ENTERPRISE EXECUTIVE PROGRAM

Understanding, Evaluating and Improving the Business Model

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

PROGRAM DATE
Hong Kong
Oct 28 – Nov 1, 2019
Nov 2 – 6, 2020

FEE // US$8,500
Program fee includes:
• Tuition
• Instructional materials
• All lunches, and coffee/snack breaks

CONTACT
+852 2509 9088
um-asia.exec.ed@umich.edu

WEB
https://michiganross.umich.edu/programs/
Overview

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 understanding the business as it stands. An evaluation of the current model will help to uncover both its strengths and shortcomings revealing opportunities for improvement. You will then develop the business case that justifies the proposed changes to address these opportunities and describes your path toward successful implementation.

This program describes the overall process in detail, offers illustrations of complete models for businesses and business functions and provides you with an opportunity to work on an application of 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.

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

By attending this program, you will receive 1 credit towards our Distinguished Leader Certification and will personally be rewarded with Life-time Scholarship and Peers Vouchers to develop your chosen peer. Visit our website for more details: https://michiganross.umich.edu/programs/executive-education

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
Program Focus

GENERAL MANAGEMENT PERSPECTIVE
• Make your business drive the competition, not follow them
• Shatter assumptions about your decision-making process
• Clearly link the value you create to your actions, and your team’s actions

MIND OF THE CUSTOMER
• Make sure you have the right customers
• Focus on creating a better customer value proposition
• More effectively anticipate client future 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 'buy or make' 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 your money management process
• Ensure consistency of all team members in addressing liquidity management
• Examine the effectiveness of your financial Investment and financial performance process
## Program Outline

### Covered Topics

#### The General Management Perspective
- Roles and Responsibilities
- Business Competitiveness
- Thinking and Decision-Making
- Creating Value
- Dominant Logic
- *Selected Participant Presentation*

#### Customer Perspective
- Target Customers
- The Customer Value Proposition
- The Marketing Plan
- Sustaining the Customer Relationship

#### Supplier Perspective
- Nature of the Supply Chain Production and Logistics
- Value-creating Supplier Relationships
- The Make or Buy Decision

#### Talent Perspective
- The Talent Planning Process
- Key Positions that Support the Business Strategy
- Assessing Current Talent
- Determining and Implementing Required Change in Talent Capability

#### The Investor Perspective
- Money Management Processes
- Liquidity Management
- Financing Management
- Investment Management
- Financial Performance Management

#### Participant Presentation
- Making the Business Case for Business Model
- Re-configuration
- Lessons Learned
- The Way Forward
- Graduation

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Throughout this 5 days interactive and dynamic program, there will be simulations, group activities, workshops, development of personalized action plans and many other activities built in for maximum learning experience.
Ray Reilly
Professor of Business Administration, Stephen M. Ross School of Business, University of Michigan

Raymond R. Reilly is Professor of Business Administration at the Ross School of Business, The University of Michigan. He holds a Bachelor of Science (Engineering) degree from the University of Michigan, and Master of Business Administration and Doctor of Philosophy degrees from Pennsylvania State University.

Reilly was Associate Dean for Executive Education at the Ross School of Business 2002-2008. Currently, he continues his work in Executive Education as teacher and faculty director for The Michigan Executive Program, Business Acumen for High-Potential Leaders and a variety of company-specific customized executive development programs.

During the past four years, Reilly has presented to more than twenty major corporate boards on the topic of the board-management relationship. This important work seeks to improve the 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's current 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 is co-author of two books. Recently published articles include using a measure network to understand and deliver value, improving the quality of management information, performance measurement for improved working capital management, and building business acumen.

Greg Reilly
Executive Education Faculty, Stephen M. Ross School of Business, University of Michigan

Greg Reilly is Associate Professor of Management at the University of Connecticut School of Business. Greg earned his Ph.D. at the University of Wisconsin, and his MBA and BA Mathematics from the University of Michigan.

Greg teaches the integrative strategy classes at UConn and is Academic Director for the School's Graduate Programs in Human Resource Management. Greg is active in executive training and has helped leaders strengthen their business acumen through improving strategic thinking, communications effectiveness, performance measurement and financial acumen throughout the United States, in Europe and in Asia.

Greg’s research activities are focused on human capital flows, compensation, teams and the role of time in strategic management research. His work has been published in numerous top tier academic journals and highlighted in the Harvard Business Review. Greg provides development and consulting services to a broad range of organizations. Current and past clients include General Dynamics, GE Energy, Caterpillar, Travelers, University of Michigan Cardiovascular Center, Kelly Services Inc., Electronic Data Systems, BHP Steel, Carhartt, Inc., Peterbilt Motors Co., and Ballantyne Strong Co.
Contact and Registration Info

Once you have registered for one of our programs, a unique registration number is assigned and an acknowledgement letter is sent within 3 working days. The participant will also receive a confirmation via e-mail within 3 working days, along with a softcopy of the invoice. This communication ensures that a place will be reserved for you in the program. Due to costs associated with establishing, holding, and refilling participant slots, along with the associated costs of pre-course materials, the following cancellation charge schedule has been established. The program fee includes tuition, tea breaks & lunches, and all instructional materials. In order for you to have sufficient time to prepare the pre-reading materials and settle the program fee, we suggest sending us the registration at least 8 weeks prior to the program.

Cancellation Policy

Cancellation fees are based on the number of weeks from the class start date your request is received. You must notify us of your cancellation in writing via email, fax, or postal mail. You may cancel six or more weeks prior to the start of a program without incurring a fee. Due to the inherent costs of establishing, holding, and refilling participant slots along with associated costs of pre-course materials, the following cancellation fee schedule applies:

- Two to six weeks prior to program start - 50% of program fee
- Within two weeks of program start - 100% of program fee

Transfer and Substitution Policy

We can accept transfers to an alternate program offering. All transfer notices must be received by email, fax, or mail before the start of the program. Transfer requests received within 2 weeks of the program start are subject to a US$250 transfer fee. Qualified substitutes for registrations can be accommodated with advance written notice. If you choose to defer or substitute your program fee to a future program session, that program must be attended or all funds previously paid will be forfeited. Only one deferral or substitution per registration is allowed and the new session must occur within one year of the original session date. Please note that 100 percent of the full tuition will be forfeited if one of the following occurs:

- The registrant does not enroll in another program within one year of the original start date
- The registrant has not requested a refund within one year of the original start date.

Venue

(to be confirmed)

We will provide information of recommended hotels to you upon enrolment confirmation.

PLEASE note: The hotel can make room reservations only. Program registrations must be directed to um-asia.exec.ed@umich.edu or 852.2509.9228 (fax).

Please indicate you are a University of Michigan Executive Education participant when making reservations and you will receive a discounted room rate (subject to availability). Participants are responsible for their own accommodations and travel arrangements.

If you have special dietary concerns, please contact us as soon as possible at the Asia Pacific Regional Office.

The University of Michigan reserves the right to change without notice any statement in this bulletin concerning, but not limited to, curricula, courses, faculty, tuition, fees, policies and rules. If course or curriculum changes take place after you commence the program we will make every effort to implement the changes in your best interest.
Registration Form - Stephen M. Ross School of Business at the University of Michigan

THE ENTERPRISE EXECUTIVE PROGRAM

Please mail or fax the completed registration to our offices

Code: Asia 2019

Hong Kong

Executive Education
Asia Pacific Regional Office
Stephen M. Ross School of Business
University of Michigan
12/F Wansan Tower, 98 Thomson Road,
Wanchai, Hong Kong
Tel: 852.2509.9088 Fax: 852.2509.9228
Email: um-asia.exec.ed@umich.edu

☐ Mr. ☐ Ms. ☐ Dr. ☐ Miss ☐ Mrs.

Participant Information

Full Name ________________________________________________________________
(As appears on the course roster and your diploma)

First Name __________________________________________ Last Name ____________________________

Title of Present Position __________________________________________________________

Company Name __________________________________________________________________

Company Address ________________________________________________________________

( Please include street address and appropriate postal code for international courier delivery)

City __________________________ Postal Code ______________ Country __________

Telephone __________________________________ Facsimile __________________________

Email __________________________________ Company Website __________________________

Department ________________________________________________________________

List language(s) in which you are fluent ____________________________________

(Applicants must be proficient in English)  All information submitted will be kept confidential

If you have a Distinguished Leader Voucher, please quote your voucher reference. no: __________________________________________

Registration Deadline: 4 weeks before the program Registrations are accepted on a first come, first served basis.

Hong Kong Oct 28 – Nov 1, 2019 US$8,500 Reg. Code: ____________________

Hong Kong Nov 2 – 6, 2020 US$8,500 Reg. Code: ____________________

Please attach your business card here

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THE ENTERPRISE EXECUTIVE PROGRAM

Previous Work Experience (most recent first)

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Company Objectives (To be endorsed by Immediate Supervisor or Corporate Sponsor)

Please indicate company expectations in respect of the participation of the program:

Signature of Immediate Supervisor or Corporate Sponsor: ____________________________

Name and Title of Immediate Supervisor or Corporate Sponsor: _______________________

Why did you choose Michigan? (You May Choose More Than One)

☐ Advertisement
☐ Newspaper
☐ Magazine/Journal
☐ Promotion
☐ Brochure
☐ Catalogue
☐ E-mail
☐ I have attended Michigan Executive Education program(s)
☐ Recommendation by
☐ Supervisor
☐ HR/T&D
☐ Past participant
☐ Seminars/Exhibitions
☐ I have met with a Michigan representative

Billing Information

(Please provide the following information if the invoice should be directed to someone other than the participant)

Name ____________________________ Position Title ____________________________

Company Name ____________________________

Company Address ____________________________

City ____________________________ Postal Code ____________________________ Country ____________________________

Telephone ____________________________ Facsimile ____________________________ Email ____________________________

Person In Charge Of Executive / Management Development For Your Company

By providing this information, this person will subscribe to our mailing list for regular updates of our program information.

Name ____________________________ Position Title ____________________________

Company Name ____________________________

Company Address ____________________________

City ____________________________ Postal Code ____________________________ Country ____________________________

Telephone ____________________________ Facsimile ____________________________ Email ____________________________

Do you plan to make a hotel reservation? ☐ No ☐ Yes - We will provide information of recommended hotels upon confirmation

By submitting this registration form, I have read and hereby agree to comply with the cancellation policy of Michigan Ross Executive Education. I also understand that payment of the program fee is required prior to the program. Upon registration, the University shall issue an invoice for payment and a confirmation via e-mail within 3 working days.

Signature / Company Chop

The University of Michigan, as an Equal Opportunity, Affirmative Action Employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Educational Amendments of 1972 and Section 50 of the Rehabilitation Act of 1973. It is the policy of the University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries of complaints may be addressed to the University’s Director of Affirmative Action, Title IX and Section 504 coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, 1734.763.1281, T.D.D. 1734.647.1388. For other University of Michigan information, call 1734.764.1817.
How Did You Hear About Us? (You May Choose More Than One)

- Advertisement
- Newspaper
- Magazine/Journals
- Promotion
- Brochure
- Catalogue
- E-mail
- Seminars/Exhibitions
- Recommendation by Supervisor
- HR/T&D
- Past participant
- I have attended Michigan Executive Education program(s)
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Rankings

Across a wide range of criteria, Michigan Ross Executive Education and the Stephen M. Ross School of Business are consistently ranked among the world’s elite institutions.

Financial Times, “Top 4th in the World for Open Enrolment Programs Executive Education Rankings 2019”
The Ross School of Business at University of Michigan is rated highest for teaching methods and faculty.

Financial Times, “Top 6th in the World for Open Enrolment Programs Executive Education Rankings 2018”
The Ross School of Business at University of Michigan is up nine places to 11th overall and sixth for clients who say they would use the school again.

The first-of-its-kind report for The Financial Times ranks schools based on the “quality and breath of business schools’ postgraduate programmes.”

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters.

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Program Offerings are subject to change; visit website for the most up-to-date information.