

MILANO | ITALY



Empower Your Vision

SENIOR EXECUTIVE PROGRAM

2011



“ Empower your vision means to confront and acquire different and qualified perspectives to develop a complete managerial vision. Empower your vision is our exhortation, but also our commitment. ”

Alberto Grando
Dean, SDA Bocconi School of Management



“The Senior Executive Program - SEP is the diamond offering of SDA Bocconi School of Management: the most precious concentration of knowledge, time and experience. It has been designed for Executives or Senior Managers that want to hone their managerial and leadership skills in a substantial fashion, yet, are pressed for time. The objective of SEP is to invigorate its participants and perfect their skills in coping with the rapidly internationalizing business environment.”

Markus Venzin
SEP Director and SDA Bocconi Professor



WHY SHOULD YOU COME TO SDA BOCCONI TO LEARN ABOUT LEADERSHIP AND STRATEGY EXECUTION?

A new breed of global managers is needed to lead organizations into the next phase of their development. Strictly functional skills such as sales, human resources or marketing are not sufficient to cover a key position at the apex of an organization. [Top executives must have leadership skills](#) that will inspire and energize, [as well as analytical skills](#) that help them understand complex situations and make effective strategic decisions.

In order to invigorate your leadership skills, you need to discover new sources of inspiration such as top international academics, industry experts, and carefully selected classmates.

[SDA Bocconi has been specializing in business and economics education for over 40 years](#), building a strong reputation for high quality classroom experiences. The Senior Executive Program is the global flagship course of our School of Management for which we have handpicked the most experienced members of our 300-strong faculty.

The program will help you assess leadership skills in relation to an evolving business context and will support you on your way towards managerial excellence. You will have unique learning experiences in a class with a maximum of 15 fellow executives. Furthermore, we complement our own faculty with our [international visiting professors](#) and [high-profile industry speakers](#) to provide you with a variety of insights and perspectives. The [strong network](#) that you will develop through the program will make it easier for you to overcome future business challenges.

WHO IS THE SENIOR EXECUTIVE PROGRAM DESIGNED FOR?

The program is designed to suit the needs of:

- Senior Executives with 15 years of business experience.
- Top-tier internationally-based executives and directors with strong interests in Italy and Europe.
- Key decision makers carrying the responsibility to drive the development and change of their organizations.

SEP participants typical profiles are:

- CEO/CFO/CTO.
- President/Founder.
- General Manager.
- Division Director.
- Vice-president.
- Executive Director.
- Managing Director.
- Country Manager.

Eligible participants may have prior business school experience but this is not necessary.

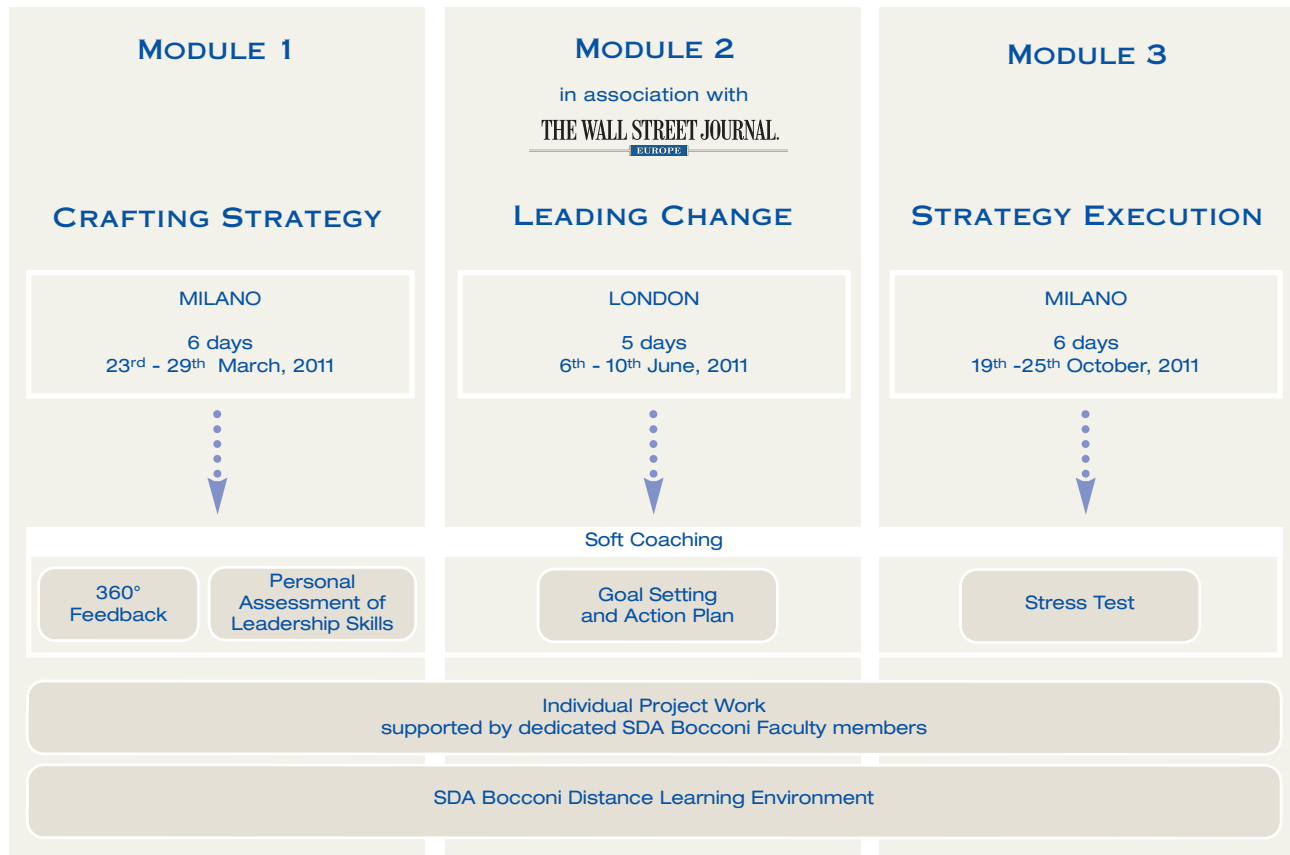




WHAT IS SEP: PROGRAM STRUCTURE AND LEARNING MODEL

PROGRAM STRUCTURE

The program consists of three modules, two located in Milano and one in London. Over a period of 8 months you will spend 3 weeks in a program that allows you to increase your effectiveness at work enabling you to face pending business issues with a fresh perspective and energy. On each day, participants should expect about eight hours of in-class teaching and discussion. Between modules, participants can benefit from the interactive Bocconi distance learning environment, to communicate with their tutor while preparing their business-related project work.



The second module of the program is run in association with The Wall Street Journal Europe (WSJE): hosted in WSJE's London office, WSJE Managing Director and Publisher along with WSJE journalists and program faculty members will facilitate sessions and round-table discussions.

LEARNING MODEL

Didactic Features

- Small class size (approx. 15 people) to facilitate the use of experienced-based module.
- Large and competitively selected program faculty (approx. 25 members), leading to an unprecedented faculty-to-participant ratio.
- Interactive, case-based sessions.
- Intensive group work with peer evaluation.

Didactic Tools

- Face to face coaching and tutoring throughout the program, with a specific focus on a concrete business issue between modules 2 and 3.
- Experiential learning modules (i.e. international communications and media training with the iLink international PR agency, business negotiation, simulation of strategic decision making).
- Sessions with top speakers and industry representatives (i.e. round-tables with WSJE Managing Director and WSJE journalists, company visits in London).
- Between modules 2 and 3, participants can benefit from the interactive Learning Lab, by SDA Bocconi, distance learning environment, to communicate with their tutor while preparing their business-related project work.





WHAT IS SEP: PROGRAM CONTENTS

MODULE 1 CRAFTING STRATEGY

- **Strategic decision making**
How it is possible to stop wasting valuable time in strategy meetings and increase effective decision making capabilities.
- **Developing leadership skills**
How it is possible to be an effective leader creating involvement and motivating collaborators in achieving goals
- **Strategic innovation**
The importance of strategic innovation in your industry and the capacity to find ways to convince your organization to embark on this journey.
- **Creating shareholder value**
How it is possible to monitor business performance and identify your firm's value drivers in the industry.
- **Resurrecting competitiveness after the deluge**
What Italy and Europe need to do.
- **Mergers & acquisitions**
The ability to plan and execute value creative mergers and acquisitions.
- **Coping with decision biases**
How leaders can make optimal decisions managing some important cognitive biases.
- **Strategy in multi-sided markets**
How it is possible to build a multi-sided market platform and succeed in multi-sided markets.

“ In a turbulent, unpredictable business environment managers need to identify opportunities for value creation leading change effectively ”

*Thanos Papadimitriou
SEP Coordinator and SDA Bocconi Professor*

MODULE 2 LEADING CHANGE

- **Honing your presentation skills**
How to address the media effectively and how to fine tune your personal presentation style.
- **Industry evolution**
The evolution of the financial services industry and its current challenges.
- **New frontiers in sales and marketing**
How technology changes the ways companies relate to their customers.
- **The future of Europe**
What does Europe need to do in order to maintain a competitive edge in the world economy.

Company visits

Participants will have the possibility to visit other companies known as best practice leaders in the field and to meet their managers.

In association with

THE WALL STREET JOURNAL.
EUROPE

This Module of the program is run in association with the Wall Street Journal Europe (WSJE): hosted in the WSJE's London office, WSJE Managing Director and Publisher along with WSJE journalists and program faculty members will facilitate sessions and round-table discussions.

MODULE 3 STRATEGY EXECUTION

■ Business negotiation

The ability to effectively negotiate with internal and external stakeholders.

■ Great performance in stressful times

How it is possible to find your own personal approach.

■ Presentation of business projects

The capacity to increase the quality and speed of your strategy projects.

■ Strategy implementation

The role of performance measurement systems and CFOs: the tools to design an effective performance measurement system and understand the role of CFOs in generating value.

■ Media training

How it is possible to effectively deal with mass media (TV, press) in an interview situation.

■ Information technology and innovation for sustained values

The capacity to create value through information technology.

■ Strategic human resources management

The tools to build and monitor alignment, engagement and energy.

■ Managing turnaround projects

How it is possible to radically change a firm within a limited time frame.

“ Formulating a strategy without taking into account the conditions under which it will be implemented will result in a poorly designed strategy ”

*Robert Grant
Bocconi University Professor*



Other benefits

- Graduates from the Senior Executive Program attain full Bocconi Alumni status.
www.alumnibocconi.it
- SEP Alumni will have the opportunity to enroll in the SDA Bocconi Global Executive MBA at a reduced fee and attendance commitment.
www.sdabocconi.it/gemba



THE FACULTY

In addition to some of the most experienced educators of our 300-strong faculty, the program has invited internationally acclaimed faculty and industry experts.



Markus Venzin - Senior Executive Program Director

Professor of Global Strategy at Bocconi University and Director of the Master of Science Program in International Management. He conducts research projects with firms on their internationalization strategies, the management of their subsidiary network, global knowledge management systems as well as the development of formal planning and control processes. He is the author of the book "Building an International Financial Services Firm: How to Design and Execute Cross-Border Strategies", Oxford University Press.



Thanos Papadimitriou - Senior Executive Program Coordinator

SDA Professor of Operations and Technology Management and an expert in the strategic use of technology. He has studied at MIT and UCLA and possesses considerable industry experience, most notably, co-founding and serving as the CTO of AlphaDetail in the San Francisco bay area. Professor Papadimitriou has served and is currently serving in the management team or the advisory board of various startups including M2C Media, Infocious, Lingo Semantics, and mBriyo.



Beatrice Bauer - SDA Professor of Organization and Human Resources

Management. Being a licensed psychologist, she has specialized in behavior change at the University of Minnesota (US). She teaches HR Management at Bocconi University and as a sports psychologist she has prepared Italian sport teams and individual athletes for the Olympics. Her special field of expertise is in innovative stress prevention programs for top managers.



Carlo Alberto Carnevale Maffé - SDA Professor of Strategic and

Entrepreneurial Management. Professor Carnevale is a regular columnist and commentator for financial newspapers and televisions such as MF-Milano Finanza, Il Sole 24 Ore, Class News, CNBC Europe and Bloomberg Television. He serves as strategy adviser and independent non executive director on the board of leading international companies operating in information technology, media and telecommunications.



Stefano Caselli - Professor of Banking and Finance at Bocconi University, where he is directing the Master's Program in International Management for CEMS. He is the Director of Executive Education Custom Programs, Banks and Financial Institutions Division, at SDA Bocconi. He specializes in corporate finance, with a specific attention to private equity & venture capital, and small and family firms financing. He's the author of several books such as "Venture Capital" and "Banking for Family Business" with Springer Verlag.



Renzo Cenciarini - SDA Professor of Accounting, Control, Corporate and Real Estate Finance. He specializes in the management of corporate restructuring as well as mergers and acquisition projects. Professor Cenciarini has considerable experience in strategic consulting, investment banking and private equity, gained in 20 years of professional activity with the Boston Consulting Group, the Chase Manhattan Bank, Citicorp Investment Bank and international private equity funds.



Melinda Chan Butts is founder of iGlobal PR, a Milano and London based strategic brand communications consultancy specializing in international public relations and media campaigns, with a strong focus on emerging Asian markets. Melinda has nearly twenty years experience in global PR and crisis communications in FMCG/consumer, financial services, information technology, aviation and media sectors across Asia, Europe, the Middle East and North America for multinationals including The Nielsen Company, Philip Morris, HSBC, Citibank, Microsoft, Airbus, Visa, GlaxoSmithKline and Unilever.



Daniel De Filippis has almost 10 years of experience in strategic brand and media communications in the US and Europe. A beverage and lifestyle industry expert, Daniel has worked for and with some of the biggest names in the beverage world, including Gruppo Campari, Peroni Nastro Azzurro, Diageo Reserve Brands, Coca-Cola Italia, as well as smaller start-ups and wineries searching for international exposure and strategic consultancy such as New Century Brewing Company and Cantina Tudernum.



Luca De Meo is the Marketing Director in Volkswagen - VW Group and VW Passenger Cars. He served as the Chief Executive Officer of Alfa Romeo Automobiles/Brand at Alfa Romeo UK Ltd. and Fiat S.p.A. since September 2007. He served as Chief Marketing Officer of Fiat S.p.A. and Head of Fiat Vehicle Brand. He headed the Lancia brand marketing operations since 2002 and was responsible for sales and marketing operations of the Fiat brand.



Nina de Roy dos Santos is an international correspondent for NBC News. Nina is based in London but has been a correspondent in Roma and Milano and has reported from as far afield as Moscow and Reykjavik to Istanbul and Helsinki. Prior to NBC, Nina was a presenter for Sky News. She has extensive knowledge of business news, having been an anchorwoman for Bloomberg Television and written for the Wall Street Journal, various publications of the Financial Times and the Associated Press.



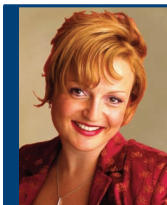
Bettina Gehrke - SDA Professor of Organization and Human Resources Management. She is an expert in intercultural management training and consultancy, working mainly with multinational corporations designing tailor-made programs for management development and facilitating change during their internationalization process. Some of her latest projects include the development of intercultural competencies for China and India.



Takis Georgakopoulos is the Worldwide CFO of Corporate Banking at JP Morgan. Prior to joining JP Morgan, he was a Partner at McKinsey's New York Financial Institutions Group, serving several of the largest universal and investment banks. Takis holds a PhD from Technical University of Athens and an MA in Mathematics of Finance from Columbia University.



Robert Grant is the Eni Professor of Strategic Management at Bocconi University. He is the author of the best selling textbook "Contemporary Strategy Analysis", which is widely used in MBA programs in Europe and North America. Prior to joining Bocconi University, he was a Professor of Strategic Management at Georgetown University. He has worked with companies such as Nortel, American Express, Zurich Financial Services and Lockheed Martin.



Emma Hurt is a media trainer at i-global PR and specializes in presentation, print and broadcast media training. Emma is also a working journalist which means she knows the difference between key messages and a newsworthy hook that will result in positive coverage. Emma works with international companies to prepare companies and executives for rigorous media encounters including IPO's, briefings, press conferences and launches. Emma has media trained senior executives globally for The Nielsen Company, Microsoft, Saatchi & Saatchi, Royal Bank of Canada, Orange, PwC, Ernst & Young, Starbucks and Yahoo!



Lluís Martínez Passionate about retail innovation, a specialty that he has developed in 21 countries, he manages to combine his work at ESADE as Associate Professor in the Department of Marketing Management, with consultancy activity in intellectually significant projects. As a consultant, he has worked with companies such as Asics, Bayer, Bed's, Bimbo, Camper, Caprabo, Cepsa, Coca-Cola, Comité Olímpico Internacional, Cuevas, Eroski, Eukanuba, Euromadi, Fagor, General Optica, Goodyear, Danone, Grupo Sans (Sara Lee branded apparel), Habitat, Imaginarium, Intersport, 'la Caixa', Marcilla, Mattel, Mercadona, Nutrexp (Cola Cao), Pans & Company, Prénatal, Punto Blanco, Pyrénées, Sonríe, Supsa, Unilever (Instituto Pond's), Uralita, Valentine o Viajes El Corte Inglés, among others.



Vincenzo Perrone - Professor of Organization Theory and Design at Bocconi University. Professor Perrone is a recognized expert in Corporate theory and change management, he has studied the relation between strategy and organization. He is the editor of "Economia & Management" a leading Italian management review. He has worked for companies such as: Barilla, Amplifon, Fiera Milano, Uniqa Group, Pitti Immagine. In March 2007 he has been appointed by the Italian Minister of Economy, member of the Technical Commission on Public Finance.



Marco Serra is the Group HR Director of Fiera Milano. Prior he held several HR roles in Shell, from 1991 until 2007, in very different business situations: rapid growth, significant downsizing, start-up, mergers, acquisitions, divestments. His experience covers all fields of the HR curriculum and has had responsibility for both front line jobs and central offices-type ones. He held HR management responsibility at local, regional and global level, working and living abroad, in Germany, The Netherlands and the UK.



Guido Tabellini Rector of Bocconi University since November of 2008, where he has been Professor of Economics since 1994. Before returning to Europe, he taught at Stanford and UCLA. He is a foreign honorary member of the American Academy of Arts and Sciences, a fellow of the Econometric Society, a fellow of the Canadian Institute for Advanced Research, he received the Yrjo Jahnsson award by the European Economic Association, and he has been President of the European Economic Association.



Maurizio Zollo Bocconi Dean's Chaired Professor in Strategy and Corporate Responsibility. He joined Bocconi University in 2007 after 10 years with the strategy department of INSEAD. He is a recognized authority in the management of corporate development processes (M&A, alliances), organizational learning and corporate responsibility practices. He recently published "Mergers: Leadership, Performance and Corporate Health" with the global leaders of the Post-Merger Management practice of McKinsey.



SENIOR EXECUTIVE PROGRAM

3RD EDITION

Calendar

Module 1: 23rd - 29th March, 2011

Module 2: 6th - 10th June, 2011

Module 3: 19th - 25th October, 2011

Locations

- SDA Bocconi School of Management
via Bocconi 8, Milano
(Modules 1 and 3)
- The Wall Street Journal Europe
Admiral House, 66-68 East Smithfield, London E1W 1AW
(Module 2)

Hotel accomodation

The Agency Seneca will offer you a [free hotel booking service](#) in Milano and special conditions. Accommodation is guaranteed if you book at least 15 days before the course starts. If you book less than 15 days before, the agency will do its best to find a suitable and convenient solution.

To book call: +39 0871 803810-803614

For further information about the program, please:

1. Visit the program website:
www.sdabocconi.it/sep
2. Call or email our program consultant:
 - Ingrid Battistini
+39 02 5836.6849
ingrid.battistini@sdabocconi.it
3. Email our program coordinators:
 - Thanos Papadimitriou
thanos.papadimitriou@unibocconi.it
 - Guia Pirotti
guia.pirotti@unibocconi.it



Enrollment procedure

The final deadline for enrollment request is 3rd March, 2011.

Please download, fill in and send the enrollment request form with your CV, by email or by fax, to:

SDA Bocconi School of Management
Executive Education Open Programs Division
Via Bocconi 8 - 20136 Milano
fax +39 02 5836.6833
fabiola.mantegna@sdabocconi.it

SDA Bocconi will send written confirmation of acceptance by fax or email.

Priority of enrollment will be given on the basis of:

- 1) relevant experience, and
- 2) the arrival date of enrollment request.

Enrollment requests received after the final deadline made not be accepted.

Fee and payment procedure

The tuition fee is € 19,000 + VAT (if required). This fee includes: tuition, materials, all lunch meals and coffee breaks, access to the online learning platform and databases, individual coaching on company projects, one year subscription to The Wall Street Journal Europe (in print, mobile and online).

The fee must be paid upon enrollment, after SDA Bocconi confirmation, in one of the ways explained in the enrollment request form, such as: cashier's cheque or banker's draft, money transfer, credit card.

Special payment terms

A 10% reduction on the program fee is offered to enrollment requests sent in by 31st December, 2010

For further information about SEP enrollment procedure and all special payment terms, please contact:

Fabiola Mantegna
tel. +39 02 5836.6811
fabiola.mantegna@sdabocconi.it

SDA BOCCONI SCHOOL OF MANAGEMENT



Since 1971 SDA Bocconi School of Management has been engaged in the training of executives, with an international approach.

Our vision of empowering life is present throughout our program offerings: executive and custom programs, MBA and Masters, for the development of individuals, companies, institutions and economic systems.

SDA Bocconi dedicates energy and resources to creating value and spreading values through research, teaching and relations with the scientific, business and institutional communities.

ACCREDITATIONS



European Quality Improvement System



Association of MBAs



Quality Management System Certification ISO 9001:2000
Financed Projects Service Centre

MEMBERSHIPS



European Foundation for Management Development



Association to Advance Collegiate Schools of Business



The Academy of Business in Society



European Corporate Governance Institute



Partnership in International Management



Community of European Management Schools and International Companies



The Italian Association for Management Education Development

RANKINGS

Financial Times
Forbes
Wall Street Journal
Business Week
America Economia
Espansione