brand as part of marketing strategy
- Focusing on the right things – what positioning of my company, and what customer segments, promise the most success?
- How to work in a targeted way with customers, country and sales portfolios
- Tools for creating practical marketing concepts and plans

### Effective Marketing Concepts and Tools – Marketing Mix Decisions

From strategy to concrete action, how one develops a marketing concept.

- The right product, service and portfolio policy
- Price as an instrument of positioning
- How should I set up my communication activities? How can I calculate the budget and resources I will need?
- Corporate identity and brand concepts
- Which sales and distribution strategies makes sense for my company, and how should these be implemented?
- Being successful at the point-of-sale
- Digital and online marketing

### Using Marketing Instruments to Increase Effectiveness and Efficiency

Results-oriented marketing must know how effective the tools being used are.

- How do you measure the success of your marketing activities?
- What tasks are involved in marketing performance measurements?
- Real-world examples

## Sessions & Fees

EP8214 Apr 15 – 18, 2024 Brunnen, CH

EP8224 Nov 04 – 07, 2024 Berlin, GER

Duration: **4 days**

Fees: **CHF 4.500.– | EUR 4.800.– | US\$ 5.400.–**

Registration: [www.bostonprograms.com/ep82](http://www.bostonprograms.com/ep82) or registration form on the back of the brochure

Are you interested in corporate education or consulting?

Call us at: +41(0)43 499 4020

# Executive Change Management

The environment of a company is changing. Faster and faster. The concepts and strategies of the company are then also changed. Faster and faster. For executives, this means that they themselves, as well as their employees, must be fit for change - a major challenge for change management. 3 days.

## DESCRIPTION

Change is coming to you and your employees. Sooner or later. Most likely, the majority of your employees will be against it, or at least not in favor of it. You will not be able to implement the changes on your own; you need your team to do it. What do you do? How do you manage the change, together and not against the people affected? How can change management help you? We will show you in this intensive program. Concisely. To the point. With actionable insights and instruments.

## WHO SHOULD ATTEND

- Executives who want to acquire special competence in managing change processes
- Top performers who want to make themselves fit for change and are looking for ways to actively affirm and implement change together with their key employees
- Leaders who want to prepare their team for major changes and proactively shape change and change processes together with their employees

## AREAS OF FOCUS

### Making Sense of Change Management

- How change is perceived by employees
- Fear and resistance as a normal reaction
- Intensity of change in the company
- The normal change: harmless
- Social change: considerable stress potential
- Strategic change: the big disaster for many people
- Resilience as the key to managing change

### Leading Complex Change and Continuous Transformation

- New strategies, new structures, new capabilities: When old is no longer enough for the future
- New owners, new values, new culture: When what has been right for many years suddenly no longer counts
- New management: When past performance and commitment are no longer appreciated.
- Organizational stress: When entire teams, departments and divisions are thrown into fear and turmoil.
- Constant change: Activating energies and forces
- The executive as change manager
- How the executive can deal with change
- How to initiate change

- How those affected should be involved in the process of change
- What insights modern change management offers
- How to meet the demands on one's own leadership skills
- How to get change projects back on track

### Tools and Techniques of Organizational Change

- Diagnostic tools: identify challenges early and address them proactively
- Stakeholder analysis and involvement: Who is involved?
- How is commitment ensured? Who has the power?
- Change strategy and planning
- Phases of change, change processes
- Tools to create commitment and identification for the new
- Effective communication: giving clarity and trust, clarifying roles and mission
- Personality typologies and how they deal with change
- Dealing with resistance, conflicts and crises
- Ensuring the necessary empowerment
- Ensuring implementation and follow-up

## Sessions & Fees

EP1433	Dec 04 – 06, 2023	Lucerne, CH
EP1414	Jun 17 – 19, 2024	Brunnen, CH
EP1424	Nov 25 – 27, 2024	Brunnen, CH

Duration: **3 days**

Fees: **CHF 4.500.– | EUR 4.800.– | US\$ 5.400.–**

Registration: [www.bostonprograms.com/ep14](http://www.bostonprograms.com/ep14) or registration form on the back of the brochure

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# Leadership for Executives

What constitutes good leadership? How do you lead from the top? In this 4-day course, executives who want to update and optimize their leadership and motivation skills even further will learn everything about the principles behind effective leadership.

## DESCRIPTION

Effective leadership is one of the most important factors in management. But what do you need to really lead well? Which personal abilities do you need to get the best out of your team or organization? How do you keep levels of motivation high and achieve excellent results at the same time?

## WHO SHOULD ATTEND

- Experienced managers who want to deepen their knowledge of effective leadership, to filter out what is necessary for their specific leadership position and learn how to apply this to increase productivity and performance
- Executives and key employees who are always working on their competence as a leader and want to compare their own experiences to insights from current leadership theory
- Senior-level executives with responsibility, experience and management success who seek new impetus in dealing with challenging leadership tasks

## AREAS OF FOCUS

### Executive Leadership

- Why and how good are motivators at dramatically increasing the effectiveness and efficiency of an organization?
- What characterizes effective executives?
- The latest insights from leadership theory
- Common leadership mistakes made at work, and how you can avoid them

### Determining my own Status Quo

- What are my strengths as a leader?
- Where is there potential for optimization?
- Which competences should I develop?

### Performance, Motivation and Communication

- Using self-motivation, avoiding demotivation
- Rules to ensure a win-win situation
- Developing top empowerment skills
- Reviewing your communications skills

### Fair Conflict Resolution

- Conflicts – caused by systems or persons?
- Using conflict as an opportunity

### Trust as an Element of Corporate Culture

- Trust as a factor of productivity
- Trust as basis for decentralized leadership

### How to Lead Leaders and Teams

- Developing team leadership skills
- Training self-responsibility
- How can I build an effective team?

### Work-Life Balance

- Examining your vision of what your personal life should be
- Career success without sacrificing your private life

### Skillful Change Management

- Turning those affected into participants
- Winning-over employees to change
- How is the digital revolution changing the way we lead?

### Organizational Excellence thanks to Effective Leadership

- Optimally using synergies
- Identifying opportunities for improvement
- Building coalitions for change

## Sessions & Fees

EP5414	Apr 15 – 18, 2024	Brunnen, CH
EP5424	Oct 14 – 17, 2024	Lucerne, CH
EP5434	Oct 14 – 17, 2024	Boston, USA

Duration: **4 days**

Fees: **CHF 5.900.– | EUR 6.400.– | US\$ 6.900.–**

Registration: [www.bostonprograms.com/ep54](http://www.bostonprograms.com/ep54) or registration form on the back of the brochure

Are you interested in corporate education or consulting?  
Call us at: +41(0)43 499 4020

# Effective Leadership & People Skills

In this seminar, you will obtain knowledge, tools and get feedback for advancing your leadership skills.  
4 days.

## DESCRIPTION

Effective leadership turns personal strengths into impressive results. Every manager possess these kinds of strengths. Those who know what these strengths are and, combined with learnable laws of leadership in theory and practice and actually apply them, will create success. The goal of this seminar is to be able to use your own strengths in a targeted way – to orient yourself, your employees and teams towards high performance and work satisfaction using people skills and motivational leadership behavior.

## WHO SHOULD ATTEND

Participants should be managers and professionals with some leadership experience who want to:

- Check the strengths and weaknesses of their personal leadership skill set
- Optimize the effect they have on their employees
- Realize their full leadership potential
- Lead their team or department to above-average results
- Prepare themselves for future leadership tasks

## AREAS OF FOCUS

### Know Yourself

- How to manage yourself
- Knowing what your leadership style is
- Personal goals, personality structure and the role you play as a leader

### Leadership Qualities

- What characterizes a strong leadership personality?
- Rules governing successful employee leadership
- What abilities are necessary to motivate teams?

### The Elements of Social Competency

- The personality traits making up social competency
- How can I improve my social competency?
- Where is it worthwhile to work on myself here?

### Concentrate on what's Important

- What it really means to lead efficiently and effectively
- Controlling complexity, prioritizing, delegating and self-organization

### Using the Strengths of Your Employees

- Strengths and weaknesses of team members
- Motivating a team to achieve good results
- Agreeing upon common goals
- Identifying the potential among employees for even better performance

- The task of leaders – challenging, encouraging, coaching

### Never Avoid what Is Inconvenient

- How to deal with conflict
- Managing difficult employees
- Failure – getting started again
- Making uncertainty, fears and frustration topics of discussion

### Communication as Strength

- Solution-oriented meetings and one-on-ones
- Rhetoric, appearance, body language
- Being confident when appearing before groups
- Knowing and applying the laws of group dynamics

### Leadership Tools, Leadership Methods

- Skillful use of leadership tools
- Progress monitoring and support measures
- Performance assessment, qualification
- Incentives and rewards, constructive criticism

«I have already participated in various seminars on the topic of leadership. This current seminar was just amazing. Both lecturers are absolute professionals in their field, who are completely committed and have great backgrounds. I'm really impressed!»

T. P., Deutsche Leasing AG

## Sessions & Fees

EP6014	Mar 18 – 21, 2024	Frankfurt, GER
EP6024	Jun 24 – 27, 2024	Davos, CH
EP6034	Oct 21 – 24, 2024	Lucerne, CH

Duration: **4 days**

Fees: **CHF 4.500.– | EUR 4.800.– | US\$ 5.400.–**

Registration: [www.bostonprograms.com/ep60](http://www.bostonprograms.com/ep60) or registration form on the back of the brochure

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# Advanced Leadership Program (ALP)

**Leading yourself, your employees and the company strategically and effectively: this program offers the decisive impulses for leadership in challenging times for experienced executives. 11 days.**

## DESCRIPTION

Success or failure in business is decided by strategy, the ability to implement it and leadership qualities. Strategic decisions always aim to secure the longer-term, future viability of a company or business area. They show the way forward, and in doing so must be flexible enough to allow adaptation to changing conditions. In addition, they define the roadmap on which a company must travel to achieve its objectives. If the strategy is unclear, or the roadmap not practical, success is not achievable – and the result is often operative activities where the company as a whole stalls or goes in circles. Strategy expertise at executive level, therefore, determines whether commitment to the daily business is rewarded with good results – results that the company is proud of and that motivate staff to further top performance. Nonetheless, even the best strategy and the most intelligent decisions won't help if mistakes are made during implementation. That is why good strategies are always made by executives with solid leadership skills. Whether, and to what degree, their staff is motivated to achieve strategic objectives depends on how they conduct themselves as leaders. Clear objectives, sensible guidelines and the right leadership conduct creates the freedom a company needs for controlled entrepreneurship. This in turn creates the prerequisites for sustainable top performance and first-class results that will secure the future of your company.

## WHO SHOULD ATTEND

Executives and experienced managers, who want to deepen their knowledge of how to ensure future company success, learn the latest principles behind strategic management and effective leadership. These include:

- General managers, heads of business units and profit centers
- C-level executives
- Heads of larger divisions and departments
- Members of the management board and board of directors
- Those responsible for business units, subsidiaries and important projects
- Senior-level managers who are soon to move up to a CEO or executive position

This program is perfect as well for specialists from corporate planning, in-house consultants and business consultants who wish to sharpen their strategy tools even further, along with practitioners and business owners who want to analyze their own strategies and concepts.

## STRUCTURE

- Part 1: Strategic Management. 4 days
- Part 2: Leadership. 4 days
- Part 3: Change Management. 3 days

## AREAS OF FOCUS

### Strategic Management as Navigation Tool for the Future

Executives must steer a company during turbulent times as well. Success can be defined in many ways – by corporate value, cash flow, shareholder value, profitability, customer value, market share, customer satisfaction, performance culture and trust. Successful strategic management seeks to secure a balance between short-term results-optimization and long-term success. The main focus is primarily this – sustainable profitability thanks to high customer value.

- Viability and achieving healthy profit development
- How do you execute a strategy process?
- Handling complexity as a practical test for successful management
- How globalization and digitalization are influencing strategy and management

### Strategic Objectives and Directions

No strategy without objectives or strategic guidelines. As interface between ideal results and feasibility, strategic guidelines define the strategic corridor through which company development should take place. Here you need to pave the way and actively shape the future.

- Inventing the future – the importance of vision in the strategic management process
- How do you turn your vision into a concrete strategy?
- How to derive motivating goals from your vision

### Modern Strategy Tools for Understanding your Strategic Situation

Strategic decisions are made based on analyses, studies and assessments. If these are wrong, or wrongly interpreted, then by necessity the decisions made from them are also wrong. That's why a competent use of strategic management tools is so important. We will show you how to use these tools and what pitfalls you need to avoid.

- Information as basis for strategic decisions – what's really important?
- A look to the future – always a look at my own expertise and resources
- Analysis tools – what's out there, what's new, and how do I employ them expertly?

### The Spectrum of Strategic Options

The spectrum of possible strategic options is wide – do we expand, retain, differentiate, specialize, move into a niche, work for cost leadership, enhance our value-added chain, form alliances, create platform strategies, purchase, pursue a merger, disinvest, focus on virtuality, internationalize – countless options are available to you. Each one of them is determined by specific rules and have to be well thought-through.

- Strategic thinking means thinking in alternative scenarios
- Realistic estimation of risks and investment needs
- Business development and innovation

### Strategic Decisions

Strategic decisions determine the direction a company will develop. They set objectives and pave the way for future success.

- What differentiates a good from a bad strategy?
- Successful strategy development
- The decision-making process and typical pitfalls
- Plausibility checks

### Strategy Implementation

The larger, the more unwieldy – unfortunately, this is the case with numerous companies. However, many smaller organizations also struggle to implement what has been decided in their everyday business. Here management is called upon. How can new strategies, new concepts and new ideas actually be realized?

- How do you convert strategies skillfully into concrete projects?
- The most common mistakes in implementing strategy

### Leadership and Organizational Success

Inspiring others to achieve objectives as a team. Communicating your vision, deriving ambitious objectives from it and ensuring that the fire of enthusiasm in your daily work does not go out. Giving new impulse. Convincing, supporting and if necessary doing it yourself. To be a normal person and a role model. Never losing sight of what's important – results. We show you how to sharpen and develop your leadership skills even further.

- Effective leadership – what do you need to achieve this?
- Modern leadership approaches and leadership styles
- Performance and motivation
- Trust as an element of corporate culture

### Change and Communication

When you have to implement new strategies and concepts, you will usually have to change the attitudes, behavior and habits of employees and colleagues. We all know that this is a difficult task. Successful change management begins with the right management conduct and targeted communication. Using numerous examples, we will demonstrate what you need to do in these situations.

- How do you communicate strategies?
- Agility and digitalization at executive level
- Successful transformation – approaches and methods

## Sessions & Fees

EP5214	Part 1: Mar 11 – 14, 2024	Berlin, GER
	Part 2: Apr 15 – 18, 2024	Brunnen, CH
	Part 3: Jun 17 – 19, 2024	Brunnen, CH
EP5224	Part 1: Mar 11 – 14, 2024	Berlin, GER
	Part 2: Oct 14 – 17, 2024	Lucerne, CH
	Part 3: Nov 25 – 27, 2024	Brunnen, CH
EP5234	Part 1: Sep 09 – 12, 2024	Davos, CH
	Part 2: Oct 14 – 17, 2024	Lucerne, CH
	Part 3: Nov 25 – 27, 2024	Brunnen, CH

Duration: **4 + 4 + 3 days**

Fees: **CHF 13.900.- | EUR 14.600.- | US\$ 14.900.-**

Registration: [www.bostonprograms.com/ep52](http://www.bostonprograms.com/ep52) or registration form on the back of the brochure

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# General Management Program for Emerging Leaders

This is a comprehensive general management program for the targeted development of emerging leaders. Conducted over 12 days and 3 parts, it will accelerate your career by sharpening your ability to tackle the most important facets of result-oriented management – strategy, marketing, leadership and financial management – making you a better and more effective manager.

## DESCRIPTION

The General Management Program for Emerging Leaders offers new perspectives, tools and ideas for key business practices and challenges. It gives you the skills you need to make the transition from specialist to generalist and work even more effectively in cross-functional teams.

The objectives of the program are to:

- Refresh and deepen your knowledge about how all facets of business work
- Hone your ability to focus on getting results by enhancing the tool set that makes you successful in your career
- Do a deep-dive into modern management practices, so you can apply them the minute you get back to work
- Help you acquire those leadership skills that will take your effectiveness and confidence to the next level
- Enhance your ability to lead and motivate others
- Practice the tools and key principles of finance

## WHO SHOULD ATTEND

This program is perfect for managers who want to make the transition from specialist to generalist and work even more effectively in cross-functional teams. Typical participants include early-career executives, emerging leaders and specialists from across all disciplines including marketing and sales, R & D, finance, consulting, logistics, manufacturing and engineering, human resources, and IT. But it is also ideal for heads of business units and those responsible for products or markets without a formal degree in business administration, who are seeking to enhance and refresh their general management and leadership knowledge. The program will also help high potentials and early career professionals being prepared for a position with additional responsibility.

## AREAS OF FOCUS

### **Part 1: Integrated Management, Strategy and Market Success**

#### **Effective General Management**

- All the facets of effective management
- Effective tools, models, holistic thinking
- Factors that ensure management success

#### **Creating Strategic Concepts**

- A summary of strategic management
- Strategic analyses
- Methods and tools
- Working-out precise strategies

#### **Implementing Strategic Guidelines**

- Corporate policy, business mission
- Corporate and business strategies as guidelines
- Helping to shape implementation
- Active implementation, a plan of action

#### **Business Ideas and Innovation**

- Developing and evaluating business ideas
- Recognizing and taking advantage of market potential
- Unsolved customer problems, customer needs and new technologies as the basis for innovation management

#### **Identifying and Taking Advantage of Profit Potential**

- Profit, cash flow and profitability as control parameters
- Having as goal an above-average earning capacity
- Identifying and taking advantage of opportunities to increase profit

#### **Marketing and Market Success**

- Marketing – philosophy, interrelationships and tools
- The components of a marketing concept
- From market analysis to customer segmentation
- From positioning to marketing mix
- From distribution concept to sales success

### **Part 2: Leadership and People Skills**

#### **Thinking and Acting in a Result-Oriented Way**

- Working hard is not enough – results are what count
- Managing to achieve results – defining my own contribution to success
- Dynamic empowerment thanks to result-oriented thinking
- Taking advantage of the room you have to maneuver

#### **Personal Leadership Competence**

- Insights from modern leadership theory
- Leadership, leadership processes and managing for success
- Developing your own leadership personality

#### **Self-Management, Work Techniques, Priorities**

- Delegating what needs to be delegated
- Using your work time in a result-oriented way
- Managing yourself
- How to use your personal resources
- Optimizing your own strengths

#### **Managing Employees, Leading Teams**

- Principles of managing employees
- How to increase the performance of employees
- Making sure employees are satisfied
- Prerequisites for motivating people
- The principles of group dynamics

**Social Competence**

- Social and emotional competence
- Effect and application in different management situations
- Recognizing your own strengths and weaknesses

**Communication**

- The ability to achieve approval through empathy
- Communication as a major factor of success in your everyday work
- Skillful conflict management

**Part 3: Finance and Managerial Accounting Fundamentals and Interrelationships of Financial Management**

- A summary of finance and accounting
- Value-oriented corporate management
- Creating a financial framework
- Tools and methods of financial management

**Understanding Financial Objectives**

- Financial guidelines from top management
- Control parameters to achieve this
- The most important key-performance indicators

**Planning and Budgeting**

- The conceptual basis for planning and budgeting
- Ambitious planning and budgeting
- Profit goals and earning targets

**Financing**

- Raising capital internally or externally, capital costs
- Prerequisites for financial feasibility
- Forms of financing, pay-back periods

**Investments and Capital Expenditures**

- Investments and capital expenditures
- The problems of fixed costs and capacity fluctuations
- Make or buy, value-added depth

**Cost Management**

- Cost structures and types of costs
- Consciously shaping your break-even point
- Doing a break-even analysis

**Carrying Ideas over into Business Plans**

- Content, structure, development
- Outlining business ideas and projects in business plans
- Planning sales and earnings
- Calculating investments, return on investments and profitability

**Managerial Accounting**

- Controlling as a management task
- Analyzing and evaluating reports and controlling reports
- Recognizing deviations early and initiating corrective measures

## Sessions & Fees

EP3014	Part 1: Feb 19 – 22, 2024	Cologne, GER
	Part 2: Mar 18 – 21, 2024	Frankfurt, GER
	Part 3: Apr 15 – 18, 2024	Frankfurt, GER
EP3024	Part 1: Feb 19 – 22, 2024	Cologne, GER
	Part 2: Apr 15 – 18, 2024	Frankfurt, GER
	Part 3: Jun 24 – 27, 2024	Davos, CH
EP3034	Part 1: Aug 19 – 22, 2024	Davos, CH
	Part 2: Oct 07 – 10, 2024	Lucerne, CH
	Part 3: Oct 21 – 24, 2024	Lucerne, CH

Duration: **12 days**Fees: **CHF 10.900.– | EUR 11.400.– | US\$ 11.900.–**Registration: [www.bostonprograms.com/ep30](http://www.bostonprograms.com/ep30) or registration form on the back of the brochureAre you interested in corporate education or consulting?  
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## General Information

### Registration and Confirmation

You can register by email, mail or FAX, or at our website. Once you register, you receive written confirmation, including detailed information on the location of the program, travel directions, hotel accommodations and an invoice for the program fees. If the program is fully booked, we notify you immediately. When you complete the program, you receive a certificate of attendance. Please note that the program curriculum, faculty and hotels are subject to change and/or amendment.

### Change of Registration

If you need to change your registration, please notify us at least 4 weeks before the program starts. A change of registration entails a fee of 400 Euros. Under some rare circumstances, a program or parts of a program may have to be postponed or modified. In such cases, we will notify you immediately to ensure that you can attend an alternative program with similar content.

### Cancellation

You may cancel your registration free of charge 3 months before the program starts. If you cancel between 3 months and 6 weeks before the start date, you will be charged 40% of the program fees. For cancellations within 6 weeks of the program start date, you will be charged the full program fees. You can arrange to have someone take your place up to 3 days prior to the program start date.

### Program Fees

Program fees for our seminars and programs include the faculty fees and educational materials associated with the program (V.A.T. is not included). Accommodations and meals are not included. If only parts of a program are attended, missed parts may not be made up. Payment is accepted in Euros, Swiss Francs or US Dollars. Reference currency: Euro.

### Accommodation, Daily Delegate Rates

Our programs are held at high-quality hotels and seminar centers. Participants are not obligated to stay at the seminar hotel. Note, however, that Boston Business School customarily negotiates a special room rate with the seminar hotel. Unless it is included in the accommodation rate, an additional daily delegate rate for lunch, coffee, etc., will be charged to participants. For rooms at the seminar hotel, participants make their own reservations following instructions provided by Boston Business School, and pay the hotel bill on the final day of the program.

### Insurance, Disclaimer

Boston Business School does not offer insurance to participants. Therefore, participants must carry their own insurance policies to protect them from damages due to accidents, disease, theft and so on. Boston Business School cannot be held liable for damages. Terms, conditions and course content are subject to change and/or amendment. Boston Business School is part of St.Gallen Business School AG. All matters are subject to Swiss law, the place of jurisdiction is St. Gallen.

## Registration Form

Please complete and print this registration form and mail or FAX it to:

Boston Business School  
Kirchstrasse 3  
CH-8700 Kuesnacht/Zurich

Phone +41 (0)43 499 40 20  
Fax **+41 (0)43 499 40 21**  
Email info@bostonprograms.com  
Internet www.bostonprograms.com

### I wish to participate in the following program:

Name of Program

Program Number

Program Dates

Prefix  Ms.  Mr.

Titel

Last Name

First Name

Company/Organization

Street, P.O. Box

Postal Code, City

Country

Email

Telephone

FAX

Position

Industry (opt.)

Number of Employees (opt.)

under 200  up to 1000  over 1000

Signature

Date