

## INTRODUCTION

We offer a comprehensive range of executive education seminars for individuals and teams who wish to advance their knowledge in a particular area of business and take their leadership skills to the next level.

Designed in collaboration with the business and delivered by professors who are renowned experts in their fields, our seminars combine the latest management thinking and extensive business experience. Each seminar provides MBA quality of in-depth learning and is worth 3 MBA credits, accumulative towards an MBA degree.

Each seminar takes 3 days and is offered once a year. You can sign up for any seminar included in our offering or request a customized training tailored to the specific needs of your company.

<p><b>Management &amp; Leadership</b></p> <ul style="list-style-type: none"> <li>• Leading Through Crisis</li> <li>• Empower your Future</li> </ul> <p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>• Marketing Essentials</li> <li>• Marketing Strategy</li> <li>• Competitive Positioning</li> <li>• Digital Marketing and Social Media</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Accounting Principles</li> <li>• Strategic Corporate Finance</li> <li>• Finance for Entrepreneurs</li> <li>• Finance, Crisis and Data Analysis</li> </ul>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Strategic Thinking for General Managers</li> <li>• Creating Sustainable Value / Supply chain focus</li> <li>• Trends Analysis and Scenario Planning</li> <li>• Change Management</li> <li>• Business Ethics and Compliance Management</li> </ul> <p><b>Entrepreneurship</b></p> <ul style="list-style-type: none"> <li>• Digital Business Transformation</li> </ul>
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**“WE LEARNT MORE THAN 30 TOOLS IN THREE DAYS THAT WE WILL TAKE BACK TO OUR DAILY BUSINESS. THE GREATEST ASSET OF THE COURSE WAS THE LECTURER PROFESSOR TIM CONNERTON, ONE OF THE BEST AND MOST COMPETENT IN HIS FIELD THAT I HAVE HAD THE PLEASURE OF INTERACTING WITH IN A CLASSROOM ENVIRONMENT.” -**

**TOM HYDE, ORANGE SA**

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## Management & Leadership Seminar – Management Training

### Empower your Future

3 days

#### *How to manage your professional development successfully*

**Who should attend:** Professionals and managers who need to develop a broader view of their role in managing a profitable business and better understand cross-functional coordination and business strategy.

#### **Seminar Objectives:**

This seminar will enable participants to reflect, review and consolidate the learning and skills to inform their career goals and equip participants with a clear understanding and concrete tools to manage their career and professional development. Built as an interactive program, the course will cover:

- Self-assessment and evaluation of competencies, strengths, motivation, values and goals
- An entrepreneurial approach to creating your professional future
- A powerful coaching process to help you create sustainable personal and professional change
- Career marketing tools
- Job search and career mobility strategies
- Interviewing skills
- Networking techniques

#### **Christoph Touton, Professor**

Christophe Touton is a Principal in Heidrick & Struggles' Zurich office and a member of the Industrial, Global Technology and Digital practices.

Christophe brings to Heidrick & Struggles nearly two decades of General Manager experience. In the last years he has successfully supported clients in executives leadership programs and digital leadership and business transformation internationally.

Christophe has established himself as a trusted adviser for digital transformation, accelerating performance, talent acquisition and succession planning.

Prior joining Heidrick & Struggles, he was Executive Director at the leading executive education institute, IMD Lausanne and Singapore, working closely with Digital Business Transformation Center creating an innovative and agile new ecosystem.

Christophe served as a Chapter Chairman of the Swiss American Chamber of Commerce, as member of the Swiss Economic Forum and others associations and advisory boards. He is fluent in French, English, and German.

Christophe studied in France before graduating from the University of Bordeaux/France with a master in business law and a master in business administration from IAE France. He has participated to executive programs at Insead and IMD

#### **Related Seminars:**

- Creating Sustainable Value

#### **Seminar Fees Include:**

- Registration
- Course materials & books

#### **Useful information:**

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### **Pre-requisites:**

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
- Fluency in English.

#### **Duration**

- Thursday/ Friday: 8:30 – 21:00
- Saturday: 8:30 – 14:00

## Finance Seminar – Management Training

### Strategic Corporate Finance

3 days

*Using figures and tools to ensure business success*

**Who should attend:** Professionals and managers who are, or will soon be, active in financial related operations.

#### Seminar Objectives:

BSL's seminar in Corporate Finance will equip you with the skills needed to understand and execute financial processes. You will be introduced to the guiding principles of finance and will practice them through concrete case studies. The seminar will cover:

- Financial controlling: analyzing financial statements and reporting performance
- Cash management, short-term investment, credit policy, accounts receivable
- Capital structure, leveraging short- vs. long-term financing
- Operating cash flow, projections, time value of money
- Understanding various investment vehicles
- Capital markets
- Developing a scorecard

#### Jacques Billy

Prof. Jacques Billy, Swiss and French, teaches at the MBA and Master's level at BSL. Prof. Billy is owner of Finalta consulting company which provides financial advice and solutions to start-up companies and sophisticated clients. Since 2012, Jacques is part of the Treasury Management and Finmetrics networks, where he is in charge of senior advisory assignments. He has over 20 years of experience in financial advice, controlling and treasury operations. Prof. Billy started his career in a base metals trading company in Geneva, now part of Rio Tinto, and then continued his career path as Head of Finance for Fitolabo Group, a Swiss listed company. Later, he joined the in-house bank of Reed Elsevier, a leading information provider worldwide, where he managed all operations of the Swiss branch in 2001-2012.

#### Related Seminars:

- Finance for Entrepreneurs

#### Seminar Fees Include:

- Registration
- Course materials & books

#### Useful information:

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### Pre-requisites:

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
- Fluency in English.

#### Duration

- Thursday/ Friday: 8:30 – 21:00
- Saturday: 8:30 – 14:00

## Finance Seminar – Management Training

### Finance for Entrepreneurs

3 days

*Mastering finance to turn visions into business reality*

**Who should attend:** Professionals and managers who are, or will soon be, starting up a new project, division, unit or company.

#### Seminar Objectives:

BSL's seminar Finance for Entrepreneurs will equip you with what it takes to successfully understand the financing aspect of starting up and running a project or company. You will apply financial tools in concrete business situations to understand implications and alternative options available. The seminar will cover:

- Valuation
- Investment analysis
- Financial modeling and sensitivity analysis
- Due diligence, risk analysis and risk pricing
- Valuation of start-up companies
- Funding sources
- Venture Capital, Crowdfunding, Private Equity
- Term sheets & Shareholder agreements
- Investment management/monitoring
- Exit strategies

#### David Bridge, Professor

Prof. David Bridge (British) teaches at the Master's and MBA level. He is currently CEO of Bridge Interim Management Sarl providing CFO services to start up organisations throughout Europe. Prof. Bridge has more than 35 years of experience primarily with fast growing hi-tech Companies.

Prior to founding Bridge Interim Management Prof. Bridge spent more than 15 years with Autodesk, a \$2B+ US software company. He held a number of senior level roles in Autodesk in Europe, Middle East and Africa, including responsibilities for Finance, IT, M and A, Sales Operations and Sales Channel organisations.

Prof. Bridge has lived in the Suisse Romande region for more than 20 years and has extensive international experience having lived and worked in the US and Asia as well as Europe. He is a qualified UK Chartered Accountant with an MBA from Heriot Watt University in Edinburgh, UK and a Bsc in Computer Science and Accounting from Manchester University, UK.

#### Related Seminars:

- Corporate Finance

#### Seminar Fees Include:

- Registration
- Course materials & books

#### Useful information:

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### Pre-requisites:

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
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#### Duration

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## Marketing Seminar – Management Training

### Marketing Essentials

3 days

*Developing a marketing plan for a new product or service*

**Who should attend:** Professionals and managers who are, or will soon be, involved in marketing activities.

#### Seminar Objectives:

BSL's course in Marketing Essentials will enable you to gain the essence of what marketing is about. You will learn how to develop a marketing plan and will understand the factors and elements that play a role in the marketing mix. The seminar will cover:

- Understanding the Product Life Cycle and its influence on the Marketing-Mix
- Product, Branding, Brand management and differentiation
- Price fixing, strategies and policy
- Distribution channels for B2B and B2C and their intermediaries and Sales Strategies
- Communication-mix, its elements and the increasing role of e-channels
- Marketing planning, implementation and result measurements.

#### Dr. Marko Majer

Dr. Marko Majer is an expert in fields of generational leadership and marketing communications. He has founded and managed one of the leading advertising agencies in Slovenia, Mayer McCann, and in 25 years collected many awards for their work on most prominent global client brands. While working with young talent, he got interested in research of their values and ambitions, which led him to a doctoral research of the Millennials in the European advertising industry.

The leadership aspects of this research extend into a broader perspective of leadership practice, so after finishing his PhD at the IEDC Bled School of Management he also published it in a book. Dr. Majer frequently lectures about leadership and marketing in relation to practical experience.

#### Related Seminars:

- Competitive Positioning
- Brand Management

#### Seminar Fees Include:

- Registration
- Course materials & books

#### Useful information:

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### Pre-requisites:

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
- Fluency in English.

#### Duration

- Thursday/ Friday: 8:30 – 21:00
- Saturday: 8:30 – 14:00

## Marketing Seminar – Management Training

### Competitive Positioning

3 days

*Creating a marketing strategy in changing times*

**Who should attend:** Professionals and managers who are, or will soon be, involved in strategic analysis, and/or marketing.

#### Seminar Objectives:

BSL's seminar in Competitive Positioning will enable you to understand the critical elements necessary in creating a competitive marketing strategy. You will gain a clear understanding of, and practical experience in, how to create a marketing strategy during times of rapid change. The seminar will cover:

- Mastering the basics of market research
- Research methodology
- Environment analysis
- Competitive and industry analysis
- Buyer behavior and trend watching
- Market segmentation & defining target markets
- Positioning of products and services
- Dealing with limited or insufficient information

#### Guy Ngayo

Prof. Guy Ngayo teaches at the MBA level at BSL. He is Managing Director of a management consulting and development coaching company, Verticacoaching, in Switzerland. Prof. Guy Ngayo has worked and lived in 6 different countries, working on implementing strategic, change management, marketing and business growth initiatives on a global scale for tier one global companies. Prof. Guy Ngayo held leadership roles at the French Embassy in Washington DC, Hilti Worldwide, and Andersen Consulting/Accenture.

Prof. Ngayo earned a Master's degree in Sociology from University of Rouen/University of Montreal, a Master's in Management from HEC Montreal, an MBA from Thunderbird and an Executive Coaching Certification from the Columbia University in the city of New York. Prof. Guy Ngayo has been lecturing business classes for more than 6 years in schools in France and in Switzerland.

#### Related Seminars:

- Marketing Essentials
- Brand Management

#### Seminar Fees Include:

- Registration
- Course materials & books

#### Useful information:

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### Pre-requisites:

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
- Fluency in English.

#### Duration

- Thursday/ Friday: 8:30 – 21:00
- Saturday: 8:30 – 14:00

## Strategy Seminar – Management Training

### Strategic Thinking for General Managers

3 days

#### *Mastering corporate & business unit strategy*

**Who should attend:** Professionals and managers who are, or will soon be, managing a business, division or project, as well as current and future members of management teams.

#### **Seminar Objectives:**

This course will equip you with the key elements needed to succeed in developing and implementing strategic plans, operating a business and leading focused organizations as a general manager. The seminar will cover:

- Translating visions and missions into measurable objectives
- Utilizing mission, vision and values for motivating people
- Excelling at managing the strategy formulation process
- Creating scenarios and making trade-offs to execute on
- Evaluating resources and aligning strategy to structure
- Appraising multi-level corporate portfolio strategies
- Formulating specific strategies based on generic strategy options
- Understanding culture and sustainable stakeholder perspectives

#### **Benjamin Wall**

Benjamin Wall (USA) began teaching at the Bachelor's level for BSL in 2014. For many years he worked at KPMG in consulting, key account management and knowledge management, specializing in the automobile and pharmaceutical industries. His consulting experience in strategy, marketing and sales, HRM and organization began at UBS and continued afterwards at Abegglen Management Consultants, a leading Swiss consultant in the Zurich area. Parallel to the consulting experience, Prof. Wall has been very active as a lecturer in London and Switzerland for over 30 years. He has taught economics and managerial economics, along with the management topics in which he consults, on many programs at the Master's and Bachelor's level. Furthermore, he was active in management training at the University of St. Gallen.

Prof. Wall holds a B.S. from Yale University in Economics and Psychology, as well as a M.Sc. from the London School of Economics in both Sociology as well as Economic History.

#### **Related Seminars:**

- Creating Sustainable Value

#### **Seminar Fees Include:**

- Registration
- Course materials & books

#### **Useful information:**

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### **Pre-requisites:**

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
- Fluency in English.

#### **Duration**

- Thursday/ Friday: 8:30 – 21:00
- Saturday: 8:30 – 14:00

## Strategy Seminar – Management Training

### Trends Analysis and Scenario Planning

3 days

*Making uncertainty work for you*

#### Who should attend:

MBA and EMBA Professionals and managers who are, or will soon be, managing a business, division or project, as well as current and future members of management teams.

#### Course Objectives:

BSL's elective course in Scenario Planning will equip participants with a clear understanding and concrete tools to make uncertainties in the business environment work for them. Participants will practice these tools in practical situations and team exercises. The course will cover:

- How to create scenarios
- When, and when not, to use scenarios
- How to use scenarios for strategic conversations
- How to evaluate options in light of scenarios
- How to make uncertainty explicit
- How to challenge the mental models of decision makers with scenarios

#### Ulrich Golüke, Professor

Ulrich Golüke, born and raised in the Rhineland of Germany, studied systems dynamics with Dennis Meadows, co-author of the 'Limits to Growth' study.

He has been building feedback models ever since. For the last 20 years or so he has in addition worked with scenarios, as a way to imagine and create futures different than the official ones. He is a freelancer who works with companies, universities, foundations and students. He has lived in Wales, the United States, Norway, France and Switzerland. More info on [www.blue-way.net](http://www.blue-way.net) and [www.szenarien-in-schulen.net](http://www.szenarien-in-schulen.net) (in German).

#### Related Seminars:

- Finance for Entrepreneurs
- Strategic Thinking for General Managers

#### Seminar Fee include:

- Registration
- Course materials & books

#### Useful information:

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### Pre-requisites:

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
- Fluency in English.

#### Duration

- Thursday & Friday: 8:30 – 21:00
- Saturday: 8:30 – 14:00

## Entrepreneurship Seminar – Management Training

### Digital Business Transformation

**3 days**

*Integrating the key elements of business*

**Who should attend:** Professionals and managers who need to develop a broader view of their role in managing a profitable business and better understand cross-functional coordination and business strategy.

#### Seminar Objectives:

BSL's seminar in Digital Business Transformation will help prepare participants for the future, by giving them a solid understanding and a safe environment to debate the changes that industry sectors need to navigate, and how to best do so. The seminar focuses on the following:

- The metrics which really matter when it comes to business models, with a deep dive into key industry sectors
- What 'digital' encompasses and how it is evolving
- The impact digital is having on the world, and the implications for how companies and public institutions need to connect with their stakeholders
- The main strategy considerations for any business transformation
- Frameworks for structuring the implementation of a business transformation
- How to practically approach the subject inside an organization which is not yet ready for transformation

#### Anja Jacquin

Prof. Langer Jacquin teaches at the Bachelor, Masters and MBA levels at BSL. She works as an independent corporate advisor through her company ValueChange, focused on business model evolution and culture change, mainly in the high tech and communications industries.

Most recently, Prof. Langer Jacquin was Managing Director of the Europe, Middle East, Africa, and Russia region for Cisco's Consulting Services business. During her 15 years at Cisco, Prof. Langer Jacquin held various international management positions in sales, services, internal consulting, operations, and business development. Prior to working with Cisco, Prof. Langer Jacquin was with Mercer Management Consulting based in Munich and London. She started her career in international market research in Brussels.

Prof. Langer Jacquin holds a triple Master's degree in Management from ESCP Europe (Paris-Oxford-Berlin) as well as a Bachelor in Communication and Marketing (Brussels). She is a Danish national currently based in Geneva, Switzerland with her French husband and two children. She speaks fluent Danish, English, French, as well as working level German and Dutch and has lived in nine countries so far.

#### Related Seminars:

- Applied Entrepreneurship

#### Seminar Fees Include:

- Registration
- Course materials & books

#### Useful information:

*This seminar includes a commitment to 10 hours of pre-work and 20 hours of post-assignment.*

#### Pre-requisites:

- A solid understanding of business, obtained through management training courses or relevant professional work experience.
- Fluency in English.

#### Duration

- Thursday/ Friday: 8:30 – 21:00
- Saturday: 8:30 – 14:00

