



BUSINESS SCHOOL

# EXECUTIVE MBA

2018



affiliated to

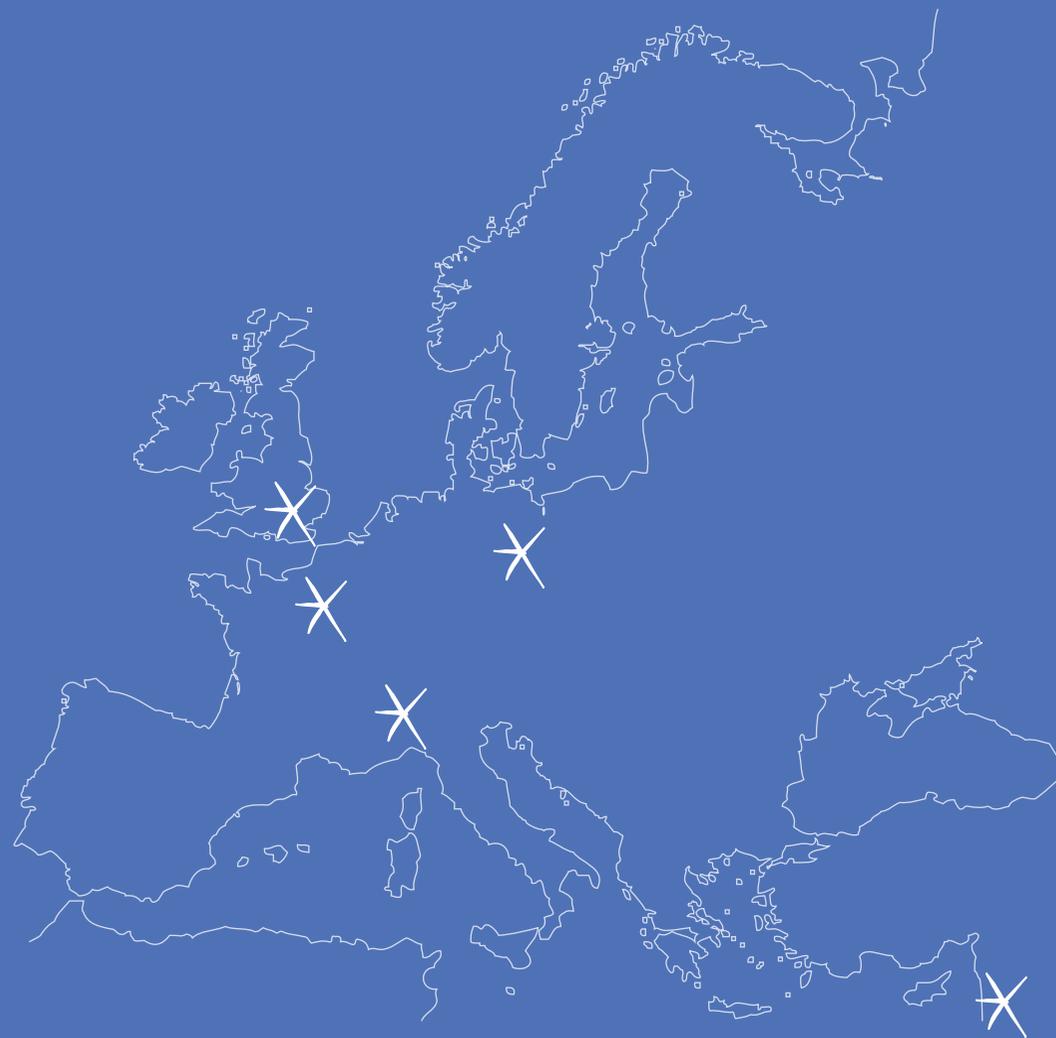


EUROPEAN IDENTITY  
GLOBAL PERSPECTIVE

The World's First Business School (est. 1819)

# European Identity Global Perspective

The World's First Business School (est. 1819)



5 international tracks

Itinerant Paris Berlin-London Turin Beirut

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Executive MBA stands for Executive Master of Business Administration

# THE WORLD'S FIRST BUSINESS SCHOOL

## 2016 Executive MBA Ranking:



- #12 worldwide
- #2 for Career Progression (73% salary increase)
- #3 for International Course Experience
- #1 in Germany and Italy, #2 in France and UK, #3 in Spain

2015 ESCP Europe enters Poland with a 6th campus in Warsaw.

2004 ESCP Europe enters Italy with a 5th campus in Turin.

1988 The School opens its 4th campus in Madrid.

1973 The concept of a multi-campus business school is born through the inauguration of campuses in Germany and the United Kingdom.

1819 Established by a group of economic scholars and entrepreneurs in Paris, ESCP Europe becomes the World's First Business School.

## KEY FACTS & FIGURES



6 campuses in Berlin, London, Madrid, Paris, Turin and Warsaw

120 academic alliances worldwide

130 permanent professor-researchers

80 affiliate faculty members, more than 700 adjunct members

40 visiting professors every year



4,600 students representing 102 nationalities

5,000 managers and executives in training every year

50,000 graduates in key positions in more than 100 countries

4,000 Executive MBA Alumni

ESCP Europe is among the 1% of business schools worldwide to be triple-accredited.



## EDITORIAL

### ESCP Europe: A Unique Mindset



Prof. Frank Bournois  
Dean of ESCP Europe

With its six urban campuses in Berlin, London, Madrid, Paris, Turin and Warsaw, ESCP Europe has a true European identity which enables the provision of a **unique style of cross-cultural business education, and a global perspective on international management issues.**

ESCP Europe's network of 120 partner universities - such as the Indian Institute of Management Ahmedabad (IIMA) - extends the School's reach from European to worldwide.

Triple-crown accredited (AACSB, EQUIS, AMBA), each year ESCP Europe welcomes 4,600 students from 102 different nations, and 5,000 executives, offering them a wide range of general management and specialised programmes.

**Our Executive MBA takes full advantage of ESCP Europe's unparalleled international reach, innovative pedagogy and research-active faculty.** Together we have designed a cutting-edge programme combining general management courses and specialised electives, plus an International Consulting Project and seminars around the world.

We give managers the opportunity to engage fully with the fast changing business environment. They gain real insight into international business and tackle the challenges involved with managing diverse workforces in a context of economic shifts, both within and beyond Europe.

In addition, the Executive MBA team prides itself on providing a high-quality personal development service to all participants. Based on close and supportive relationships, the programme leads them to reflect on themselves, and to discover as-yet-untapped skills and personal resources that will transform them and take their careers to the next level.

**On joining our Executive MBA, participants become a part of our international community:** 50,000 Alumni from 116 nationalities in more than 100 countries. Coupled with our well-established relationships with businesses, we offer a range of talks, meetings, seminars and social events that provide industry knowledge and networking opportunities to support and develop careers.

**Join us and take the first step towards changing your future!**

## 6 A DISTINCTIVE VALUE PROPOSITION



**Valérie Madon**  
Director of the ESCP Europe  
Executive MBA programme



**Prof. Stefan Schmid**  
Professor of  
International Management and  
Strategic Management;  
Dean of the ESCP Europe  
Executive MBA programme

In a multifaceted economy, one-size-fits-all solutions are irrelevant. In order to overcome today's and tomorrow's business challenges, **our curriculum solves the global/local dilemma** in an unparalleled way.

We believe innovation stems from a challenger mindset; as such, our learning environment is based on a variety of approaches. Our objectives are to train business leaders to decipher the dynamics of modern corporations; **to develop novel management perspectives;** and to **make strategically informed decisions.**

Singled out by the Financial Times' 2016 ranking, our Executive MBA is placed **#12 worldwide**, as well as **#2 for Career Progression (with an average 73% increase in salary), and #3 for International Course Experience.** This confirms that business education "made in Europe" is indeed a winning solution.

**Experience the Executive MBA at ESCP Europe.**

## 7 THE EXECUTIVE MBA ACROSS 6 CAMPUSES

ESCP Europe is the only business school to provide its Executive MBA participants with the opportunity to study at five campuses across Europe (Berlin, London, Madrid, Paris and Turin), as well as in Beirut at its sister school ESA. This international positioning is what makes the programme unique: participants plan their education in various countries, enjoying the benefits of both academic and personal experiences.



### BERLIN

The Berlin campus is located near one of the historical centrepieces of Berlin, the Charlottenburg Palace. Located in baroque gardens, this monument overlooks the School's beautiful late-19th-century building. Throughout the year, several events and conferences on the latest business issues take place in this dazzling city in the midst of Europe.



### LONDON

Located in West Hampstead in northwest London, this campus offers students state-of-the-art facilities in a traditional Victorian building. The bright city lights and the business community are only a short tube ride away, while the fashionable area of West Hampstead offers a broad cultural experience away from the hustle and bustle of inner-city life.



### MADRID

Found in a residential suburb just outside of the city centre, the Madrid campus is an ideal place for students to focus their energy on the challenging demands of the programme. A short bus ride will bring students into the centre of Madrid and all that it has to offer.



### PARIS

The Paris campus is conveniently located in the centre of the city in the 11th arrondissement, a few steps away from Saint-Maur metro station. It was the first of ESCP Europe's six locations and hosts a large number of faculty members and students.



### TURIN

The Turin campus is located in a beautiful building with modern facilities. Turin is one of the main business centres of the Italian economy, as well as a masterpiece of architecture and one of the favourite student cities in Italy.



### BEIRUT

Situated in the centre of Beirut and at the heart of the Middle East, ESA asserts its reach as an important international Business School, dedicated to the education of executives and managers in Lebanon and the Middle East. Its mission is to develop the high potentials of the region into the leaders of tomorrow.

CHECK OUT ALL OUR TESTIMONIALS  
[www.escpeurope.eu/emba](http://www.escpeurope.eu/emba)



**Claudia Campos • EMBA 2014**

International Human Resources Development Director • Louis Vuitton

"I am incredibly proud of the ESCP Europe EMBA's ranking of 12th worldwide! For me, it is true sign of recognition: ESCP Europe ranks among the world's leading business schools, and the Executive MBA is an excellent programme. Aside from the ambitious and innovative curriculum, I remember the strong human touch of the class, avoiding competition and fostering a true camaraderie. Teamwork was one of the biggest learnings: it challenged us to be open minded, cooperative and flexible towards different cultures, and to think beyond our mindsets towards new possibilities."



**Claus R. S. Jørgensen • EMBA 2016**

Chief Commercial Officer • BPI A/S

"I would like to share how grateful I am for the experience of the Executive MBA at ESCP Europe. It has been a fantastic journey full of learning and personal development, a global adventure with an excellent programme. This experience would not have been the same without the professional team of outstanding professors, programme managers and administration. Thank you for creating the perfect mix of a professional top level Executive MBA with a human and personal touch."



**Daisy McDonald • EMBA 2017**

Managing Director  
 Yelesa Moods

"Following the African proverb, "when you educate a woman you educate a nation", completing an MBA was one of the goals I set on my vision board. As an entrepreneur, it was critical to fix my blind spots in business and I also wanted to strengthen areas in my personal life. Being accepted into the Executive MBA by ESCP Europe, the first business school in the world, was sheer bliss. It has been eye opening and truly a life changing experience. The programme takes a 360° approach to equip one in general management and delivers on every level. I have shared my experiences from the various campuses with colleagues, friends and family; some have been inspired to further their studies. Thank you ESCP Europe I will make the most of the opportunity bestowed."



**Jesus Pomajambo  
 EMBA 2018**

Head Microfinance Monitor  
 Superintendence of Banking  
 and Insurance Companies

"After having worked my way up through a governmental institution for the last 10 years in Peru, I was ready for new challenges. An MBA was essential to get a broader insight of business; choosing the EMBA at ESCP Europe was not only the right decision but a real turning point in my professional career and life. I don't mind the long distance travelled to attend the classes because the managerial skills acquired in conjunction with multicultural exchanges will help me succeed in reaching my goals. I am positive the outcome of this EMBA will boost my career."



**Zeynep Calis Bakir  
 EMBA 2018**

International Sales Coordinator  
 Villeroy & Boch

"I am extremely happy about my decision to join the Executive MBA programme at ESCP Europe. It has been one of the greatest achievements in my life. It has driven my self-confidence, motivated me to aim high, and given me the strength to achieve it. Apart from the interesting lectures and tutorials applied to real-world case studies, the international nature of the students has also been a major plus - both in terms of making new friends from different countries and cultures to actually helping understanding modules. I thank ESCP Europe for giving me this greatest reward."



**Joshua Dupuy • EMBA 2016**

Lecturer in global politics and international affairs  
 Temple University, Japan Campus

"I highly recommend ESCP Europe to anyone who wants to have a truly international Executive MBA experience. You benefit from the global nature of the programme at three levels: the campuses, the faculty, and the fellow participants. You experience five campuses across Europe and further international exposure through the School's partnerships with leading institutions around the world. This cross-cultural approach prepares you to work more effectively in the global business landscape".

The Executive MBA is geared towards:

Talented and ambitious professionals with at least a Bachelor degree and 5 years of managerial experience, who strive to take their career to the next level. We welcome high potentials who are ready to share their insights with their peers and are willing to learn from them.

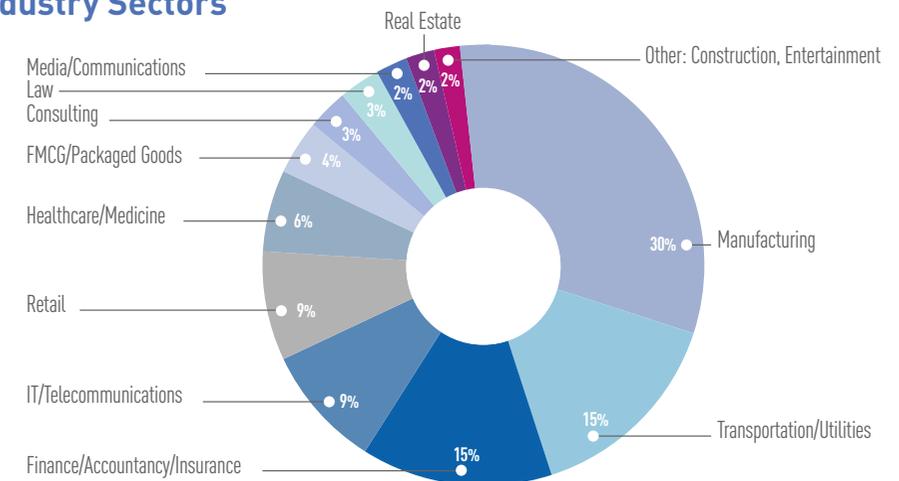
2018 Class Profile



Representation by Regions



Industry Sectors



# CURRICULUM

The Executive MBA is highly customisable. Organised as a part-time programme lasting 18 to 30 months and based on 4 pillars, it is designed to meet the schedules of busy executives.

## THE EXECUTIVE MBA CONSISTS OF:



### 9 core courses

Become proficient in the fundamentals of effective management



### 10 electives

Select from over 50 specialised courses across Europe



### 5 international seminars

In Europe, Asia and the Americas



### 1 International Consulting Project

A real-case executive analysis in a multicultural team

## CHOOSE THE DURATION

### 18 MONTHS



### 22 MONTHS



### 30 MONTHS



**Antonio Fajardo • GMP 2016 • EMBA 2018**  
Product Technology Manager • BASF

*"Doing the EMBA over 30 months has been a clever choice for me. This formula allows me to better manage studies and work, while providing more time to digest the valuable information received during the courses. I am impressed by how fast I could benefit from the skills acquired with the core modules, and how I become more confident out of my comfort zone. My career was directly impacted by these skills, enabling my desired transition from engineering to business management. My biggest take-away is the people I have met from different cultures and backgrounds who help me to be a better person everyday; people who are turning out to become great friends."*



**Rabih Halawi • EMBA 2017**

Chief Operating Officer • Crédit Suisse (Lebanon) Finance S.A.L.

*"The Beirut track at ESCP Europe/ESA was a great choice. In addition to the amazing learning experience, it gave me the opportunity to have the international exposure I was looking for. In addition, I was able to broaden my local network with a diverse group of fellow classmates, both business-wise and culturally. I strongly believe that this specific programme provides an excellent platform for executives to grow their professional and technical skills. This will definitely serve them as fundamental assets for their career development."*

## PICK YOUR CORE COURSES LOCATION

While the total number of contact hours remains identical across all campuses (520 hours), each study track has its own schedule for the core courses, adapted to local business practices. All courses are taught in English and each track has, on average, 25 participants.



### ITINERANT TRACK

5 intensive sessions: rotation between the 5 European campuses

#### MONDAY TO THURSDAY

8:30 - 20:00

#### FRIDAY

8:30 - 13:30



### PARIS TRACK

8 sessions: Paris Campus

#### THURSDAY

8:30 - 20:00

#### FRIDAY

8:30 - 20:00

#### SATURDAY

8:30 - 13:30



### BERLIN-LONDON TRACK

3 intensive sessions: 2 at the Berlin Campus and 1 at the London Campus

#### MONDAY - SATURDAY

8:30 - 20:00



### TURIN TRACK

8 sessions: Turin Campus

#### THURSDAY

9:00 - 19:30

#### FRIDAY

9:00 - 19:30

#### SATURDAY

8:30 - 13:30



### BEIRUT TRACK

9 sessions: Beirut ESA Campus

#### THURSDAY

9:00 - 18:00

#### FRIDAY

9:00 - 18:00

#### SATURDAY

9:00 - 18:00



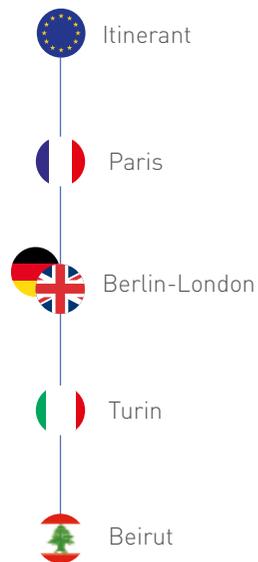
## 9 Core Courses: the General Management Programme

The General Management Programme (GMP) can be attended as a stand-alone programme or as part of the Executive MBA. It represents 180 hours taught throughout a year during weekdays or weekend sessions, depending upon the study track. It equips participants with an understanding of the driving forces behind business models.

### 9 CORE COURSES FOR A 360° VISION:



### 5 STUDY TRACK OPTIONS ARE AVAILABLE:



### A FIRST STEP TO THE EXECUTIVE MBA PATH

The GMP allows you to progress to the full EMBA curriculum within 30 months. Upon acceptance after your GMP, you will complete the 10 electives, 5 international seminars and the International Consulting Project (both tuition fees paid and academic credits obtained will be validated for the Executive MBA).



**Jatinder Singh Pal Dhameeja • GMP 2014 • EMBA 2016**

Head of Global Design and Implementation (IT Security) • British Telecom PLC

*"The GMP programme has helped me to both deepen and broaden my leadership skills, and focus on the holistic picture in a modern corporate environment. Additionally, I have developed tangible skills by applying frameworks, new concepts and theories I have learned on the programme.*

*I am able to apply this learning not just to my professional career, but to improving every facet of my life. The programme has pushed me to believe in myself in ways I did not know existed. I walked into my current role with a new attitude, new approach and new information, thereby benefiting both my employer and clients."*

## 9 CORE COURSES FOR A COMPREHENSIVE MANAGERIAL PERSPECTIVE

### Managing People and Organisations

An introduction to motivational and communication techniques, the development and understanding of successful work teams, how to handle the concepts of power and influence, and – most importantly – how to analyse your own behaviour within the workplace to achieve managerial success.

### Marketing

Looking at Marketing both as a science, with specific techniques and methodologies, and as an art, drawing on creativity to set a brand aside from its competitors.

### Cost Accounting and Management Control

Analysis of Cost Accounting and Control Systems, covering the Management Control process, the Balanced Scorecard approach, and the building of performance modules to enable you to implement the methods needed to improve your company's strategy.

### Supply Chain Management

Introduction to the main operational issues faced by companies in a highly competitive environment, as well as the major approaches and tools for operational performance and continuous improvement: accelerating the value stream and the analysis of performance management, from strategic issues to action plan deployment.

### International Business Law

Understanding the essential aspects of the world's major legal systems, taking in the primary sources of law and the different court procedures to identify the critical issues when contracting international business activities.

### Corporate Strategy

Introduction to and in-depth analysis of the environment, resources and competences, expectations and purposes of a company's strategic position.

### Managerial Economics

Business model evaluation, looking at the tools and related concepts needed to analyse the market and understand how macro and micro economics impact your industry – and your business.

### Financial Accounting

Understanding financial statement analysis, amortisation and depreciation, inventories and business combinations.

### Corporate Finance

Understanding the relationship between financial management and other areas of business administration: stocks and bonds, sources of value creation, long term financial planning and mergers and acquisitions.



## A choice of over 50 electives across Europe

Participants are required to complete between 10 and 12 electives from the School's portfolio and/or from our academic partner, the Hertie School of Governance in Berlin. Once they have graduated, Executive MBA Alumni are welcome to complete up to two additional electives every year.

### BERLIN CAMPUS

- Analysis and Management of Accounting KPIs
- Corporate Compliance and Crisis Management
- Design Thinking for Executives and Entrepreneurs
- Doing Business in Central and Eastern Europe
- Intercultural Leadership
- International Business Ethics and Corporate Governance
- International Finance
- International Marketing
- International Strategy and Structure
- Managing Uncertainty: Elements and Application of Entrepreneurial Expertise
- Services Management
- Unleashing Professional and Personal Talent with MBTI

### LONDON CAMPUS

- Digital Marketing and Social Media
- Emerging Business Models for the Digital Age
- Managing Self for Sustainable Development
- Mergers and Acquisitions, LBO and Private Equity
- Problem Solving and Decision Making
- Understanding Capital Markets
- Understanding Competitiveness

### MADRID CAMPUS

- Creating Global Teams
- Financial Risks in International Operations. Hedging with Futures and Options
- Innovation as a Key Factor for Business
- Strategic Project Management

### PARIS CAMPUS

- Business and the Sustainability Challenge
- Customer Value Management
- Enterprise Risk Management
- Entrepreneurial Action: Taking Ideas to Market
- Financial Planning: How to Turn a Strategy into Numbers
- Financial Statement Analysis
- Managing Self for Sustainable Development
- Negotiation Dynamics
- Personal Impact in Communication
- Problem Solving and Decision Making
- Strategic Cost Accounting
- Strategic Leadership
- Talent Management
- The Fresh Connection: a Supply Chain Business Game
- Unleashing Professional and Personal Talent with MBTI
- Valuing Sales Management: Understanding the Key Role of Growth Managers
- Virtual Management: Key Challenges of Leading at a Distance
- Women and Leadership: Closing the Gap

### TURIN CAMPUS

- Big Data: Introduction to Business Analytics and Data Science
- Branding and Brand Management
- Luxury Brand Management
- Personal Impact in Communication
- Personal Leadership Skills

### BRUSSELS (following the European Business Seminar)

- European Tax and Fiscal Impacts on Management
- Unleashing Professional and Personal Talent with MBTI



**José Manuel Rodríguez Personal • EMBA 2011**  
Finance and Personnel Director • CASE On IT

"The Executive MBA was a great experience at ESCP Europe. My expectations were very different as **my experience had always been around start ups**; I have always seen MBAs as more related to corporations. Now I can say that it added a lot of value to my professional development and showed me how to **develop a truly international career**. Today I am Finance and Personnel Director of a fast moving tech organisation working in 12 countries around the world. Six years after my graduation, I am taking **additional electives to complete my profile in talent and people management**."



Hertie School  
of Governance



### ELECTIVES DELIVERED AT THE HERTIE SCHOOL OF GOVERNANCE (BERLIN)

- 'Nudging' and Experimental Policy Evaluation
- Conflict Prevention and Crisis Management: International Negotiations Case Studies
- Energy Sustainability and Climate Change
- Good Governance & Anti-Corruption
- Participation and Engagement in the Digital Age
- Public Financial Management: Challenges in Emerging Market Contexts
- Public Sector Budgeting and Accounting



### OPTIONAL: THE EXECUTIVE MBA - MAJOR IN INSURANCE

ESCP Europe offers the Executive MBA - Major in Insurance to provide managers from the insurance sector with an executive education programme at the highest level:

It consists of the nine core courses, five international seminars and the International Consulting Project (ICP) of the general Executive MBA, as well as:

- 1 elective from ESCP Europe's general elective portfolio
- 9 insurance electives across the Berlin, London and Paris campuses, and in Brussels:
  - Anticipating Future (Re)insurance Market Challenges
  - Asset Management for (Re)insurers
  - How to Cover Insurance Companies against Extreme Risks
  - How to Take Advantage of Solvency II, the New EU Prudential Framework
  - Insurance Companies' International Dimensions and Strategies
  - Insurance Companies Challenges: Case Studies
  - Insurance Marketing and Distribution
  - New and Developing Challenges of Non-Life Insurance Markets
  - The French Life Insurance Market

Successful completion of this programme awards participants with a double degree:

- the Executive MBA at ESCP Europe
- Le CNAM-ENAss Advanced Insurance Certificate 



**Mia Luostarinen • EMBA 2017**  
Senior Consultant • Reaktor

"After 15 years of hands-on experience in Marketing, Innovation Management, Service and Customer Experience Design and having lived and worked in three European countries, I wanted to take my thinking and career to the next level. **The ESCP Europe Executive MBA is a truly once in a lifetime experience that will change your way of thinking and enable you to bloom in your full potential**. You will acquire such intellectual, emotional and professional competences during your personal journey that will transform your life and career forever. For me, **the Innovation – A Key For Growth elective was truly an eye-opening course and one of the biggest highlights of my ESCP Europe journey**. Serendipity indeed, since I just started in a dream-come-true position for one of the most desired employers in the Nordic region in the field of emerging technologies and experience design."

Class schedules are subject to modification without notice.  
For electives taught in partnership with the Hertie School of Governance at Berlin, up to two ESCP Europe participants are allowed to enrol per course.



## 5 International Seminars

Our week-long seminars give the participants the opportunity to explore various themes related to specific business environments, and to share their knowledge and experience with their Executive MBA peers.

### ORGANISATIONAL CHANGE AND LEADERSHIP INDUCTION SEMINAR

January 2018  
Paris, France

Participants gain a deeper understanding of company structures and processes, and develop analytical skills in order to examine patterns of organisational change and consequence for leadership.

### EUROPEAN BUSINESS ENVIRONMENT SEMINAR

April 2018  
Brussels, Belgium

This seminar highlights the European institutional structure, functioning and influence on the business environment; EU relations with other regional markets; and macroeconomic challenges, competition regulations, and lobbying techniques and practices.

### REGIONAL LEADERSHIP SEMINAR

October 2018  
Choose from: China (Shanghai), Brazil (São Paulo & Rio de Janeiro) or India (New Delhi & Ahmedabad)

In the current context of globalisation, the ability to lead projects in developing countries is highly valued by companies. The focus of this seminar is on reviewing the major issues firms have to deal with when developing projects in these regions.



### INNOVATION MANAGEMENT SEMINAR

March 2019  
USA

The flexibility of the North American business culture, which fosters innovation, is highlighted in this seminar, enabling our participants to understand the shift from a production to a knowledge-based economy, and the resulting role of innovation.

### CLOSING SEMINAR

June 2019  
Madrid, Spain

This synopsis seminar is devoted to integrating the skills and knowledge acquired during the programme through case studies and testimonials focused on strategy implementation and leadership styles.



**Kodjo Dogbe • EMBA 2018**  
Rig Manager • ENSCO PLC

*"A seminar on leadership: what a great way to start an Executive MBA! It is basically what we aspire to be by going through this fantastic curriculum. This first week helped us understand the connection between the managers we are and the leaders we want to be. The teachers were great in challenging our beliefs. With a highly diverse, talented cohort, ESCP Europe is representative of my international career, and I am excited for each new stage. An amazing year is ahead!"*



**Adriana Rousseaud • EMBA 2017**  
Head of Food Technical Services • GEA Group

*"The Regional Seminar in India, through its high quality lectures and local networking opportunities, was a great occasion to discover the different aspects of a country: culture, economics, and politics. I decided to go there as I was unfamiliar with this "Big Four" economy. Travelling with the EMBA programme allowed me to understand India's main challenges, such as facing a fast growing population and reaching ambitious objectives in industrial transformation. Last but not least, it was a great opportunity to strengthen friendship with Executive MBA peers!"*



# The International Consulting Project

Designed to provide participants with a **collaborative, multi-disciplinary** and intercultural work experience on a **real-life strategic challenge**, the International Consulting Project (ICP) puts into practice the concepts and theories acquired during the Executive MBA.

In groups, participants perform in-depth analysis of a situation or an issue faced by a company and make **recommendations for actions** that can realistically be implemented by the firm.

## THE 4 MAIN TYPES OF INTERNATIONAL CONSULTING PROJECTS

### > ANALYSIS

of an industry and new business opportunities

### > REORGANISATION

of a subsidiary or a department

### > EVALUATION

of consumer trends in light of product development

### > IMPLEMENTATION

of a production unit or a business network



**Valérie Moatti**  
Professor of Strategy and Supply Chain Management; ICP Tutor

"Participants work hard on their projects and are often blinded by the workload and their inner views. My role as a tutor and an academic coach is to provide them with an external view on the company project. To that respect, I try to **guide the participants in a proper use of strategic analysis tools**, not only as a basic application of what they have learnt in class, but also as a way **to bring interesting analysis, sound conclusions and actionable recommendations**. The role of a tutor is also very interesting as it is the opportunity to dig into concrete company projects and to be involved in a team of diverse and smart people."



## A 2015 PROJECT AT A GLANCE

### HOW CAN BARILLA START SELLING PASTA TO ASIAN PEOPLE?

#### Our objective:

Barilla ICP was asked to design the business model for the expansion of the Barilla pasta and sauces in the most important Asian megacities.

The team was requested to be "broad minded" and to provide alternative approaches to the current Barilla strategy, selling its products nationwide to consumers through large retailers.



#### The main challenge:

From the beginning, the team established that the real challenge Barilla was facing in this part of the world was a cultural one: Barilla needs to instil a pasta culture and pasta demand locally first, before any other business consideration.

We conducted an in-depth market analysis using the application of several tools, proposing an approach far different to the expectations of the client.

This method was necessary because neither a pasta market nor recognition of the Barilla brand currently exist in Asian megacities. Therefore, adopting any traditional approaches would simply bring poor results. Successful marketing campaigns can only be executed once Asian consumers begin to recognise the Barilla brand and adopt pasta as an everyday dish.

#### Our recommendation:

To instil a pasta culture, the team recommended a food-service business model by developing Barilla-operated flagship restaurants in prime locations and pasta bars in business centres. This will allow the gradual growth of a pasta culture and, thus, an awareness of the Barilla brand.

And now pasta is served! Buon Appetito.



#### ICP Team Leader Testimonial:



**Alessandro Rossi • EMBA 2015**  
Marketing Director • Barilla

"The ICP is one of **the most relevant and valuable experiences** of the Executive MBA. It represents a real challenge from a professional perspective; **you and the team go well beyond your comfort zone, your field of expertise**. You have to deal with an entire project considering all the elements, ranging from operations to finance, to macro and micro economics, etc.  
Even more than that, the ICP is **also a real personal challenge**. You find yourself working within a truly international team, with **different individual backgrounds, both professionally and culturally**. It is amazing how these people progressively become not only teammates, but your friends. They become one of the driving forces of this incredible transformation process that is the Executive MBA."

#### Client's Testimonial:



**Mariapaola Vetrucchi**  
Chief Strategy & Business Portfolio Officer • Barilla

"The team completed a **thorough analysis of the markets and the target consumers, combined with an excellent strategic framework in terms of business modelling and planning**. The outcome shows an outside-in and fresh perspective, as well as the diverse experience of the team members. The keen attention paid to the needs and desires of the local consumers has led the team to unconventional solutions and business models."



**Stefan Schmid**  
Professor of International Management and Strategic Management; Dean of the Executive MBA

Having joined ESCP Europe's Faculty in 2002, Stefan has rich experience in research as well as teaching across all programmes and all campuses within the School. He is a member of numerous academic associations, has strong links to the world of business, and has more than 100 publications to his name. One of his major ambitions is to further develop the international dimension of the Executive MBA.



**Véronique Tran**  
Professor of Organisational Behaviour

In charge of the Executive MBA Closing Seminar, Veronique has an expertise in personality, high performance global teams, group decision-making, leadership, and emotional competence. She is MBTI-certified since 1995. Her research interests are emotion and decision-making in diverse teams, emotional climates (in relation to creativity and innovation), and more recently the role of emotion in the luxury industry, with an emphasis on the customer-salesperson interaction.



**Miguel Palacios**  
Professor of Entrepreneurship and Organisational Behaviour; Dean of Executive Education, Madrid Campus

Miguel has worked in, among other places, R&D and operations both for large volume and large scale customised products for Alcatel, and in management consulting for Diamondcluster (now Oliver Wyman), in the areas of strategy, marketing and start-up development for international clients in several countries. His research interests and field of publications include new business models and new ventures (including corporate venturing), with a special focus on technologically-driven innovations.



**Emmanuelle Léon**  
Professor of Human Resource Management

Emmanuelle's main interests in terms of research are new organisational forms: remote management, virtual teams, telework, etc. She is particularly keen to identify the impacts of such organisations on individuals and on managerial relationships. Her new elective Virtual Leadership focuses on the challenges of this new world of work, and provides participants with the methodological competences required for successful leadership in virtual and transnational environments.



**Valentina Carbone**  
Professor of Operations and Supply Chain Management

Specialist in Supply Chain and Operations Management, Valentina's research interests are focused on the organisation and coordination of global supply chains. Her current research covers the sustainable dimension of SCM, corporate social and environmental strategies according to a global and comparative perspective, and business models for sustainability.



**Peter Stephenson-Wright**  
Professor of Marketing, Dean of the Executive MBA, London campus

Peter teaches Marketing and Management topics across a wide range of the School's programmes. He worked in the global advertising and marketing industry for many years, taking senior roles at leading communication groups, including WPP, Publicis and Interpublic and most recently CEO of Atletico International Advertising in Barcelona. He is interested in the application of creativity in business and the ways in which organisations can balance innovative thinking with the rigour of business analysis and process.



**René Mauer**  
Professor of Entrepreneurship and Innovation

René's area of expertise is entrepreneurial decision-making in venture and corporate contexts. He has worked on projects with both SMEs and larger companies, such as BASF, BMW, Deutsche Post DHL and P&G. He co-owns a family business, co-founded a technology start up and was involved in a variety of other venture projects. He is offering a new elective course in Berlin called Managing Uncertainty: Elements and Application of Entrepreneurial Expertise.



**Marie Taillard**  
L'Oréal Professor of Creativity Marketing

In charge of the Executive MBA Innovation Management Seminar, Marie has a broad focus on creative approaches to marketing, particularly in relation to digitalisation. She is interested in how technology has transformed relationships between stakeholders in organisations. She works closely with many brands, including L'Oréal and Lego, to analyse value creation in their interactions with customers.



**Alberta Di Giuli**  
Professor of Finance

Her research focuses on corporate social responsibility, corporate governance, mergers and acquisitions and family firms. She recently published a study about the correlation between Boards of directors with linkages to media firms and a firm's news coverage and public relations enhancement. Alberta offers a new elective class in Turin called Big Data: Introduction to Business Analytics and Data Science.



**Lourdes Buj**  
Professor of International Business Law

Lourdes has held international positions in Marketing and Commercial areas, focusing mainly on FMCG and retail. She has lived and worked in and out of Spain, fulfilling different responsibilities within the European and Corporate Divisions of a multinational beverage corporation. She teaches Business Strategy and Brand and Trade Marketing to Consumer Directors and Commercial Department Managers, and has presented several lectures at universities and professional conferences.

**BETWEEN THE CLASSROOM AND THE BOARDROOM**

During their Executive MBA, participants gain new perspectives as they hear from successful alumni and members of the ESCP Europe community:

On campus and offsite, entrepreneurs, business leaders, government officials, and other guest speakers discuss their leadership style, business views, personal vision and strategies for success in a variety of forums.



**Nathalie BALLA**  
Co-Owner and CEO, La Redoute



**Carlo GERMANO**  
Senior Vice President Innovation and Markets, Veolia



**Elise MAURY**  
CEO Engie Cofely



As leaders and most influential thinkers in their respective industries, Nathalie Balla, Carlo Germano and Elise Maury shared their experience of bringing together strategic thinking and operational hands-on delivery with the Class of 2018 during the Induction Seminar in Paris, January 2017.

**Developing the Executive MBA with our Business Partners**

- The Executive MBA programme holds a yearly Advisory Board to develop the curriculum. Chaired by the Dean of the Executive MBA, it brings together alumni and selected business partners.
- The Advisory Board contributes to the evolution of the programme, adapting its content and design to the expectations of the corporate world and to the new trends in management.

Executive MBA participants receive direct insights from companies such as:



**A PERSONAL EXECUTIVE COACH ON EACH CAMPUS**

As the Executive MBA experience progresses, participants are often surprised by the programme's "side effects". The Executive MBA inspires changes which often reach far beyond the professional domain, impacting positively on the participant's life as a whole - and potentially raising a whole raft of questions!

The Executive MBA Coaching & Career Development Team consists of professional, dedicated coaches with extensive backgrounds in providing executive career counseling and guidance. Their task is to support the mission of the ESCP Europe Executive MBA by offering participants personalised and goal-orientated advice for the duration of their studies. Each member of the class receives four hours of voluntary, confidential and one-to-one coaching sessions.

While many participants will explore themes that are relevant to their career development, some will choose to focus on personal decision-making and identify the actions that will move them towards their desired goal.

Coaching is offered at five ESCP Europe campuses, in English, French, Spanish and German, and also in any additional language that both the coach and the participant are comfortable with.

**ONLINE LEARNING**

ESCP Europe provides an e-learning portal for all Executive MBA participants as soon as they are admitted to the programme. Created with the support of CrossKnowledge, this tool gives our participants access to a number of online self-training modules in all fields of management. Modules are divided into three categories: Management Fundamentals, Management Techniques and Personal Management Skills.



## ESCP EUROPE ALUMNI ASSOCIATION SERVICES



50,000 Alumni all over the world, 250 events a year, and an international team at your service: the ESCP Europe Alumni Association has the mission to create links among our community, to boost your career and to make our brand shine.

Connect through us to a professional and friendly powerful network that you will use throughout your career, and benefit from our services wherever you are in the world.

### CAREERS SERVICES

Our international team of experts aims to support Alumni during key moments of their professional life by helping them to build and manage their career development.



**Career coaching sessions** to review your professional evolution, CV check and LinkedIn check to improve your profile (in several languages, in person or remotely).



A **mentoring programme** in English or French, remotely or in person, to help your career progression.



**Online career workshops** at a preferential rate.



Over **200 groups** (year, geographic, professional, etc.) in more than **100 cities** to network in a targeted way.



Access to ESCP Europe Alumni's **LinkedIn, Twitter and Facebook** groups to expand your network with more than 25,000 contacts.



Monthly **Alumnights**: the afterwork events to meet new contacts (in Paris, London, Madrid, Singapore, Munich, Turin, etc.)



**30,000 job offers** a year.

## MINGLING WITH THE EXECUTIVE MBA COMMUNITY

**Club EMBA** is a group within the ESCP Europe Alumni Association dedicated to the Executive MBA population: **over 3,000 alumni in 22 years of existence**. It relies on a strong community spirit to build an efficient network, creates a synergy between all the classes, connects members with each other, and provides support specifically to them. It also defends the interests of the EMBA community at ESCP Europe and improves its external visibility.

Club EMBA organises regular events under several formats: breakfast & learn, networking bars, workshops and conferences, annual reunions, etc.



**Chhaya Mathur Saint Ramon • EMBA 2007**

Founder & CEO • Business-Implicits; International Consultant and Facilitator for JVs

*"Having a network of people who have made the same journey makes one feel right at home and not as an outsider looking in. I needed that, especially as an entrepreneur, as a business woman, and as someone coming from an emerging country. Club EMBA continued beyond my degree; it makes me feel part of a large family where you are accepted and included beyond your titles."*



# WHY WOMEN SHOULD JOIN THE EXECUTIVE MBA

Women are pursuing business careers in various sectors and industries, and are increasingly exposed to leadership opportunities all over the world. For this reason, ESCP Europe is particularly committed to fostering gender equality. Our initiatives include:

## FLEXIBILITY

With our customisable programme, you can balance your three lives: study, work, and personal.

- **DISTANCES:** For those unable to travel extensively, we offer three local tracks in Paris, Turin and Beirut. We also let you choose the location of your 10 electives: pick a single campus, some of them, or all of them!
- **LENGTH:** Complete your Executive MBA in 18, 22 or 30 months. You can even plan a break of up to two years after the first 12 months.
- **RHYTHM:** Opt for the formula that best fits your schedule: come regularly for only two or three days at once, or select your core courses and/or electives in week-long blocks.



**Rezlaine Zaher • EMBA 2013**  
Founder & Managing Director • Executive Studio

*"Juggling a full-time job, kids, and an EMBA might sound unrealistic, but here is the secret: I learned to balance my professional and personal life by focusing my time and attention on things I can control. There is no denying it was 18 months of hard work; but this was a small price to pay for the reward of meeting new people, discovering new cultures and sharing professional experiences. Looking back, I can now confirm that deciding to apply for an Executive MBA at ESCP Europe was one of the best decisions in my life."*

## BOOST YOUR HARD AND SOFT SKILLS

While studying for your Executive MBA you will **increase your confidence in global business discussions and boost your standing within your professional network.** Beyond the coaching sessions, both the technical courses in general management and the modules focused on Personal Leadership Skills, MBTI, Managing Self for Sustainable Success, Talent Management, and Women in Leadership help you reach your full potential.



**Aleksandra Lada-Gola • EMBA 2015**  
Europe Marketing Product Manager • GE Healthcare; Co-Founder • BWITH.US

*"It has been a journey of happiness, growth and self-reflection. The choice of great electives at ESCP Europe allows you to think about who you are, what you want to do and how you want to interact with others. I did the EMBA while bringing up my child and managed a vibrant work-life balance. Thanks to the programme I was promoted to a European position at my current company, General Electric, and was also able to simultaneously cofound a digital start-up with my husband called BWITH.US."*

## 6 DEDICATED SCHOLARSHIPS OF €10,000 FOR WOMEN

The Executive MBA aims at enabling women who demonstrate excellence in leadership and who support the success of their female peers to get an executive degree.



## ACCESS THE EMBA WOMEN'S GLOBAL NETWORK

The EMBA Women's Global Network offers exciting **events across ESCP Europe campuses**, while simultaneously strengthening ties and generating opportunities within our community of over 700 Executive MBA Alumnae across the world. This network thrives on the talent and involvement of our participants and alumni!

## A UNIQUE PARTNERSHIP WITH WOMEN'S WORLDWIDE WEB

Founded and managed by Lindsey Nefesh-Clarke (EMBA 2009), the **Women's WorldWide Web (W4)** is an online crowdfunding platform aiming **to promote female empowerment worldwide**, working to ensure that they have access to education, healthcare, information and communication technologies, economic opportunities, the exercise of their rights, and political participation—all of which benefit girls and women as well as their families and communities. As an Alumna of the programme and a member of ESCP Europe Advisory Board, Lindsey engages her organisation in supporting the Executive MBA Women's Network in setting up **events focusing on gender equality and sustainable development**, and regularly sharing information material with our community.

*More information: [w4.org](http://w4.org)*



**Maria Merry Del Val • GMP 2016 • EMBA 2018**  
Director • Royal Bank of Scotland

*"I first joined the GMP programme, which provided me with an exceptional experience, not only acquiring the knowledge of the core courses of an Executive MBA, but also providing me with the opportunity of discovering new skills and new potential to grow in my professional career. I have chosen to continue my executive education as I believe this is a life-changing process that can only be rounded through the completion of the Executive MBA."*

*Coming from a pure financial background, the Executive MBA is broadening my perspectives, enhancing my self-confidence and providing with leadership and strategy skills that I previously lacked, all of it in an international atmosphere that allows for alumni to exchange a very wide range of knowledge and experiences. Finally, the ESCP Europe Executive MBA is very conscious of the role of Women in Leadership, and I very strongly recommend it to any woman who is interested in developing further into leadership roles."*



## ADMISSION REQUIREMENTS

Applicants must demonstrate their managerial skills and potential for success within their company. A university degree and a minimum of **five years'** managerial experience are required.

**All participants will be required to attend courses and submit coursework in English.** For non-native English speakers, we require the following minimum scores on the tests listed below:

**TOEFL: 100**

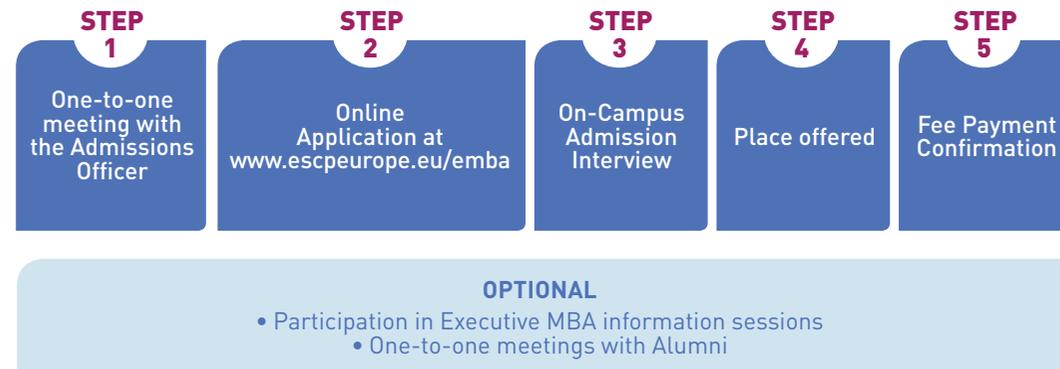
**IELTS: Band 7**

**IN-HOUSE ENGLISH TEST (free) provided by British Council: CEFR C1\***

### ADMISSION PROCEDURE

We accept applications:

- until August 2017 for the programme starting in Paris in **September 2017**
- until December 2017 for the programme starting in **January 2018**



#### Pierre Klemas • EMBA 2018

Corporate Sustainability Manager • TechnipFMC

*"After 15 years of evolution from international project engineering to corporate sustainability, I was looking for a catalyst to enhance my capabilities and unleash my full potential. Enrolling for the Executive MBA at ESCP Europe was the savvy decision. During the admission process, I participated in a **Masterclass about Strategic Management with Professor Stefan Schmidt that definitely triggered my motivation to register**. I am now confident that I have all the tools and network to become a sustainable leader!"*

\* CEFR stands for Common European Framework of Reference for Languages

## TUITION FEES



### STANDARD TUITION FEE

#### > Executive MBA (18 to 30 months)

€56,000\*

##### Tuition fees include:

- 520 teaching hours
- All course books, materials and online modules
- Accommodation costs for off-campus seminars

##### The following costs are not included:

- Travel
- Accommodation for core courses, electives and seminars on ESCP Europe campuses

#### > General Management Programme (12 months)

The 9 core courses of the Executive MBA

€21,500\*

If you later decide to join the Executive MBA programme, you will then pay the remaining €34,500\* fee.

### SCHOLARSHIPS

**12 merit-based scholarships worth €10,000 each are offered to our participants every year. They focus on 5 categories:**

- > **Scholarship for Women Leaders:** 6 scholarships are open to women who demonstrate excellence in leadership and the ability to support the development of their female peers
- > **NGO/Not-for-Profit Scholarship:** open to employees of an NGO or Not-for-Profit organisation
- > **Scholarship for Entrepreneurs:** open to entrepreneurs who have successfully launched a new business
- > **Emerging Market Scholarship:** open to all admitted nationals of an emerging market country and employed by a company whose headquarters are in their home country
- > **SME Scholarship:** open to all company-sponsored employees of a small or medium-sized enterprise (based in Europe) with no more than 250 employees worldwide

\* ESCP Europe is not subject to VAT for its training courses. All fees and class schedules are subject to modification without notice.

# CONTACTS

## THE EXECUTIVE MBA TEAM

The Executive MBA team works across the 6 campuses to support candidates and participants during the programme.



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[escpeurope.eu/emba](http://escpeurope.eu/emba)

Join our community and live the ESCP Europe Executive MBA experience



[www.escpeurope.eu/emba](http://www.escpeurope.eu/emba)  
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[facebook.com/EMBAescpeurope](https://facebook.com/EMBAescpeurope)



Scan with your mobile phone for more information



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