

INTERNATIONAL EXECUTIVE PROGRAM



Building a Customer-Centric Organization

Madrid, 21, 22 and 23 October 2009



ieP

“Our programs allow executives to renew their competitive edge, commitment, entrepreneurial spirit, global vision and their motivation – and later on, our business forums and Centers of Excellence offer platforms for a continuous learning.”

Santiago Iñiguez. Dean of IE Business School

Fully recognized by the three principal international accrediting bodies in the field of business education



IE Business School is consistently ranked among the top Business Schools worldwide by international financial and economic media groups.

www.ie.edu/IE/php/en/rankings.php

Executive MBA

FinancialTimes
1st in Europe
5th worldwide
Oct. 2008

Full-time MBA

Financial Times
3rd in Europe
6th worldwide
Jan. 2008

America Economía
2nd worldwide
Jun. 2009

The Economist
5th in Europe
10th worldwide
Sept. 2008

Business Week
1st in Europe
2nd worldwide
Nov. 2008

Executive Education

Financial Times
4th worldwide
1st in Spain
Open Programs
May 2009

The Economist
5th in Europe
10th worldwide
Sep. 2008

Financial Times
10th worldwide
Executive Education
May. 2009

America Economía
7th worldwide
Nov. 2008



CREATING GLOBAL LEADERS

worldwide

IE Business School's Executive Education Division is renowned for executive development programs that provide strategic insights and deliver global perspectives. Our Open Enrolment Programs have been ranked no. 4 worldwide by the Financial Times, May 2009.

Who the program is designed for:

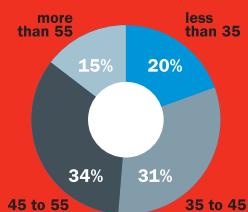
This program has been designed for business executives who strive to transform their companies into customer-driven organizations. The program equips participants from both marketing and non-marketing functions, and B2C or B2B settings, who require a solid understanding of how customer-centricity is best utilized to deliver profitability to their organizations.

The program is targeted at, but not limited to, Managing Directors and General Managers, as well as to executives with responsibility in:

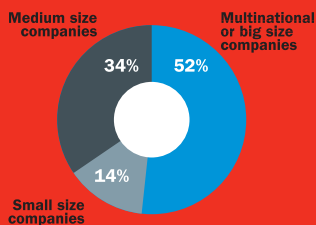
- **Marketing**
- **Business Development**
- **Operations and Systems**
- **Innovation / New Product Development**
- **Customer Satisfaction / Quality**
- **Human Resource Directors**

Participants' Profile

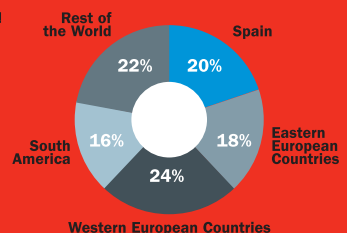
age



company size



countries of origin



Building a Customer-Centric Organization

OUTPERFORM YOUR COMPETITION IN PROFITABILITY

Program Overview. The stagnation of consumption and the proliferation of highly heterogeneous and diverse customer needs are forcing executives today to refocus their product and service portfolios and respond to their client's needs or risk losing them to the competition. Yet, for any organization to be able to manage this changing dynamic, all aspects of the business must be aligned with the goal of understanding customers, revamping their product and service offerings to match the target customer-value proposition, while redesigning organizational culture, incentives systems and processes accordingly.

Today's executives must develop a holistic view of the principles around which organizations can redesign themselves to tap into the benefits of customer-centricity and gain insight into the issues and solutions associated to such vast organizational change processes.

Building a Customer-Centric Organization is a challenging three-day international executive program designed to help executives build their own winning customer-centric strategy and outperform their competition.

Program Objectives. This international program equips executives with the latest thinking and cutting-edge strategic insights to help them build a successful customer-centric organization.

Participants will develop a sound understanding of how to:

- Analyze the impact of customer centricity on revenues, profitability and growth.
- Understand the organizational implications of customer-centric strategies and the changes that need to be made.
- Structure their organization by customer segments that establish ownership of the customer experience.
- Delight their customers by delivering value propositions that competitors cannot match.
- Achieve customer satisfaction by understanding and adapting to customer needs rapidly and efficiently.
- Identify and exploit all customer channels.
- Measure customer value for long-term profitability.
- Implement a customer-focused culture within their organization.
- Innovate by improving the value propositions offered to customers.

Program Dates:
21, 22 and 23
October 2009

Program Location:
Madrid, Spain

Program Fee:
€ 3,800





Program Structure.

The program features several thought-provoking modules that address numerous issues of concern. Topics to be discussed include:

Strategic capabilities for customer-centricity

Building a customer-centric organization is appealing but also difficult because it involves profound changes in virtually all the value-adding processes of a firm. Yet the payoff can be enormous. This module examines the fundamental capabilities that a company has to develop in order to become more customer-centric, and offers a comprehensive view of the scope and content of the organizational changes associated to customer-centricity. Special attention will be devoted to the issues associated to connecting front-end and back-end areas of the firm for a fast and efficient adaptation to customer needs.

Placing the customer at the center of the innovation process

A key challenge in new product and service development (NPSD) is to match new designs to customer preferences. The growing heterogeneity of demand, the advent of "long tail markets", exploding product and service complexities and the rise of the creative consumer are making this task more difficult than ever. This module will explore new strategies to navigate NPSD more efficiently by utilizing the firm's periphery for innovation.

Focusing on the individual customer relationship

Delivering what customers' value provides competitive advantage in today's business arena. No matter in which sector it finds itself competing in each company needs to focus on the customer's point of view not only to improve the customer experience, but also to increase the customer's contribution to the business. This module will explore how to determine the value of each individual customer for your business and how to retain the ones that offer the highest value, as well as, switching costs associated with their loss.

Faculty.

The program has been designed and will be taught by IE Business School renowned faculty members who incorporate the latest customer management tools, drawing from their unique consulting, research, and teaching experiences.

FABRIZIO SALVADOR. Operations Management Professor.

Professor of Operations Management. IE Business School, Spain.
Professor, MIT Zaragoza Logistics Center, USA.

Research Associate, MIT Center for Logistics and Transportation, USA.
PhD in Operations Management, University of Padova, Italy.

MARTIN BOEHM. Marketing Professor.

Professor of Marketing. IE Business School, Spain.
PhD in Marketing, Frankfurt University, Germany.

MBA, Australian Graduate School of Entrepreneurship, Australia.

FRANK PILLER. Innovation Management Professor.

Professor of Innovation Management. RWTH Aachen University, Germany.
Co-Director, MIT Smart Customization Group, USA.

PhD in Operations Management, Technische Universitaet Muenchen, Germany.

CREATING GLOBAL LEADERS

worldwide

"The faculty teaching at IE Business School, through their innovative and creative communication skills, made the Executive Program a full learning and interactive experience."

Diego Pila, Promotions Coordinator at Petrobras, Río de Janeiro, Brasil.

"The International Executive Programs are a lively experience between professors and participants; they provide the knowledge and stimulate your thoughts to make you move a step forward in the competitive business world."

Jurriaan Leijder, Managing Consultant at Capgemini, Utrecht, The Netherlands

"Teachers at IE Business School transmitted more than their expertise and knowledge in the subject, creating a dynamic and fulfilling learning atmosphere in the class."

Silvia Gutiérrez, International Business Development Manager at Johnson & Johnson Medical, Madrid, Spain

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Building a Customer-Centric Organization

OUTPERFORM YOUR COMPETITION IN PROFITABILITY

LEARNING MODEL

This program has been designed to push participants beyond simply acquiring new knowledge and skills. It is built around interactive discussions, case studies and teamwork, all of which are intended to expose participants to the frameworks and tools they will need to successfully face complex project completion.

In order to continue networking and sharing with fellow participants, we will launch a virtual online campus which will help participants reconnect, recharge and recommit to their strategic and personal development plan.

WHY IE BUSINESS SCHOOL

IE Business School is a leading international business school oriented at providing top-level training for executives. The recognized prestige of our teaching faculty, the degree of excellence of our academic programs and a clear international focus are the keys behind a learning model that has ranked IE Business School among the best in the world (IE Business School has been ranked the 4th business school in the world in Open Programs by the Financial Times, May 2009).

The Executive Education Programs offered by IE Business School aim to develop the vision, skills and management capabilities required to meet the many and varied challenges facing business organizations, both today and in the future.

Our school's training model promotes personal, intellectual and professional development and does so in a global framework to expand and deepen international perspectives among participants. The programs we run are open and/or tailored to meet company or individual needs and provide a targeted and thorough foundation that translates into a direct impact on business and individual performance.

In recognition of the high quality and academic rigor of our programs, IE Business School is accredited by EQUIS (European Quality Improvement Systems), AACBS International (The Association to Advance Collegiate Schools of Business) and AMBA (Association of MBAs).

We invite you to join our community and benefit from a unique learning experience in an environment that nurtures top-level talent both professionally and personally.





business
school

Executive Education

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OPEN-ENROLMENT
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Economist Intelligence Unit The Economist

Admission

APPLICATION PROCESS

Candidates may apply online at www.execed.ie.edu or send the application form that accompanies this information by fax to +34 91 745 4762.

PROGRAM FEE

Building a Customer-Centric Organization.

Madrid, 21, 22 and 23 October 2009.

Fee: € 3,800.

The program fee of 3,800 euros includes tuition, course materials, lunches, coffee breaks, refreshments and an extracurricular networking activity.

The fee does not include accommodation. If you wish, we would be happy to make reservations for you at one of the hotels within walking distance from our premises and with which we have special agreements.

Payment is due within 30 days of the invoice date or upon receipt of the invoice if admission is within 30 days prior to the start of the program. Cancellation policies are outlined in the information provided to applicants upon admission.

FOR FURTHER INFORMATION,

please contact:

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