



# INTERNATIONAL PROGRAMS

In-Person and Online Executive Education Programs

Berlin · Munich · Lucerne · Frankfurt · Cologne · London · St. Gallen · Davos · Zurich · Hamburg · Boston

2021 / 2022  
PROGRAM PORTFOLIO  
OCTOBER 2021  
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# Preface

## Welcome to the World of Boston Business School

Conceiving a curriculum is always a challenging task, especially when it is dramatically changed. Our goal was to combine seminars from the past with new methods that look to the future, into a workable and promising curriculum for today's challenges. Which courses and topics are important to you, our customers and clients? What 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 in the age of COVID-19, climate change and digital transformation?

**Our conclusion for the coming 12 months.** We will be holding many more of those seminars that are especially popular and added virtual classroom and e-learning components. 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 for details.

**No simple answers.** Our customers and clients ask us daily what topics will be of importance to management post COVID-19. 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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# 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 in charge of many things. For the right strategy, for mastering digitalization and transformation, for sensible innovation and new business models; for 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

This is a compact program designed for proven senior business leaders and experienced managers with an agenda for delivering success and impact. This includes:

- 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

Participants might come from large organizations or medium-sized companies or even from start-ups. In the past, participants have come from over 15 countries and a wide variety of industries and organizations.

## 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

- 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

### Strategic Management and Business Development

- 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

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

### Strategic Marketing and Innovation

- Customer value – what is it, and why it is important
- The importance of the brand
- Digitalization as opportunity

### Modern Financial Management

- 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

EP0531	Dec 06 – 10, 2021	Cologne, GER
EP0512	Jan 31 – Feb 04, 2022	Berlin, GER
EP0522	Sep 19 – 23, 2022	Zurich, CH

Duration: **5 days**

Fees: **EUR 5,200.– | CHF 5,400.– | US\$ 5,900.–**

Registration: [www.bostonprograms.com/ep05](http://www.bostonprograms.com/ep05) or registration form on the back of the brochure

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# General Management for Emerging Leaders

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

## DESCRIPTION

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

## WHO SHOULD ATTEND

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

## AREAS OF FOCUS

### An Integrated Approach to Modern General Management

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

### Strategic Management

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

### Customer-Oriented Approaches to Innovation

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

### The Business Model and its Components

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

### Marketing, Sales and Market Success

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

### Successful Implementation

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



## Sessions & Fees

EP2812	Jan 31 – Feb 03, 2022	Frankfurt, GER
EP2822	Aug 29 – Sep 01, 2022	Davos, CH

Duration: **4 days**  
 Fees: **EUR 3.700.– | CHF 3,900.– | US\$ 4.200.–**

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

# International Mini-MBA Program

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

## DESCRIPTION

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

## STRUCTURE

The International Mini-MBA Program consists of four modules:

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

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

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

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

The order in that the modules are held might vary.

## KEY BENEFITS

Participants will:

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

After completing the program, participants will be able:

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

## WHO SHOULD ATTEND

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

## AREAS OF FOCUS

### Leadership and People Skills

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

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

#### Strategic Management and its Implementation

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

#### Marketing and Market Success

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

#### Financial Management and Managerial Accounting

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

## Sessions & Fees

EP0712	Part 1: Mar 07 – 10, 2022	Frankfurt, GER
	Part 2: Mar 14 – 17, 2022	Zurich, CH
	Part 3: Mar 21 – 24, 2022	Davos, CH
	Part 4: May 09 – 12, 2022	St. Gallen, CH
EP0722	Part 1: Mar 07 – 10, 2022	Frankfurt, GER
	Part 2: Jun 07 – 10, 2022	Online
	Part 3: Sep 12 – 15, 2022	Online
	Part 4: Sep 26 – 29, 2022	Online
EP0732	Part 1: May 16 – 19, 2022	Meisterschwanden, CH
	Part 2: Aug 29 – Sep 01, 22	Davos, CH
	Part 3: Sep 26 – 29, 2022	Lucerne, CH
	Part 4: Nov 14 – 17, 2022	Cologne, GER
EP0742	Part 1: Sep 19 – 22, 2022	Boston, USA
	Part 2: Sep 26 – 29, 2022	Lucerne, CH
	Part 3: Oct 18 – 21, 2022	Boston, USA
	Part 4: Nov 14 – 17, 2022	Cologne, GER

Duration: **16 days**

Fees: **EUR 10,900.– | CHF 11,900.– | US\$ 12,400.–**

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

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

## KEY BENEFITS

After you have completed this program:

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

## WHO SHOULD ATTEND

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

## AREAS OF FOCUS

### General Management

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

### Principles and Guidelines for Corporate Development

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

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

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

### Strategic Management

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

**Marketing Management**

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

**Rethinking Your Business for the Digital Age**

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

**Finance, Financial Decision-Making**

- Financial Management Overview
- The logic of financial success
- Financial statements and financial ratios
- Creating value

**Integrated Leadership and Organizational Success**

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

**Modern Leadership Skills and Styles**

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

**Leadership and Change**

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

## Sessions & Fees

EP0441	Part 1: Dec 06 – 10, 2021	Köln, GER
	Part 2: Jun 29 – Jul 02, 2022	Brunnen/Lucerne, CH
EP0412	Part 1: Jan 31 – Feb 04, 2022	Berlin, GER
	Part 2: May 17 – 20, 2022	Berlin, GER
EP0422	Part 1: Jan 31 – Feb 04, 2022	Berlin, GER
	Part 2: Sep 19 – 22, 2022	Boston, USA
EP0432	Part 1: Sep 19 – 23, 2022	Zurich, CH
	Part 2: Nov 21 – 24, 2022	Lucerne, CH

Duration: **5 + 4 days**

Fees: **EUR 7,900.– | CHF 8,400.– | US\$ 8,900.–**

Registration: [www.bostonprograms.com/ep04](http://www.bostonprograms.com/ep04) or registration form on the back of the brochure

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# 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

## AREAS OF FOCUS

### Integrated Executive Leadership

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

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

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

### Leadership, Change and Communication

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

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

### Responsibilities of Executive Management

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

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

### Strategic Management, Setting Strategic Direction

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

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

### Strategic Decisions, Executive Fine-Tuning

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

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

### Implementing Winning Strategies

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

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

### Modern Financial Management

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

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

### Creating Corporate Value

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

## Sessions & Fees

EP4241	Part 1: Nov 22 – 25, 2021	Davos, CH
	Part 2: Feb 07 – 10, 2022	Cologne, GER
	Part 3: Mar 08 – 11, 2022	Berlin, GER
EP4212	Part 1: Jun 27 – 30, 2022	Brunnen/Lucerne, CH
	Part 2: Jul 12 – 15, 2022	Berlin, GER
	Part 3: Oct 17 – 20, 2022	Lucerne, CH
EP4222	Part 1: Jun 27 – 30, 2022	Brunnen/Lucerne, CH
	Part 2: Aug 29 – Sep 01, 2022	Davos, CH
	Part 3: Nov 21 – 24, 2022	Munich, GER
EP4232	Part 1: Sep 19 – 22, 2022	Boston, USA
	Part 2: Oct 18 – 21, 2022	Boston, USA
	Part 3: Nov 21 – 24, 2022	Munich, GER
EP4242	Part 1: Nov 21 – 24, 2022	Lucerne, CH
	Part 2: Feb 06 – 09, 2023	Cologne, GER
	Part 3: Mar 13 – 16, 2023	Berlin, GER

Duration: **12 days**

Fees: **EUR 10,900.– | CHF 11,900.– | US\$ 12,400.–**

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

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# Strategic Management for Executives

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

## DESCRIPTION

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

## WHO SHOULD ATTEND

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

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

## KEY BENEFITS

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

## AREAS OF FOCUS

### An Integrated Approach to Strategic Management

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

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

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

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

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

### Strategic Options that Promise Success

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

### Effective Strategy Development Processes

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

### Implementing a New Strategy, Change Management

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

## Sessions & Fees

EP2441	Oct 18 – 21, 2021	Boston, USA
EP2412	Feb 07 – 10, 2022	Cologne, GER
EP2422	Mar 21 – 24, 2022	Davos, CH
EP2432	Jun 07 – 10, 2022	Online
EP2442	Aug 29 – Sep 01, 2022	Davos, CH
EP2452	Oct 18 – 21, 2022	Boston, USA
EP2462	Nov 29 – Dec 02, 2022	Berlin, GER

Duration: **4 days**

Fees: **EUR 4,700.– | CHF 4,900.– | US\$ 5,400.–**

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

# Leading Disruptive Change & Innovation

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 climate change 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

## AREAS OF FOCUS

### Rethinking Your Business for the Age of Digital Transformation

- The digital world: overview and concepts
- Understanding networks, platforms and data
- Digital business agility and strategic management
- Business development in times of change
- Managing Innovation and new business development

### The Connected Customer: Digital Marketing and Social Media

- Leading a customer-centric value chain
- Digital marketing essentials
- Social media and social advertising

### Agility and Digital Leadership

- The age of new working models
- The leader of the future
- Fostering creativity, collaboration and inclusivity
- Doing agile right

### Leadership, Change and Transformation

- 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 climate change
- 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

EP2612	Part 1: Jan 24 – 27, 2022 Part 2: May 17 – 20, 2022	St. Gallen, CH Berlin, GER
EP2622	Part 1: Jan 24 – 27, 2022 Part 2: Jun 27 – 30, 2022	St. Gallen, CH Brunnen/Lucerne, CH
EP2632	Part 1: Aug 29 – Sep 01, 2022 Part 2: Sep 05 – 08, 2022	St. Gallen, CH Online
EP2642	Part 1: Aug 29 – Sep 01, 2022 Part 2: Sep 10 – 22, 2022	St. Gallen, CH Boston, USA
EP2652	Part 1: Aug 29 – Sep 01, 2022 Part 2: Dec 13 – 16, 2022	St. Gallen, CH Munich, GER

Duration: **4 + 4 days**

Fees: **EUR 7,900.– | CHF 8,400.– | US\$ 8,900.–**

Registration: [www.bostonprograms.com/ep26](http://www.bostonprograms.com/ep26) or registration form on the back of the brochure

# 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, environmental social governance 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, digitalization and climate change are influencing strategy and management

### Strategic Objectives and Directions

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

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

### Modern Strategy Tools for Understanding your Strategic Situation

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

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

### The Spectrum of Strategic Options

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

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

### Strategic Decisions

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

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

### Strategy Implementation

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

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

### Leadership and Organizational Success

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

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

### Change and Communication

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

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

## Sessions & Fees

EP5241	Part 1: Oct 18 – 21, 2021 Part 2: Nov 22 – 25, 2021	Boston, USA Davos, CH
EP5251	Part 1: Oct 18 – 21, 2021 Part 2: Jun 27 – 30, 2021	Boston, USA Brunnen/Lucerne, CH
EP5212	Part 1: Feb 07 – 10, 2022 Part 2: May 17 – 20, 2022	Cologne, GER Berlin, GER
EP5222	Part 1: Feb 07 – 10, 2022 Part 2: Jun 27 – 30, 2022	Cologne, GER Brunnen/Lucerne, CH
EP5232	Part 1: Mar 21 – 24, 2022 Part 2: Jun 27 – 30, 2022	Davos, CH Brunnen/Lucerne, CH
EP5242	Part 1: Aug 29 – Sep 01, 2022 Part 2: Sep 05 – 08, 2022	Davos, CH Online
EP5252	Part 1: Aug 29 – Sep 01, 2022 Part 2: Sep 19 – 22, 2022	Davos, CH Boston, USA
EP5262	Part 1: Oct 18 – 21, 2022 Part 2: Dec 13 – 16, 2022	Boston, USA Munich, GER

Duration: **4 + 4 days**

Fees: **EUR 8,400.– | CHF 8,900.– | US\$ 9,600.–**

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

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# 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 course with tried and tested knowledge about integrated general management and strategy. 5 days

Part 2: A course about corporate finance 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 and climate change.

#### **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

EP4541	Part 1: Dec 06 – 10, 2021 Part 2: Mar 08 – 11, 2022	Cologne, GER Berlin, GER
EP4512	Part 1: Jan 31 – Feb 04, 2022 Part 2: Mar 08 – 11, 2022	Berlin, GER Berlin, GER
EP4522	Part 1: Jan 31 – Feb 04, 2022 Part 2: May 09 – 12, 2022	Berlin, GER St. Gallen, CH
EP4532	Part 1: Sep 19 – 23, 2022 Part 2: Oct 17 – 20, 2022	Zurich, CH Lucerne, CH
EP4542	Part 1: Sep 19 – 23, 2022 Part 2: Nov 21 – 24, 2022	Zurich, CH Munich, GER

Duration: **5 + 4 days**

Fees: **EUR 8,400.– | CHF 8,900.– | US\$ 9,600.–**

Registration: [www.bostonprograms.com/ep45](http://www.bostonprograms.com/ep45) or registration form on the back of the brochure

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# Strategic Management for Emerging Leaders

## In-Presence & E-Learning

This two-part course teaches you indispensable strategic management know-how that you need to take on greater responsibilities. Part I is a 4 days general management and strategy seminar, part II is a month-long e-learning strategy course.

### CONCEPT

During the “Strategic Management for Emerging Leaders“ program, our experienced faculty systematically covers core management topics, focusing on strategy and marketing. Using real world examples, you will learn about the key principles, tools and methods that companies use to attain success through management excellence. Structured approaches, illustrated with practical examples, distinguish this program. Valuable instruments used by successful management consultants help you apply the acquired knowledge in your company. While the first part is delivered in a traditional seminar setting with all the advantages it entails, the second part is a one-month online strategy module. The module combines synchronous delivery, i.e. online learning in real time, with asynchronous delivery, which enables learners to organize learning according to their own schedule (self-paced learning). For the second part, participants require a laptop/PC/tablet with Internet access. The e-learning module starts in May and October each year.

### WHO SHOULD ATTEND

- Managers at profit centers, business units and divisions who want to enhance their managerial effectiveness
- Up-and-coming managers who will soon be accountable for results and profit targets and who want to acquire the tools and mindset to achieve them
- Specialists, project managers and professionals from all business fields who are looking to increase their business acumen
- Junior managers designated for promotion to a higher position

### KEY BENEFITS

The course contents are delivered in a compact format with real-life practical examples, covering proven knowledge as well as new approaches. Participants will:

- Develop their understanding of the big picture and see how strategy and marketing interrelate and impact each other
- Learn all the strategic management tools, theory and techniques to advance their organization’s objectives
- Develop new methods for their own business based upon proven contemporary strategy and marketing know-how
- Be prepared for management tasks that require entrepreneurial talent, a holistic perspective and a focus on results

### AREAS OF FOCUS

#### A Systems-Oriented Approach to Strategic Management

- Viewing and understanding a company from all angles
- Key success factors
- Profit mechanisms and the principle of cause and effect
- Principles of Effective Management

#### Strategic Management Concepts and Practices

- Effective goal setting and goal management
- Understanding stakeholder expectations and ethical responsibilities
- A process view of strategy
- Competitive strategies
- Blue Ocean thinking
- Innovation and business development

#### Customer Centricity

- The permanent search for new customer value
- What customer focus really means
- How profitable customer relationships are built and used
- Conditions for marketing success
- Determining the right market position

#### Marketing Concepts and Practices

- New paradigms in marketing
- The essentials of a convincing marketing concept
- How to put customers and customer value at the center of marketing efforts
- Achieving marketing success within budget

#### Getting Results – Successful Implementation

- Identifying profit opportunities in a business
- How to spot low value or even dangerous business opportunities
- Knowing the mechanisms for improved profit margins
- Creating the conditions for superior profit margins

## Sessions & Fees

EP9012 Jan 31 – Feb 03, 2022 Frankfurt, GER

EP9022 Aug 29 – Sep 01, 2022 Davos, CH

Duration: **4 days + 1 month E-Learning**

Fees: **EUR 4,900.– | CHF 5,200.– | US\$ 5,700.–**

Registration: [www.bostonprograms.com/ep90](http://www.bostonprograms.com/ep90) or registration form on the back of the brochure

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# Strategic Market Management

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

## DESCRIPTION

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

## WHO SHOULD ATTEND

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

## AREAS OF FOCUS

### Part 1: Strategic Management

#### What We Want to Be

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

#### Core Competencies

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

#### Priorities and Resources

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

### Part 2: Modern Marketing

#### Positioning and Customer Value

Positioning your business in its competitive environment

#### Marketing Objectives

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

#### The Product Mix

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

#### Distribution Channels and Sale

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

#### Communication and Market Development

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

#### Leadership in Marketing Management

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

## Sessions & Fees

EP1741	Part 1: Dec 07 – 10, 2021 Part 2: Mar 14 – 17, 2022	Hamburg, GER Zurich, CH
EP1712	Part 1: Feb 07 – 10, 2021 Part 2: Mar 14 – 17, 2022	Cologne, GER Zurich, CH
EP1722	Part 1: Aug 29 – Sep 01, 2022 Part 2: Sep 12 – 15, 2022	Davos, CH Online
EP1732	Part 1: Oct 18 – 21, 2022 Part 2: Nov 14 – 17, 2022	Boston, USA Cologne, GER

Duration: **4 + 4 days**

Fees: **EUR 7,400.– | CHF 7,900.– | US\$ 8,600.–**

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

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# Marketing for Competitive Advantage

To be successful in the marketplace, a company needs persuasive marketing and to create customer value. This 4-day course offers the latest knowledge and practical tools for an integrated marketing approach. We will show you how to optimize your marketing know-how and toolset, 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 Instruments to Increase Effectiveness and Efficiency

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

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

## Sessions & Fees

EP5821	Nov 15 – 18, 2021	Cologne, GER
EP5812	Mar 14 – 17, 2022	Zurich, CH
EP5822	Sep 12 – 15 2022	Online
EP5832	Nov 14 – 17 2022	Cologne, GER

Duration: **4 days**

Fees: **EUR 4,200.– | CHF 4,500.– | US\$ 4,900.–**

Registration: [www.bostonprograms.com/ep58](http://www.bostonprograms.com/ep58) or registration form on the back of the brochure

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# 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 Ads to Google Analytics – definitions and tools
- How can you achieve top rankings in search engines?

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

EP4412	Mar 21 – 23, 2022	Horn, CH
EP4422	Aug 29 – 31, 2022	St. Gallen, CH

Duration: **3 days**

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

Registration: [www.bostonprograms.com/ep44](http://www.bostonprograms.com/ep44) or registration form on the back of the brochure

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# International Marketing & Strategy Program

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

## 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

#### 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 and Business Development 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

EP0321	Part 1: Nov 15 – 18, 2021 Part 2: Dec 08 – 10, 2021	Cologne, GER Cologne, GER
EP0331	Part 1: Nov 15 – 18, 2021 Part 2: Mar 09 – 11, 2022	Cologne, GER Hamburg, GER
EP0312	Part 1: Mar 14 – 17, 2022 Part 2: Jul 12 – 14, 2022	Zurich, CH Berlin, GER
EP0322	Part 1: Sep 12 – 15, 2022 Part 2: Oct 25 – 27, 2022	Online Rottach-Egern, GER
EP0332	Part 1: Nov 14 – 17, 2022 Part 2: Nov 29 – Dec 02, 2022	Cologne, GER Berlin, GER

Duration: **4 + 3 days**

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

Registration: [www.bostonprograms.com/ep03](http://www.bostonprograms.com/ep03) or registration form on the back of the brochure

# Mastering Marketing In-Presence & E-Learning

This two-part marketing course provides a solid marketing education for managers who work directly or indirectly in marketing. Part I is an 4 day marketing seminar, part II is a month-long e-learning marketing course.

## CONCEPT

How will marketing keep up with the rate of change markets are currently undergoing, and more importantly, how can you keep up with it? This marketing program is a very effective way to keep up with rapid changes influencing marketing while providing an excellent foundation on the core concepts and tools of modern marketing. While the first part is delivered in a traditional seminar setting with all the advantages it entails, the second part is a one-month online module. The module combines synchronous delivery, i.e. online learning in real time, with asynchronous delivery, which enables learners to organize learning according to their own schedule (self-paced learning). For the second part, participants require a laptop/PC/tablet with Internet access. The e-learning module starts in July and December each year.

## WHO SHOULD ATTEND

### The program is designed for:

- Functional managers from across all business units
- Key account managers, sales promotion managers, customer service managers or those who are preparing to enter these fields
- Non-marketing executives and managers who interface with marketing planning, such as those in general management, finance, operations and human resources
- Managers already in a marketing capacity but without significant formal education in this discipline
- Individuals of non-marketing functions who desire to gain further understanding of their firms' marketing efforts
- Executives and managers in not-for-profit and public sector organizations who are seeking to improve their organization's success with customer-driven marketing

## AREAS OF FOCUS

### Marketing as Organizational Philosophy

- The marketing concept
- Marketing's strategic role in the organization
- Various definitions of "customer"
- Strategic market planning and mission alignment

### Consumer Buying Behavior and Decision Making

- What we buy and why we buy
- Psychology of how consumers think, feel, reason, and select between different alternatives
- How limitations in consumer knowledge or information processing abilities can influence decisions and marketing outcome

### The Marketing Environment

- The impact of globalization, the impact of climate change
- Environmental scanning
- Responding to industry forces
- Holding one's own in hyper-competitive markets

### Changing Markets and Industries

- How new and disruptive technologies revolutionize markets
- Exploiting industry change
- Opportunities in the digital economy
- The impact of instant online price and product comparisons on the playing field
- Requirements of effective business-to-business (B2B) marketing

### Market Research and Segmentation

- Marketing research and decision support systems
- Market segmentation and targeting

### Product and Service Concepts and Strategies

- Understanding the features and benefits of one's product and services
- Sources of competitive advantage
- Product life-cycle concepts
- Successful product positioning International

### Positioning your Product for Success: Standardization versus Customization

- Cost leadership as a generic strategy
- Product differentiation as a generic strategy
- Examples and success mechanisms

### Managing One's Brand and Creating Brand Equity

- Laws of brand management
- The concept of brand equity
- Development and maintenance of brand equity
- Establishing brands and making them profitable while increasing their market share

**New Product Planning and Development**

- Developing new business ideas
- Business plans for “New Business Modeling”
- Innovation management

**Pricing and its Implications**

- Why price wars are never won!
- From cost-based to value-based pricing
- Factors influencing price determination
- Characteristics of profitable pricing practices
- Implementing pricing strategies
- When one can use discounts

**Profitable Customer Relationships**

- Customer definition and potential
- Key levers that marketers can use to create relationships
- Measuring and managing customer expectations
- Maximizing lifetime customer value
- Life-cycle concepts
- Developing market models for multi-level customer relationships
- Key account management

**Marketing Channels and Logistics**

- Developing an effective market access strategy
- Avoiding channel conflicts
- Marketing channels and retail trends
- Successful sales
- Online marketing

**Modern Marketing Communication and its Changing Tools**

- Why classic advertising is losing its effectiveness
- Principles of media mix and marketing budget management
- Using testimonials appropriately
- New tools in marketing communication
- What you need to know about online marketing and social media
- Networking, networking, networking!

**Focusing on your Bottom Line: Marketing and Profitability**

- Keeping the number of product lines in check
- Managing for profitability, not sales volume
- The importance of understanding costs
- Why value-added concepts make unprofitable customers disappear
- How to use marketing to achieve significant bottom-line improvements

**Putting it all together: Successful Implementation of a Marketing Plan**

- Monitoring and coordinating marketing plan implementation
- Tracking the success of marketing efforts by comparing results with objectives
- When minor adjustments or fine-tuning are not enough
- Creating and maintaining customer focus throughout the organization

## Sessions & Fees

EP9121	Nov 15 – 18, 2021	Cologne, GER
EP9112	Mar 14 – 17, 2022	Zurich, CH
EP9122	Nov 14 – 17, 2022	Cologne, GER

Duration: **4 days + 1 month E-Learning**

Fees: **EUR 4,900.– | CHF 5,200.– | US\$ 5,700.–**

Registration: [www.bostonprograms.com/ep91](http://www.bostonprograms.com/ep91) or registration form on the back of the brochure

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# 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

### Financial Accounting, 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

EP8431	Oct 18 – 21, 2021	Lucerne, CH
EP8441	Nov 30 – Dec 03, 2021	Zurich, CH
EP8412	Mar 08 – 11, 2022	Berlin, GER
EP8422	May 09 – 12, 2022	St. Gallen, CH
EP8432	Sep 26 – 29, 2022	Online
EP8442	Oct 17 – 20, 2022	Lucerne, CH
EP8452	Nov 21 – 24, 2022	Munich, GER

Duration: **4 days**

Fees: **EUR 4,700.– | CHF 4,900.– | US\$ 5,400.–**

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

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# Finance for Managers

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

## DESCRIPTION

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

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

## WHO SHOULD ATTEND

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

## AREAS OF FOCUS

### Getting Started with Financial Management

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

### Planning and Budgeting

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

### Cost Management

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

### Business Plan

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

### Understanding Financial Objectives, Dealing with KPIs

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

### Investments and Investment Decisions

- Economic-efficiency calculations
- Making investment decisions

## Sessions & Fees

EP8241	Nov 30 – Dec 03, 2021	Cologne, GER
EP8212	Apr 04 – 07, 2021	Berlin, GER
EP8222	Apr 25 – 28, 2021	Steckborn, CH
EP8232	Sep 26 – 29, 2021	Lucerne, CH
EP8242	Nov 21 – 24, 2021	Munich, GER

Duration: **4 days**

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

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

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# Executive Finance & Strategy

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

## DESCRIPTION

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

## WHO SHOULD ATTEND

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

## STRUCTURE

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

## AREAS OF FOCUS

### Financial Management

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

### Strategic Management

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

## Sessions & Fees

EP4841	Part 1: Oct 18 – 21, 2021 Part 2: Dec 07 – 10, 2021	Lucerne, CH Hamburg, GER
EP4851	Part 1: Nov 30 – Dec 03, 2021 Part 2: Feb 07 – 10, 2022	Cologne, GER Cologne, GER
EP4861	Part 1: Nov 30 – Dec 03, 2021 Part 2: Mar 21 – 24, 2022	Cologne, GER Davos, CH
EP4812	Part 1: Mar 08 – 11, 2022 Part 2: Mar 21 – 24, 2022	Berlin, GER Davos, CH
EP4822	Part 1: May 09 – 12 2022 Part 2: Aug 29 – Sep 01, 2022	St. Gallen, CH Davos, CH
EP4832	Part 1: Sep 26 – 29 2022 Part 2: Oct 18 – 21, 2022	Online Boston, USA
EP4842	Part 1: Oct 17 – 20 2022 Part 2: Nov 29 – Dec 02, 2022	Lucerne, CH Berlin, GER

Duration: **4 + 4 days**

Fees: **EUR 8,400.– | CHF 8,900.– | US\$ 9,600.–**

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

# Essentials of Finance In-Presence & E-Learning

This two part finance training provides a solid understanding of finance and managerial accounting, and how these contribute to effective decision-making. Part I is a 4 day financial management seminar, part II is a month-long e-learning finance course to deepen and train your know-how.

## CONCEPT

Every manager must understand financial decisions, and as his or her level of responsibility increases, must direct those decisions competently. This program provides managers from a non-financial background with familiarity and understanding of essential financial terminology, concepts, and applications.

## KEY BENEFITS

During this two-part program we will deal with the most important methods and instruments of financial management. Using many real life cases, it will be shown what pieces of financial information are important and what conclusions can be drawn from financial and management briefings, cash flow statements, and annual reports. In addition, we will show how modern financial management can enhance the value of a corporation as a whole. Topics such as budgeting, investment decisions, capital structure, costs of capital and financial policy will be discussed and trained.

## WHO SHOULD ATTEND

- Up and coming young managers, between the ages of 26 and 45, who are today or will, in the near future, be held accountable for results, costs, contribution margins or profit goals
- Managers of profit centers, business units, and divisions who do not come from a financial background
- Specialists and professionals from all business fields who are looking for a systematic introduction to finance
- Executives and managers in key non-financial posts, who recognize the need for more than just broad-based knowledge of their organization's finances

## AREAS OF FOCUS

### Essentials of Financial Management

- Systematic overview of results-oriented financial management
- What managers need to know about finance
- Setting financial goals
- The financial tool box
- Financial statement analysis

### Budgeting Decisions

- The planning and budgeting process
- Forecasting cash flows and cash requirements
- Budgets focused on accomplishing corporate objectives
- Real world examples

### Evaluating Investment Opportunities

- Evaluating new projects and investments
- Choosing the right hurdle rate
- Determining the return on investment
- Payback period
- Dealing with risk and uncertainty

### Allocating Scarce Resources

- The importance of cash flow
- Optimizing input-output relationships
- Resource-based strategies

### Managing Costs and Cost Accounting

- Overview of modern cost accounting
- Activity-based costing
- Recognizing and allocating true costs

### Modern Management Reporting and Accounting

- Cooperation between departments and functions
- Building an effective information delivery process
- Understanding and evaluating controlling reports
- Formulating one's own reporting requirements

### Increasing Corporate Value

- Assessing the financial strength of an organization
- Evaluating the financial strength of your suppliers, customers, and competitors
- Different approaches towards valuation

## Sessions & Fees

EP9241	Nov 30 – Dec 03, 2021	Cologne, GER
EP9212	Apr 04 – 07, 2022	Berlin, GER
EP9222	Apr 25 – 28, 2022	Steckborn, CH
EP9232	Sep 26 – 29, 2022	Lucerne, CH
EP9242	Nov 21 – 24, 2022	Munich, GER

Duration: **4 days + 1 month E-Learning**

Fees: **EUR 4,900.- | CHF 5,200.- | US\$ 5,700.-**

Registration: [www.bostonprograms.com/ep92](http://www.bostonprograms.com/ep92) or registration form on the back of the brochure

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# International Junior Management Program

Understanding all the facets of management and leadership. General management, strategy, marketing, customer-orientation, implementation, people skills and leadership. 2 x 4 days.

## DESCRIPTION

As a young manager or a key specialist with increasing responsibility, 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 decades can teach you. 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 and improve your leadership skills. You will profit directly from the comprehensive knowledge about effective 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 30-42 year-olds who are growing into more management responsibility and seeking the tools and methods to improve their personal effectiveness.

## 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

#### The Company and its Environment

- Underlying conditions and external influences
- The business environment and its constellation of industries
- Normative guidelines and corporate values

#### Strategic Management, Strategic Direction

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

#### The Logic of My Industry, the Logic of the Market

- Competitive behavior today and in the future
- The importance of the industry lifecycle
- 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

### 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

#### Social Competence

- Psychological foundation
- What effect to I have on others?

#### Communication

- Conducting meetings to be solution-oriented
- Skillful negotiations and communication

#### Leading Employees

- Developing employees and leading them to success
- Tools and methods for leading employees

#### Leading Teams

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

#### Your Personal Leadership Style

- Leadership styles
- Your own strengths in the leadership process

## Sessions & Fees

EP3112	Part 1: Jan 31 – Feb 03, 2022	Frankfurt, GER
	Part 2: Mar 07 – 10, 2022	Frankfurt, GER
EP3122	Part 1: Jan 31 – Feb 03, 2022	Frankfurt, GER
	Part 2: May 16 – 19, 2022	Meisterschwanden, CH
EP3132	Part 1: Aug 29 – Sep 01, 2022	Davos, CH
	Part 2: Oct 24 – 27, 2022	Davos, CH
EP3142	Part 1: Aug 29 – Sep 01, 2022	Davos, CH
	Part 2: Nov 28 – Dec 01, 2022	Berlin, GER

Duration: 2 x 4 days

Fees: EUR 6,400.– | CHF 6,900.– | US\$ 7,400.–

Registration: [www.bostonprograms.com/ep31](http://www.bostonprograms.com/ep31) 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 11-day program will support you in developing these skills.

## DESCRIPTION

Today's successful companies have expanded their insight in manager development, young and attract 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. 4 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

EP2041	Part 1: Dec 08 – 10, 2021	Cologne, GER
	Part 2: Jan 31 – Feb 03, 2022	Frankfurt, GER
	Part 3: Mar 07 – 10, 2022	Frankfurt, GER

EP2012	Part 1: Jul 04 – 06, 2022	Zurich, CH
	Part 2: Aug 29 – Sep 01, 2022	Davos, CH
	Part 3: Oct 24 – 27, 2022	Davos, CH

EP2022	Part 1: Aug 29 – Sep 01, 2022	Davos, CH
	Part 2: Oct 24 – 27, 2022	Davos, CH
	Part 3: Nov 30 – Dec 02, 2022	Berlin, GER

EP2032	Part 1: Nov 30 – Dec 02, 2022	Berlin, GER
	Part 2: Feb 13 – 16, 2023	Frankfurt, GER
	Part 3: Mar 06 – 09, 2022	Frankfurt, GER

Duration: **11 days**

Fees: **EUR 7,900.- | CHF 8,400.- | US\$ 8,900.-**

Registration: [www.bostonprograms.com/ep20](http://www.bostonprograms.com/ep20) or registration form on the back of the brochure

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# General Management Program for Emerging Leaders

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

## DESCRIPTION

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

The objectives of the program are to:

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

## WHO SHOULD ATTEND

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

## AREAS OF FOCUS

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

#### **Effective General Management**

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

#### **Creating Strategic Concepts**

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

#### **Implementing Strategic Guidelines**

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

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

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

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

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

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

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

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

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

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

#### **Personal Leadership Competence**

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

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

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

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

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

### Social Competence

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

### Communication

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

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

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

### Understanding Financial Objectives

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

### Planning and Budgeting

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

### Financing

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

### Investments and Capital Expenditures

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

### Cost Management

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

### Carrying Ideas over into Business Plans

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

### Managerial Accounting

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

## Sessions & Fees

EP3012	Part 1: Jan 31 – Feb 03, 2022	Frankfurt, GER
	Part 2: Mar 07 – 10, 2022	Frankfurt, GER
	Part 3: Apr 04 – 07, 2022	Berlin, GER
EP3022	Part 1: Jan 31 – Feb 03, 2022	Frankfurt, GER
	Part 2: Apr 25 – 28, 2022	Steckborn, CH
	Part 3: May 16 – 19, 2022	Meisterschwanden, CH
EP3032	Part 1: Aug 29 – Sep 01, 2022	Davos, CH
	Part 2: Sep 26 – 29, 2022	Online
	Part 3: Oct 24 – 27, 2022	Davos, CH
EP3042	Part 1: Aug 29 – Sep 01, 2022	Davos, CH
	Part 2: Sep 26 – 29, 2022	Lucerne, CH
	Part 3: Nov 28 – Dec 01, 2022	Berlin, GER

Duration: **12 days**

Fees: **EUR 8,400.– | CHF 8,900.– | US\$ 9,600.–**

Registration: [www.bostonprograms.com/ep30](http://www.bostonprograms.com/ep30) or registration form on the back of the brochure

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Companies are complex systems that need to be understood in their entirety. This program gives participants a compact overview of the principles, objectives and practices of holistic, results-oriented management. 3 × 1 month e-learning modules.

## CONCEPT

Talented managers and functional specialists who want to make a difference in their organizations and those who are aiming for senior positions must offer more than mastery of a management discipline. They need to understand all the functions and relationships in the complex system of their companies—whether strategy, marketing, or finance—and recognize the consequences of their actions. In addition to short-term objectives or temporary improvements in results, they need to be able to convert long-term strategies into successful action.

Consequently they need to understand the tenets of results based management, which is the focus of this program.

Our Management Essentials course promotes holistic thinking about complex business systems.

It supports staff development and career advancement for any company that:

- Promotes results-oriented thinking in younger managers and junior staff, especially at the operational level
- Wants to prepare functional specialists to take on positions of greater responsibility by being able to see the big picture
- Wants to develop the potential of people not specifically trained in business administration, including engineers, lawyers or practitioners

## KEY BENEFITS

- Deepen your understanding of business fundamentals
- Create precise strategic concepts, plan for market success and develop new business ideas
- Efficiently control and coordinate the processes of implementing strategy
- Learn how to analyze financial reports, identify trends, and study competitors
- Create the conditions for profitability, including cost controls and business planning
- Gain the ability to handle marketing tasks competently
- Understand how strategy, marketing and finance interrelate and impact each other

## WHO SHOULD ATTEND

- Young managers, high potentials and junior staff who want to understand the various management disciplines in a global context so they can use result-based management tools competently
- Functional specialists and headquarters staff with little formal business training who seek a systematic, structured general management development program
- People promoted from commercial fields and career changers who seek an advanced management role or already have one, and who want a systematic review of general management principles
- Non-business experts such as technicians, lawyers, educators, biologists, chemists, purchasers and service managers who want to learn general management skills quickly

## STRUCTURE

**Part 1:** Strategic Management and Marketing

**Part 2:** Finance

**Part 3:** Marketing

## METHODS

This program is delivered in 3 one-month online modules. The modules combines synchronous delivery, i.e. online learning in real time, with asynchronous delivery, which enables learners to organize learning according to their own schedule (self-paced learning). Participants require a laptop/PC/tablet with Internet access. This e-learning program starts in April and October each year and ends in June or December.

## AREAS OF FOCUS

### Foundations of Successful Management

What makes successful, effective management? How do individual decisions influence results? How can you combine result-oriented action with freedom to act in a larger organization? Holistic management provides the answers.

- Understanding the organization holistically
- Values and corporate objectives
- Shareholder-, stakeholder- or customer value?
- Levers for achieving results
- The "health check" of your business: analytical tools
- Field-proven management principles

**Effectiveness through Strategy**

The most important prerequisite for effectiveness is a precise, future-oriented strategy. Knowing what you want to achieve without losing the flexibility to correct your course; thinking strategically, but flexibly, to respond in daily business; applying your own resources to the really important issues—all these need to be learned. We show how to set strategic priorities and develop promising strategies.

- How to create a strategic plan
- How to develop future-oriented, value-adding strategies
- How to apply the methods of strategic analysis and strategy formulation

**Sustainability through Business Development and Innovation**

Some markets don't exist yet; you have to create them. This is always the case when new technologies or new business ideas exceed the imagination of potential customers. Learn how skilful innovation works. Invent new products and services.

- Strategic marketing
- Analyze the chances of success of new business ideas
- Sharpen your business acumen

**Excellence through Marketing**

When everybody does the same thing, there is no room for uniqueness. Where there is no differentiation, interchangeability predominates—and with it, price wars, displacement and deteriorating profitability. Marketing wants differentiation. Marketing seeks customer closeness and regularly increasing customer value. Without good marketing, the best strategy gets bogged down. Learn to develop potent marketing concepts and actively control market success.

- The components of a potent marketing concept
- How to put the customer and customer value at the center

**Developing Financial Literacy**

Achieve sales goals, control costs, keep to investment budgets, hit profit and cash flow targets—more and more often, managers are taking over these tasks at a younger age than ever before. We provide the necessary help, knowledge and tools.

- The objectives and instruments of financial management
- Active control of income and expenditures
- Cost and break-even considerations
- Levers for optimizing results
- Budgeting and investment decisions

**Use of Financial Data for Remedial Action**

Managers need to detect financial target variances as early as possible. Accounting provides the necessary data and reports. It is the responsibility of management to evaluate them and take appropriate measures to stay on track.

- Early detection of target deviations
- Competent handling of controlling reports

## Dates

EP9721 Start October 2021

EP9712 Start May 2022

EP9722 Start October 2022

Duration: **3 months e-learning**

Fees: **EUR 4,700.– | CHF 4,900.– | US\$ 5,400.–**

Registration: [www.bostonprograms.com/ep97](http://www.bostonprograms.com/ep97) or registration form on the back of the brochure

# Leading & Managing People

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

## DESCRIPTION

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

## WHO SHOULD ATTEND

Participants should be managers and professionals with 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 or Difficult

- 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

EP6021	Oct 05 – 08, 2021	Hamburg, GER
EP6012	Mar 07 – 10, 2022	Frankfurt, GER
EP6022	Nov 28 – Dec 01, 2022	Berlin, GER

Duration: **4 days**

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

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

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# Leadership for Executives

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

## DESCRIPTION

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

## WHO SHOULD ATTEND

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

## AREAS OF FOCUS

### Executive Leadership

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

### Determining my own Status Quo

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

### Performance, Motivation and Communication

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

### Fair Conflict Resolution

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

### Trust as an Element of Corporate Culture

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

### How to Lead Leaders and Teams

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

### Work-Life Balance

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

### Skillful Change Management

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

### Organizational Excellence thanks to Effective Leadership

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

## Sessions & Fees

EP5441	Nov 22 – 25, 2021	Davos, CH
EP5412	May 17 – 20, 2022	Berlin, GER
EP5422	Jun 27 – 30, 2022	Brunnen/Lucerne, CH
EP5432	Sep 05 – 08, 2022	Online
EP5442	Sep 19 – 22, 2022	Boston, USA
EP5452	Nov 21 – 24, 2022	Lucerne, CH
EP5462	Dec 13 – 16, 2022	Munich, GER

Duration: **4 days**

Fees: **EUR 4,700.– | CHF 4,900.– | US\$ 5,400.–**

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

Are you interested in corporate education or consulting?

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

# 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 Leadership Development Program.

## WHO SHOULD ATTEND

- Managers, functional specialists and team leaders with some leadership experience 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 tools 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 tomorrow's leader
- Presence, appearance, charisma
- Analyzing my personality type
- Recognizing my own strengths and weaknesses, developing my strengths
- The importance of you as «brand»

### Communication and Conflict Management

- The image of an executive
- The principles of successful communication
- The correct way to handle conflict
- Creating a culture of open communication

### 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 Team Members**

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

- Creating a real team spirit
- Giving team members 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**

Leaders 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, Creating a Culture of Accountability**

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

- Evaluating performance
- Holding a qualification interview
- Constructive criticism
- Creating a culture of accountability

**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

EP6921	Part 1: Oct 25 – 28, 2021 Part 2: Dec 08 – 10, 2021	Davos, CH Cologne, GER
EP6912	Part 1: Mar 07 – 10, 2022 Part 2: Jul 04 – 06, 2022	Frankfurt, GER Zurich, CH
EP6922	Part 1: May 16 – 19, 2022 Part 2: Jul 04 – 16, 2022	Meisterschwanden, CH Zurich, CH
EP6932	Part 1: Oct 24 – 27, 2022 Part 2: Nov 30 – Dec 02, 2022	Davos, CH Berlin, GER

Duration: **4 + 3 days**

Fees: **EUR 6,900.– | CHF 7.400.– | US\$ 7.900.–**

Registration: [www.bostonprograms.com/ep69](http://www.bostonprograms.com/ep69) or registration form on the back of the brochure

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# 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

EP6312	May 16 – 19, 2022	Meisterschwanden, CH
EP6322	Oct 24 – 27, 2022	Davos, CH

Duration: **4 days**

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

Registration: [www.bostonprograms.com/ep63](http://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

EP1421	Dec 08 – 12, 2021	Cologne, GER
EP1412	Jul 04 – 06, 2022	Zurich, CH
EP1422	Nov 30 – Dec 02, 2022	Berlin, GER

Duration: **3 days**

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

Registration: [www.bostonprograms.com/ep14](http://www.bostonprograms.com/ep14) 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 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

EP1551	Oct 18 – 20, 2021	Brunnen, CH
EP1561	Dec 01 – 03, 2021	Zurich, CH
EP1512	Feb 16 – 18, 2022	Frankfurt, GER
EP1522	Mar 28 – 30, 2022	St. Gallen, CH
EP1532	Oct 17 – 19, 2022	Brunnen/Lucerne, CH
EP1542	Dec 01 – 03, 2022	Zurich, CH

Duration: **3 days**

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

Registration: [www.bostonprograms.com/ep15](http://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

To lead others successfully you need executive presence. In this course you will work on your personal image, learn how to act with composure and practice how and what you say. 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 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

EP1941	Part 1: Oct 18 – 20, 2021 Part 2: Dec 08 – 10, 2021	Brunnen, CH Cologne, GER
EP1951	Part 1: Dec 08 – 10, 2021 Part 2: Feb 16 – 18, 2022	Cologne, GER Frankfurt, GER
EP1912	Part 1: Mar 28 – 30, 2022 Part 2: Jul 04 – 06, 2022	St. Gallen, CH Zurich, CH
EP1922	Part 1: Jul 04 – 06, 2022 Part 2: Oct 17 – 19, 2022	Zurich, CH Brunnen/Lucerne, CH
EP1932	Part 1: Oct 17 – 19, 2022 Part 2: Nov 30 – Dec 02, 2022	Brunnen/Lucerne, CH Berlin, GER

Duration: **3 + 3 days**

Fees: **EUR 6,400.– | CHF 6,900.– | US\$ 7,400.–**

Registration: [www.bostonprograms.com/ep19](http://www.bostonprograms.com/ep19) or registration form on the back of the brochure

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# E-Learning

Boston Business School offers several one-month long distance learning courses. They are compact, intensive and bring you a credential from a business school that has earned a strong reputation for its excellent and up to date know-how.

## CONCEPT

The need for management skills has never been greater, and the demand is high for innovative approaches to management development, in both educational content and delivery. That's why Boston Business School offers with well-established online learning programs that include a wide range of courses and learning modules. Our offering delivers you three one-month courses in strategy, finance and marketing. It is part of our commitment to use technology in management education.

## BUSINESS STRATEGY CERTIFICATE

### Duration:

One-month online module; asynchronous delivery

### Description:

This course explores the differences between the various types of business models and systems. Participants will learn that organizations can achieve the scale, scope, and efficiency that come from being large and the flexibility, speed, and responsiveness of being small by using strategic systems and other techniques. In addition, the course discusses the importance of core competencies; and analysis of the value chain for finding business opportunities. Instructor will provide notes.

## FINANCIAL MANAGEMENT CERTIFICATE

### Duration:

One-month online module; asynchronous delivery

### Description:

The purpose of this course is to provide the student with a foundation to make economically sound decisions regarding financial management. Topics to be covered include the time value of money, risk and return, cash flow principles and capital budgeting decision techniques. Students completing this course component should have the tools and prospective needed to accurately analyze capital investment decisions. Instructor will provide notes. No Textbook required.

## MARKETING CERTIFICATE

### Duration:

One-month online module; asynchronous delivery

### Description:

This course is concerned with the adaptation of resources and objectives to outside market opportunity. It covers planning, segmentation, positioning, marketing mix development, and relationship marketing among other topics. Notes and discussion questions will supplement slide presentations. Cases will be analyzed and discussed in an asynchronous format. The cases address topics in segmentation, sales, advertising, and the Internet, as well as many other strategic areas. This course will enable the student to conceptualize marketing issues and to make viable marketing recommendations. Instructor will provide notes. No Textbook required.

## Dates & Fees

Code	Course	Start
EP9400	Business Strategy	May or October
EP9500	Financial Management	June or November
EP9600	Marketing Management	July or December

Duration: **1 Month / 4 Hours per Week**

Fees: **EUR 1,800.- | CHF 1,900.- | US\$ 2,200.-**

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

## General Information

### Registration and Confirmation

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

### Change of Registration

If you need to change your registration, please notify us at least 4 weeks before the program starts. A change of registration entails a fee of 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 charged 40% of the program fees. For cancellations within 6 weeks of the program start date, you will be charged the full program fees. You can arrange to have someone take your place up to 3 days prior to the program start date.

### Program Fees

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

### Accommodation, Daily Delegate Rates

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

### Insurance, Disclaimer

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

## Registration Form

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

Boston Business School  
Kirchstrasse 3  
CH-8700 Kuesnacht/Zurich

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

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

Name of Program

Program Number

Program Dates

Prefix  Ms.  Mr.

Titel

Last Name

First Name

Company/Organization

Street, P.O. Box

Postal Code, City

Country

Email

Telephone

FAX

Position

Industry (opt.)

Number of Employees (opt.)

under 200  up to 1000  over 1000

Signature

Date

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