



ONLINE MASTERING BUSINESS EXCELLENCE (MBE LIVE)



CEDEP Mini MBA
Business Acumen and
Value Creation for tomorrow's leaders

MEETING OF MINDS

CEDEP is a global,
executive education club,
where minds meet,
grow and succeed together.

We are a unique, well-established close and collaborative learning community of international members from diverse and non-competitive industries. Our members understand the value of building long-term relationships, active participation, open exchange and leveraging our collective intelligence.

We are rooted in the real world and driven by the real-life challenges of our community. We go further and dive deeper than a traditional business school, which leads to innovative, highly relevant and actionable learning.

Our independence means we are free to bring together experts and faculty from many of the world's top business schools and our extensive network of learning partners to work with our members.

We co-create highly-personalised custom programmes and open multi-company programmes focused on leadership development

in small, dynamic and highly participative groups which can be delivered in person, online or as a blend of both.

We always challenge conventions and assumptions. We inspire new and empowering thinking from the inside out building internal capacity and ownership.

We are co-run by our member companies who believe in a humanist philosophy and approach. We focus on long term and lasting organisational development.

We are based in the Fontainebleau forest and share a campus and origins with INSEAD. We were created 50 years ago by pioneering entrepreneurs as the first membership organisation dedicated to executive education. We are now an independent, not-for-profit club with international members.

In an ever changing and uncertain world we choose to work together to make the world a better place for us all.

Together, we are better.
Together, we are stronger.

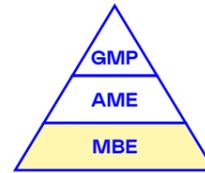
Together, we are CEDEP.



Develop key business fundamentals to drive sustainable growth.

The CEDEP MBE LiVE is an 8-week cohort based online programme that expands the participants' core knowledge of business essentials – organization strategy, understanding customers and markets, planning & executing operations, and the financial logic underpinning managerial decision-making.

The MBE LiVE enables participants to accelerate their impact through a curriculum that is constantly refreshed to reflect emerging concerns. The newest version of the MBE enables participants to accelerate their impact through in-depth discussions on the impact of digital transformation and equips them with the tools to take a sustainable view of business operations.



The CEDEP MBE is the first tier of our three flagship programmes which are designed to complement each other or to be taken individually

The key components of MBE LiVE include:

01

Four Content Pillars – Financial Acumen, Theory of the Firm (Strategy), Customers & Markets, and Executing Operations.

03

Asynchronous learning elements include self-reflection, cross-business group work and short activities to undertake at the workplace (for example, conversations with their manager). The focus is on an immediate application to the participants' own context as well as an opportunity to develop an MBE LiVE community.

02

Synchronous learning 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.

04

To support the online learning experience, a dedicated Programme Director and a Programme Coordinator will accompany the participants through the MBE LiVE journey.

Develop a holistic, big picture view of the organisation and strengthen business fundamentals to drive sustainable growth



PROGRAMME IMPACT

The CEDEP MBE LiVE Programme forces you to challenge yourself and stretch your thinking.

The decisions that a function leader or a regional manager takes affect the future of their organisations. 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 the go-to person for their teams and their managers 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 delve deep into building their management potential by :

- Working effectively across functional boundaries.
- Growing their mindset.
- Confidently going the distance required 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 programme experience unique and personalised – something CEDEP prides itself on.

“The MBE LiVE was a fantastic experience. It coached me to explore a new way of thinking and I learnt a lot from the highly knowledgeable professors and guest speakers.

As we currently enter a paradoxical shift in this digital world, I found the content of this course relevant and inspiring, which will no doubt help me in my future career.

A massive thank you to all those involved in delivering this great course!”

JOHN (MONTY) MAVELIAN
LEGO RETAIL KEY ACCOUNT MANAGER, THE LEGO GROUP



WHY CEDEP MBE LiVE?

In today's highly-competitive global economy, innovation and cross-fertilisation are key to maintaining a sustainable competitive advantage. In order to manage effectively in this complex environment, managers need to understand the many factors at play in decision-making and speedily adapt strategy to market changes. This requires an in-depth understanding of the organisation and its role in the economy.

Companies are faced with the strategic challenge of being able to differentiate themselves from their competitors by offering unique and creative products and services of lasting value that will give them a sustainable competitive advantage.

The MBE LiVE is intended to equip managers who already have a recognized credibility within their function with a holistic perspective, which will enable them to optimise their interaction during their day-to-day management actions. Participants will appreciate the tremendous value that can be created when one can seamlessly navigate the interfaces between functions to execute strategy.

Managers can no longer simply rely on optimising performance but must also contribute, as true business partners, to the sustainable performance of the business by adopting this across functions perspective.

An online learning journey spread across 8 weeks allows the MBE LiVE to build 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, bring in a richer variety of faculty and guest speakers and respond to feedback with agility. Digital work and online collaboration will be the default in tomorrow's workplace and we expect the MBE LiVE to prepare participants for this future.

“MBE LiVE is an impressive and mind-opening journey, and more than just a digital learning experience. It is the opportunity to interact and share insights with an amazing bunch of experts and coaches from multicultural and different backgrounds.

The programme allows you to identify and discuss some real breakthroughs and disruptions that go beyond common or old perceptions and beliefs.”

IBTISSAM ESSARROUKH
AFTER SALES MARKETING MANAGER, RENAULT GROUP
MOROCCO



Make the strategic and
operational choices that
create sustainable value





PROGRAMME 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 programme, participants will be able to:

- Broaden the horizons of one's own career by developing an in-depth understanding of how business works, and how specific strategic & 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 40 ambitious managers like themselves for an 8-week long period, building a healthy network to support their professional goals.

“MBE LiVE offers a rich exchange of ideas between faculty and participants in an open and relaxed environment. This great experience provides a transversal and broader vision of business and markets, and focuses on fundamental drivers for sustainable and long-term performance.”

ELISA VESENTINI
SUPPLY CHAIN DIRECTOR L'ORÉAL LUXE ITALY

A COLLABORATIVE LEARNING COMMUNITY

FACULTY

THEORY OF THE FIRM



JENS MEYER

Adjunct Professor of Corporate Strategy at INSEAD and Dean of CEDEP until December 2019



EDWARD BUCKINGHAM

Professor of Management, Monash Business School. Director of Masters of Business Innovation, Monash Indonesia

EXECUTING OPERATIONS



ANDREA MASINI

Associate Professor of Operations Management and Information Technology and Deputy Director of the MBA programme at HEC Paris

CUSTOMERS AND MARKET



LIRI ANDERSSON

Founder of "this fluid world" boutique business consultancy, business coach

FINANCIAL ACUMEN



DOMINIQUE JACQUET

Professor of Finance at CEDEP, HEC Montreal, Ecole des Ponts and INSEAD

FOCUS SESSION

The MBE LiVE brings together experts and faculty from the world's top business schools and a network of learning partners to work with you throughout the learning journey.

PROGRAMME DIRECTORS

JORGE DOS SANTOS



Jorge has spent his career working with business executives to help them reflect on and enhance their professional practices. He is specialized in the design and delivery of executive education projects.

Jorge has worked 18 years with INSEAD, where he managed the Transition to General Management programme. He is a certified coach from the International Coaching Institute of Geneva, and acts as head of MyDev's leadership development programme.

He has been a partner of CEDEP in several roles and now directs the Managing Business Excellence LiVE programme. He also has a coaching practice company, Boavia, is actively involved in his local community and is the founder of PowerEntrepreneur, a local club of networking and peer support for entrepreneurs.

CHRISTOPH HEROLD

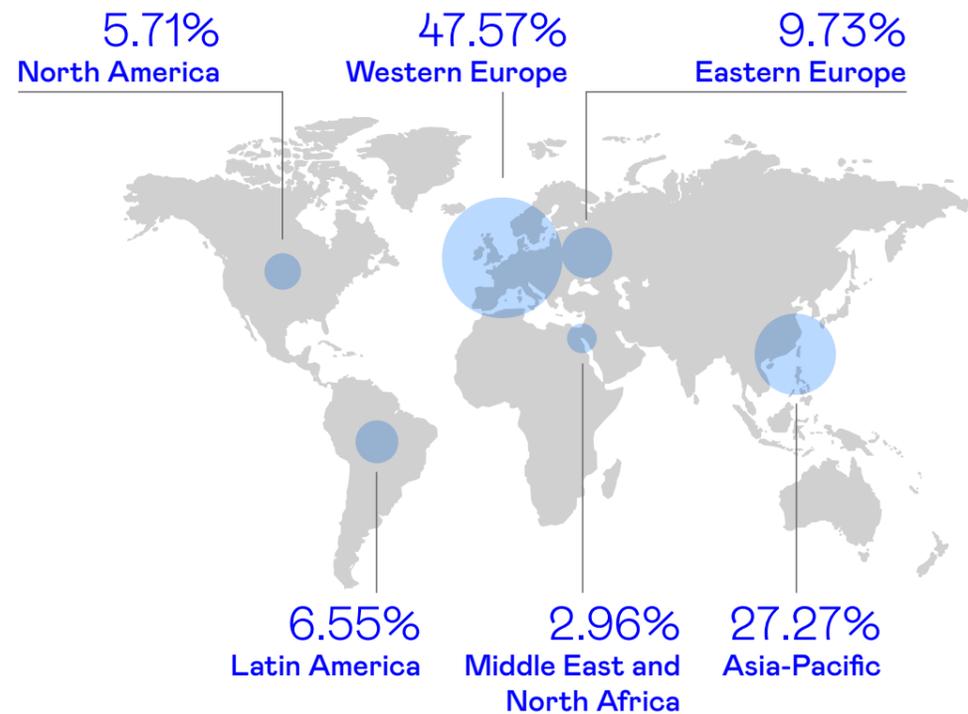


Christoph Herold is Chief Development Officer at CBTL GmbH, a leading e-learning provider where he is responsible for developing and driving business strategy and designing core e-learning products.

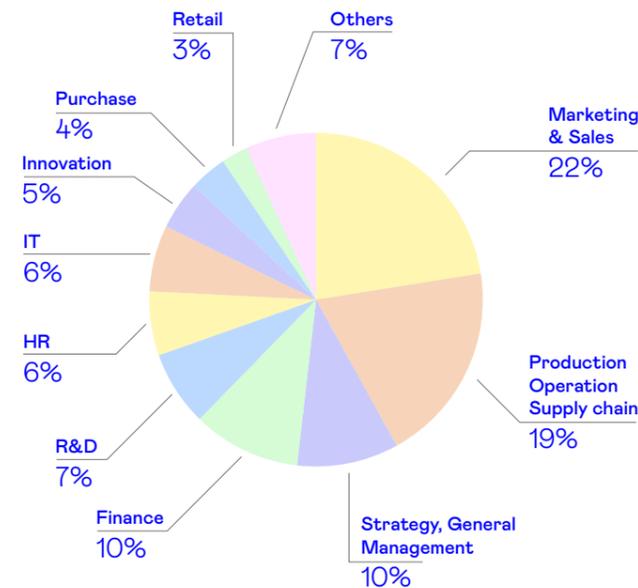
Christophe has a wealth of expertise in leadership training, coaching and digital learning gained from a 15-year career in L&D leadership roles, including over a decade at Bristol-Myers Squibb, most recently as L&D Lead International Markets.

He holds multiple degrees and certifications, including degrees from Saïd Business School (University of Oxford) and Julius-Maximilians Universität, Würzburg. He's a Certified Learning Technology Expert, Certified Business Coach.

REPRESENTATIVE REGIONS



FUNCTIONS



GENDER

WOMEN



38% of total participants

MEN



62% of total participants

11 COMPANIES

Brambles, CGG, Garrett, Honeywell, ITT, L'Oreal, Lego, Renault, Talentsoft, Tata Steel, Valeo



CEDEP,
WHERE MINDS
MEET FOR
COLLECTIVE
GOOD

PROGRAMME CONTENT & KEY THEMES

The CEDEP MBE LiVE enables participants to develop a holistic view of business and drive sustainable growth.

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

MBE LiVE will follow a blended online learning methodology, consisting of self-study videos, live online sessions, self-reflection and group exercises to apply the learning. Participants will also have an opportunity to interact with executives from different organisations and experience first-hand how the concepts are brought alive inside actual businesses.

Participants begin the MBE LiVE journey with a programme opening webinar which introduces them to the MBE LiVE, the virtual learning environment, the support that participants will receive from the programme team and expectations from them.

Conceptually, the MBE LiVE programme is anchored around four content pillars and key themes:

Financial Acumen

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

Business Strategy

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

Customers and 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.

Executing Operations

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

“MBE LiVE is an outstanding opportunity to step out from daily business, take a holistic view and learn how companies can outperform. Taught in a very collaborative way and based on real life examples, this exploratory journey enriched my business understanding and gave me tools to drive business value creation.”

MILEN IVANOV

DIRECTOR INFORMATION TECHNOLOGY (FINANCE),
GARRETT



PROGRAMME DETAILS

SET-UP

Multi-company programme

To share insights, experiences and knowledge with participants from a wide variety of industries

PROGRAMME COMPLETION REQUIREMENT

- 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 : 2x 90-minute LiVE sessions per week including 12 interactive sessions with faculty and 3 industry expert discussions

3 hours per week for individual work (asynchronous learning with reading, videos, reflection and application)

ADDITIONAL LEARNING SUPPORT:

- 4 Office hours with faculty
- Cohort cafés with the Programme Director
- Assessments for knowledge check and to reinforce understanding

Participants will also become part of the CEDEP Alumni network. This will provide continued access to professional and personal development.

IDEAL PARTICIPANT:

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 mind-set while addressing operational challenges.

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

They are dedicated experts in their field, but perhaps in need of a refresher course in the business fundamentals.

OUR MEMBERS AND ECOSYSTEM

MEMBERS

Bekaert, Biomérieux, Brambles, BMS, CGG, Daher, Garrett, ITT, L'Oréal, Moët Hennessy, NNE, Renault, Safe, Tata Steel, Transvalor

ECOSYSTEM

Adisseo, Aditya Birla, Crédit Agricole, Danone, Europool, Havas, Honeywell, HSBC, Orange, Prevor, RATP, Renault Truck, SCOR, Sodexo, Total, Sanofi, Valeo, WTS Global





Muriel Pailleux

For information or registration
in our programmes
please contact Muriel Pailleux

E: muriel.pailleux@cedep.fr

M: +33 (0) 7 85 45 63 18

CEDEP
Boulevard de Constance
77305 Fontainebleau
Cedex – France

→ cedep.fr