

## Executive Education

# ENTERPRISE EXECUTIVE PROGRAM

## REDEFINE THE RESULTS OF YOUR BUSINESS UNIT BY REDEFINING YOUR ROLE

Whether designing the future of your existing business, initiating a response to sub-par performance, or getting ready to accept new executive responsibilities, this program will challenge your assumptions. Ross faculty will help you gain confidence in your ability to apply, and reapply a logical, complete and thoughtful process to successfully assess and capitalize on the opportunity ahead.

### Ann Arbor

DECEMBER 3-8, 2017

JUNE 3-8, 2018

### Hong Kong

AUGUST 21-25, 2017

**Top 5  
Global  
Provider**

-FINANCIAL TIMES, 2016

**Don't miss out; register today!**

[michiganross.umich.edu/enterprise](http://michiganross.umich.edu/enterprise)

# ENTERPRISE EXECUTIVE PROGRAM

**REDEFINE THE RESULTS OF YOUR BUSINESS UNIT BY REDEFINING YOUR ROLE**

This program was developed in response to strong demand for a proven, repeatable process enabling senior leaders to evaluate the effectiveness of their enterprise in order to avoid unexpected competitive threats and capitalize on new opportunities previously in their 'blind spot.' Applying research-based frameworks, our classroom experiences inspire and empower you to significantly improve - and transform - the performance of your organization.

By applying program principles to assess each critical component of your business you will uncover strengths and shortcomings revealing opportunities for improvement and exposing weaknesses your competition will find, if you don't first. With faculty guidance you will create the business case to justify the critical changes you identify to address these opportunities and describe your path toward successful implementation of your new plan.

This program provides you with an opportunity to work on an application of the ideas to your business or a specific function of your choosing alongside world-renown faculty and business leaders from diverse industries. You will return to work with a new approach for addressing the key responsibilities of a business executive--understanding, critiquing and refining the way you and your company does business. Best of all, these practices can - and should - be used again and again to keep you ahead of the competition.

## Individual Benefits:

- 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
- Enhance critical thinking: the essential skill for every business executive
- Re-examine principles of value creation, the key basis for business decisions
- Develop personalized action plans

## Organizational Benefits:

- Redefine the key roles and responsibilities of enterprise executives in your organization
- Examine 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 approach currently used in your organization
- Create and present the business case for changes to the existing business approach



## Who Should Attend

- High potential leaders with 8-10 years of business experience looking to enhance their enterprise skills and abilities
- Mid and Senior level leaders seeking innovative approaches to business success
- Executives seeking a proven approach to consistently assess and solve enterprise challenges
- Executives responsible for P&L and charged with transforming their portion of the business

### TYPICAL TITLES INCLUDE:

- Business Unit Manager
- General Manager
- Sr. Manager/Group Manager
- Director
- Group Director
- Sr. Director
- Recently ascended VPs
- VP



## The Experience

At Michigan Ross, you'll be challenged and energized by dynamic, interactive learning experiences alongside Ross' top-ranked faculty and other senior executives. Program topics are presented through a combination of action-learning activities including simulations, group discussions, team exercises, lectures, case studies, projects, cross-industry and cross-functional networking and collaboration, social events, and coaching sessions

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### DAY ONE THE GENERAL MANAGER'S PERSPECTIVE

- Make your business drive the competition, not follow them
- Seek clarity and transparency in your decision-making process
- Clearly link the value you create to your actions, and your team's actions
- Describe your current business model
- Selected participant presentations

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### DAY TWO MIND OF THE CUSTOMER

- Make sure you have the right customers
- Focus on creating a more competitive customer value proposition
- Reach your customers the way they want to be reached

### MIND OF THE SUPPLIER

- 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

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### DAY THREE 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

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### DAY FOUR MIND OF THE INVESTOR

- Maximize the effectiveness of your everyday cashflow management processes
- Ensure consistency of all team members in addressing liquidity management
- Examine effectiveness of your financial performance process

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### DAY FIVE INDIVIDUAL PARTICIPANT PRESENTATIONS

- Making the business case for changes uncovered
- Re-configurations
- Lessons Learned
- The Way Forward

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### POST-WORK

Online post-program sessions to review the introduction of materials and models inside of participant companies-individuals and teams



**RAY REILLY | DIRECTOR**

Professor of Business Administration

Reilly's research interests are at the intersection of value-based business decisions and corporate performance measurement. He has published in a variety of academic and professional journals and presented to more than twenty major corporate boards on the topic of the board-management relationship. His expertise has led to improved effectiveness of directors by clarifying the meaning of board oversight of business activities, identifying the information needed to fulfill the role, and specifying the skills necessary to work successfully with top management. Reilly works as a teacher, faculty director and program architect, having designed a variety of company-specific customized executive development programs for GE, Precision Cast Parts, Bendix, and others.

**JOHN BRANCH**

Professor of Business Administration

Professor Branch has been a key player in European Union and other economic development projects, most notably in the Republics of the former U.S.S.R., including Kyrgyzstan, Ukraine, and Uzbekistan, and in those of Eastern and Central Europe. He has also conducted management training in, and has provided consultation to, numerous international companies, including British American Tobacco, Anheuser-Busch, British Telecom, Cargill, Mercedes Benz, DELL, Coca-Cola, Michelin, Ericsson, and Nestlé.





**CHERI ALEXANDER**

Faculty, Management and Organizations

Cheri Alexander is the Executive Director of Corporate Learning at the University of Michigan’s Ross School of Business Executive Education Department. She also teaches Leadership and Managing Human Capital in the BBA and MBA programs. In addition, she teaches leadership and HR topics for Executive Education. Prior to retiring from General Motors, she was the President of the General Motors University and Executive Director Global HR. In that position, she was the Chief Learning Officer of the company.



**BRAD KILLALY**

Faculty, Strategy and Economics

Dr. Brad Killaly joined the Ross faculty in 2014. Prior to joining Ross, he was faculty member at Emory University and has been a Visiting Professor at Duke University, UC San Diego and University of Oxford (UK). Before his academic career he worked for a number of years in corporate banking, including the position of Manager, Strategic Analysis for a global bank.

Brad’s research is in the fields of strategy and organization theory, with specific interests in theories of firm change and its effect on performance. His current research focus is in the health care industry, in particular, the effect of reimbursement policies, labor turnover, and expansion strategies on the efficiency, care quality and performance of hospice and long term care providers.

He has received nineteen university teaching awards from seven universities over the last decade, including two Neary Teaching Awards at Ross in 2014-2015. Outside of the academic classroom, Brad collaborates with corporate leaders to design and deliver seminars, executive educational programs, and strategy formulation engagements for a number of privately held and Fortune 1000 firms.



## Real Impact

Michigan Ross is committed to maximizing your return on investment. For example, one of the nation's top integrated health delivery systems turned to Michigan Ross to help their mid- to senior-level leaders with the following business challenges:

- Linking core competencies to customer benefits
- Improving strategic agility and leadership
- Assessing, driving, and measuring customer service and satisfaction
- Building high-performance teams

Upon completion of the program, an independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- A **310%** return on program investment
- A **SIGNIFICANT REDUCTION** in key service area wait times
- **25%** of participants were promoted within six months of program completion
- **15%** improvement in decision-making
- **16%** improvement in teamwork

## The University of Michigan

**#1 PUBLIC UNIVERSITY IN THE US** - WALL STREET JOURNAL

- Founded in 1817, University of Michigan is one of the first public universities in the U.S.
- 101 graduate programs ranked in the top ten.
- One of only two public institutions in the U.S. consistently ranked in the top ten.
- Top five for research productivity and intellectual capital.
- Over 51,000 students, 5,600 faculty on three campuses from over 100 countries.
- UM maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India and China.

## The Stephen M. Ross School of Business

**TOP 10 SINCE 1988** - BLOOMBERG/BUSINESS WEEK

Founded in 1924, the Stephen M. Ross School of Business at the University of Michigan is grounded in the principle that business can be an extraordinary vehicle for positive change in today's dynamic and global economy. As a general management institution, Michigan Ross has earned unqualified acclaim for academic excellence:

- Consistently ranked in the top ten for all degree programs.
- Approximately 230 faculty members who research, consult, and teach in all areas of business.

In addition to top-ranked academic departments in the core business principles, the school provides unparalleled learning opportunities in leadership, entrepreneurship, sustainability, social impact, and emerging economies. Our unique approach — which focuses on action-based learning and interdisciplinary, team-oriented situations — develops leaders and ideas that make a positive difference in the world.

## Executive Education

**TOP 5 GLOBAL PROVIDER** - FINANCIAL TIMES 2016

Michigan Ross Executive Education was recently named a Top 5 global provider by the *Financial Times*. The *FT* survey examined the open enrollment programs offered at 75 schools, weighing factors from faculty to follow-up. Among the highlights, Ross excelled with unique course design, renowned faculty, and participants reporting new skills and learning to impact personal and organization performance. We offer 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross has locations in Ann Arbor, Hong Kong, Mumbai, Malaysia, Singapore, and Thailand and delivers programs globally wherever our partners request. We invite you to join us for any of our open enrollment or custom program offerings and to experience first-hand the Michigan Ross difference.

## Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. We start by gaining a deep understanding of your business strategy and talent needs, and then work with you to create an experience that develops individual participants, builds networks and relationships, and provides a foundation for culture and organizational transformation. In close collaboration with you, we identify clear business and learning objectives, design learning experiences that align with those objectives, and bring together a world-class faculty team — often including your company's leaders as teachers — to deliver a truly transformational experience for your top talent. And we do all of this with a deep commitment to delivering results and a return on your investment.

No matter your business challenge or strategic priority, Ross can be your partner in success. If you are interested in customized solutions for your company, please contact us to arrange a conversation with one of our managing directors: [rossexeced@umich.edu](mailto:rossexeced@umich.edu) or (734) 763-1000.

# Experience the Michigan Difference Around the World

The University of Michigan is located in Ann Arbor, a vibrant and sophisticated college town located 50 miles from Detroit and less than 30 minutes from Detroit Metropolitan Airport, a major international hub with non-stop flights from over 115 U.S. and 20 international cities.



Leaders outside the U.S. are encouraged to explore our programs in Hong Kong, Mumbai, and Delhi, which offer access to the same transformational Michigan Ross experiences with less travel. Ross faculty members are excited to come meet you and share their insights, knowledge, and expertise to elevate your skills and advance your career. Enjoy ample opportunities to expand classroom learning with peers and immerse in the unique sights and sounds of these dynamic, thriving cities. Regardless of where you attend, you'll benefit from the same outstanding results-oriented Michigan Ross experience.



## Enterprise Executive Program Faculty Insight

“At the start, we ask each program participant to select and focus on a real business activity from current, personal experience. During the program, we show how to better understand, evaluate and improve a business model. Each day, we provide guidance and support as participants apply the ideas to their own individual situations. They return to work with an enhanced ability to explain the current model, identify its strengths and weaknesses, and suggest opportunities for improvement. This is hands-on, individualized business education at its finest.”

—Ray Reilly, Professor of Business Administration

## Program Details (Check website for current dates and locations)

**Location: Ann Arbor | December 3-8, 2017 | June 3-8, 2018**

**Fee: \$10,500 US**

- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy

### Fee includes:

- On-site executive accommodations (*pending availability*)
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

**Location: Hong Kong | August 21-25, 2017**

**Fee: \$8,500 US**

- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy

### Fee includes:

- Tuition, books, instructional materials, and coffee breaks

**REGISTER  
TODAY!**

[michiganross.umich.edu/enterprise](http://michiganross.umich.edu/enterprise)  
[rossexec@umich.edu](mailto:rossexec@umich.edu) | 734-763-1000

Learn more or explore other programs online at:  
[michiganross.umich.edu/execed](http://michiganross.umich.edu/execed)

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