

EXECUTIVE EDUCATION

ENTERPRISE EXECUTIVE PROGRAM

Accelerate your career growth. Disrupt your business model before the competition does. It is critical for executives to quickly and accurately assess their business environment — this is how successful leaders reveal hidden opportunities and uncover and overcome threats.

**ANN ARBOR**

November 17-22, 2019
June 7-12, 2020

HONG KONG

November 2-6, 2020

**REGISTER
TODAY!**

michiganross.umich.edu/enterprise
734-763-1000

TOP 5 GLOBAL PROVIDER

Financial Times, 2019

ENTERPRISE EXECUTIVE PROGRAM

Redefine the results of your business unit by redefining your role.

In this program, you'll learn to apply a proven framework to create an action plan with new, broadened perspectives to accelerate your business and career success. Return to work with the unique capability to also apply the assessment to competitors, customers, and suppliers so you can leverage your new knowledge to your advantage.

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.

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

“The program challenged me to think critically about our business model and consider future risks and challenges we face as a company. Then we prepared a new business model to address those items.”

“The content was excellent, concise and presented in an application context that increased comprehension regardless of the business model.”

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

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PROGRAM STRUCTURE

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.

DAY 1

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

DAY 2

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

DAY 3

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

DAY 4

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

DAY 5

INDIVIDUAL PARTICIPANT PRESENTATIONS

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

POST-WORK

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

OUR WORLD-CLASS FACULTY

At Michigan Ross, you'll engage with some of the world's most renowned experts. Our faculty have collectively authored hundreds of articles and dozens of books. They travel the world, sharing their expertise with Fortune 100 companies in virtually every sector. They're prolific thinkers and creators of revolutionary studies and frameworks. Most importantly, they are determined and dedicated to leveraging their extensive knowledge to help you succeed.

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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.



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 healthcare 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 three Neary Teaching Awards at Ross in 2014-15 and 2018. 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.



GREG REILLY

Faculty, Executive Education

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 in 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.

A WORLD-CLASS EXPERIENCE

We strive to make every aspect of your program a world-class experience, from our architecturally stunning facilities to our state-of-the-art technology. Our program directors work closely with faculty before, during, and after the program to ensure you achieve your objectives. Program managers facilitate a seamless transition between classroom and off-site activities and assist with anything you might need — ensuring your focus is on learning, not logistics. Finally, our fabulous culinary and hospitality staff are dedicated to providing high-quality dining and accommodations.

For specific program questions or concerns contact **Connie Lareau, Portfolio Director** via email at: rossexecd@umich.edu or she may be reached at **734.763.1000**.

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

THE MICHIGAN DIFFERENCE WORLDWIDE AND IN ANN ARBOR

THE UNIVERSITY OF MICHIGAN

Founded in 1817, University of Michigan is one of the first public universities in the U.S. U-M is one of only two public institutions in the U.S. consistently ranked in the top ten, and has more than 100 top-ranked graduate programs.

U-M maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India, and China.

MICHIGAN ROSS

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. Our unique approach focuses on action-based learning and interdisciplinary, team-oriented situations.

As a general management institution, Michigan Ross has earned acclaim for academic excellence. Approximately 230 faculty members research, consult and teach in all areas of business.

EXECUTIVE EDUCATION

Open Enrollment Programs

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 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. 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. Contact us to arrange a consultation with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.



REAL IMPACT:

Measurable Return On Investment

One of the nation's top integrated health delivery systems turned to Michigan Ross to help their leaders link core competencies to customer benefits; improve strategic agility and leadership; measure and drive customer service and satisfaction; and build high-performance teams.

An independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

310% return on program investment

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

#1
MOST
EDUCATED
CITIES
Forbes, 2014

#1
BEST MAIN
STREETS
*Huffington Post,
2014*

#2
BEST
COLLEGE
TOWNS
Livability, 2013



ANN ARBOR

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.

WORLDWIDE

Michigan Ross offers 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross delivers open enrollment programs in Hong Kong and Mumbai, and custom programs wherever our partners request.

Regardless of where you attend, you'll benefit from the same outstanding, results-oriented Michigan Ross experience.



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ENTERPRISE EXECUTIVE PROGRAM

ANN ARBOR

November 17-22, 2019 | June 7-12, 2020
\$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

HONG KONG

November 2-6, 2020
\$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

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

EXECUTIVE EDUCATION **ENTERPRISE EXECUTIVE PROGRAM**

“The intimate class size and interactive format maximized the opportunity to learn from both professors and classmates. Diversity in both culture and industry added significant value to witness how the principles and tools applied regardless of the specific business model.”

“Professor Reilly is clearly a master of the information from a 360-degree perspective and a seasoned teaching professional.”

Explore our programs at: michiganross.umich.edu/execed

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