



INTERNATIONAL PROGRAMS

Executive Education and Management Training (English)

Berlin · Munich · Lucerne · Frankfurt · Cologne · London · Shanghai · Davos · Zurich · Hamburg · Boston

2020

PROGRAM PORTFOLIO
JANUARY – DECEMBER

Preface

Welcome to the World of Boston Business School

Conceiving a curriculum is always an exciting task, but especially when it is dramatically expanded. Our goal was to combine seminars from the past with new seminars that look to the future, into a workable and promising curriculum. Which courses and topics are important to you, our customers and clients? What new content and ideas from research, and the work of our lecturers, should, and must, flow into our advanced training seminars? What challenges does management face in the ever-changing world of business?

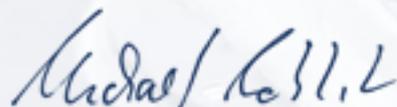
Our conclusion for the coming 12 months. We will be holding many more of those seminars that are especially popular. But we've also added new content in every area of our curriculum – from general management to leadership and junior management programs. Take a few minutes to look through our curriculum brochure below for details.

We have answers. Our customers and clients asks us daily what topics will be of importance to management in the future. What trends are important? In what areas do current and future executives need advanced education? In leading management centers like Boston, London, Zurich or New York, management theorists, researchers and consultants from around the world seek answers to these questions and to identify the approaches and methods that are the most promising. Boston Business School answers all of these questions – together with you and always tailor-made to your needs and your industry.

We want results. Others might appreciate the elegance or intellectual brilliance of a management model, but only its practical use is important to us. We know you want results. So it would be misguided for us to ignore new research just because it's «new» or because it disagrees with cherished management models. Just as it would be to disregard what is proven only because it's «old». Thanks to our open, usable and result-oriented management model, Boston Business School is famous for early recognition of those new topics and groundbreaking trends that will be important to management in the future. Indispensable as well, however, is the diverse practical experience that you as our customer bring to the equation. Now add our highly-qualified team of lecturers – each well-educated, experienced practitioners who know how to teach – and we can guarantee that our new curriculum offers the latest in solid, up-to-date management knowledge.

We are looking forward to your registration.

Sincerely,



Michael Rabbat, MBA
Member of the Management Board

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Table of Contents

- 2** Preface
- 3** Table of Contents

GENERAL MANAGEMENT

- 4** General Management for Executives (GME)
- 6** International Mini-MBA Program
- 8** General Management Program (GMP)
- 10** Advanced Management Program (AMP)
- 12** General Management für Developing Leaders

EXECUTIVE MANAGEMENT

- 14** CEO & Senior Executive Seminar
- 16** International Senior Management Program
- 18** Leading Disruptive Change & Innovation

STRATEGIC MANAGEMENT & BUSINESS DEVELOPMENT

- 20** Strategic Management for Executives
- 22** Strategic Leadership Program
- 24** Advanced Strategy – Driving Growth & Innovation

MARKETING & SALES

- 25** Strategic Market Management
- 26** Marketing Management for Competitive Advantage
- 28** International Marketing & Strategy Program
- 29** Excellence in Online Marketing & Social Media

FINANCE, FINANCIAL DECISION-MAKING

- 30** Financial Management for Executives
- 32** Finance & Financial Decision-Making
- 33** Executive Finance & Strategy Program

MANAGEMENT DEVELOPMENT, TALENT MANAGEMENT

- 34** Young Leader Program
- 36** Emerging Leaders Program
- 38** International Junior Management Program

LEADERSHIP & PEOPLE MANAGEMENT

- 40** Modern Leadership & Essential People Skills
- 41** Leadership for Executives
- 42** Leadership Development Program
- 44** Leadership for High Potentials

PERSONALITY & COMMUNICATION

- 45** Personality, Authenticity & Leadership Presence
- 46** Excellence in Negotiation & Communication
- 47** Achieving Impact through Communication & Presence

- 48** General Information & Registration

General Management for Executives (GME)

Thinking holistically, setting a smart course of action and robust implementation – get the key skills you need for successful general management in 5 days.

DESCRIPTION

Executives with general management responsibilities are responsible for many things. For the right strategy, for mastering digitalization and transformation, for sensible innovation and new business models; for positioning, branding and competitive position; for satisfied customers, motivated and productive employees, for top financial results and much more. General management means having the skills to achieve sustainable, first class results in a complex business environment. How can these vital management tasks – so essential to the success of your business – be achieved in the best possible way?

If you are looking for answers to these questions, our General Management for Executives course delivers it – in form of a creative, application-ready synthesis of the latest management knowledge. You will profit from an exchange of ideas with first-class lecturers and executive participants like yourself from very different industries and countries. Current examples, best practices and a controlled, moderated exchange of opinions will give you important insights when implementing what you learn.

WHO SHOULD ATTEND

Executives and successful managers who want to deepen and refresh their already extensive knowledge with a comprehensive overview of the latest integrated management approaches including:

- Members of the management board, general managers
- Heads of profit centers, subsidiaries, branch organizations, product lines and important functional areas
- Company owners, stakeholders, partners
- Experienced area and departmental heads
- Performance-oriented management staff and high-ranking employees with organizational and development tasks
- Employees who are being groomed for a general management position

KEY BENEFITS

This course teaches you the latest knowledge about integrated and result-oriented corporate management.

It will support you in:

- Extracting the factors you need to be even more successful in your management activities
- Ensuring the success of your company thanks to an update of tried-and-tested general management knowledge
- Finding more time for really important decisions, and thinking and acting in an even more result-oriented way
- Setting strategic priorities and using these to initiate strategic programs

AREAS OF FOCUS

General Management – How to Successfully Conduct Business in the Age of Digital Transformation

Finding the right balance between short-term results-optimization and long-term prosperity is one of the most difficult management tasks that executives are confronted with.

- The principles behind long-term success
- Short-term results – increasing profits, achieving profitability targets
- Ensuring a sustainable future – identifying investment needs and important business decisions

Drawing the Right Conclusions

Managers are swamped with information – industry reports, studies, internal market and competitor analyses all need to be read in the right way and evaluated for their strategic relevance. But even the best decision guidelines cannot replace some things – the ability to ask the right questions, to have a nose for emerging trends and to be able to filter out from numerous sources exactly that information needed to create the right strategic roadmap.

- Recognizing trend reversals early
- Defining where you need to act, where you need to initiate a course correction
- Developing pragmatic knowledge management – optimal use of proven knowledge and expertise

Strategic Management

Once you have identified where you need to act, you must do so quickly and relentlessly. But what is the difference between a good and a bad strategy here? Which way is the right one, and why? Here you get good use out of management concepts, empirical studies and best practices. We show you how to do this.

- The concept of strategic management
- Generating strategic options
- Making minimal, but correct changes to your strategy is often enough – we show you what to change and how to go about it
- Creating structures, adapting structures
- Successfully implementing your strategy

Motivation, Agility and Leadership

How successful a strategy is will be seen in the marketplace – more motivation means more profit. Skillful communication, the right leadership style for the situation and shared values are playing an increasingly important role in this.

- Using your own leadership qualities in a result-oriented way
- How to motivate employees long-term
- Effective communication
- Leadership agility and next generation leadership

Marketing, Innovation and Branding

As an executive, you expect marketing efforts to create value for the customer. We will show you how strategies can be converted into customer-focused marketing concepts, and which tools and methods are needed to achieve above-average market success.

- What characterizes good marketing, and what every person on the management team needs to know about marketing
- Customer value – what is it, and why it is important
- The importance of the brand
- Digitalization as opportunity

Modern Financial Management

Predicting stock prices, exchange rates and price fluctuations are for speculators. Serious executives and managers concentrate on sustainable value creation. We show you why value-oriented corporate management and social responsibility do not have to be a contradiction in terms.

- Financial responsibility as a management task that cannot be delegated
- An overall system concept for value-oriented management
- With what concepts can you increase corporate value continuously and sustainably?

Sessions & Fees

EP0510	Jan 27 – 31, 2020	Berlin, GER
EP0520	Oct 12 – 16, 2020	Berlin, GER

Duration: **5 days**

Fees: **EUR 4,900.– | CHF 5,400.– | US\$ 5,900.–**

Registration: www.bostonprograms.com/ep05 or registration form on the back of the brochure

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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 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
- Controlling

Sessions & Fees

EP0710	Part 1: Mar 02 – 05, 2020	Berlin, GER
	Part 2: Mar 16 – 19, 2020	Davos, CH
	Part 3: Mar 23 – 26, 2020	Hamburg, GER
	Part 4: Jun 15 – 18, 2020	Hamburg, GER
EP0720	Part 1: Jun 08 – 11, 2020	Rottach-Egern, GER
	Part 2: Aug 24 – 27, 2020	St. Gallen, CH
	Part 3: Sep 28 – Oct 01, 2020	Davos, CH
	Part 4: Nov 02 – 05, 2020	Berlin, GER
EP0730	Part 1: Jun 22 – 25, 2020	Boston, USA
	Part 2: Aug 24 – 27, 2020	St. Gallen, CH
	Part 3: Oct 19 – 22, 2020	London, GB
	Part 4: Nov 02 – 05, 2020	Berlin, GER
EP0740	Part 1: Sep 14 – 17, 2020	Cologne, GER
	Part 2: Oct 05 – 08, 2020	Boston, USA
	Part 3: Nov 02 – 05, 2020	Berlin, GER
	Part 4: Dec 07 – 10, 2020	Hamburg, GER

Duration: **16 days**

Fees: **EUR 9,900.– | CHF 10,900.– | US\$ 11,900.–**

Registration: www.bostonprograms.com/ep07 or registration form on the back of the brochure

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

General Management Program (GMP)

This 5+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 (a 5-day seminar) covers all the important topics of general management. Part 2 (a 4-day seminar) focuses on the aspects of managing employees and leadership. 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?

Managing Innovation and New Business Development

- Defining principles that will help you successfully manage innovation
- How must new business be positioned and market entry optimally managed?

Information Technology, Digital Business and the Internet

When you use IT, digitalization and the internet, many classic competitive factors lose some of their importance. A race against the competition is increasingly becoming a race against the clock. Size or costs alone, no longer count as much as flexibility and speed. Time-to-market is the decisive factor here. Information technology and digitalization allow you to develop new business models and value chains.

Finance, Financial Decision-Making

What is the impact of strategic decisions upon performance? What is financial reality? Financial goals and performance indicators have long been the standard for assessing a firm's performance. They govern corporate management and provide timely, useful information to strategic and operational control decisions. As a leader, you must be up on key financial principles and have confidence in contributing to business-shaping decisions. We show you how to realize this.

Leadership and Result-Orientation

Inspiring others to achieve objectives. Communicating your vision, deriving ambitious objectives from it and making sure the fire of enthusiasm on any given work day does not go out. Learn how your fresh input can keep momentum going. We help you get better at convincing others, implementing, supporting, doing things yourself when needed. Being just a normal person and a role model for others. And not only this, we also help you continue to be a manager who never forgets what really counts – results. We show you how to deepen and develop your existing leadership skills even further.

Leadership and Communication

Leadership is expressed every day in the business world. Leadership is having the ability to handle different management situations effortlessly. It is developing and maintaining trust as an element of company culture. It is how people communicate and how solution-oriented meetings and negotiation situations are conducted. It is the art of listening, of praising others or in the way conflicts are handled.

Change Management and Transformation

Successful managers must be able to influence the attitudes, habits and behavior of employees and colleagues if they want to implement new strategies and concepts. We all know how difficult a task this is. Successful change management begins with conducting yourself in the right manner and then aligning employees to create a more resilient and agile organization. Using many examples, we demonstrate what's important here.

Sessions & Fees

EP0410	Part 1: Jan 27 – 31, 2020	Berlin, GER
	Part 2: Mar 30 – Apr 02, 2020	Hamburg, GER
EP0420	Part 1: Jan 27 – 31, 2020	Berlin, GER
	Part 2: Jun 29 – Jul 02, 2020	Davos, CH
EP0430	Part 1: Oct 12 – 16, 2020	Berlin, GER
	Part 2: Nov 09 – 12, 2020	Hamburg, GER
EP0440	Part 1: Oct 12 – 16, 2020	Berlin, GER
	Part 2: Nov 23 – 26, 2020	Davos, CH

Duration: **5 + 4 days**

Fees: **EUR 7,900.– | CHF 8,700.– | US\$ 9,500.–**

Registration: www.bostonprograms.com/ep04 or registration form on the back of the brochure

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

Advanced Management Program (AMP)

Result-oriented management with lots of practical application, combined with the latest management insights, to inspire ambitious executives. This program is an ideal general management update in a compact, 3-part form that is highly comprehensive, interactive and application-oriented.

DESCRIPTION

As an executive, you constantly work on improving the competitive position of your company. But you can only move things in the right direction, and achieve something, within the framework of an integrated overall perspective. Executives with wide-ranging leadership responsibility find themselves confronted here with a special problem – having to watch over and manage several centers of activity at once. Achieving corporate objectives, healthy growth and a good prospect of future success; motivated employees, efficient processes, keeping costs low, positive financial results – none of these things happen by themselves. The conditions for achieving them must be right from the very start. This is the task of executives and one that cannot be delegated to others. Our comprehensive, multi-part program is meant as an application-oriented development program especially for middle and upper executives. Participants should already have theoretical knowledge of general management and several years of management experience. The program combines the latest insights into the principles of modern strategic management, business development, financial management, with leadership training. All with the goal of updating your knowledge to help further optimize your management and leadership skills.

WHO SHOULD ATTEND

This program is perfect for executives with a proven track record, who want to take a fresh look at what they do, or who need to prepare for a new and challenging task. This includes:

- Executives, general managers, business owners, shareholders, partners
 - Heads of profit centers, subsidiaries, branch offices, product lines and important operational areas of a company
 - Experienced business unit and departmental heads
 - Managers with business development responsibility
- Generally speaking, each participant should have considerable practical management experience.

STRUCTURE

The Advanced Management Program (AMP) consists of three modules.

Part 1: Advanced Strategy, Business Development and Growth. 3 days

Thinking outside the box using the latest methods and tools of strategic management enhanced by inspiring discussions in a highly interesting group of participants.

Part 2: Advanced Financial Management. 4 days

The most important aspects of modern financial management from an executive perspective.

Part 3: Advanced Leadership. 4 days

Leading employees, leadership behavior and conflict management as the basis for management success.

KEY BENEFITS

Participants will:

- Further deepen their knowledge about the overall context of modern corporate management that focuses on assuring future success while optimizing today's performance
- Better understand the principles and mechanisms of growth, business development and strategy in the age of digital transformation
- Test and refresh their knowledge of financial management and expand their personal controlling tools
- Further increase their leadership expertise, improve their ability to communicate and experience first-hand how to master difficult leadership situations.

After completion of the program, participants will be able to:

- Use what they learn about markets, customers, technologies, the competitive environment, business innovation and best practices to implement expedient strategic concepts and business models
- Contribute to realizing strategic targets based on self-developed concepts for growth and innovation
- Apply the tools of financial management competently and be proactive in using the results from this – like using the latest key-performance indicators, making value-enhancing investments, analyzing controlling reports and choosing and implementing the right measures for correcting possible target deviations
- Skillfully apply the tools of leadership in order to achieve challenging goals together with employees
- Recognize difficult leadership situations early enough to defuse them, and to create conditions that allow for efficient, target-oriented work.

AREAS OF FOCUS

Advanced Strategy, Business Development and Growth

- New insights into strategic thinking
- The most important strategy tools
- Positioning your company for growth
- Identifying growth potential
- New sources of value creation for customers
- Core competencies as drivers of success and value
- New business models
- Formulating future-oriented strategies
- Managing growth and profit drivers
- Business development
- Using new technologies and disruptive trends to your advantage
- Mastering the challenges of digitalization
- Identifying and using the opportunities offered by Industry 4.0
- Skillfully implementing your strategies
- Motivating employees for change

Advanced Financial Management

- What does an executive need to know about corporate finance?
- The integrated system of value-oriented management
- The most important key performance indicators
- Managing corporate value
- Determining and using value drivers
- Identifying profitable and unprofitable business
- M&A for executives
- Modern budgeting
- Investment decisions in practice
- Increased risk during times of high fluctuation
- Financial flexibility as an answer to difficult predictability
- Quick reactions to change
- Management-information systems
- Implementing controlling tools

Advanced Leadership

- Examining your own style of leadership
- Leadership qualities that make good leaders
- The elements of social competency
- Teams and team-development
- Practical approaches to motivating others
- Leadership and communication
- Change management
- Agility and digitalization in your day-to-day business
- Training, encouraging and coaching employees
- Identifying untapped performance potential
- Mastering difficult leadership situations
- Holding your own during important discussions and one-on-ones
- How to deal with conflict

Sessions & Fees

EP1210	Part 1: Mar 16 – 18, 2020	Frankfurt, GER
	Part 2: Jun 30 – Apr 02, 2020	Hamburg, GER
	Part 3: May 11 – 14, 2020	St. Gallen, CH
EP1220	Part 1: Mar 16 – 18, 2020	Frankfurt, GER
	Part 2: Jun 22 – 25, 2020	Boston, USA
	Part 3: Oct 19 – 22, 2020	London, GB
EP1230	Part 1: Sep 14 – 16, 2020	Frankfurt, GER
	Part 2: Oct 19 – 22, 2020	London, GB
	Part 3: Nov 23 – 26, 2020	Davos, CH
EP1240	Part 1: Sep 14 – 16, 2020	Frankfurt, GER
	Part 2: Nov 09 – 12, 2020	Hamburg, GER
	Part 3: Dec 07 – 10, 2020	Hamburg, GER

Duration: **11 days**

Fees: **EUR 8,900.– | CHF 9,700.– | US\$ 10,900.–**

Registration: www.bostonprograms.com/ep12 or registration form on the back of the brochure

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

General Management for Developing 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 5 days.

DESCRIPTION

If you are responsible for a team, department or are a specialist or up-and-coming talent, then you know how challenging work on the operative side of the business is. You face exciting tasks and new challenges every day. As a manager, you must be able to draft concepts, strategies and projects and then derive projects from these, with courses of action to achieve set objectives. On the other hand, you also need to convince decision-makers of your ideas by providing information about competitors and trends and optimizing potential in a concise manner, supported by sound business arguments.

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.

HOW YOU BENEFIT

- You will learn what things to focus on, in order to set clear priorities
- You will get a holistic knowledge of modern general management
- You will get qualified in exactly those tasks which require a talented business sense, a holistic understanding of management and a focus on results
- You will learn how to grasp complex situations and problems quickly, and to use this to come up with practical solutions
- You will understand what needs to be done to align your business to customer and market demands
- You will learn how to re-design business models, identify where a model is vulnerable, and how to better utilize the potential of existing business models
- You will complete your practical management know-how and increase your ability to make an impact at work
- You will learn to recognize the basics of successful implementation and results achievement
- What you learn at this seminar will help you better include your colleagues and employees in implementation work

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
- People moving up to a leadership position from a technical or sales areas, who need a holistic knowledge of management techniques from the real world
- Junior executives who will assume much more responsibility in the near future

METHODS USED

The seminar is knowledge-transfer that is interesting, experience-based and interactive, but which remains concise and pragmatic at the same time. The methods used include:

- Lectures with instruction and discussions
- Case studies, best practices and practicing
- Working in small groups and teams, with presentations
- Creating check lists and learning tools, so you can apply your knowledge on a practical level immediately
- An exchange of experiences and discussions
- Setting personal priorities using participant suggestions, personal feedback

AREAS OF FOCUS

A 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
- What do you need to win people over?
- 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

Market and Customer-Oriented Management

- 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

Value-driven management, Finance and Controlling

- 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

Leadership and Change Management

- Convincing decision-makers that change is necessary, handling resistance to change
- How to get colleagues and employees on-board
- Target-oriented communications
- Developing the right leadership structure and appropriate organization
- Continuous development and improvement

Problem-Solving Expertise, Projects and Implementation

- Structured vs. repetitive problem solving – why both have their use
- Project management as a leadership task
- Avoiding typical project mistakes
- Successful and sustainable project implementation

Sessions & Fees

EP2810	Feb 03 – 07, 2020	Berlin, GER
EP2820	Sep 14 – 18, 2020	Lucerne, CH
EP2830	Nov 02 – 06, 2020	Hamburg, GER

Duration: **5 days**

Fees: **EUR 3.900.– | CHF 4.400.– | US\$ 4.900.–**

Registration: www.bostonprograms.com/ep28 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

CEO & Senior Executive Seminar

This compact, 4-day seminar will give decision-makers the latest insights, and valuable new ideas, about success-oriented management of modern organizations. Well-founded, practical and result-oriented.

DESCRIPTION

What does modern, future-oriented management look like? Companies face new challenges every day, like dynamic market development, increasing complexity, digitalization, new communication channels, changing business conditions and much more. To deal with these successfully, and to maintain your market position in the future as well, or to even improve upon it, requires more than only solid management skills. Needed is a deep understanding of your company as a dynamic whole. Extensive knowledge of the factors that guarantee a modern company's success. The ability to develop a vision, to translate it into viable concepts and implement these smoothly. And last but not least, a skillful use of the right methods and tools to bring this about.

How to make your company fit for tomorrow is what our 4-days CEO & Senior Executive Seminar is all about. We will do a deep-dive with you into the three levels of successful management:

- Thinking strategically
- Leading authentically
- Executing decisively

Our comprehensive seminar is for senior executives with responsibility for a company or vital areas of a company or institution. It also targets senior managers who need to prepare for an executive task that entails more responsibility. You can really profit from this 4-day seminar of concentrated knowledge-transfer with high practical relevance for your everyday work. Our motto here is "From Concept to Results."

WHO SHOULD ATTEND

Senior executives and upper management, including:

- CEOs, C-level executives, directors, board members
- Company owners, shareholding associates and partners
- Heads of management boards
- Managing directors, general managers, members of the management board
- Senior-level managers who need to prepare for a new and important position

KEY BENEFITS

- First-class, experienced lecturers will give you the latest insights into integrated corporate management from a CEO, corporate and executive management perspective.
- You will undertake a comprehensive, detailed analysis of your own organization. What is its current status quo? How should its future look? What can, and must, be done to achieve future goals?
- You will get valuable insights into strategic management and will take usable ideas for all areas of executive management home with you.
- Examples, best practices, ideas and a guided, moderated exchange of experiences guarantee highest levels of practical knowledge and optimal application.

AREAS OF FOCUS

Effective Corporate Management in the Era of Digitalization and Change

- Rules determining business success
- Requirements for effective management
- Putting result-achievement at the center of your thinking and actions
- From concept to action – the amplifying effects of integrated management practiced every day
- Finding and analyzing a brilliant business idea
- Audit – where does your company stand today?

Factors for Successfully Realizing Strategic Superiority

- Recognizing future markets, competitive configurations and the prerequisites for success
- Having the ability to establish a profitable market position for the future
- The art of using your business growth potential, of fostering and tapping into new profit potential
- Having the power to push forward with transformation processes and strategic changes

Factors for Successfully Realizing Operative Superiority

- Supporting fields of business, customer proximity and your market strengths; but also your technological and performance expertise
- Structures that favor performance and productivity
- Processes that make operative excellence possible
- Expertise in financial questions

Strategic Management

- Modern strategic management
- Growth, productivity and profitability – how are they interrelated?
- Growth as a "must strategy" or as a "can strategy"
- Opportunities offered by Industry 4.0 and digitalization
- Options for creating qualitative and quantitative growth

Concepts for Ensuring Effectiveness

- How companies and organizations should function
- How they often function in reality
- How to successfully deal with complexity
- The significance of decisions when it comes to fields of business, structures and processes

Strengths and Core Competencies as Drivers of Success and Value

- Being best somewhere or mediocre everywhere?
- Customer proximity as a core competency
- The importance of core competencies for being more successful, and for developing the value of your corporation or business

Successful Implementation

- The role of change management
- Accelerating change
- Knowing and overcoming barriers to implementation
- Implementation as executive responsibility

Leadership Skills

- The modern role of a leader
- Motivation theories and strategies
- Communication as core competence
- Work-life balance

«A very inspiring seminar. Experienced lecturers with information from their practical experiences for our everyday work, but who also have the necessary theoretical background.»

Volker Frese, Vivantes GmbH

«A very interesting seminar at a high level.»

Christian Ebert, RUAG Schwiez AG

«A very compact advanced training and refresher for top executives, where we all shared our experiences. It covers all important subjects.»

M.S., Greiner Foam International GmbH

«The seminar was outstanding with very good instructors and well-balanced content.»

Burkhard Max, LTM GmbH

«Knowledge-transfer using real-world examples and working myself on tasks, cleared up my understanding. This spanned the entire event for me.»

Ulrich Meuser, DB Systel GmbH

Sessions & Fees

EP2910	Feb 24 – 27, 2020	Lucerne, CH
EP2920	Oct 19 – 22, 2020	Hamburg, GER

Duration: **4 days**

Fees: **EUR 4,900.– | CHF 5,400.– | US\$ 5,900.–**

Registration: www.bostonprograms.com/ep29 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

International Senior Management Program

This 3-part International Senior 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's 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's 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 International Senior Management Program. It offers you a valuable chance to review and develop your knowledge further in three subjects:

Part 1: Executive 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

Participants should be between 40 and 60 years old and willing to contribute their own experiences to discussions.

AREAS OF FOCUS

Senior Management and 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?

Management Tools for Controlling, Methods for Effective Management

If you delegate authority, trust people to deal with things locally and decentralize decision-making, then there's always that nagging feeling of "Do I have everything under control?" If you want to have "intrapreneurs," you have to loosen the reins a bit, while never giving up the ability to control things. For this, you need the tools of strategic and operative controlling. We will also show you which management methods you should use for your executive staff to:

- Make decision-making transparent
- Get things moving in your company
- Maintain motivation in all departments
- Support and shape entrepreneurial creativity

Sessions & Fees

EP4210	Part 1: Mar 30 – Apr 02, 2020	Hamburg, GER
	Part 2: Aug 24 – 27, 2020	St. Gallen, CH
	Part 3: Oct 19 – 22, 2020	London, GB
EP4220	Part 1: Jun 22 – 25, 2020	Boston, USA
	Part 2: Aug 24 – 27, 2020	St. Gallen, CH
	Part 3: Oct 19 – 22, 2020	London, GB
EP4230	Part 1: Sep 14 – 17, 2020	Boston, USA
	Part 2: Oct 19 – 22, 2020	Hamburg, GER
	Part 3: Dec 07 – 10, 2020	Hamburg, GER

Duration: **12 days**

Fees: **EUR 10,900.– | CHF 11,900.– | US\$ 12,900.–**

Registration: www.bostonprograms.com/ep42 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

Leading Disruptive Change & Innovation

New impulse, a refresher course and trend check. How can the trends in the areas of strategy, digitalization and new technologies be used to earn money for your own business? Where do these offer chances for profitable growth? Where are they a danger due to disruption and competitors with a new business model? And as an executive, how can you proactively plan and control these changes and adaptations to them?

DESCRIPTION

If you operate a successful business today, you want it to stay that way. This is traditionally a part of strategic management. However, trends in the areas of digitalization, technology and even new media can lead to a fast, sometimes abrupt obsolescence of existing business models. Executives who want to be successful in the future need new impulse here and a trend check:

- Is our current business model still valid and can we preserve and develop it?
- Are there any disruptive trends threatening us and what new business models should we use to embark on a successful future?
- How can we awaken sensitivity for change among employees, actively shape the change process and successfully deal with resistance to change?

KEY BENEFITS

The approach here is to have agile strategy and business development, change management and leadership. Customer needs, and customer problems unsolved until now, should form the basis for developing new business models. With these, new markets can be created or today's markets changed with the goal of occupying a profitable market position long-term. How does business development function? What do digitalization and Industry 4.0 mean for my company's strategy? How do we take employees with us and how do we successfully deal with their resistance to change?

WHO SHOULD ATTEND

- Executives who are responsible for the strategic direction of a company or important parts of it
- Men and women responsible for products, markets, customers, key accounts, countries and other important areas of a company
- Those responsible for innovation, new business, securing the future
- Senior- and mid-level executives given the task of preserving and expanding an existing business activity
- Specialists and project managers in the areas of business model development
- Managers responsible for corporate start-ups

AREAS OF FOCUS

Modern Strategic Management

Executives responsible for the strategic management of their company cannot depend on today's recipes for success being tapped into in the future as well. How can you get out of the classic planning logic? That's why it's necessary to rethink and enhance approaches to strategy.

- Digitalization, globalization and new technologies – their influence on strategy and business models
- Real-world examples of new strategy tools and approaches
- The relationship between strategy and results

Today's Business Model

How successful are we with our existing business model, and how can we preserve this success and expand it further?

- Today's business model
- Successful core business – how can we preserve and expand it?
- Core expertise – exactly why are we successful?
- Trend check – where are disruptive developments changing our market position?
- The competitors of the future – who will they be and where will they go on the offensive?

Business Development in Times of Dynamic Change

What trends have the potential to change our current business, and to shake the very foundations of our industry?

- The guidelines needed for every strategy – customer benefits and making a case for them
- Developing a field of business during complex times of dynamic change
- Developing a company vision in a management team
- Fast development of ideas for growth that are based on core expertise
- The growth segments of the future

Business Model Innovation

How can we integrate disruption, platforms, Industry 4.0, new media and the internet into our future business model?

- Recognizing opportunities and limits to disruptive strategies
- Radical increase of customer benefits
- New customer benefits unknown until now
- Highest levels of customer proximity and the “customer experience”
- From a pipeline to a platform company
- From increasing customer value to increasing eco-system value
- Industry 4.0 – alternative approaches and insights from real-world business practices

Start-ups for Established Companies

Can established companies also be founders of start-ups? Not only can they, they have to be!

- Recognizing the start-up potential of a business idea
- Creating a start-up culture, establishing a pioneering spirit
- What is unique about the management of start-ups at established companies?
- Business development in combination with start-up management
- Challenges in designing the organization and processes of a start-up
- Leadership, recruiting, enhancing expertise
- Successful integration of new business or consciously avoiding integration
- How to deal with cannibalization and competitors from two “worlds” within the same organization

Leadership, Change and Transformation

The larger the change that a company is facing, the more it will be required to adapt and transform itself. Success is determined here by a clear strategy, competent change management and effective leadership.

- Leadership challenges and competencies
- One’s own personality in the leadership process
- The latest insights into leadership styles
- Successful leadership in times of change
- Change in an era of Industry 4.0 and globalization
- Fit for the future – corporate culture and change
- Leading leaders
- The most important factors of success in the change process
- Different phases of the change process and the dynamics behind them
- Successful implementation

Sessions & Fees

EP2610	Part 1: Mar 16 – 18, 2020	Frankfurt, GER
	Part 2: Mar 30 – Apr 02, 2020	Hamburg, GER

EP2620	Part 1: Mar 16 – 18, 2020	Frankfurt, GER
	Part 2: Jun 29 – Jul 02, 2020	Davos, CH

EP2630	Part 1: Sep 14 – 16, 2020	Frankfurt, GER
	Part 2: Nov 09 – 12, 2020	Hamburg, GER

EP2640	Part 1: Sep 14 – 16, 2020	Frankfurt, GER
	Part 2: Nov 23 – 26, 2020	Davos, CH

Duration: **3 + 4 days**

Fees: **EUR 6,900.– | CHF 7,600.– | US\$ 8,200.–**

Registration: www.bostonprograms.com/ep26 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

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:

- Decision-makers from management boards, board members, members of supervisory boards
- 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
- 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

One strategy fad quickly follows another. One strategic project follows the next one, when the first project has really just started and is not completed by a long shot. Are we not doing too much of a good thing here? What are «must haves» what are «nice to haves»? What is important here is the right dosage of the new. Modern management theory and real-world management experience offer a lot of insight. In this seminar, we will show you what has proven itself in real business situations.

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

Clarifying your Strategic Position and the Need for Strategic Action

Change is a given. It forces management to constantly check their strategic position. Changes need to be anticipated promptly and dangers to the business have to be recognized. During this process, new opportunities will become apparent and should be capitalized on. That is why it is important for you, as a decision-maker, to recognize 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

Your business model describes how your company will generate profit. Calculating profit based on costs plus margin is banal. More interesting is to link margins to created benefits. Classic business cases often obscure the real profit drivers of a business model. This course teaches you how to identify and use the relevant profit drivers.

- The architecture of creating value, understanding your profit drivers
- Improving on your current business model, developing new business ideas
- Innovative and digital business models

Strategic Options that Promise Success

Decades-long observation, discussions with thousands of decision-makers and evaluating the relevant literature on the subject show that companies often have their own favorite tried and tested strategies. A high percentage of these strategies are transferred into strategic projects and then formulated into strategic initiatives. But we also live in times characterized by disruption, globalization and digitalization. We will introduce you to several promising strategic options along with tips for effective implementation. We will show you the traps you will need to avoid to successfully implement your strategy.

- Strategic options – what works and what does not?
- Classic competitive strategies
- Growth based on core competencies
- Customer-centric strategic approaches
- Evaluating strategic options according to their potential for success and their chances of being realized

Effective Strategy Development Processes

Strategic projects often come to nothing because a sensible way to proceed is missing. That is why many companies let their strategy be done by external consultants. We will show you how to successfully conduct effective strategy development processes, so you can put down a basic roadmap to ensure the future success of your company.

- 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
- Strategies for staff positions, cross-departmental and support functions
- How to integrate the many sub-strategies into an understandable, integrated strategic system
- How to precisely formulate strategies

Implementing a New Strategy, Change Management

The implementation of new strategies requires an efficient implementation system. Just as important is to convince employees that an upcoming change makes sense, that you identify barriers to implementation early, and that you win-over everyone involved.

- Translating strategic objectives into an execution plan
- Ensuring clear responsibility and accountability
- Incentives and controls
- Learning, feedback and adaptation

Sessions & Fees

EP2410	Feb 17 – 20, 2020	Cologne, GER
EP2420	Mar 16 – 19, 2020	Davos, CH
EP2430	Aug 24 – 27, 2020	St. Gallen, CH
EP2440	Oct 05 – 08, 2020	Boston, USA
EP2450	Dec 08 – 11, 2020	Hamburg, GER

Duration: **4 days**

Fees: **EUR 4,600.– | CHF 4,900.– | US\$ 5,400.–**

Registration: www.bostonprograms.com/ep24 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

Strategic Leadership Program

This program shows you how to develop the best possible strategies for your company or business area – in a step-by-step process using the latest insights from strategic management, in theory and practice, and real-world examples. It also demonstrates how leadership and management expertise make it possible to turn strategies into top results – implementation thanks to leadership. 2x4 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, Change and People Skills. 4 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 Result-Oriented

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

EP5210	Part 1: Feb 17 – 20, 2020	Cologne, GER
	Part 2: Mar 30 – Apr 02, 2020	Hamburg, GER
EP5220	Part 1: Feb 17 – 20, 2020	Cologne, GER
	Part 2: Jun 22 – 25, 2020	Boston, USA
EP5230	Part 1: Mar 16 – 19, 2020	Davos, CH
	Part 2: Jun 29 – Jul 02, 2020	Davos, CH
EP5240	Part 1: Aug 24 – 27, 2020	St. Gallen, CH
	Part 2: Sep 14 – 17, 2020	Boston, USA
EP5250	Part 1: Aug 24 – 27, 2020	St. Gallen, CH
	Part 2: Nov 23 – 26, 2020	Davos, CH
EP5260	Part 1: Oct 05 – 08, 2020	Boston, USA
	Part 2: Nov 23 – 26, 2020	Davos, CH

Duration: **4 + 4 days**

Fees: **EUR 7,200.– | CHF 7,900.– | US\$ 8,600.–**

Registration: www.bostonprograms.com/ep52 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

Advanced Strategy – Driving Growth & Business Innovation

To survive in the future, a company will have to constantly reinvent itself and take advantage of strategic opportunities. Many companies, however, struggle with business development and innovation. Classic strategic management approaches have to be reassessed, and then enhanced with the latest insights to meet future developments. This seminar will give you the guidelines you need to develop strategy by thinking outside the box. 3 days.

DESCRIPTION

If you are a strategic leader in your field of business, you cannot assume the recipes for success that got you there will do the same in the future. How can you escape classic planning logic? What new approaches to your business can enrich existing customers, win new customers and ward off competitors? Is the way you define your current business still correct? How can you put your company on its next path to success? How can you balance what is new with what is proven? How can you make employees drivers, and not victims, of change? What parameters will allow you to go on the offensive when pursuing opportunities that constantly present themselves? This seminar will inspire and give a set of guidelines to anyone, for whom the status quo is no longer good enough.

WHO SHOULD ATTEND

Participants should be men and women who lead areas of a company, executives and board members, people responsible for product development and business segments, company founders, consultants, and decision-makers of professional organizations like lawyers and physicians. This seminar is also specifically created for members of supervisory boards, politicians responsible for economic policy, and venture capitalists from the private equity sector. All participants will benefit from this wide spectrum of expertise from people working in many different industries and jobs.

AREAS OF FOCUS

Advanced Strategy – Giving your Company New Momentum

- The latest trends and tools from real-world strategic practices
- If something is seen as a trend, it's already too late
- From conformity to individuality – what is changing on the customer side
- Disruptive technologies, digitalization and new business models
- Economies of scale are out. Economies of speed now determine success

Successful Business Development – Getting rid of what Inhibits your Company's Creativity

- All companies begin as start-ups. When and how do they lose their vigor?
- Business development in practice
- The contributions and limits of classic management tools
- The role played by stakeholders in the renewal process

Business Innovation and Disruption

- How fictional, nightmare competitors can lead you out of the comfort zone
- The determinants of business-model innovation
- Designing business models with the customer at the center
- Transforming threats into opportunities in a targeted way

A New Way of Strategic Thinking – Future-Proofing your Company

- Coming up with new strategic management approaches in a very short time
- Sparing employees «death through PowerPoint presentations»
- Replacing tedious change and implementation processes with platforms and flexible business environments

Effective Implementation – Maintaining your Momentum

- The never-settle-for-less matrix. How compromising makes you vulnerable.
- New roles for those with operational responsibility
- Organizing and managing for a new time

Sessions & Fees

EP2710 Mar 16 – 20, 2020 Frankfurt, GER

EP2720 Sep 14 – 16, 2020 Frankfurt, GER

Duration: **3 days**

Fees: **EUR 3,700.– | CHF 3,900.– | US\$ 4,200.–**

Registration: www.bostonprograms.com/ep27 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

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.

Sales Channels

Classic sales channels are being enhanced or replaced by new sales channels. Internet business. Direct marketing.

Communication and Market Development

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

Leadership in Marketing Management

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

Sessions & Fees

EP1710	Part 1: Feb 17 – 20, 2020 Part 2: Mar 16 – 19, 2020	Cologne, GER Lucerne, CH
EP1720	Part 1: Feb 17 – 20, 2020 Part 2: Jun 15 – 18, 2020	Cologne, GER Hamburg, GER
EP1730	Part 1: Mar 16 – 19, 2020 Part 2: Jun 15 – 18, 2020	Davos, CH Hamburg, GER
EP1740	Part 1: Aug 24 – 27, 2020 Part 2: Nov 02 – 05, 2020	St. Gallen, CH Berlin, GER
EP1750	Part 1: Oct 05 – 08, 2020 Part 2: Nov 02 – 05, 2020	Boston, USA Berlin, GER

Duration: **4 + 4 days**

Fees: **EUR 6,600.– | CHF 7,200.– | US\$ 7,900.–**

Registration: www.bostonprograms.com/ep17 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

Marketing Management for Competitive Advantage

To be successful in the marketplace, a company needs persuasive marketing and to create customer value. This 4-day seminar offers the latest knowledge and practical tools for an integrated marketing approach. We will show you how to optimize your marketing know-how and toolset even further, and how to implement this to generate even more value for your company and customers.

DESCRIPTION

Marketing acts as interface between a company and its surroundings, especially with customers, and is seen as one of the central activities of modern corporate management. We live in a globalized economy with increased competitive pressure, shorter product cycles and ever-changing markets. Having a marketing mindset and knowing its methods are becoming increasingly more important, because they allow you to create real corporate value. If your marketing efforts are consistently focused on customer value, you are better able to capitalize on the potential of your existing customers. And – thanks to your value-oriented focus – to win new customers, create brand value and last but not least, to build up a profound insight into your customers and your industry. And these days the internet, digitalization, social media, community building and new forms of communication represent a major challenge to modern marketing. These things could cause a major shift in the value-added process. Marketing, therefore, is increasingly a question of communication, relationship management and customer value and how to build, develop, and leverage that value.

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
- Executives who are planning to assume marketing tasks in the future or who are going to become more of a decision-maker for the marketing activities at his or her company
- Entrepreneurs and marketing consultants

KEY BENEFITS

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.

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
- Customer and customer behavior
- 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
- Alternative marketing – a summary of strategies for this
- 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
- The right pricing – how to determine this and get it approved
- 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?
- Going on the offensive in market cultivation and customer retention
- Corporate identity and brand concepts
- Brand management and emotion
- Sales determine results, so sale channels need to be carefully chosen
- 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 Controlling 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

EP5810	Mar 16 – 19, 2020	Lucerne, CH
EP5820	Jun 15 – 18, 2020	Hamburg, GER
EP5830	Nov 02 – 05, 2020	Berlin, GER

Duration: **4 days**

Fees: **EUR 3,700.– | CHF 3,900.– | US\$ 4,500.–**

Registration: www.bostonprograms.com/ep58 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

International Marketing & Strategy Program

The International Marketing & Strategy Program is a 2-part program for managers with responsibility for markets, countries, customers, product groups, brands, distribution channels.

DESCRIPTION

The International Marketing & Strategy Program combines two central aspects – the focus on market and customer proximity as part of marketing management, and the constant effort to achieve growth and increase profitability within a framework of strategic management.

WHO SHOULD ATTEND

- Marketing executives responsible for leading strategy, innovation, and organizational change in their companies, or client firms
- Senior leadership responsible for market management and who are in charge of positioning and strategic development of that market
- Heads of marketing, sales, distribution and marketing areas, who are responsible for implementing market strategy as stipulated by Marketing management

AREAS OF FOCUS

PART 1: Market and Customer Orientation

Market and Customer-Oriented Company Management

- The components of strategic marketing
- Trends and developments
- The principles behind dynamic markets
- Developing and implementing marketing strategies

The Marketing Mix – Its Central Elements and Concepts

- The right product, service and portfolio policy
- Appropriate pricing – how do you determine and implement it?
- How do you organize company communication? How can you ascertain its budget and resource needs?
- Taking the offensive in customer retention
- Corporate identity and brand concepts
- Ultimately, results are achieved by distribution so the right sales channels must be chosen
- What sales and distribution channels make sense and how do you implement them?
- Success at the point-of-sale
- CRM and key-account management
- Digital and online marketing
- Using e-marketing

Leading the Integration of Digital and Traditional Marketing

- How do you measure the success of marketing activities?
- The tasks of marketing implementation
- Real examples from the business world

Part 2: Strategic Management

The Strategic Concept

- The importance of growth for the viability of a business
- How to achieve growth
- How management controls growth

Analyzing your Strategic Positioning

- The business portfolio
- Examining your business model
- Types of business activities that accelerate growth

Recognizing Growth Potential

- Unsolved customer problems, new customer benefits
- The potential of existing customers
- Creating new markets
- Gaining market share and business development

Growth and Profitability

- Which growth concepts are a danger to profitability
- What you need to do to achieve profitable growth

Successful Implementation

- Recognizing the modifications needed
- Successfully dealing with resistance

Sessions & Fees

EP0310	Part 1: Mar 16 – 19, 2020 Part 2: Aug 24 – 27, 2020	Lucerne, CH St. Gallen, CH
EP0320	Part 1: Jun 15 – 18, 2020 Part 2: Aug 24 – 27, 2020	Hamburg, GER St. Gallen, CH
EP0330	Part 1: Sep 07 – 10, 2020 Part 2: Oct 05 – 08, 2020	Hamburg, GER Boston, USA
EP0340	Part 1: Sep 07 – 10, 2020 Part 2: Dec 08 – 11, 2020	Hamburg, GER Boston, USA ^f

Duration: **4 + 4 days**

Fees: **EUR 6,600.– | CHF 7,200.– | US\$ 7,900.–**

Registration: www.bostonprograms.com/ep03 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

Excellence in Online Marketing & Social Media

The possibility of using online marketing and social media for your company's marketing and business strategy – in a way that's cost-effective, transparent and measurable. 3 days.

DESCRIPTION

Online marketing and social media are very attractive to a company's marketing and business strategy. Their possibilities for reaching a large number of customers, who have not been customers until now, and to interact with them are almost limitless. At the same time, they are cost-efficient, transparent and measurable. But only if you employ your online marketing and social media activities correctly and combine them with classic activities. We will show you how to do this, which is especially important now, as technology and the tools you need continue to develop at breakneck speed.

KEY BENEFITS

- You will experience first-hand how online marketing and social media can be used, from branding to promoting sales and winning new customers
- You will learn how to take advantage of online marketing and social media as an integral part of your corporate communications
- You will understand how to avoid letting the complexity and costs of online communications get out of hand, while making your activities transparent and measurable
- You will learn how to design an online marketing concept that is tailor-made for your company

WHO SHOULD ATTEND

This seminar is perfect for mid-career executives and high-performers from customer and market-oriented areas of the business; along with managers and specialists for:

- Marketing, product management
- Brand management, communication and advertising
- Distribution and sales, customer service

AREAS OF FOCUS

Creating and Launching an Online Marketing Strategy

- Effective communications today
- Making your company fit for an online future
- Website marketing and usability
- Important measurement parameters and defining them
- Tools and how they function

Search-Engine Marketing and Digital Advertising

- From keywords to Adwords to Google Analytics – definitions and tools
- How can you achieve top rankings at Google?

- How can you reach your customers using search-engine optimization?
- When does online advertising pay off?
- Developing and implementing targeted Adwords campaigns

Social Platforms as Part of your Marketing Strategy

- The technologies, strategies and tactics of social-media marketing
- An introduction into the use of Facebook, Twitter, YouTube for marketing purposes
- How to take advantage of the potential of these media as part of your company's marketing and communication strategy
- Creating messages and placing them effectively

Social-Media Strategies

- Relevance, identification, factors of success
- Planning and conceiving a social-media strategy
- Social-media monitoring

Social-Media Programs

- Facebook marketing and Twitter for business
- Instant messaging – Snapchat and WhatsApp
- Forums and blogs
- YouTube as a marketing channel

Sessions & Fees

EP4410	Mar 23 – 25, 2020	Flims, CH
EP4420	Sep 07 – 09, 2020	Wildhaus, CH

Duration: **3 days**

Fees: **EUR 2,900.– | CHF 3,300.– | US\$ 3,600.–**

Registration: www.bostonprograms.com/ep44 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

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
- Liquidity and profitability
- Financial value creation, corporate value management
- Controlling, review and evaluation

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
- How to calculate corporate value

Capital Expenditures

- Capital expenditures as a «profit killer»
- 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
- Internal or external financing?
- The logic behind the capital market
- Negotiating with banks
- Understanding credit ratings

Investments and Financial Decisions

- The criteria for making decisions
- Increasing capital intensity as threat to profit targets
- Investing where it's necessary
- Make or buy – finding the optimum value-added depth

Liquidity Management, Working-Capital Management

- Warning – liquidity traps ahead!
- How many liquidity reserves are needed?
- Tools for managing liquidity
- Working-capital management

Increasing Corporate Value

- Factors influencing return on investment and corporate value
- The tools for managing results
- Measures that will improve results
- Realizing cash-flow objectives
- Getting rid of the sources that cause losses
- Taking advantage of untapped potential for improving results
- Cementing fixed costs as a loss of flexibility

Profitable Growth

- Exceeding your minimal necessary size
- Growth in a growing market
- Growth in a stagnating market
- How to achieve profitable growth

Designing the Right Cost Structure

- Determining allowable costs
- Designing an appropriate cost concept based on market realities
- 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
- Acquiring market share
- Acquiring size, real or presumed synergies and the effects of added experience
- Buying into new business and new core competencies
- Assessment, due diligence

Restructuring and Portfolio Adjustment

- Recognizing the need for restructuring at an early stage
- Recognizing profitable and unprofitable business activities
- Securing the viable parts of a company
- Divesting yourself of non-viable parts of a company
- How to develop a feasible restructuring concept
- Corporate portfolio and portfolio adjustment

Restructuring to Achieve a Turnaround

- Revitalizing a company's ability to restructure
- The restructuring concept
- Achieving a turnaround

Controlling, Review and Evaluation

- What do you need to evaluate to achieve effective financial management?
- What review and evaluation tools are necessary, and do they reveal deviations early enough?

Managing with Key Performance Indicators

- What KPIs allow you to reduce the tasks of financial management to their essentials?
- What content should a management report have, to be a concise controlling tool?
- Analyzing business models using KPIs

«Every executive should take this seminar on financial management. Super general survey, with many current examples and amazingly interesting discussions.»

Josef Fiala, ASFINAG Service GmbH

«Excellent and practical-oriented. The trainer was tops with outstanding coordination.»

Nicole Reising, Metzler Asset Management GmbH

«Extremely practical-oriented!»

Roland Keller, Robert Bosch (Pty) Ltd.

«Presented content affecting me with extremely high levels of practical relevance. Presented in an exciting way using real-life examples.»

Michael Schreyögg, MTU Aero Engines AG

«Relevant. Amazing practical focus. A very good mix of theory and practical examples.»

Malte C. Blumenthal, CTS EVENTIM AG & Co. KGaA

«A very good refresher course in the latest insights. A lot of practical relevance.»

Torsten Wunderlich, Flughafen Hamburg GmbH

Sessions & Fees

EP8410	Mar 09 – 12, 2020	Berlin, GER
EP8420	May 11 – 14, 2020	St. Gallen, CH
EP8430	Oct 12 – 15, 2020	Flims, CH
EP8440	Oct 19 – 22, 2020	London, GB
EP8450	Dec 07 – 10, 2020	Hamburg, GER

Duration: **4 days**

Fees: **EUR 4,600.– | CHF 4,900.– | US\$ 5,400.–**

Registration: www.bostonprograms.com/ep84 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

Finance & Financial Decision-Making 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

Controlling, Review and Evaluation

- Developing a KPI system for financial controlling
- Understanding controlling reports and how to interpret them correctly

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

EP8210	Mar 23 – 26, 2020	Hamburg, GER
EP8220	May 04 – 07, 2020	Steckborn, CH
EP8230	Sep 28 – Oct 01, 2020	Davos, CH
EP8240	Nov 23 – 26, 2020	Berlin, GER

Duration: **4 days**

Fees: **EUR 3,700.– | CHF 3,900.– | US\$ 4,500.–**

Registration: 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 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

EP4810	Part 1: Mar 09 – 12, 2020	Berlin, GER
	Part 2: Mar 16 – 19, 2020	Davos, CH
EP4820	Part 1: May 11 – 14, 2020	St. Gallen, CH
	Part 2: Oct 05 – 08, 2020	Boston, USA
EP4830	Part 1: Oct 12 – 15, 2020	Flims, CH
	Part 2: Dec 08 – 11, 2020	Hamburg, GER
EP4840	Part 1: Oct 19 – 22, 2020	London, GB
	Part 2: Dec 08 – 11, 2020	Hamburg, GER

Duration: **4 + 4 days**

Fees: **EUR 7,200.– | CHF 7,900.– | US\$ 8,600.–**

Registration: www.bostonprograms.com/ep48 or registration form on the back of the brochure

Young Leader Program

A lot is asked of employees who are being groomed to soon assume a leadership role and take on important management tasks. If this sounds like you, then this program is just the ticket. It makes sure you fulfill the expectations placed in you for contributing to company success, and it will make sure you realize your own potential as a leader. To become a leader at your company, you'll need solid skills in leadership and management. This concise 12-day program will support you in developing these skills.

DESCRIPTION

Today's successful companies have expanded their insight in manager development, young employee support and career planning to actively promote young employees. As a result, young managers and staff are often given the responsibility for important tasks, projects and management functions. This of course means that these emerging leaders face new challenges when it comes to their management expertise, but also their leadership skills.

At the same time expectations have also changed. It's no longer enough to wait until someone tells you to do something. Companies expect young employees – thanks to their holistic understanding of management – to have ideas of their own and to provide new impetus, to develop their own initiatives, to develop projects and apply for approval from upper management and to implement them.

They expect this of you because all these things are requirements for a positive development of your career and for further exciting tasks. Good bosses with high leadership expertise develop and support their employees. They know that encouraging young staff and discovering new talent, is one of the noblest tasks a boss can do. And a boss today is increasingly judged by how well he or she is able to form young, talented employees into high potentials and leaders. The way from a specialist and young staff to a management position is not without its dangers, of course. You leave your comfort zone and are suddenly in the middle of things all by yourself. This makes you more transparent, vulnerable and you stand between employees, colleagues and senior management. And you need to create an image of yourself as leader within your company. Boston Business School can accompany you here and with its Young Leader Program you'll be taking a major step in the right direction. This program will prepare you for a future career as an inventive, committed and effective leader.

STRUCTURE

Part 1: Personality, Presence and Performance. 3 days

Part 2: Leadership and People Skills. 4 days

Part 3: General Management. 5 days

The order of the three parts above can vary. An individual combination of the three parts is also possible.

KEY BENEFITS

This practical-oriented program will form the cornerstone of your successful management career. Among other things you will learn:

- Self-management skills to successfully handle tasks and achieve objectives
- What the tools and methods of team and employee leadership are and to strengthen how to use them
- The basis for convincing leadership behavior, and to develop your own personal leadership style
- To strengthen your personal and social skills
- How to motivate other people, strengthen your own team competence and skills in handling conflict
- To improve your collaborative and communications skills
- How to represent yourself and your company convincingly
- How to bring your personal goals in line with company goals
- To take a holistic look at the most important topics of corporate management
- How to use your knowledge of strategy, a business sense and pragmatic solutions to impress

WHO SHOULD ATTEND

- Junior executives, specialists and project managers at 28 to 42 years of age who need to prepare for a professional challenge that requires a holistic leadership perspective
- Professionals with jobs in any area of business, who in the future are supposed to lead more and implement less, and who will need to develop skills to carry out business activities
- Future leaders who has been promoted by their boss and will be taking on higher functions soon
- Young management and practitioners who want to optimize their personal effectiveness and better contribute to the overall performance of the company they work for

AREAS OF FOCUS

Part 1: Personality, Presence and Performance

Self-Management – Leading Yourself

- Self-awareness, assuming personal responsibility and clarity as basis for a successful manager
- Developing your own way of working, self-organization and using your own personal resources
- Approaches for effective time management, avoiding stress factors and “time thieves”
- Self-management in practice – how do I manage myself?

Improving how Effective You Are

- Setting the right priorities and realistic goals
- Making sure company objectives are the same as your own objectives
- The right way to delegate
- Thinking and working in a constructive manner
- Improving my own decision-making behavior

- How to handle conflict more effectively
- Strengthening my ability to avoid stress

Personality and Presence

- Knowing the different facets of your personality
- How do you perceive yourself and others?
- Communication, body-language and authenticity in discussions and group situations
- Being more assertive

Part 2: Leadership and People Skills

The Basics of Effective Leadership

- Alternative leadership styles, situational leadership skills
- Psychological awareness

Skills and Performance

- The main skills a leader needs
- How skills can be implemented to achieve tangible results
- Establishing a healthy work-life balance

Motivation and Commitment

- Motivating yourself and others
- Convincing team members of your own ideas

Working towards Common Goals

- Organizing employees to achieve common goals
- Management according to agreed-upon objectives

Methods of Leadership

- Tools for leading employees
- Mastering difficult leadership situations

Team-Building, Team Leadership

- How to put together a top-performing team
- How to skillfully manage your team

Part 3: General Management with a Focus on Results

Strategic Management and the Business Model

- Strategic objectives and direction as guidelines
- The importance of a business model
- Being able to understand strategic concepts
- The strategic management toolbox
- Essentials of finance

Market and Customer Management

- The market as benchmark
- Customer segments and customer benefits
- Demand as the basis for value-creation
- The prerequisites for market success

Success in Implementation

- How to be successful at implementation
- Developing expertise in solving problems
- Project management as a management task

Sessions & Fees

EP2010	Part 1: Mar 30 – Apr 01, 2020	Berlin, GER
	Part 2: Jun 15 – 18, 2020	Brunnen, CH
	Part 3: Sep 14 – 18, 2020	Lucerne, CH

EP2020	Part 1: Aug 26 – 28, 2020	Zurich, CH
	Part 2: Sep 14 – 18, 2020	Lucerne, CH
	Part 3: Oct 19 – 22, 2020	Davos, CH

Duration: **12 days**

Fees: **EUR 7,200.– | CHF 7,900.– | US\$ 8,600.–**

Registration: www.bostonprograms.com/ep20 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

Emerging Leaders Program

This is a comprehensive management program for the targeted development of emerging leaders like you. Conducted over 13 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 Emerging Leaders Program offers the latest insights into key business practices and the skills you need to work even more effectively in cross-functional teams, and to advance your career.

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 advance their career, while helping their company even more by becoming great all-rounders and future leaders. 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, to shine the moment they take on their new tasks. And it targets specialists from service areas, who want to jump-start their career as they move to the next management level.

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

- Communicating in your everyday work
- 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 bass 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

EP3010	Part 1: Feb 03 – 07, 2020	Berlin, GER
	Part 2: Mar 02 – 05, 2020	Berlin, GER
	Part 3: Mar 23 – 26, 2020	Hamburg, GER
EP3020	Part 1: Feb 03 – 07, 2020	Berlin, GER
	Part 2: May 04 – 07, 2020	Steckborn, CH
	Part 3: Jun 15 – 18, 2020	Brunnen, CH
EP3030	Part 1: Sep 14 – 18, 2020	Lucerne, CH
	Part 2: Sep 28 – Oct 01, 2020	Davos, CH
	Part 3: Oct 19 – 22, 2020	Davos, CH

Duration: **13 days**

Fees: **EUR 7,900.– | CHF 8,700.– | US\$ 9,500.–**

Registration: www.bostonprograms.com/ep30 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

International Junior Management Program

Understanding all the facets of management and leadership. Strategy, marketing, customer-orientation, implementation, people skills and leadership. 5+4 seminar days.

DESCRIPTION

As a young manager, junior staff or a specialist with responsibility, you have ideas that you want to bring to your company and you want to make a difference. There are lots of things to improve, optimize and change. The only thing you don't have is experience. You haven't learned what working for an organization for many years can teach you. Knowledge that is expensive to come by – through tests, paying for coursework, through systematic learning. But primarily, you do not yet know the difference between good management and bad management, which management models in which situation lead to objective-attainment, what tools and methods you need to think holistically in specific real-world situations and how to always work in a result-oriented way. In short, you have yet to learn the art of holistic general management. The good news is – this knowledge you can learn. For many years, our lecturers have pursued the goal of making management knowledge teachable and learnable. They have analyzed countless case studies from the business world. They have met with companies, CEOs, those responsible for management development and Human Resources, along with management and staff to learn the factors for successful, effective management. And they have read international studies and publications. From the multitude of business models, teachings, false teachings and passing fads, they have created the content of this program in condensed form.

The 2-part International Junior Management Program teaches you all of this. It will help you fill the gaps in your experience, avoid management mistakes, improve your social competence, and to differentiate between correctly-conceived approaches from those that are wrong. You will profit directly from the comprehensive knowledge about right management this program has to offer.

WHO SHOULD ATTEND

This program was created especially for early- and mid-career executives, junior management and professionals, project managers and specialists from all areas of business who want to learn – in a concise and condensed form – the tools needed for good and effective management. This is the ideal course of instruction for 28-42 year-olds who are growing into more management responsibility and seeking the tools and methods to improve their personal effectiveness. And it is also the right program to foster high potentials from the ranks of young management.

AREAS OF FOCUS

Part 1: Strategic Management and Market Success

All the Facets of Effective Management

- Developing a holistic understanding of a company
- Effective tools, models and system orientation
- Tools for attaining results

General Rules of Management

- General rules behind managing a company, an organizational unit or operational areas
- General rules behind managing individuals, teams, departments and networks

Corporate Policy Measures

- Guiding principles and business mission
- Fundamental corporate policy decisions

The Company and its Environment

- Underlying conditions and external influences
- The business environment and its constellation of industries

Normative Guidelines and Corporate Values

- Values, normative management
- Shareholder or stakeholder value?
- Customer value as principle to orient business activities on
- Management and behavior guidelines

Strategic Management, Strategic Direction

- What differentiates good from bad strategies
- Developing a strategy that promises success, formulating it and condensing it into decision-making guidelines

The Logic of My Industry, the Logic of the Market

- Competitive behavior today and in the future
- The importance of the industry lifecycle
- Level of maturity and general principles of the market
- Anticipating how the market will develop
- Creating and developing markets

Customer Orientation and Market Success

- Never stop looking for new value for the customer
- How to build-up and use profitable customer relations
- The prerequisites for sales success
- Achieving the right positioning in the market

Sales Success

- Everything is for naught without sales
- Understanding good sales concepts that promises success
- How should you manage sales success?

Structures and Processes

- How company structures and processes bring about efficiency or inefficiency
- Optimizing structures and processes

Results, Cash Flow, Return on Investment

- What opportunities are there to manage yearly results, cash flow, return on investment or profit margins?
- Identifying and using opportunities to increase profits

Part 2: Modern Leadership

Self-Management

- The art of setting the right priorities
- The ability to delegate
- The necessity of using your time sensibly

Social Competence

- Psychological foundation
- What effect to I have on others?
- Social competence as a prerequisite for successful leadership

Communication

- Conducting meetings to be solution-oriented
- Rhetoric and appearance
- Skillful negotiations

Leading Employees

- Developing employees and leading them to success
- Tools and methods for leading employees
- Agreeing on objectives, managing with objectives
- Coaching and support, getting employees the right qualifications

Leading Teams

- Organizing teams to achieve results
- Leading an interdisciplinary group of people
- Using the principles of group dynamics

Your Personal Leadership Style

- Managing the situation correctly
- Leadership styles

Your own Strengths in the Leadership Process

- Using your strengths to initiate change when change is needed
- Using your strengths in the analysis process
- Using your strengths when formulating measures and courses of action
- Using your strengths to motivate and during the implementation process
- Using your strengths to coach and control

Sessions & Fees

EP3110	Part 1: Feb 03 – 07, 2020	Berlin, GER
	Part 2: Mar 02 – 05, 2020	Berlin, GER
EP3120	Part 1: Feb 03 – 07, 2020	Berlin, GER
	Part 2: Jun 08 – 11, 2020	Rottach-Egern, GER
EP3130	Part 1: Sep 14 – 18, 2020	Lucerne, CH
	Part 2: Oct 19 – 22, 2020	Davos, CH
EP3140	Part 1: Sep 14 – 18, 2020	Lucerne, CH
	Part 2: Oct 19 – 22, 2020	Davos, CH

Duration: **5 + 4 days**

Fees: **EUR 5,900.– | CHF 6,500.– | US\$ 7,200.–**

Registration: www.bostonprograms.com/ep31 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

Modern Leadership & Essential People Skills

In this seminar, you will obtain knowledge, tools and get feedback for further developing 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 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

EP6010	Mar 02 – 05, 2020	Berlin, GER
EP6020	Jun 08 – 11, 2020	Rottach-Egern, GER
EP6030	Sep 14 – 17, 2020	Cologne, GER

Duration: **4 days**

Fees: **EUR 3,700.– | CHF 3,900.– | US\$ 4,500.–**

Registration: www.bostonprograms.com/ep60 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

Leadership for Executives

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

DESCRIPTION

Competent 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

EP5410	Mar 30 – Apr 02, 2020	Hamburg, GER
EP5420	Jun 22 – 25, 2020	Boston, USA
EP5430	Jun 29 – Jul 02, 2020	Davos, CH
EP5440	Sep 14 – 17, 2020	Boston, USA
EP5450	Nov 09 – 12, 2020	Hamburg, GER
EP5460	Nov 23 – 26, 2020	Davos, CH

Duration: **4 days**

Fees: **EUR 4,600.– | CHF 4,900.– | US\$ 5,800.–**

Registration: 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

Leadership Development Program

Above-average performance is the result of self-mastery and numerous leadership qualities. This program will help you further develop a set of skills that allows you to guide, inspire, and work with others. 4+3 days.

DESCRIPTION

Leadership and management are what we focus on at the Boston Business School. What's the difference between a true leader and a mere caretaker? How is top business performance achieved? Why it's not enough to just develop good concepts. The spark of enthusiasm for these concepts must also jump to those from whom concrete results are expected. And what must you do, to become a role-model executive? There are a lot of self-proclaimed gurus out there who invent popular trends and lead people to believe they have patent solutions to everything. Our studies and long years of business experience have shown that these kinds of solutions don't exist. Above-average performance in business is the result of numerous leadership qualities. To demonstrate these and practice them is the goal of the 2-part International Leadership Program.

WHO SHOULD ATTEND

- Experienced managers, functional specialists and team managers from all areas of business who want to be even more effective using proven leadership principles
- Practitioners who want to evaluate and enhance their management success using the latest leadership insights
- Soon-to-be-promoted managers who want to systematically prepare for broader responsibilities of a new leadership role
- Executives with technical or scientific background who are successful leaders already but want to know the reasons for their success in order to strengthen their skills even further

KEY BENEFITS

- You will enhance your strengths, tap potential and unused reserves for even better performance in a targeted way, improve your self-management skills and gain in authority and confidence as a leader
- You will clarify and better understand the role you play at work, which will help you navigate more effectively through your various fields of activity
- You will be provided with a host of important leadership skills that will enhance your leadership toolbox even further
- You will practice your leadership behavior and get constructive feedback about it
- You will learn how to examine the effect you have on others and to control it
- You will attain in-depth knowledge about the verbal and non-verbal communication process

- You will sharpen your personal awareness of group dynamics, social processes and conflict
- This program offers an integrated, in-depth look at certain topics, and you can ask questions at any time

STRUCTURE

Part 1: Leadership and People Skills. 4 days

Part 2: Personality, Authenticity and Presence. 3 days

AREAS OF FOCUS

Leadership Skills at a Glance

- What skills do successful leaders possess?
- What personality traits should an executive have or develop?
- What experiences and studies can leaders learn from?

Everyday Leadership, the Importance of Managing the Situation

A successful leader must lead correctly in many different situations.

- Typical, everyday leadership situations
- Judging the leadership situation correctly
- The principles behind effective leadership in an era of change, globalization and digitization

Managing Yourself

Successful leadership begins with managing yourself.

- Your own management style
- Self-management and time management
- Attributes of your work techniques
- How do I conduct myself when making a decision?
- Willingness to trust people
- How to deal with the subject of delegation
- Improving my personal efficiency

My Own Leadership Personality

- The personality of a leader is decisive
- Presence, appearance, charisma
- Analyzing my personality type
- Recognizing my own strengths and weaknesses, developing my strengths

Communication and Conflict Management

- The importance of you as «brand»
- The image of an executive
- The principles of successful communication
- The correct way to handle conflict

Using your Mental Strengths to Master Everyday Leadership Challenges

Inner strength can move mountains – you only have to use it.

- Self-confidence and willpower
- Releasing your potential
- Power and power struggles
- Sustaining motivation
- Leading difficult discussions in a convincing way

Choosing the Right Employee and Team Member

To attract the «right» employees, and then choose and use them in the right places are vital factors in effective, successful leadership.

- To be popular as a leader
- Giving employees jobs that match their abilities, using diversity
- Developing teams

Leading Employees and Teams

- Motivational leadership as key to success
- Motivational theories and what value they really offer
- Nothing will work without trust
- How to multiply your own abilities
- Leading teams in international settings

Self-Organization and Intrapreneurship

Executives who do everything themselves can be more effective, if they learn how to train employees to develop entrepreneurial qualities on their own.

- Have high expectations, encourage and coach
- How to identify staff talent and develop it
- How to get an employee's intrapreneurial talent to blossom

Leading with Objectives

Approved and accepted objectives are the first step to good results.

- Successful leadership focuses on objective-achievement
- Developing the right objectives
- How to formulate objectives correctly, how to measure objective-achievement

Evaluating Performance

Experience tells us that even seasoned executives have a hard time evaluating their employees fairly.

- Evaluating performance
- Holding a qualification interview
- Constructive criticism

Corporate Culture and Identity

The challenges facing companies today can only be successfully mastered with employees who reflect their company's corporate culture in everything they do.

- What is our corporate culture and what about my team?
- What corporate culture do we need to have, how agile are we?
- Opportunities to effect a desired change in corporate culture
- Practical examples from the business world

Change Management

Organizations tend to be sluggish and cumbersome. At the same time, internal and external changes require from them the ability to change quickly.

- Fit for change – how to prepare
- What is required to drive change implementation?
- Programs for making your company quicker and more agile
- What mistakes must you avoid?

Sessions & Fees

EP6910	Part 1: Mar 02 – 05, 2020	Berlin, GER
	Part 2: Mar 30 – Apr 01, 2020	Berlin, GER
EP6920	Part 1: Mar 02 – 05, 2020	Berlin, GER
	Part 2: Aug 26 – 28, 2020	Zurich, CH
EP6930	Part 1: Jun 08 – 11, 2020	Rottach-Egern, GER
	Part 2: Aug 26 – 28, 2020	Zurich, CH
EP6940	Part 1: Jun 15 – 18, 2020	Brunnen, CH
	Part 2: Aug 26 – 28, 2020	Zurich, CH
EP6950	Part 1: Sep 14 – 17, 2020	Cologne, GER
	Part 2: Nov 23 – 25, 2020	Berlin, GER

Duration: **4 + 3 days**

Fees: **EUR 5.900.– | CHF 6.500.– | US\$ 7.200.–**

Registration: www.bostonprograms.com/ep69 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

Leadership for High Potentials

Young managers and promising future leaders who still have limited leadership experience, will learn and practice the essentials of successful leadership over four days in this seminar.

DESCRIPTION

If you have recently assumed responsibility for leading others or will do this soon, then you know that, by taking a leadership position, the requirements of your role at work will fundamentally change. New will be leading people who were colleagues a short while ago. New will be the responsibility for the motivation and performance of others. Upper management trusts you and you do not want to disappoint them by not meeting their expectations. With your new function at the company, you're faced with new challenges. To master these, you need new knowledge. This 4-day course offers this, and the opportunity to practice your new expertise in leadership and employee management.

WHO SHOULD ATTEND

Early-career managers, high potentials and talented professionals from all areas of the company with limited experience and knowledge in leadership, who want to complete comprehensive leadership training. This seminar will give you insights into leadership theory, and let you practice your own leadership skills in real-world situations.

KEY BENEFITS

- You will acquire knowledge about leadership and leadership styles
- You will reflect upon your own leadership skills with support from constructive feedback
- You will learn to recognize typical leadership traps and how to avoid or master them
- You will learn what your own strengths are, and you will enhance your leadership potential in a targeted way
- You will develop certitude and self-confidence in yourself as a young leader

AREAS OF FOCUS

Leadership Knowledge and Leadership Styles – the Fundamentals

- What does «leading» mean?
- What really counts are results
- Management models – an important help in structuring
- Situational leadership and different leadership roles

Leadership Tools, Leadership Methods

- Managing using agreed-upon objectives
- Setting priorities, delegating tasks
- Evaluating performance and qualifications of employees

- Constructive criticism and giving feedback – how is this done correctly?

My Leadership Personality – Me as Leader

- Managing myself
- Reflecting on my own behavior as a manager and leader
- Personal goals, my personality type and my role as leader – how they relate and interact
- Developing my own management style
- The effective leader

Elements of Social Competence

- Social skills – a prerequisite for effective leadership
- How do I improve my social skills?
- Optimizing my personal strengths – where is it worth the effort to work on myself as a person?

Employee Management, Team Building and Communication

- Rules and principles of successful employee management
- How to effectively motivate employees
- Team building, team development, team management
- How to deal with conflict, manage difficult employees
- Practical know-how for leading meetings and discussions

Sessions & Fees

EP6310	Jun 15 – 18, 2020	Brunnen, CH
EP6320	Oct 19 – 22, 2020	Davos, CH

Duration: **4 days**

Fees: **EUR 3,700.– | CHF 3,900.– | US\$ 4,500.–**

Registration: www.bostonprograms.com/ep63 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

Personality, Authenticity & Leadership Presence

Having confidence, being able to convince others, are traits you cannot do without if you want to achieve even more. You will evaluate and enhance your repertoire of personal and social skills in this 3-day top-level personality training for managers.

DESCRIPTION

In today's turbulent times, executives and managers are expected, more than ever before, to master difficult situations, and prevailing management methods are increasingly not enough. Developing your own leadership personality and presence – so you come across authentic, clear-headed, competent, and a person people want to know – will lead to trust, respect, recognition and sustainable success as a manager.

You can lead more effectively, be calm and composed, if you know your own personality, your own resources and potential. Confident managers like you need to know your strengths and weaknesses. You need to have a clear picture of how your behavior affects those around you, so you can use this to strengthen your people skills even further. We will show you how to achieve this.

KEY BENEFITS

This course will help your personality be even stronger than it already is. You will evaluate and enhance your repertoire of personal and social skills by using them in various simulated real-world business situations. Under no circumstances will you practice the same behavior each time. On the contrary, you as a person – with all its rough edges – should be visible at all times. You will learn how to handle public and private situations with confidence and to be effective and convincing.

WHO SHOULD ATTEND

- Motivated managers who seek an open and constructive evaluation of their personality and how they appear to others in professional and private situations
 - Professionals and specialists who want to attain tools that will help them use their personality to even better effect
 - People pursuing important positions at their company and want to have the personality to achieve it
- Curiosity and the willingness to question yourself as a person are the prerequisites for successful participation in this seminar.

AREAS OF FOCUS

- Recognizing your own personality type and your own behavioral patterns
- Attributes of management and leadership behavior

- Growing with leadership tasks
- Self-analysis and how your surroundings, employees, supervisors and customers perceive you
- The secret behind coming across in a positive way to others
- A successful manager's appearance and its effect on others
- How to recognize and master insecurity and doubt
- Dealing with conflicts and fears in a professional way
- Analysis and targeted application of your strengths; identifying and compensating for weakness
- How to motivate others, get them enthused about their work
- Improving the quality of personal relationships – knowing human nature and trusting others
- Recognition and respect
- Verbal and non-verbal communication expertise and its effect on others
- Tips and tricks for the right outfit and appearance
- Targeted use of language, rhetoric and behavioral patterns
- Ways to be even more calm and collected
- Recommendations for reducing stress when appearing in public and privately

«It was a pleasure to learn and improve my skill-set in a very personal setup. It was a lecture with profound knowledge, examples and experiences to foster my skills.»

Nicole Martens, adidas AG

Sessions & Fees

EP1410 Mar 30 – Apr 01, 2020 Berlin, GER

EP1420 Aug 26 – 28, 2020 Zurich, CH

EP1430 Nov 23 – 25, 2020 Berlin, GER

Duration: **3 days**

Fees: **EUR 2,900.– | CHF 3,300.– | US\$ 3,600.–**

Registration: www.bostonprograms.com/ep14 or registration form on the back of the brochure

Are you interested in corporate education or consulting?
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Excellence in Negotiation & Communication

Good communication and effective negotiation is not an art, but an essential key to success. In this comprehensive, 3-day training you will learn and practice the techniques of skillful communication and being persuasive in negotiations.

DESCRIPTION

Skillful negotiations and effective communications go hand-in-hand. When practicing these things, you need to align what your communication activities are and how you conduct them, so that they help achieve company objectives. You do this by adhering to important fundamental rules, and by applying tried and tested techniques developed from our knowledge of the business world.

In this comprehensive, 3-day course you will practice these important management skills in selected communication situations using role playing, interactive training and case studies.

WHO SHOULD ATTEND

- Managers who want to evaluate and practice theoretically-sound negotiation and communication skills in a systematic and interactive way
- Leaders who want to sharpen their communication skills to be even more focused on objective and result-achievement
- Practitioners and young executives who want to take their already-strong negotiation and communication skills to the next level
- Managers who want to sharpen their skills of persuasion and their ability to deal with conflict
- Executives, who want to develop both internal and external negotiation and communication skills

AREAS OF FOCUS

Communication in Everyday Management – Strategies of Persuasion

- The psychology of human communications
- How to start a conversation
- The art of “active” listening
- Emotional competence during discussions, meetings, negotiations
- The right way to be right, without being a know-it-all
- How to build a convincing line of argument
- Remaining believable even in tough negotiations
- The importance of body-language

Successful Negotiations – Tried and Tested Principles

- Every negotiation is unique!
- Why patience is a virtue
- The importance of information
- Keeping your promises

How Mental Preparation can be the Key to Negotiation Success

- Motivating yourself to be a successful negotiator
- Knowing exactly who your negotiating partner is
- Setting clear goals, keeping even more options open

Persuasive Negotiation, Targeted Use of Negotiation Techniques

- Being persuasive and its role in the negotiation process
- The struggle for a business advantage and how to tactically and correctly manage this
- Recognizing chances during negotiation, mastering crisis during negotiations
- Being tough when necessary

The Result – Negotiation Success

- Turning conflicting interests into a win-win situation
- Promoting a better relationship between negotiating parties
- Getting an agreement that’s implementable and effective
- Putting down a foundation for long-term cooperation

Sessions & Fees

EP1510	Feb 26 – 28, 2020	Berlin, GER
EP1520	Mar 23 – 25, 2020	St. Gallen, CH
EP1530	Jun 15 – 17, 2020	Zurich, CH
EP1540	Oct 19 – 21, 2020	Brunnen, CH
EP1550	Dec 07 – 09, 2020	Hamburg, GER

Duration: **3 days**

Fees: **EUR 2,900.– | CHF 3,300.– | US\$ 3,600.–**

Registration: www.bostonprograms.com/ep15 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

Achieving Impact Through Communication & Presence

You already have proven skills at being persuasive and are confident when communicating and negotiating. Take them to the next level in this program. 2 x 3 days.

DESCRIPTION

Every company has them and a lot of executives see themselves in these people – employees who have brilliant ideas and thoughts, but who are unable to «sell» them because they have no support within the company. Most of the time, they are not convincing enough and lack the skills and the confidence for persuasive argumentation, which is the basis for leading meetings or conducting negotiations successfully. In this 2 x 3-day program, you will work on exactly these things and afterwards, you'll return to work with a much larger repertoire of skills to make you even more persuasive. And you will benefit from the neutral, constructive feedback you'll get during the training, feedback that you seldom get at your place of work.

WHO SHOULD ATTEND

- Managers who want to improve the overall impression they make on others, as preparation for moving up to a higher management position, by learning how they can use their personality even more effectively
- Practitioners and ambitious specialists who want to practice their skills to be even more confident and persuasive at work
- Professionals and managers who want to develop their skills at handling leadership challenges even better

All participants should place high value on being able to implement what they learn quickly and effectively. Since the number of participants per group is limited, we recommend registering as early as possible.

AREAS OF FOCUS

Coming Across to Others as Authentic and Persuasive

- What does authenticity mean and why it is so important today
- Leading in a believable way
- Self-awareness and behavioral change

Personality and Leadership

- First impressions – why they are so important
- Self-analysis and how you are perceived by others
- Charisma
- Body-language, facial expressions and attitude
- Skills to help you continue to be persuasive

Confidence when Dealing with Employees, Superiors and Customers

- The importance of context
- From a person to a personality
- Recognizing and mastering doubt and uncertainty
- Successfully dealing with conflict

Effective Communication

- Initial contact, the right choice of words
- Emotional competence during discussions, meetings and negotiations
- Skillful presentations
- Difficult discussions
- Stumbling blocks that you need to avoid
- Relationships to third parties, networking
- Motivating and creating enthusiasm
- Building a win-win relationship, conflict as an opportunity

Persuasive Negotiation, Targeted use of Negotiation Techniques

- Being persuasive and its role in the negotiation process
- The struggle for a business advantage and how to tactically and correctly manage this
- Recognizing chances during negotiation, mastering crisis during negotiations
- Being tough when necessary
- The art of “active” listening
- The right way to be right, without being a know-it-all
- How to build a convincing line of argument
- Being believable in difficult discussion situations

Sessions & Fees

EP1910	Part 1: Feb 26 – 28, 2020	Berlin, GER
	Part 2: Mar 30 – Apr 01, 2020	Berlin, GER
EP1920	Part 1: Mar 23 – 25, 2020	St. Gallen, CH
	Part 2: Mar 30 – Apr 01, 2020	Berlin, GER
EP1930	Part 1: Mar 23 – 25, 2020	St. Gallen, CH
	Part 2: Aug 26 – 28, 2020	Zurich, CH
EP1940	Part 1: Jun 15 – 17, 2020	Zurich, CH
	Part 2: Aug 26 – 28, 2020	Zurich, CH
EP1950	Part 1: Jun 15 – 17, 2020	Zurich, CH
	Part 2: Nov 23 – 25, 2020	Berlin, GER
EP1960	Part 1: Oct 19 – 21, 2020	Brunnen, CH
	Part 2: Nov 23 – 25, 2020	Berlin, GER

Duration: **3 + 3 days**

Fees: **EUR 5,400.– | CHF 5,900.– | US\$ 6,500.–**

Registration: www.bostonprograms.com/ep19 or registration form on the back of the brochure

Are 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 6 weeks before the program starts. A change of registration entails a fee of 300 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 reimbursed 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.

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

Executive Management Program (EMP)

Operate successfully today and plan responsibly for tomorrow – this top program for executives offers inspiration, knowledge and orientation about the interplay between the present and the future. You will get knowledge that is proven to work, in a concentrated and detailed form. 8 days, in 2 parts.

DESCRIPTION

As a managing director, CEO or member of the management board, you know from experience that leading a company, or a part of a company, is one of the most complex jobs you can do, and it bears great responsibility. After all, you have to make landmark decisions in the face of numerous uncertainties, limited resources and usually under a tight deadline. Only people who know where they stand can set the right course for their company. That's why strategic considerations must always begin with a detailed assessment of the status quo. Then you have to consider the future viability of your company as well. However, this should not be your only goal, to which everything else is sacrificed. Because if you do too much for the future, it will mean not achieving today's results. And if you only focus on today, you risk getting left behind in the future. It's precisely the area of finance that demands a constant balancing act from executives like yourself. On the one hand, you need to optimize company results that can be managed short term – like cash flow, profit contribution, company value and profitability. On the other hand, you need to secure the future of your company through promising investments in innovative products or markets, new expertise and skills, or even through external growth. The balancing act this requires is one of the most difficult things that good executive management has to do. In this program, we will show you how responsible overall optimization functions. Executives, after all, are paid to achieve results.

KEY BENEFITS

Starting from the “here and now” of your company, this two-part program does a deep-dive into all questions having to do with strategic and financial management.

- What is tried and tested executive management, and what can it contribute to business success in uncertain times?
- Where does my organization stand today regarding its strategic focus, its customer orientation and its financial value; and how can it proactively meet the challenges of the future?
- What tools of financial management are available and how can they be used to deal with executive leadership tasks even more effectively?
- What decisions can and must be made?

STRUCTURE

- Part 1: Executive Management. 4 days
- Part 2: Financial Management. 4 days

WHO SHOULD ATTEND

- Managing directors, members of executive boards
- CEOs, C-level executives, executives, board members
- Executives with general management responsibility
- Experienced managers in charge of vital company units
- Executives who are soon to be promoted to a managing director or a CEO position, or aspire to hold such a position

AREAS OF FOCUS

Part 1: Executive Management

Integrated Management – Key Management Decisions

- Integrated management approaches, key decisions
- The difficulty with increasing profit in the current fiscal year, while ensuring the future at the same time
- Taking advantage of opportunities offered by Industry 4.0 and digitalization

The Key Issues Determining Effective Corporate Management

- Setting corporate targets, the right strategic timetable
- Corporate strategy, the appropriate structures
- Collaboration between executive board and management
- Change and future viability

Systematic Situation Analysis – the General Management Audit

- What do the numbers tell me?
- How to get an overall view of your strategic starting point quickly
- Identifying bottlenecks, detecting structural obstacles
- Preventing and simplifying excessive complexity
- Identifying a strategic need for action
- Formulating the key issues that will determine a profitable future for your company

Strategic Management, Strategic Focus

- Modern strategic management
- The importance of having a strong market position
- The goal of being active in attractive markets
- The importance of creating new markets
- Concise ways to formulate strategy
- Factors for success in the business of the future
- Measures to increase profitability and to sustainable increases in corporate value

The Prerequisites for Successful Implementation

- Speed, result-orientation and customer proximity – it's all a question of processes and people
- Developing simple structures that will drive success
- Effective controlling

Executive Leadership

- Effective leadership and motivating people
- Communication
- Successful change management

Part 2: Financial Management**Integrated Financial Management**

- Financial management overview and update
- Value-oriented corporate management
- Setting down financial policies

Planning, Budgeting and Making Investment Decisions

- The conceptual basis for planning and budgeting
- Profit targets and return-on-equity objectives

Cost of Capital, Modern Financing

- Lowering your capital costs
- Modern forms of financing
- Financing growth and innovation

Drivers for Efficiency and Profitability

- Tools for managing results
- Achieving your cash flow targets
- Doing away with sources of loss, making portfolio adjustments
- Restructuring, downsizing and turnaround
- Increasing your profitability and return

The Design of Cost Structures

- Developing a reasonable cost concept
- Determining your break-even point by adjusting it to match your business model

Liquidity, Working Capital Management

- How much of a liquidity reserve do we need?
- Tools for managing liquidity
- Working capital management

The Equity Market and Banks

- The logic behind the equity market
- The role played by analysts and opinion-makers
- Banks and corporate finance

Valuation, Mergers & Acquisitions

- Acquiring companies and parts of companies
- Making assessments, due diligence

Sessions & Fees

EP4110	Part 1: Mar 16 – 19, 2020	Davos, CH
	Part 2: May 11 – 14, 2020	St. Gallen, CH
EP4120	Part 1: Aug 24 – 27, 2020	St. Gallen, CH
	Part 2: Oct 12 – 22, 2020	London, GB
EP4130	Part 1: Oct 05 – 08, 2020	Boston, USA
	Part 2: Dec 07 – 10, 2020	Hamburg, GER

Duration: **8 days**Fees: **EUR 8,900.– | CHF 9,700.– | US\$ 10,500.–**Registration: www.bostonprograms.com/ep41 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

Driving Corporate Performance

Our top program on the subjects of general management and financial management. You get knowledge from our top-quality lecturers that is indispensable for sustainable corporate success. You will learn how general management, strategy and financial management interact to create value. 5 + 4 days.

DESCRIPTION

The time between important decisions made by executives that guide their companies and have a major impact on financial goals is getting shorter and shorter. At the same time, financial targets define the scope an executive has for action and possible courses of action. The art of effective management is mastering the interplay between general management and finance so that strategic, operative and financial excellence is the result.

STRUCTURE

Part 1: A seminar with truly proven knowledge about integrated general management. 5 days

Part 2: Seminar about financial management tasks and the vital decisions that executives must make. 4 days

WHO SHOULD ATTEND

- Managing directors, general managers and members of management boards
- Company owners and business men and women with proven success
- Executives responsible for the general management tasks of important business units, departments, business areas and profit centers
- Executives looking to update their knowledge in general management and financial management
- Executives seeking new ideas about their own management job and an exchange of knowledge with others

AREAS OF FOCUS

Part 1

General Management and the Paths to Business Success

On the way to a successful future, a company must readjust the course it's on again and again. We show you really useful principles that will help you achieve modern, result-oriented corporate management.

Strategic Management and Safeguarding the Future

Empirical findings, studies and long years of practical experience should help to avoid wrong strategies and strategic dead-ends, and instead ensure that your company survives long-term with above-average profits. To achieve this, steps at adaptation are needed over and over again, especially in an era of digitalization.

Discontinuity and New Business Models

The biggest strategic challenges facing companies today are discontinuity and displacement processes. What usually begins harmlessly can eventually mean massive changes to industry structures. Companies that don't adapt their business model to these, disappear from the market.

Marketing and Market Success

Profitable companies in attractive markets inspire competitors to enter the same markets. It's important, therefore, to safeguard your existing market position through strategic and marketing concepts.

New Business and Innovation

The cash cow of the future has to first be developed and brought to market using the right launch strategy. Digitalization, Industry 4.0 and new technologies are changing the rules behind this process.

Strengths, Expertise and Competitive Advantages

The value of a company is ultimately defined by its expertise and competitive advantages. To develop these is the main task of general management.

Corporate Finance

Before a new strategy is rolled out, its financial consequences have to be thought-through carefully. What are the new strategy's financial requirements? What are the probable effects of these on company value?

Leadership and Result-Oriented

To inspire others to achieve common goals. Communicating company vision, and from it deriving and realizing ambitious targets. And during all of this, never losing sight of what really matters – result-achievement. We show you what leadership can contribute to this process.

Part 2

Modern Financial Management

- Tools and methods of corporate finance
- The significance of the annual financial statement
- What key-performance indicators allow you to reduce financial management down to its essentials?
- Increasing company value

Managing Profit, Rate of Return and Company Value

- Tools for managing results, measures for improving results
- Measures for increasing profitability
- Measures for increasing company value

Profitable Growth

- Exceeding the minimal necessary size
- Profitable growth – how do you approach this?
- The importance of cash flow

Planning, Budgeting and Investment Calculations

- The latest trends in budgeting
- Complexity as the enemy of sensible budgeting
- Modern processes behind investment calculations

Cost Structures and Pricing Strategies

- Cost and performance accounting systems
- Targeting cost leadership – yes or no?
- Strategic pricing concepts

Investments, Cost of Capital, Creating Added Value

- Lowering your costs of capital, making costs variable
- Modern forms of financing
- Achieving the right added-value depth – in or outsourcing?

Managing Liquidity and Working Capital Management

- How much liquidity reserves do you need?
- Tools to manage liquidity
- Approaches to working-capital management

Financing Decisions

- The logic behind the equity market
- The role played by analysts and opinion-makers
- Investor relations

Mergers & Acquisitions

- Company appraisal
- Realizing company value
- Recognizing profitable and unprofitable business activities
- Company portfolio and portfolio adjustment
- What you need to know about M&As

Controlling, Tools for Financial Management

- Managing through key-performance indicators, financial targets and control parameters
- Reading between the numbers
- Components of an effective controlling system
- Reporting

Sessions & Fees

EP4510	Part 1: Jan 27 – 31, 2020	Berlin, GER
	Part 2: Mar 09 – 12, 2020	Berlin, GER
EP4520	Part 1: Jan 27 – 31, 2020	Berlin, GER
	Part 2: May 11 – 14, 2020	St. Gallen, CH
EP4530	Part 1: Oct 12 – 16, 2020	Berlin, GER
	Part 2: Oct 19 – 22, 2020	London, GB
EP4540	Part 1: Oct 12 – 16, 2020	Berlin, GER
	Part 2: Dec 07 – 10, 2020	Hamburg, GER

Duration: **5 + 4 days**

Fees: **EUR 7,900.– | CHF 8,700.– | US\$ 9,500.–**

Registration: www.bostonprograms.com/ep45 or registration form on the back of the brochure

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