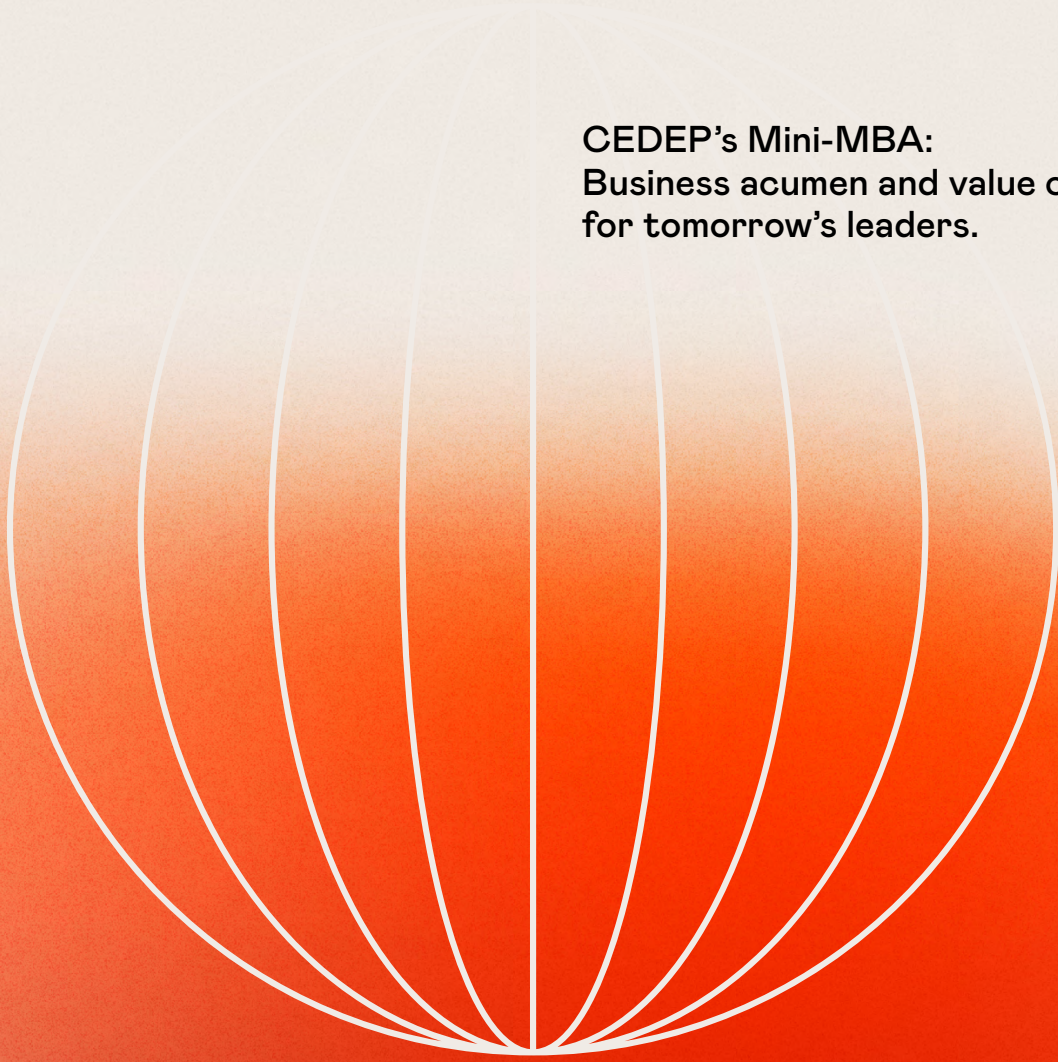


MASTERING BUSINESS EXCELLENCE (MBE)

CEDEP's Mini-MBA:
Business acumen and value creation
for tomorrow's leaders.



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Overview

Develop key business fundamentals to drive sustainable growth.

The CEDEP MBE is a 7.5 day MBA-inspired program that expands participants' core knowledge of business essentials. This cohort-based journey covers topics such as organisational strategy, understanding customers and markets, planning and executing operations and the financial logic underpinning managerial decision making.

Constantly refreshed to reflect emerging business challenges, the newest version of the MBE enables participants to accelerate their impact through in-depth discussions and equips them with the tools to develop a sustainable view of business operations.

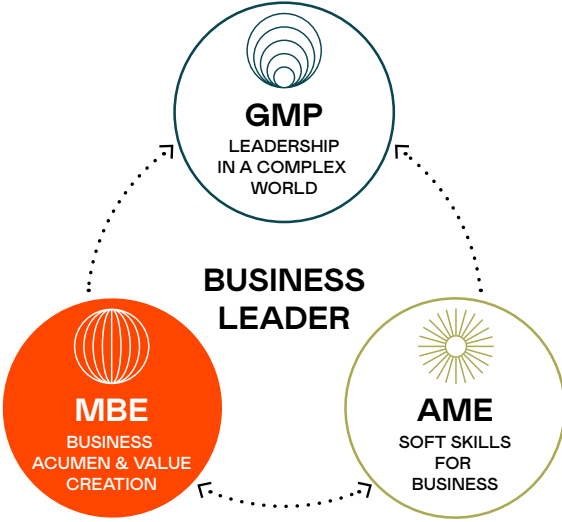
About CEDEP

CEDEP is an independent not-for-profit executive education club providing a unique and safe space for global leaders to reflect, explore, collaborate, peer-learn, grow and succeed.

CEDEP is co-run by its international members from diverse and non-competing industries who understand the value of building long-term relationships and tackling real-life business challenges within a collaborative learning community.

CEDEP acts as a catalyst for change. We empower leaders to shape organisations for a positive and more sustainable future with transformational leadership development programs and learning experiences, co-designed with our academic team, members, clients and non-resident faculty from the world's top business schools.

Based in France, but operating globally, CEDEP delivers programs from various international locations, in person or online via live sessions, or hybrid with a blend of both.



The MBE is one of our three flagship programs, which are designed to complement each other or can be taken individually.

Why CEDEP MBE?

In today's highly competitive global economy, companies are faced with the challenge of differentiating themselves from their competitors by offering unique and creative products and services to give them a sustainable competitive advantage. To manage effectively in this complex environment, managers need to understand many factors in decision making and quickly adapt their strategy to market changes. They can no longer simply rely on optimising their performance, but must also contribute to the sustainable performance of the business by adopting a cross-functional perspective.

This perspective requires an in-depth understanding of the organisation and its role in the wider economy. The MBE equips managers who have a recognised credibility within their function, with a holistic perspective to enable them to optimise their performance during their day-to-day work. They will benefit from the tremendous value created by seamlessly navigating the interfaces between functions to execute strategy.

This inspired learning journey builds on its strong legacy of more than a decade to spread its ambitions in scale and scope.



Program Objectives

Participants will emerge from the MBE with strong cross-functional skills and a solid overview of general management principles in an evolving business environment.

At the end of the program, participants will be able to:

UNDERSTAND THE FUNDAMENTALS OF BUSINESS

Revisit or learn the fundamentals of management functions within an organisation. Gain clarity when communicating on strategy. Practice running an organisation in a secure environment.

DEVELOP A GLOBAL VISION TO UNDERSTAND STRATEGY

Understand how the economy impacts business in order to appreciate decisions made at the senior level and proactively contribute to strategy execution within their perimeter.

DEVELOP A HOLISTIC VIEW OF THEIR ORGANISATION

Gain deep insight into the different functions of the company, their interdependence and cross-company challenges. Appreciate the significance of personal contribution to value creation and see how individual decisions impact the business as a whole.

COLLABORATE EFFECTIVELY ACROSS FUNCTIONS

Optimise interaction with teams from different functional areas, cultures and personalities to improve results. Be equipped with the necessary tools and foundational knowledge to adapt their methods and think more strategically.

“TRUE LEADERSHIP LIES IN HARMONISING DIVERSE FUNCTIONS TO WORK TOGETHER SEAMLESSLY, TURNING INDIVIDUAL STRENGTHS INTO COLLECTIVE POWER, AND ALIGNING EVERY PIECE OF THE BUSINESS WITH A SHARED STRATEGIC VISION. THE MBE PROGRAM UNDERSTANDS AND CULTIVATES THIS EXCEPTIONALLY WELL.”



— Daphne DECKERS
COO
Victor Buyck Steel Construction

Program Content & Outline

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

The MBE helps participants to develop into a T-shaped leader. They will be able to connect with stakeholders beyond their own specialty areas and be better equipped to gain support for their initiatives. The decisions that they will be able to make going forward will not only be about optimising within their own function, but focused on creating value for the organisation as a whole, thus developing a solid foundation of business acumen.

The program includes engaging evening sessions with program directors or speakers coming from business who share their real-life challenges, failures and successes.

The structure of the program fosters learning and best practice sharing in a secure, collaborative environment that enables participants to discover hidden strengths and build awareness. The time out for reflection forces participants to challenge themselves and expand their thinking.



T-SHAPED LEADER



The MBE is anchored around multiple content pillars, each building on the previous one:

Theory of the Firm

BUSINESS STRATEGY

- Understand the concept of strategy and review individual company strategy.
- Make strategic decisions with an informed enterprise mindset.
- Align management behaviour according to company context.

Customers & Markets

MARKETING FUNDAMENTALS AND CUSTOMER CENTRICITY

- Appreciate what a customer centric mindset is and explore how to implement this mindset within an organisation.
- Understand Value Selling, and appreciate the roles of Buying Centres.
- Explore the growing role of sustainability and how it impacts different stakeholders in a marketing context.

Supply Chain Management

A LEVERAGE FOR VALUE CREATION AND STRATEGY EXECUTION

- Beyond its role of business support, understand how supply chain management (SCM) can create value to the business and leverage the competitive advantage.
- Understand the exchanges between different functions and SCM - and how individuals can contribute to overall supply chain performance.
- Identify the mega trends in SCM and potential transformation drivers for an organisation's supply chain.

Finance & Commercial Acumen

- Understand the need for a clear, dynamic, company-level strategy that reflects risks, competitive dynamics and industry sector attractiveness to guide ongoing operational decisions.
- Make commercial decisions using financial tools and multiple data sources and demystify the language and tools of finance.
- Undertake a Business Challenge Simulation: run a business to create value for shareholders by establishing a clear team strategy and making all the operational decisions to implement that strategy.



Negotiation – Influencing Strategies & Negotiation Skills

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

Sustainable Development & ESG Impact

- Gain a foundational understanding of the state of the world from a sustainability perspective.
- Clarify global and local issues related to environmental and social sustainability and how they translate into the business context.
- Understand the expectations of investors, regulators and society at large and how to adopt an impact mindset to unlock opportunities.

Networking & Cooperating Beyond Limitations

- Understand the importance and value of professional networking.
- Optimise interactions with teams from different functions to avoid misunderstandings.
- Learn strategies and tactics to improve, map and leverage professional networks.

Impact

The CEDEP MBE is an enriching theory and hands-on program that gives high-potential managers, ready for expanded responsibilities, solid general management knowledge to thrive in a cross-functional role. Participants challenge themselves, stretch their thinking and gain the foundational knowledge and confidence to be strong managers who can:

— MOTIVATE TEAMS.

— UNDERSTAND THE STRATEGIC NEEDS OF OTHER DEPARTMENTS.

— BETTER DEFINE STRATEGY AND PERFORMANCE IN THEIR ORGANISATION.

Innovative, highly relevant and actionable, this learning journey equips participants with practical advice and invaluable tools for day-to-day business operations. By developing an understanding of the global organisation and strengthening fundamental business skills in logistics, finance, operations, negotiation, strategy, and marketing, participants expand their mindset and acquire the strategic insights and tools needed to operate across functions.



Faculty

Program Director



Guido VERSWIJVEL

Guido Verswijvel is owner and managing director of GUCY Management, an active investor and strategic advisor for the ambitious and growth-orientated enterprise. Based on his profound knowledge and practical expertise in marketing as well as finance, he can help to address the major strategic challenges that companies face from both angles.

For many years he was a strategic advisor in the financial services industry, both at national and international levels. Before becoming an independent entrepreneur, Guido was active in banking (Director of Credits in a major Belgian bank) and strategy consulting (McKinsey). In addition to being the program director for CEDEP's MBE, Guido is also an lecturer in entrepreneurship at INSEAD.

Guido has a master's degree in applied economics and completed a doctoral program - major in marketing, minor in finance - from the University of Antwerp. He also has an MBA from INSEAD.



Theory of the Firm



Jens MEYER

Expert in innovation and change, Program Director and former Dean of CEDEP, Adjunct Professor of Corporate Strategy at INSEAD, Co-founder of Strategy Regeneration.

Negotiations



Eduard BELTRAN

Lawyer, consultant and expert speaker on negotiation, Professor and Lecturer of Negotiation and Leadership at several international universities and business schools, Advisory Council Member of Harvard Business Review.

Supply Chain Management



Michel FENDER

Consultant and educator in operations and supply chain management, Professor at Africa Business School, Adjunct Professor at HEC Paris.

Sustainability



Arnaud BLANDIN

Expert in sustainability and innovation, Founder of the Beyond Institute, Founder and President of Shizenso, Entrepreneur in Residence at INSEAD.

Finance & Commercial Acumen



Moira CREEDON

Finance management specialist and advisor, executive education director, Associate Professor of Finance at INSEAD, CEO of Artemis Consulting.

Networking



Nana VON BERNUTH

Expert in leadership, collaboration and strategy, Program Director at CEDEP, Adjunct Professor at INSEAD.

Program Details

SET UP

This program can be experienced in two ways:

- MULTI-COMPANY PROGRAM
Share insights, experiences and knowledge with other companies across varied industries.
- CUSTOM PROGRAM
Highly personalised solution based on your company's culture, current business challenges and strategic issues.

FORMAT

In person

DURATION

7.5 days

LOCATION

CEDEP Campus at Châteauform, Cély-en-Bière, France and internationally upon request

PARTICIPANT PROFILE

The CEDEP MBE program is for high-potential functional managers, identified for expanded responsibility. They are dedicated experts in their field who could benefit from a solid foundation of business fundamentals.

They stand out as individuals who could take on broader general management roles or larger team management responsibilities in a few years.

They have functional management experience that has generally been gained on the job, and typically do not hold an MBA.

“CEDEP’S MBE PROGRAM WAS ONE OF THE BEST EDUCATIONAL EXPERIENCES I’VE EVER HAD. IT’S TOP NOTCH AT EVERY LEVEL, FROM THE PROFESSORS’ KNOWLEDGE AND EXPERTISE, THE INTERESTING EXPERIENTIAL ACTIVITIES AND DIVERSE TEAM OF STUDENTS TO THE FACILITIES DESIGNED FOR LEARNING AND EXCHANGE.”



– Gianluca LORENZATTO
Production Manager
ITT MOTION TECHNOLOGIES



**CEDEP,
THE CATALYST FOR TRANSFORMATIONAL
LEADERSHIP DEVELOPMENT.**



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