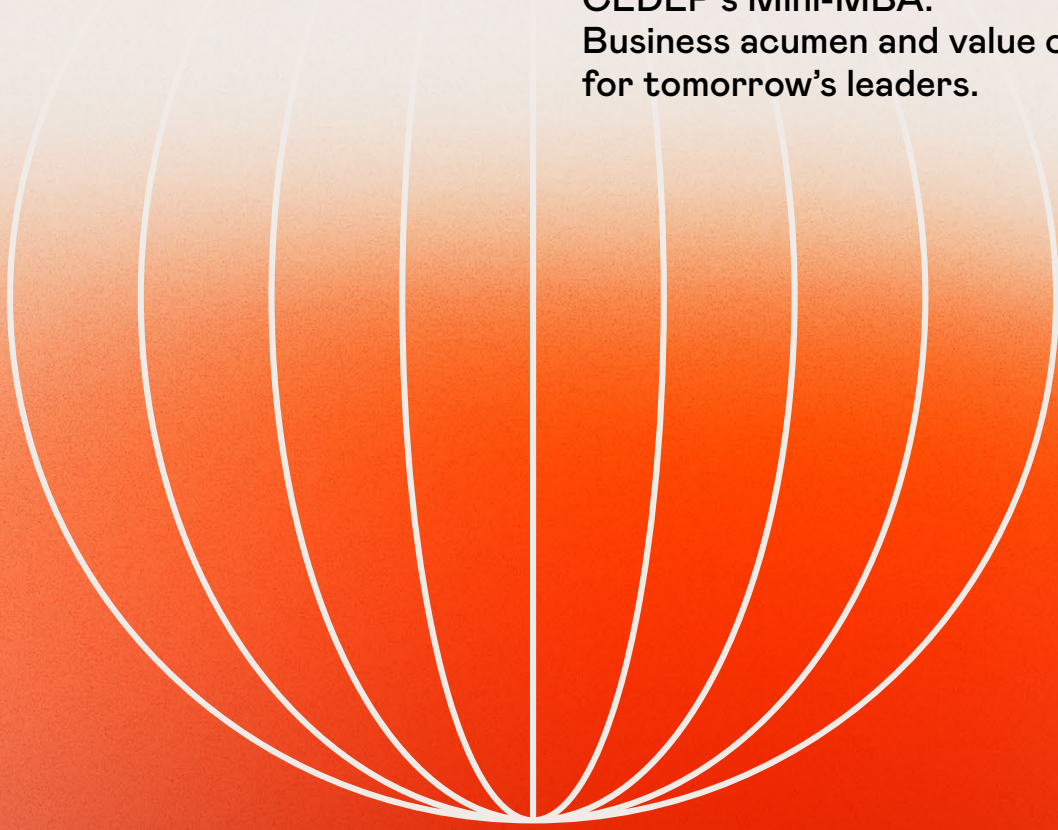


ONLINE MASTERING BUSINESS EXCELLENCE (MBE LIVE)

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 LiVE is an 8-week MBA-inspired online program that expands participants' core knowledge of business essentials. This cohort-based journey covers topics such as organisation 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 LiVE enables participants to accelerate their impact through in-depth discussions and equips them with the tools to develop a sustainable view of business operations.

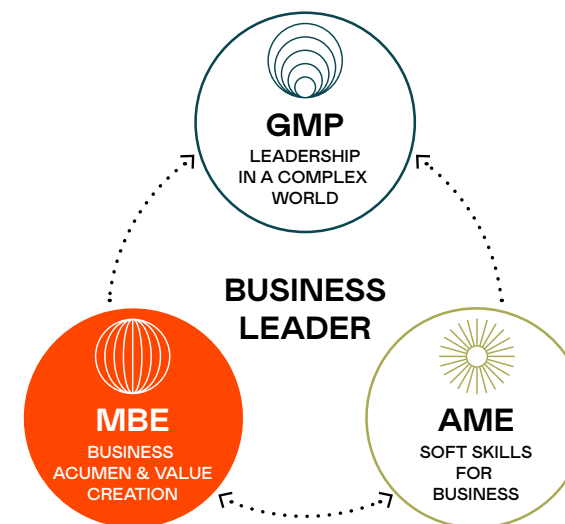
About CEDEP

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

Why CEDEP MBE LiVE?

In today's highly competitive global economy, companies are faced with the strategic challenge of differentiating themselves from their competitors by offering unique and creative products and services of lasting value that will give them a sustainable competitive advantage. To manage effectively in this complex environment, managers need to understand the many factors at play in decision making and quickly adapt their strategy to market changes. They can no longer simply rely on optimising 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 economy. The MBE LiVE equips managers, who already 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 that is created by seamlessly navigating the interfaces between functions to execute strategy.

This 8-week online learning journey builds on its strong legacy of more than a decade to spread its ambitions in terms of scale and scope. Digital learning helps create a more global cohort of participants, brings in a richer variety of faculty and guest speakers and responds to feedback with agility. Digital work and online collaboration are becoming the norm in today's workplace and the MBE LiVE prepares participants for this reality.



Program Objectives

Participants will emerge from the MBE LiVE 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:

- **Broaden the horizons of their own career** by developing an in-depth understanding of how business works, and how specific strategic and operational choices impact results.
- **Adapt business decision making** from a narrow functional view to a big picture view focused on sustaining business growth for the long term.
- **Deconstruct business as a dynamic, interconnected system** operating in a complex, volatile strategic environment.
- **Understand how various functions – finance, operations, marketing and more – work together** to successfully execute a business strategy, and create value.

In addition, participants will be part of a global cohort of more than 35 ambitious managers like themselves for an 8-week long period, building a healthy network to support their professional goals.

"MBE LiVE TOOK ME ON AN INCREDIBLE JOURNEY THAT REINFORCED THE IMPORTANCE OF UNDERSTANDING AND PROMOTING A COMPANY'S VISION AND MISSION AND APPLYING THIS TO EVERYDAY ACTIONS, AND ALWAYS CONSIDERING OUR CUSTOMERS' NEEDS FOR LONG TERM SUSTAINABILITY AND PERFORMANCE."



— Alina PREDESCU
Senior Manager, Stamping Department la
Automobile Dacia S.A.

Program Outline

The highly interactive MBE LiVE program is centred around four Content Pillars, enabling participants to develop a holistic view of business and drive sustainable growth.

1. FINANCIAL ACUMEN
2. THEORY OF THE FIRM (STRATEGY)
3. CUSTOMERS & MARKETS
4. EXECUTING OPERATIONS

MBE LiVE follows a blended online methodology, consisting of self-study videos, live online sessions, self-reflection and group exercises to apply the learning.

It is comprised of both synchronous and asynchronous elements, fostering real-time interaction with faculty and cohort, but also allowing participants to adapt their learning time to their busy schedules.

Participants receive access to the CEDEP 360Learning environment one week before the first live online session. This dedicated learning space will be their virtual home for the duration of the program, enabling participants to connect with each other and the program team, access asynchronous content and track their progress.

They will begin the MBE LiVE journey with an opening webinar that introduces them to the program, the CEDEP 360Learning platform, and the dedicated Program Director and Program Coordinator who will accompany them throughout the journey, ensuring ample opportunity to build and develop a strong MBE LiVE community.



The synchronous learning portion of the program is comprised of twelve faculty-led interactive online sessions and three industry expert discussions. The sessions are designed to help participants develop their conceptual knowledge of key areas and enhance it with real-life industry insights. They also include sessions dedicated to networks, leadership and a formal review and closing session.

The asynchronous learning elements include self-reflection, cross-business group work and short activities to carry out at the workplace (for example, conversations with their manager). The focus is on an immediate application to the participants' own work environment. These activities and assignments are reviewed and commented on the core teaching faculty, and sessions also provide opportunities to give and receive peer feedback.

Program Content Pillars

1. FINANCIAL ACUMEN

- Understand the key concepts of corporate finance.
- Understand how operational decisions lead to value creation.
- Develop a financial framework to guide operational decision making to create value.

2. BUSINESS STRATEGY

- Understand the context and environment of their organisation.
- Understand how their business is organised.
- Review their organisation’s mission, vision and strategy regarding the environment.
- Develop a framework to make strategic choices with a focus on market-centric drivers.

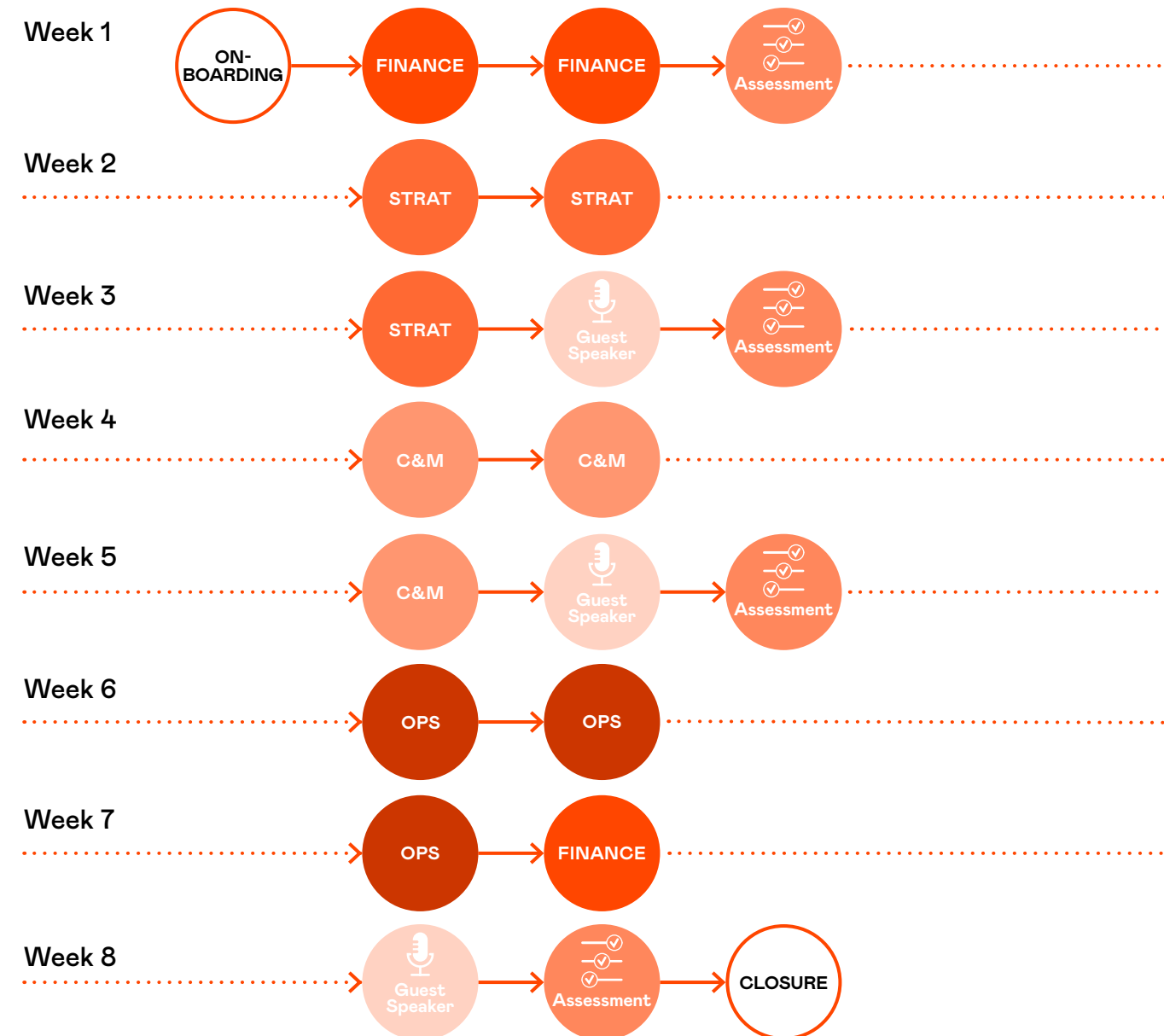
3. CUSTOMERS & MARKETS

- Understand the world of marketing today and value from the customer’s perspective.
- Review the key components of marketing value.
- Understand who is at the forefront of marketing value creation today and analyse how participants’ companies compare.

4. EXECUTING OPERATIONS

- Examine the key decisions that operations managers must make based on the organisation’s competitive priorities.
- Examine two key factors impacting modern operations: Sustainability & Servitisation.

MBE LiVE JOURNEY



STRAT = THEORY OF THE FIRM
 C&M = CUSTOMERS & MARKETS
 OPS = EXECUTING OPERATIONS

Faculty

Program Directors



Jorge DOS SANTOS

Jorge Dos Santos is a certified leadership coach dedicated to helping executives improve organisational effectiveness and leadership abilities. He is focused on unlocking human potential for business success and personal growth.

Jorge is managing director of MyDev, a boutique coaching and consulting firm specialising in business strategy, leadership development and organisational dynamics. He also runs Boavia, a career coaching practice, and is a local elected representative and founder of PowerEntrepreneur, a networking club for entrepreneurs. For almost two decades, Jorge managed INSEAD's Transition to General Management program. He has a master's degree in English, Spanish, law and economics from Paris Nanterre University. He is a certified mastercoach from ICI Geneva and a certified MBTI practitioner.

At CEDEP, Jorge is co-director of our Mastering Business Excellence LiVE program.



Christoph HEROLD

Christoph is chief development officer at CBTL GmbH, a leading e-learning provider, where he drives business strategy and the development and design of core e-learning products.

He has a rich experience in leadership development, training, coaching and digital learning, and is an expert in developing learning programs that focus on efficiency, productivity, business impact and results.

Christoph has degrees from Saïd Business School, University of Oxford and Julius-Maximilians-University Würzburg, and is a certified learning technology expert and certified business coach. At CEDEP, Christoph co-directs the MBE LiVE, where he shares his expertise in leadership development and digital learning.

Financial Acumen



Dominique JACQUET

Expert in corporate finance and innovation, Professor of Finance at HEC Montreal, École des Ponts and INSEAD.

Customers & Markets



Liri ANDERSSON

Global business strategist, lecturer, public speaker, Founder of this fluid world, a boutique international business consultancy.

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.



Edward BUCKINGHAM

Expert in strategy, international business and operations management, Professor of Management at Monash Business School, Director of Masters of Business Innovation at Monash Indonesia.

Executing Operations



Andrea MASINI

Expert in operations and technological innovations, Dean of Faculty and Research, Associate Professor of Operations Management, HEC Paris.



Impact

The CEDEP MBE LiVE program forces participants to challenge themselves and stretch their thinking.

The decisions made by a functional leader or a regional manager affect the future of their organisation. As experts in their own domains through deep hands-on experience, a refresher course in business fundamentals - finance, marketing, strategy and operations - will provide them with enhanced cross-functional skills and a holistic view of business. These high-achieving managers are cognizant of the fundamental changes taking place in the global business environment. Through MBE LiVE, they will become references within their teams to interpret these changes in their organisational context.

The nature of tomorrow's business challenges will call for a versatile, multi-faceted approach to problem solving.

In a digitalised world where businesses will be sustainability-centred by default, the MBE LiVE will help future business leaders dive deep into building their managerial potential by:

— WORKING EFFECTIVELY ACROSS FUNCTIONAL BOUNDARIES.

— GROWING AND ADAPTING THEIR MINDSET.

— CONFIDENTLY MAKING SOUND DECISIONS TO EXECUTE THEIR ORGANISATION'S STRATEGY.

The MBE LiVE online learning journey is designed for participants to learn from each other's experiences, share knowledge and best practices, network and take time out to reflect on how to improve their daily routines. The diversity of each MBE LiVE group and the history of CEDEP's faculty with each member organisation make the program experience unique and personalised – something CEDEP prides itself on.

Program Details

SET UP

This program can be experienced in two ways:

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

PROGRAM COMPLETION MINIMUM REQUIREMENTS

- 70% attendance of all online sessions
- 70% completion of asynchronous work
- 70% score on each of the 4 assessments

FORMAT

Online learning journey hosted on the CEDEP 360Learning Platform

DURATION

- 8 Weeks (48 Learning Hours):
- 2 x 90-minute LiVE sessions per week, including 12 interactive sessions with faculty and 3 industry expert discussions
 - 3 hours per week of individual work (asynchronous learning with reading, videos, reflection and application)

ADDITIONAL LEARNING SUPPORT

- 4 office hours with faculty
- Cohort cafés with the Program Director
- Assessments for knowledge verification and to reinforce understanding

Participants will also become part of the CEDEP Alumni network.

PARTICIPANT PROFILE

The CEDEP MBE LiVE is for senior functional managers who want to refresh their business acumen and strategic perspective.

Individuals, who by nature of their roles – corporate functions, business partners, business analysts – are required to demonstrate an enterprise level mindset while addressing operational challenges.

They are dedicated experts in their field who typically do not have an MBA, but have functional management experience that has generally been gained on the job.





CEDEP,
THE CATALYST FOR TRANSFORMATIONAL
LEADERSHIP DEVELOPMENT.



Find out more about
the MBE LiVE:

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