

# EXECUTIVE PROGRAM

in

# MANAGEMENT

9<sup>th</sup> Edition

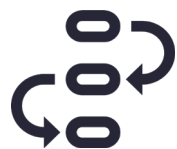




EXECUTIVE PROGRAM IN MANAGEMENT

**9<sup>th</sup> Edition**

# EXECUTIVE PROGRAM IN MANAGEMENT



## Program Format

10 days = 5 modules  
(2 days each)



## Participants

High potential talents



## Objectives

Enhance Management  
skills



## Teaching Method

Academic & Professional  
approach



## Partner

SKEMA Business  
School



## Calendar

March 2023  
To June 2023



## Language

English



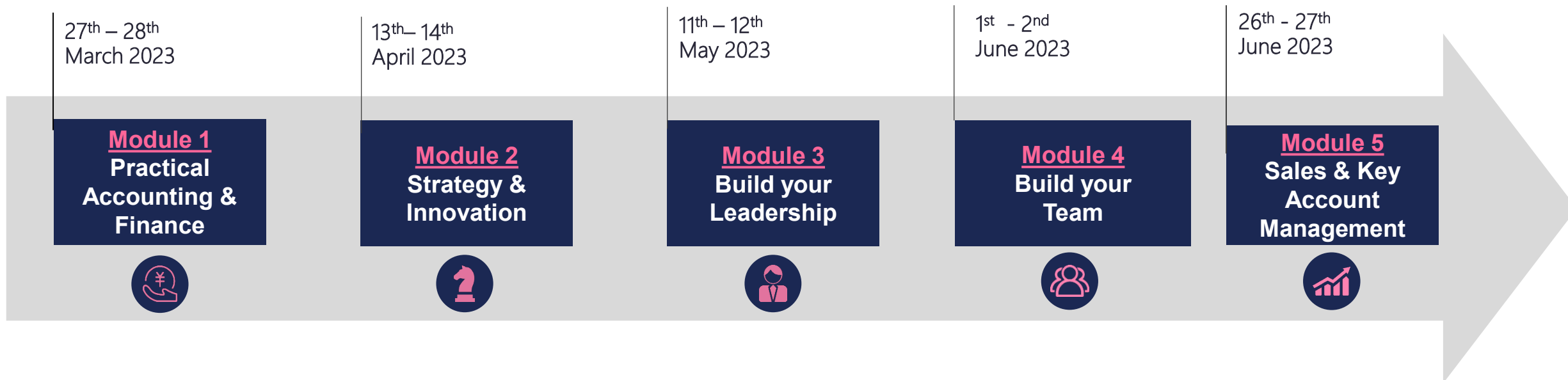
## Venue

CCI FRANCE CHINE  
SHANGHAI



This program has been specifically designed for high **potential talents** in order to enhance their **management expertise** and **team leadership skills** within their current organization (cross-functional project, business unit, department, branch, etc.)

## PROGRAM OVERVIEW – 5 MODULES



By teaching the fundamentals of general management with a focus on leadership & team management, practical accounting and finance, strategy, and sales & key account management, this program of 5 modules will provide to high potential executives a solid knowledge of practical tools to support and drive their company growth through this complex and disruptive environment.

# MODULE 1



## Practical Accounting & Finance (2 days)





# MODULE 1 : PRACTICAL ACCOUNTING & FINANCE

## Module Overview

- To give executives who are **neither accounting nor financial experts** an understanding of **the financial consequences of strategic decisions** and to equip them with tools to integrate the financial approach into their decision-making.
- To **demystify financial jargon** and concepts for non-finance managers. At the end of the course, you will **be able to speak the same language as your accounting & finance colleagues**, understand performance metrics, read and use company reports, and grasp other managerial accounting issues.
- **Case studies** are used extensively throughout to **illustrate theory** and learn from **real world situations**. The course will consist of formal lecture, participative discussion and debate.





# MODULE 1 : PRACTICAL ACCOUNTING & FINANCE

## Program Day 1



### Morning

#### Value-Based Management

#### 1. Understand the concept of shareholder value creation

- Introduction to McKinsey's 4 cornerstones of corporate finance
- Recognize how corporate strategy drives financial valuation
- Manage the Company for economic value add



### Afternoon

#### Financial Statement Analysis

#### 2. Explore accounting concepts and principles

- Characteristic of good financial statements
- Accrual vs cash concepts
- Accounting standards and guidelines
- Review financial statement from listed companies
- Discover how to interpret the information to manage more effectively
- Red flags to identify possible financial shenanigans
- Uses and limitations of financial statements



# MODULE 1 : PRACTICAL ACCOUNTING & FINANCE

## Program Day 2



### Morning

Internal Audit, Segment Reporting and Ratio Analysis

#### 3. Explore internal audit cycles and what to look for

- Internal controls measures are effective and adequate
- Proper risk management systems
- Corporate governance disclosure

#### 4. Segment reporting

- Understand drivers of profitability
- Re-classify financial statement items

#### 5. Ratios Analysis and Trend Analysis

- Profitability ratios
- Liquidity ratios
- Efficiency ratios



### Afternoon

Investment Appraisal

#### 6. Understanding time value of money

- Time cost of money
- Compound interest and future values

#### 7. Appraising corporate investments

- Payback Period
- Net Present Value
- Internal Rate of Returns



# MODULE 2



## Strategy & Innovation (2 days)



## MODULE 2 : STRATEGY & INNOVATION

### Objectives & Teaching Practices

- This workshop will bridge the gap between the latest academic knowledge and field practice by **encouraging critical thinking** and **controversy** using practical case studies
- Using the **context of their own organization**, as well as the examples of other leading international organizations, participants to the workshop will:
  - => Investigate the **rationales of innovation management** from a **strategic perspective**, considering that **innovation** is one of the **essential means** for a firm to **achieve strategic goals**
  - => **Analyze strategy-innovation** fit from the perspective of innovation effectiveness





## MODULE 2 : STRATEGY & INNOVATION

### Program Day 1



#### Morning

The strategic management of the corporate

- The process of strategic management
  - Theories of competitive advantage
  - Strategic configurations: models of organizational strategy, competitive strategy: Generic typologies
  - Hybrid strategies: New perspectives of strategic management
- => Outputs: Models of organizational strategies



#### Afternoon

Strategic management and innovation (1)

- Practice: Profiling the strategic posture of participants' organization in China
  - Sources, nature, and activities of innovation
  - Strategy-innovation relationship
- => Outputs: Scope of innovation from a strategy perspective



## MODULE 2 : STRATEGY & INNOVATION

### Program Day 2



#### Morning

##### Strategic management and innovation (2)

- Strategic management of innovation portfolio
- Innovation and firm performance
- Strategy-innovation models
- Practice: Profiling the innovation behavior of participants' organization in China

=> Outputs: models of strategy-innovation patterns



#### Afternoon

##### Strategy, business model innovation and firm performance

- Strategy-Innovation fit and firm performance
- Strategy and business model innovation
- Does it pay off to stick to models?
- Practice: Participants produce their own diagnostic of the strategic management of innovation of their organization

=> Outputs: Self-diagnostic of strategic management of innovation

# MODULE 3 & 4 – by *The Human Element*®

*Module 3 & 4 are complementary modules.*



Module 3 - Build Your Leadership



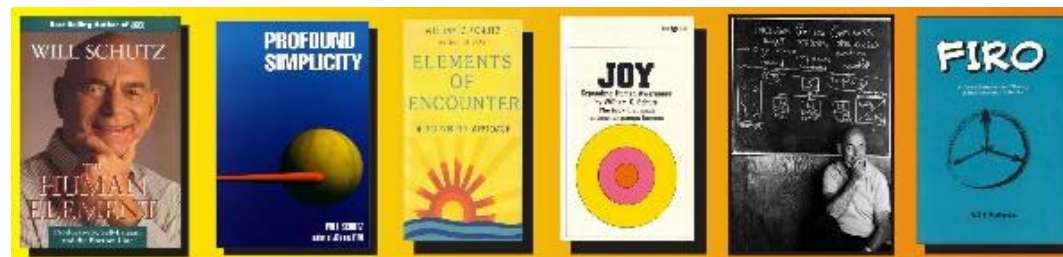
Module 4 - Build Your Team

## **MODULE 3 & 4 – POWERED BY *The Human Element*®**



*The Human Element*® provides a comprehensive approach for Leadership and Team Development and Organizational Transformation.

Based on Will Schutz's FIRO Theory, *The Human Element*® is internationally acknowledged as one of the most effective and complete team building and leadership development program available.







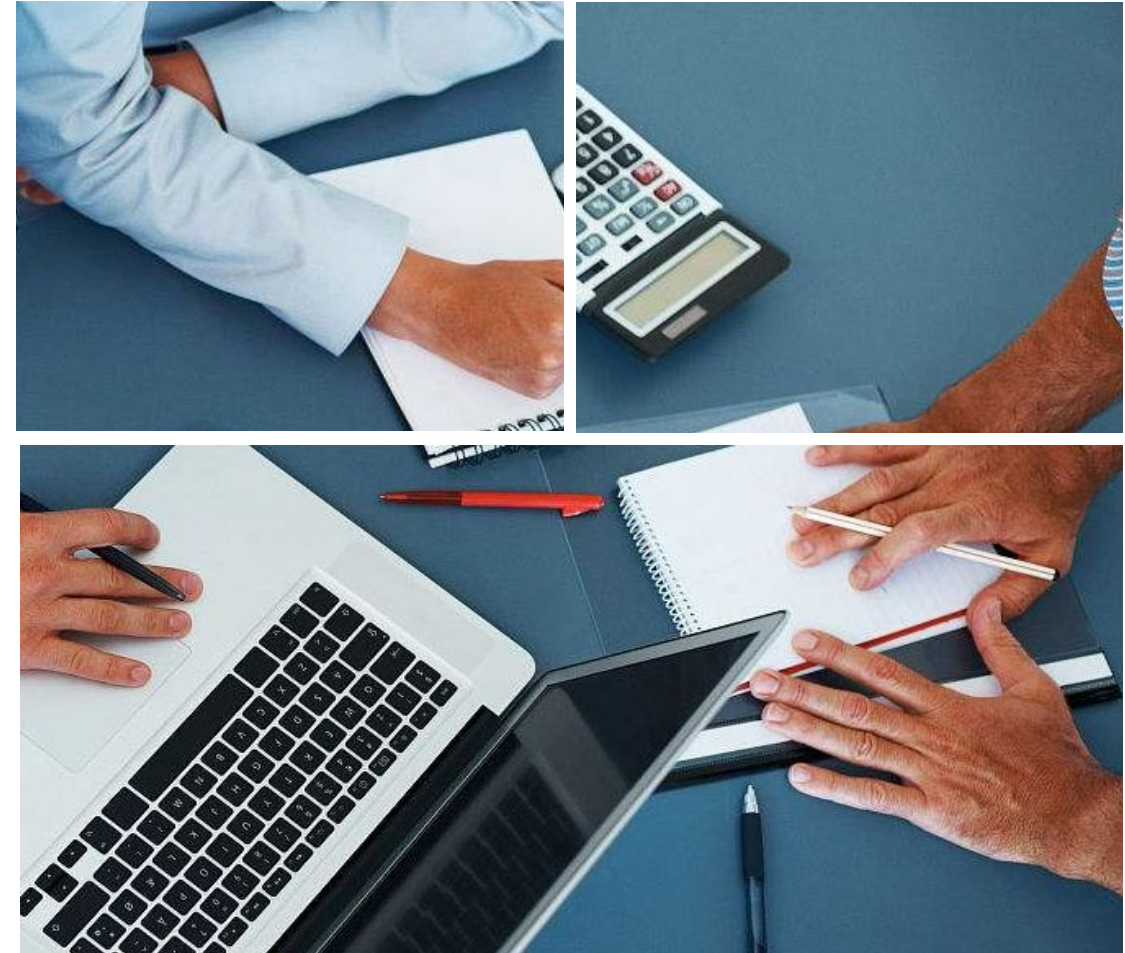
## MODULE 3 : BUILD YOUR LEADERSHIP

### Module Objectives

The aim of this workshop is to maximize your potential as a leader.

It will help you:

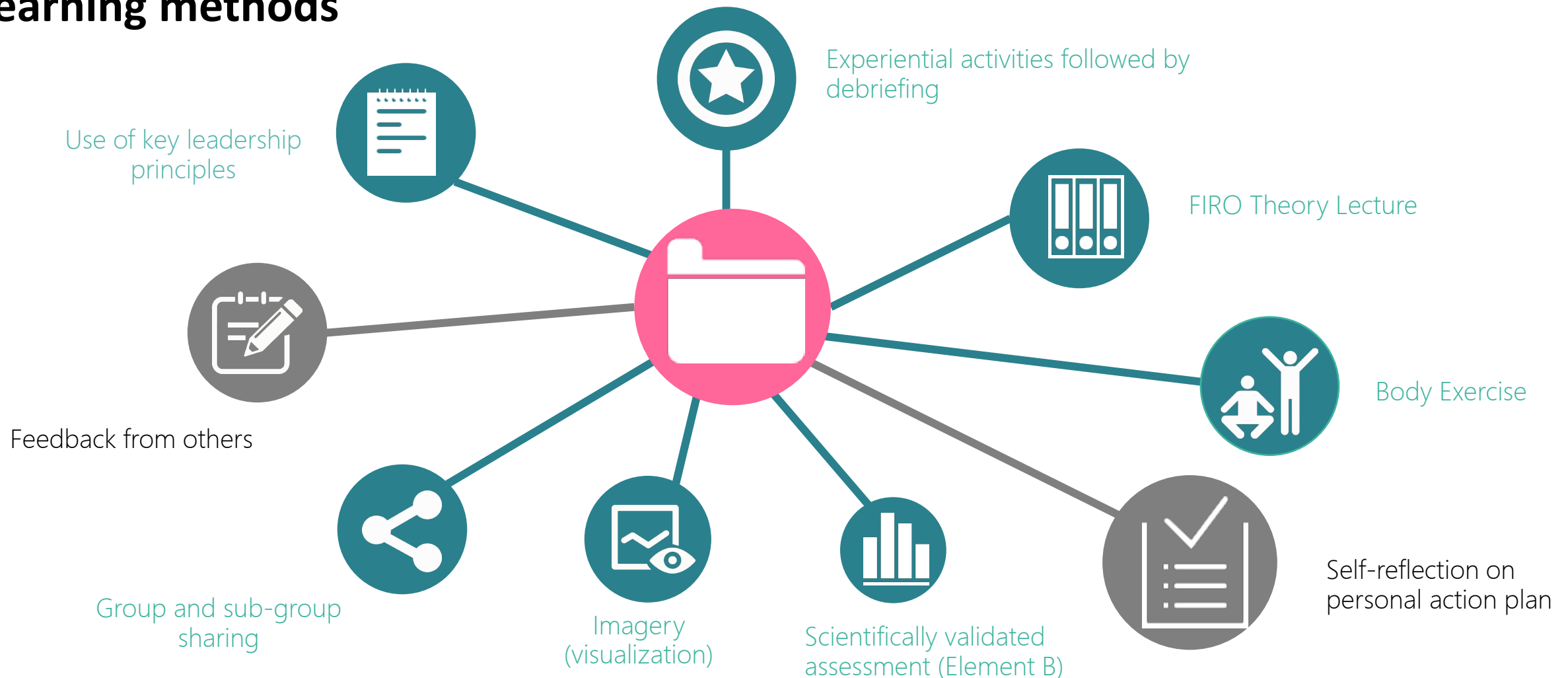
- Clarify what it means for you to be a leader and determine what kind of a leader you want to be
- Increase your self-awareness
- Learn how you are perceived by others
- Understand better your own behavior
- Manage your emotions and decrease your reactivity
- Communicate more openly and connect emotionally with people
- Understand what undermines your impact on people





## MODULE 3 : BUILD YOUR LEADERSHIP

### Learning methods







## MODULE 3 : BUILD YOUR LEADERSHIP

### Experimentation Stage

#### Review

- Participants will review the first workshop and write down a summary of the concepts and the learnings

#### Leadership plan

- They will apply their Individual Leadership Action Plan

#### Follow-up

- They will have follow-up sessions with the Professor

#### Readings

- They will read some articles on leadership and teamwork



## MODULE 4 : BUILD YOUR TEAM

### Module Objectives

- Understand how **teams and relationships** work
- Learn how to build and maintain **highly performing teams**
- Learn how to make teams operate at their **full potential** utilizing every **member's contribution**
- Approaches to **teamwork**
- Stages of **Team Development**
- Team functions and the leader's job
- Compatibility: the ability to work well **together**
- Experimenting a **leadership practice** and the **Team Compatibility Index (TCI)**:
  - Team Membership (Inclusion)
  - Centrality (Control)
  - Compatibility (Openness)





## MODULE 4 : BUILD YOUR TEAM

### Application Stage

#### Review

- Participants will review the second workshop and write down a summary

#### Team plan

- They will apply their Team Development Plan

#### Follow- up

- They will have a follow-up session with the Professor

#### Readings

- They will read some articles on teamwork

# MODULE 5



## Sales & Key Account Management (2 days)



## MODULE 5 : Sales & Key Account Management

### Module objectives

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Participants will learn how to increase sales and to improve their sales management skills through new business development and key account management

- For the selling part:
  - Develop new business
    - a) Understand the different steps of the sales funnel to transform leads into clients
    - b) Discover the true needs of your clients using *SPIN* methodology
    - c) Discover the reasons of the most frequent objections and how to handle them
    - d) Practice closing technics
  - Grow your accounts
    - a) Proper Preparation Prevents Poor Performance
    - b) How to deal with power in negotiation
    - c) How to engage the real decision maker
    - d) How to create positive momentum without sacrificing value
    - e) How to resist tough and manipulative end game tactics
- For the sales management part:
  - a) Learn the key concepts to create a sales strategy
  - b) Solve typical sales management challenges
  - c) Leverage your best practices by creating your own sales playbook



# MODULE 5 : Sales & Key Account Management

## Program Day 1

### Key takeaways

- Selling is a process
- The deeper the needs discovery the stronger the impact for your client
- Turn a 'no' into a 'yes'
- Growing an existing client is 5 times easier than developing a new client



### Morning

- Using *SPIN* methodology to ask the right questions that lead you to the sales (role play)
- Handle objections and turn a 'no' into a 'yes' (role play)



### Afternoon

- Closing technics (role play)
- Choose the accounts that will generate most sales growth for your organization



## MODULE 5 : Sales & Key Account Management

### Program Day 2

#### Key takeaways

- 5 ways to deepen the relationships with your clients
- Growing into an account requires strategic planning
- Solutions to the most common sales management challenges
- Your people may leave but the process stays



#### Morning

- Build your roadmap to get more revenues in your client' s portfolio
- Deepen the relationship between you and your selected clients to trigger new upselling and cross selling opportunities (role play)



#### Afternoon

- Discuss and find solutions to the most common sales management challenges
- Extract and capture best practices from your top salespeople (role play)



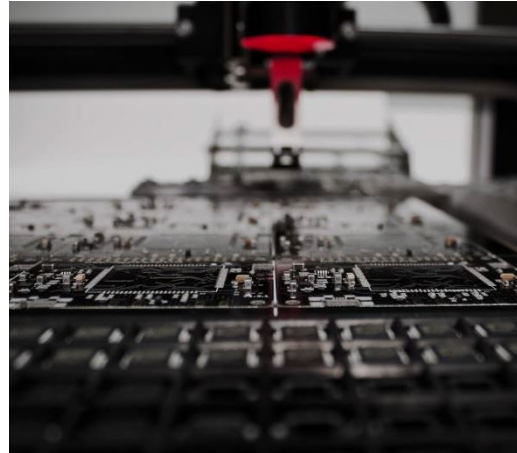
# EXECUTIVE PROGRAM IN MANAGEMENT OVERVIEW



## TESTIMONIALS - PREVIOUS EDITIONS

"Beside the friendly environment, I learnt a lot regarding finance, leadership, marketing and strategy. I was coming from a technical background so, it really helps me a lot in my daily job as CEO. Thanks to EPM, I think I am ready to reach new tops with my company"

**Hugo AGUADO**  
*APAC CEO at Ecritel*



"I liked very much the excellent organizers, comfortable environment, great modules content from SKEMA Professors. My company invested for EPM in order for me to grow from regional sales representative to national sales manager and become one of the country leaders of the company"

**York ZHANG (张跃)**  
*Greater China Sales Manager at  
Hermes Abrasives (Shanghai) Co.,Ltd*

"Session by session, we have been able to enhance our management skills thanks to the interactive courses made of theoretical lessons and specific workshops delivered by top class Professors. Also it had been a real pleasure to join a small group of motivated peers sharing the same willingness of learning and sharing professional experiences"

**Yannick AVRIL**  
*APAC Manager & Industrial Function  
Representative at Solvay Group  
Engineering & Construction (GEC)*



"The 5 modules of EPM were an excellent combination of theory and practical skills. It was a precious opportunity to study with different "leaders" from various sector of industries, to generate new ways of doing my daily job. A special thanks for the great organization and good communication before, during and after each module "

**Ang LI**  
*Director of French & Research  
Department at Shanghai I&C Foreign  
Languages School*



# OUR EXPERTS

## MODULE 1

### Mr. Marco D'Amore

- CEO of ORCOM C&A CHINA, he manages a team of 80 employees over four offices in China and Hong-Kong
- Graduated with honor with an Executive Masters in Business Administration (EMBA) from IMD in Lausanne
- Has been an American Certified Public Accountant (CPA) since 2005. He also holds a Bachelors degree in Hotel and Business Management
- Worked for 11 years in Switzerland for KPMG as Senior Audit Manager

## MODULE 2

### Dr. Philippe Chereau

- Associate Professor in Strategy and Entrepreneurship. Director Skema Ventures, Skema Business School
- PhD in Management Science from SKEMA Business School
- Master in Management from EDHEC Business School
- Business professional track-21 years: Entrepreneur, management consulting, international business development, market management
- EFMD Case Writing award for best case study in management, 2015.
- Book publications:  
*Strategic Consulting*, Palgrave, 2017.  
*Le Conseil Stratégique pour l'entreprise*, Pearson, 2014

## MODULE 3 & 4

### Mr. Emmanuel Chevreau

- Coach & Trainer in Team & Leadership Development
  - Graduated from HEC Paris
- Certifications
- Team Coaching
  - The Human Element® LHEPTM
  - Radical Collaboration®
  - Process Communication®
  - Hogan Assessment®
  - Implicit Career Search ®
  - Individual Coaching
  - NLP Master

## MODULE 5

### Mr. Yoann Delwarde

- CEO and co-founder at Infinity Growth – sales consultancy firm
- Graduated from INSA Lyon with an industrial engineering specialization
- Various Sales Executive positions as background, set up sales systems and managed large accounts. VC Expert in Residence.
- SKEMA Executive Education Expert. Guest lecturer at CEIBS, Fudan and Shanghai Jiaotong universities

## FEES & REGISTRATION

### For this 2023 Session

10	5 / 2	¥ 55 000*
10 days training	5 modules of 2 days	CCI FRANCE CHINE Members Fee*
		¥ 70 000*
		Non-Members Fee*

**Participants from other cities than Shanghai, and who are unable to attend physically all the modules in Shanghai, can contact CCI FRANCE CHINE Beijing and South China branches to know what the alternatives are.**

\*All the price are in RMB; Price subject to 6,72% V. A. T. (the price is valuable for this 2022-2023's session and includes: training fees, educational material, coffee breaks and lunches).

## CONTACTS

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Shenzhen & Guangzhou  
Offices



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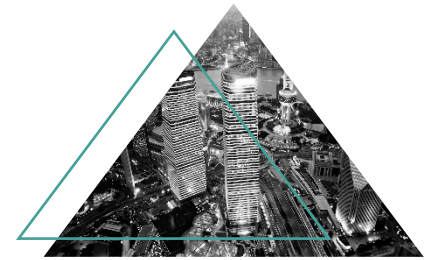
120+

nationalities on  
SKEMA's campuses



54,000

graduates throughout the world  
**145 COUNTRIES**



9

Campuses worldwide

# EXECUTIVE PROGRAM in MANAGEMENT 9<sup>th</sup> Edition



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