Today more than ever companies are looking for ways to create greater efficiencies, reduce costs and boost operational performance.

Achieving Operational Excellence and Strategic Coherence (AOE) introduces participants to new approaches for optimizing the value chain process. It addresses how to fully align operations with overall business strategy, and explores innovative ways of maximizing effectiveness in today’s global context.

Participants learn specific methods to implement new supply chain frameworks, lower costs without compromising quality and reduce working capital to generate liquidity. In addition, the program addresses operational finance and people management as integral factors in achieving operational excellence, covering topics such as managing financials in global operations, cash-to-cash cycles, leadership and change management.

Participants will leave the program with fresh insights, as well as practical tools and ideas to leverage their operations to build competitive advantage.
KEY TAKE-AWAYS

• Align business strategy, operations strategy and day-to-day operations
• Match value chain to product
• Determine the true cost of outsourcing
• Direct change management
• Manage financials in global operations
• Reduce working capital to generate liquidity
• Utilize lean operations to increase cash flow
• Optimize the cash-to-cash cycle

WHO SHOULD ATTEND

AOE is designed for senior-level executives responsible for turning strategy into action, from the drawing board to the point-of-sale. It is also beneficial for managers in functional areas, such as finance, marketing, operations and IT, and those who participate in making strategic decisions which have a direct impact on the value chain.

APPROACH

The program takes a practical approach, helping managers maximize productivity and quality in today's challenging global context. Highly dynamic and interactive, AOE includes a variety of learning methods, including best practice case studies, group discussions and interactive lectures.

PROGRAM STRUCTURE

**Tuesday, February 22**

- Global Economic Outlook
- Turning Business Strategy Into Action
- Global Value Chains
- Dynamics of Global Operations

**Wednesday, February 23**

- The Triple-A Value Chain
- Financial Aspects of Efficient Value Chains
- Using Working Capital to Generate Liquidity
- Technology and Science-Based Companies
- Competing in Rapid Innovation-Based Industries

**Thursday, February 24**

- Adopting a New Vision
- Leading Change Management
- Aligning Operations and Finance in a Downturn
- The Effects of Structural Change

**Friday, February 25**

- Crisis Management
- Strategic Change in Operations
- Program Conclusions and Wrap-Up

(Content may vary according to program objectives.)
Marc Sachon
Academic Director
Associate Professor of Production, Technology and Operations Management
Ph.D. in Industrial Engineering and Engineering Management, Stanford University

Marc Sachon’s main areas of interest lie in process improvement, supply chain management and engineering risk analysis. His research focuses on e-supply chain management, product development, project management and engineering risk analysis. The academic co-director of IESE’s Advanced Management Program in Munich, Prof. Sachon has taught at Stanford University and the Universitat Politècnica de Catalunya, as well as institutions in Latin America and China.

Prof. Sachon has contributed to several book chapters and published numerous articles in leading academic and business journals on topics related to operations management and process improvement.

Ahmad Rahnema
Professor of Financial Management
Ph.D. in Management, IESE Business School

Ahmad Rahnema’s research focuses on international finance, risk management and means of payment. In addition to his research, Prof. Rahnema serves as the co-editor of the International Journal of Finance Education and a member of the editorial board of Harvard Deusto: Contabilidad & Finanzas, as well as the advisory board of the European Capital Markets Institute.

He has consulted for numerous multinational organizations and has authored and co-authored several books, including Finanzas Internacionales (International Finance) and Basilea II: Una Nueva Forma de Relación Banca-Empresa (Basel II: A New Banking-Business Relationship).

Sandra Sieber
Associate Professor of Information Systems
Ph.D. in Management, IESE Business School

Sandra Sieber’s areas of interest include ICT-enhanced innovation and the changes in the workplace brought about by the adoption of new technologies. Prof. Sieber is especially interested in industries that have been transformed by technological advances, such as telecommunications, banking, and media and entertainment.

Prof. Sieber’s research also underscores the need for improved user knowledge about IS, especially when it plays a strategic role in the organization. She has contributed to several books and published articles in leading international journals, magazines and newspapers.

Marco Haakmeester
Vehicle Logistics Control Europe Manager
Nissan Europe

“The program goes far beyond the current SCM practices to provide a complete business perspective.”
OPERATIONS AND ICTs

THE LEARNING ENVIRONMENT

IESE Business School provides an integrated learning experience that promotes professional development and fosters meaningful exchange and networking among program participants.

IESE’s new campus in Barcelona features state-of-the-art learning technologies that meet the highest standards for executive education.

SHORT FOCUSED PROGRAMS

Achieving Operational Excellence is one of numerous relevant business topics addressed by IESE’s Short Focused Programs (SFP).

Designed for experienced managers, IESE’s SFPs combine innovative learning methods and real-life case studies to help participants meet current and future business challenges.

2010-11 SFP CALENDAR

Strategic Management

• The Innovation Architect: Creating Breakthrough Companies New York City, February 28-March 1, 2011
  Barcelona, March 16-17, 2011
• Getting Things Done Barcelona, May 17-20, 2011
• Making Social Responsibility Work: The Cornerstone of Sustainable Business Barcelona, July 4-8, 2011
• Global Business: Making the Matrix Work New York City, Spring 2011

Operations and ICTs

• Achieving Operational Excellence and Strategic Coherence Barcelona, February 22-25, 2011
• Leading Digital Strategies in a Changing Business Landscape Barcelona, June 14-17, 2011

Industry Specific

• Advanced Digital Media Strategies New York City, November 30-December 2, 2010 and May 24-26, 2011
• Optimizing Your Retail Business: Best-in-Class Operations and Customer Service Barcelona, June 1-2, 2011
• Arts and Cultural Management: The Business Side of Leading Cultural Institutions New York City, Fall 2011

Leadership and People Management

• Developing Leadership Competencies Barcelona, November 9-12, 2010
• High-Performance Negotiator Barcelona, January 18-20, 2011
• Create Effective Virtual Teams Barcelona, April 6-7, 2011

DATES & VENUE

February 22-25, 2011
IESE Business School
Av. Pearson, 21
08034 Barcelona

FEES

Registration Fee:...........€3,975
IESE Members:............€3,580

Fees include:
• Tuition
• Meals and coffee breaks
• Study materials and documentation

HOW TO APPLY

Apply on line at: www.iese.edu/AOE

Enrollment is limited and registration is taken in strict order of receipt, so early application is encouraged.

CONTACTS

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Please visit our website: www.iese.edu/AOE
ACHIEVING OPERATIONAL EXCELLENCE AND STRATEGIC COHERENCE WILL HELP SENIOR MANAGERS CREATE GREATER EFFICIENCIES WITHIN THEIR ORGANIZATIONS AND ALIGN OPERATIONS WITH OVERALL CORPORATE STRATEGY.