EXECUTIVE EDUCATION
LEADING IN THE AGE OF DATA
Analytics for Strategic Decisions

SINGAPORE
June 8 -12, 2020

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TOP 5 GLOBAL PROVIDER
Financial Times, 2019
LEADING IN THE AGE OF DATA

Leaders must understand how to balance innovative activities and sustainable performance.

The flood of data — and data analytics courses — has created pressure to ‘know more’ before making decisions. At the same time, the pace of business continues to accelerate toward the speed of light. But, does more data mean better information and better outcomes? This course is designed for mid-to-senior level executives who need a clear, easy-to-apply process for determining which information is needed, where to get it, and how to apply it to the decisions that drive value creation for their organization. Being able to effectively navigate through conflicting data to determine which is accurate and relevant to the decision has never been more important.

This program enables you to resolve many of the business decisions you’re challenged to address each day. Get ready to learn:

• Balance financial and non-financial metrics
• Determine the best blend of innovation investment with practices designed for sustainable performance
• Uncover the most effective non-traditional levers to drive value creation for your particular business
• Set the targets and metrics that will drive the right behaviors and optimize value creation

You’ll leave this program as an informed decision-maker with a solid grip on what data to use to provide better outcomes for your organization. Your back-to-work action plan can be implemented immediately to enable your company to be more agile and resilient.

INDIVIDUAL BENEFITS

• Better assess the long-term value of decisions
• Make better decisions with less data
• Determine which data is most important
• Learn how to deal with conflicting data
• Discover how best to convert data to usable information

ORGANIZATIONAL BENEFITS

• Leaders who understand and maximize the value creation process
• Leaders future-focused on value creation
• Aligned corporate goals both within the firm and to external parties
• Streamlined decision process
• Enterprise perspective on all decisions
WHO SHOULD ATTEND:
• Mid- to senior-level managers seeking to improve their
decision-making by applying frameworks, tools, and techniques
that help them better understand the value generating process
of an organization

Typical titles include:
• Manager
• Senior Manager
• Director
• Business Unit Leader
• Functional Leader supporting Business Unit leader

Functions impacted:
• Strategy – long-term value creation
• Operations – better decisions with less data
• Marketing – enterprise-impacting decisions
• HR – become a trusted advisor to business unit leaders
• Finance – deepened knowledge of non-financial levers
to consider in making decisions

PROGRAM STRUCTURE
This program is a must-have for those looking to enhance long-
term value through confident data-driven decisions. The program
aims to take existing leadership skills and add a solid understanding
of how to use data analysis to balance innovative activities with
sustainable performance. The course helps participants to achieve
these goals through a highly engaging environment, using active
group discussions, cases, exercises that focus on the participants’ own
organizations, live simulations, and competitive virtual markets.

DAY 1
UNDERSTAND DRIVERS OF VALUE CREATION
• Redefining long-term value
• Primary drivers of value creation
• Understanding where your organization currently stands in the
  value creation process
• Understanding limitations of financial data
• EXERCISE: Construct a value map for your own organization

DAY 2
COMMUNICATING VALUE CREATION
• The 3 C’s (Control, Contracts, Culture) of designing systems
• Managing growth
• Balance innovation with sustainable performance
• COACHING: Effective communication of value creation
• Communicating to internal and external stakeholders

DAY 3
DESIGNING SYSTEMS TO DRIVE VALUE CREATION
• Designing systems
• Translating long-term value proposition to targets and measures
• Motivating employees to create long-term value
• SIMULATION: Data-driven decision-making under pressure with
  conflicting data

DAY 4
BALANCING FINANCIAL AND NON-FINANCIAL METRICS
THROUGH SIMULATION
• Build a culture of long-term thinking
• Decision-making under pressure
• Dealing with ambiguity
• EXERCISE: Design your organization’s own value scorecard

DAY 5
BUILDING ACTION PLANS FOR VALUE CREATION AND
MEASURING SUCCESS
• Simulation wrap-up
• PEER PRESENTATIONS: Action plan for implementing
  organization’s value scorecard
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.

GWEN YU
Associate Professor of Accounting

Gwen Yu is an associate professor of accounting. Her research focuses on how accounting information affects real economic outcomes, especially in an international setting. Professor Yu’s work has been published in top peer-reviewed journals such as The Accounting Review and The Journal of Financial Economics, and has been discussed in The New York Times, The Financial Times, on CBS Money Watch, and in other financial press outlets. She is on the editorial board of The Accounting Review.

With an extensive background at both Ross and Harvard Business School, Professor Yu has experience in Executive Education, MBA, and doctoral programs. She has provided executive education to a wide range of firms and authored many cases that are used around the globe.

Professor Yu holds a PhD in accounting from the University of Michigan, where she also earned a master’s degree in applied economics. Prior to joining Ross, she was a faculty member at Harvard Business School in the Accounting and Management unit. Before pursuing her graduate studies, she worked at McKinsey & Company and the global reinsurer Swiss Re.

CHRISTOPHER WILLIAMS
Associate Professor of Accounting

Christopher Williams is an associate professor of accounting, a Michael and Joan Sakkinen Faculty Fellow, and faculty director of the accounting PhD program. He received his PhD from the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill and he received both a master’s degree and BS in accounting from the Marriot School of Management at Brigham Young University.

Professor Williams’ research focuses on understanding the role of accounting information in creating and resolving risk and uncertainty in both capital markets and financial institutions. His work has been published in leading accounting journals and presented in front of international accounting standard setters and members of the Federal Reserve. His recent work focuses on how discretionary accounting choices made by banks affect both the risk of the individual bank and the bank’s contribution to systemic risk. Since coming to Michigan Ross, Professor Williams has taught financial statement analysis to both MBA and Master of Accounting students.
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

Michigan Ross offers 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world.

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 programs in Michigan (U.S.), Hong Kong or Mumbai and to experience first-hand the Michigan Ross difference.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world, wherever our partners request. 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: um-asia.exec.ed@umich.edu.

REAL IMPACT:

**Measurable Return On Investment**

One of the United States’ 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
EXECUTIVE EDUCATION
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“This program was designed for senior managers that use data to manage profitable growth and design organizations that empower people.”

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

SINGAPORE
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$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:
• Program materials, assessments, and simulations
• All breakfasts, lunches, and break snacks/drinks

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