THE ENTERPRISE EXECUTIVE

Understanding, Evaluating and Improving the Business Model

Whether designing the future of your existing business, initiating a response to sub-par business performance, or getting ready to accept new executive responsibilities, this program will challenge your assumptions to help you build a logical, complete and thoughtful process to successfully assess and capitalize on the opportunity ahead. Creating a description of and deep understanding of the current business model provides a baseline starting point for evaluating and uncovering both its strengths and shortcomings revealing business opportunities. You will then develop the business case that justifies the proposed changes to capture these opportunities and describe your path toward successful implementation.

This program describes the business model evaluation process in detail, offers illustrations of complete models for businesses and business functions and provides you with an opportunity to apply the ideas to a business or function of your choosing. You will return to work with a better approach to addressing the key responsibilities of a business executive – understanding, critiquing and refining the way you and your company does business.
THE ENTERPRISE EXECUTIVE

WHO SHOULD ATTEND?
• Senior-level executives seeking innovative approaches to prepare for their next level of leadership responsibility
• Executives seeking a proven approach to consistently assess daunting enterprise challenges
• Executives responsible for P&L and charged with transforming their business

TAKEAWAYS
• Create a new business model designed to capitalize on identified opportunities
• Gain a deep understanding of the key roles and responsibilities of business executives: perception, direction, judgment, oversight and performance discipline
• Develop a new lens to view competitiveness in product, talent and financial markets through a new understanding of stakeholder objectives and the relationships among them
• Enhanced critical thinking: the essential skill for every business executive
• Re-examined principles of value creation, the key basis for business decisions

PROGRAM HIGHLIGHTS
• Redefine the key roles and responsibilities of enterprise executives
• Re-describe the business principles underlying executive activities
• Illustrate the application of these business principles through case examples, the personal experiences of program participants and workshops that focus on current business challenges
• Develop and critique the business model currently used in each participant’s organization
• Create and present the business case for changes to the existing business model

Visit our website for more information:
www.michiganross.umich.edu/programs/executive-education
LEADERSHIP

MICHIGAN ROSS:
Top Ten
Global Provider
– FINANCIAL TIMES

#2 in Leadership
Development
– LEADERSHIP EXCELLENCE

#3 in Management
– US NEWS AND WORLD REPORT

EXECUTIVE EDUCATION

Michigan Ross Open Enrollment programs deliver the latest research and teaching in practical terms. Executives across the globe work with Ross to develop new skills, new ways of thinking, and practical solutions for today’s dynamic economy. The University of Michigan has 100 graduate programs ranked in the top 10 in the U.S.

MICHIGAN ROSS:

MIND OF THE CUSTOMER
• Make sure you have the right customers
• Focus on creating a better customer value proposition
• More effectively anticipate future client needs
• Reach your customers the way they want to be reached

MIND OF THE SUPPLIER
• Review the effectiveness of your supply chain process
• Re-examine what all your suppliers want from you
• Maximize the value your suppliers can deliver
• Reassess ‘make or buy’ decisions based on changing business climate

MIND OF YOUR TALENT
• Update your talent planning process to meet the changing needs of the talent pool
• Renew team clarity regarding which positions are key to support the business strategy
• Ensure your talent assessment process uncovers and addresses the needs of current talent in key positions

MIND OF THE INVESTOR
• Maximize the effectiveness of your everyday money management processes
• Ensure consistency of all team members in addressing liquidity management
• Examine the effectiveness of your financial investment and financial performance process

Learn more about
The Michigan Ross Experience
https://michiganross.umich.edu/programs/executive-education
# The Enterprise Executive

## Program Outline

<table>
<thead>
<tr>
<th>PRE-WORK</th>
<th>DAY ONE</th>
<th>DAY TWO</th>
<th>DAY THREE</th>
<th>DAY FOUR</th>
<th>DAY FIVE</th>
<th>POST-WORK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Webinar Introduction to the Class 4-5 weeks before class start</td>
<td>The General Management Perspective</td>
<td>Customer Perspective</td>
<td>Talent Perspective</td>
<td>The Investor Perspective</td>
<td>Participant Presentations</td>
<td>Post-program on-line sessions - review of the introduction of materials and models inside of participant companies – individuals and teams</td>
</tr>
<tr>
<td>Pre-work Participants work on researching their own companies and creating a narrative as to where they are currently</td>
<td>Roles and Responsibilities Business Competitiveness Thinking and Decision-Making Creating Value Dominant Logic</td>
<td>Target Customers The Customer Value Proposition The Marketing Plan Sustaining the Customer Relationship</td>
<td>The Talent Planning Process Key Positions that Support the Business Strategy Assessing Current Talent</td>
<td>Money Management Processes Liquidity Management Financing Management Investment Management Financial Performance Management</td>
<td>Making the Business Case for Business Model Re-configurations Lessons Learned The Way Forward Graduation</td>
<td></td>
</tr>
<tr>
<td>Business Model Work</td>
<td>Company visit: customer and supplier aspects of their businesses Dinner</td>
<td>Business Model Work</td>
<td>Business Model Work</td>
<td>Celebration Dinner Keynote: Company Executive or Another Professor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

*Dynamic, interactive learning both in and out of the classroom*

Sessions include lectures with Ross’ top-ranked faculty coupled with:
- Simulations
- Group activities & Social events
- Development of personalized action plans
- Cross-industry and cross-functional networking and collaboration
- Coaching sessions