INTERNATIONAL MANAGEMENT PROGRAMS

Program 2020 in English

www.zsom.ch
# Registration Form

**Send to:**
Zürich School of Management  
Untere Dorfstrasse 2, CH-8700 Küsnacht / Zürich  
E-Mail: info@zsom.ch  
Fax: +41 (0)44 913 15 81

**I wish to participate in the following program:**

<table>
<thead>
<tr>
<th>Name of Program</th>
<th>Program Dates</th>
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<tbody>
<tr>
<td>Number</td>
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**Personal Data**

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<th>Ms.</th>
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**Last Name**

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**Company/Organization**

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**E-Mail**

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**Position**

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<th>Industry (opt.)</th>
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**Number of Employees (opt.)**

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<th>under 200</th>
<th>up to 1000</th>
<th>over 1000</th>
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EDITORIAL

Zürich School of Management is the business school for executives – from top management, business owners, executives with operative responsibility, to experienced managers and high-potential young staff with good career perspectives.

At the center of our activities is a deep-dive inquiry into correct and good management. What characterizes good management? What skills and competencies do executives need to be first-class managers? Managers who are already successful are probably successful because they recognize the value of continuously developing their skill set and updating their knowledge.

We have been offering a unique program to do this for 30 years. With the goal of unifying research and practice. With the ambition to be best in quality and innovation.

With the goal of offering the most benefits from implementing what we teach you. We look forward to being your partner in management excellence.

Kind regards,

Matteo Schönenberger
M.A. HSG
Director Open Programs
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International Programs – Executive Education

Excellence in General Management

The strategic development of ideas and concepts into results is essential for successful and effective management. The program explores the essential management tools and techniques, skills, and strategies for achieving successful results across organizational boundaries.

Senior Executive Seminar

Develop your business leadership. The program explores the essential management tools and techniques, skills, and strategies for achieving successful results across organizational boundaries.

Leading Successful Business Transformation

The strategic development of ideas and concepts into results is essential for successful and effective management. The program explores the essential management tools and techniques, skills, and strategies for achieving successful results across organizational boundaries.

Executive Development Program (EDP)

This executive development program is designed to meet the needs of managers at every level of the company, including executives.

International Management Program (IMP)

The program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

Strategic Management for Executives

The program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

Market-Driven General Management

This program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

Financial Management for Executives

The program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

Essentials of Finance for Managers

The program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

Excellence in Marketing Management

The program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

Online Marketing & Digital Media

The program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

International Marketing & Strategy Program

This program is designed to provide business leaders with the tools and strategies needed to succeed in the global marketplace.

www.zsom.ch
INTERNATIONAL EXECUTIVE MANAGEMENT PROGRAM

CONCEPT
By attending this course you will:

- enhance your knowledge of management
- receive an instruction manual for effective management in a globalized economy
- enhance your skills as opportunity and crisis manager even further
- acquire an even more comprehensive understanding about the effect that management intervention has when its goal is setting the course of a company, and about how to achieve outstanding results in a team.

STRUCTURE
Part 1: 4-day seminar about the central themes of corporate management in an internationally active company
Part 2: 4-day leadership seminar about the essential principles of executive leadership

WHO SHOULD TAKE PART
- Senior managers in top executive positions
- Executives with responsibility for result-achievement
- Heads of business areas or business units
- Managers responsible for growth, innovation, market development
- Heads of important operative areas

SUBJECTS COVERED
Setting your Sights on Success
- Every organization needs managing
- Management needs leadership
- Effective corporate management
- Holistic management for result-achievement

Giving Meaning to Motivation
- Business mission and the most important guidelines of the owner
- Values and ethics in a company
- Intended behavior, reputation externally and internally

The Business of the Future
- Identifying the business of the future
- Technology as driver of change
- The business model of the future
- Requirements of staff and managers

Core Business and Market Position
- Optimizing and using your core business
- Defending and expanding your market position

- Maintaining your core competences
- Active portfolio management

Dynamic Structures, superior Processes
- The value-added process
- Structuring your business area into a high-performance organization
- Creating an advantage thanks to processes, IT and communications
- Motivation, trust and commitment as core competencies

Profit and Value Management
- Profit that is above your sector’s average as objective
- Increasing profit margins, EBIT, cash flow, return
- Productivity thanks to management and team performance

Implementation thanks to Motivated Employees
- Motivating employees, teams and departments to achieve shared objectives
- Good management, skillful leadership
- Situation-optimized leadership behavior

Executive Leadership
- Leadership as a core competence
- Being an effective role model and motivator
- Executive leadership – best practices

KEY DETAILS
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<th>No.</th>
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<td>Boston, USA</td>
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<td>Part 2: Nov 09 – 12, 2020</td>
<td>Hamburg, D</td>
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<td>Part 2: Nov 23 – 26, 2020</td>
<td>Davos, CH</td>
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Fees: CHF 9,700.– / EUR 8,900.–* plus VAT
Program length: 8 days
Registration: www.zsom.ch/zn33 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)

www.zsom.ch
CONCEPT
As a top manager, you know how hard it is to achieve results quickly and sustainably at the same time. The balancing act between short-term optimization and strategic innovation is a real challenge. The ability of balancing priorities – between strategy, business development and innovation, leadership and financial emphasis – is the decisive factor in success. This binds the successful executive automatically to the general management of his or her company. To be a specialist in one thing is not enough, not if you need to understand the complexities of global management, if you have to define correctly where improvement is needed and create a promising future for your company.

HOW THE PROGRAM IS STRUCTURED

Strategic and Business Development
During the first part of the program, our top-quality lecturers will give you the latest insights into strategic management and how to develop new business. More often than not, today’s top executive is expected to lead on two different business levels – to secure and expand the core business, on the one hand, and to enter new growth areas on the other. We show you that it is possible to bring together optimization of the present with safeguarding the company’s future.

International Management
As you know, even if many businesses are local or national, the rules of conducting business are increasingly determined by the global economy. For executives, this means developing an international focus and approach which allows maneuverability in a competitive global environment. Management today is international management. What do these new rules of the game mean for you as a successful manager? What changes when I redefine the geography, the sales channels, the culture and portfolio of my relevant market so that my national business becomes an international business?

Increasing Profitability and Productivity
If you stand at the top of your organization, you’re expected to achieve ambitious goals. Profit-oriented companies focus on achieving key-performance indicators (KPI) like EBITDA, profit margins, return on equity, free cash flow and increasing company value. And industry-specific key-performance indicators for NPIs are no less ambitious. We’ll show you how to manage the financial aspects and optimize financial results.

Mergers & Acquisition
Often, the best way to grow a company is through acquisition or merger. Or the sale of a company division which no longer belongs to the core business. These place especially high demands on CEOs and top executives.

WHO SHOULD PARTICIPATE
The „CEO and Managing Director Program“ has been created specifically for experienced executives like yourself with proven success:
- who want to expand their knowledge of the latest management concepts and management instruments
- who are increasingly active in an international business environment and want to acquire new insights into a globally-oriented management system
- who seek to increase their knowledge of the three central management areas of strategy, developing new business and finance.
Participants here should be successful, upper-level executives like CEOs, Managing Directors, members of a management board, head of a subsidiary, a departmental head at company headquarters, or major divisions, business segments or business units.

METHODOLOGY
- Inspirational presentations
- Discussion in groups as a forum for knowledgetransfer
- Exchanging business experiences
- Guided discussions
- Small case-studies
- Best practices
TOPICS COVERED

Strategy
- Understanding what your core business is
- Separating the wheat from the chaff
- Market insights
- Understanding my industry’s logic
- Recognizing areas of potential growth
- Tackling problem areas
- Defending yourself successfully
- Increasing market share
- Expanding your markets and brands
- Optimizing and securing

Business Development
- Recognizing future business
- A nose for opportunity
- Projects for innovation
- Business development
- Finding new markets
- A business case for the future
- Launching something new

Technology Management
- Developing a digital strategy
- Technology as driver
- Your technological positioning

International Management
- New market definition
- Growth through geographic expansion
- Prioritizing through individual country strategies
- Management in USA
- Management in China
- Options for expansion
- Joint ventures

Successful Management on a Global Level
- Building a global market position
- The strategically correct way to navigate the global competitive environment
- Global strategy analysis and strategy development
- Marketing in a multi-cultural environment
- Financing global growth
- Challenges to controlling in global management

Global Leadership
- What is business leadership in a global context?
- Factors for successful cross-national leadership
- Executive leadership: best practices

Fusion, Mergers & Acquisitions
- Growth through acquisition
- Expanding your market position through mergers
- Withdrawing from business activities with no future
- Best practices in mergers and acquisitions

Increasing company Value
- Sustainable shareholder value
- How value develops, what value destroys
- Programs for value enhancement

Increasing profitability
- EBIT and EBITDA
- Profitability through key performance indicators
- Measures for increasing profit margin, EBITDA, ROS

Productivity and Financial Strength
- Productivity key performance indicators
- Managing capital intensity
- Reducing capital expenditures
- Programs for increasing return on equity

KEY DETAILS

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<td>Part 2: Dec 07 – 10, 2020</td>
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Fees: CHF 9,400.– / EUR 8,900.–* plus VAT
Program length: 9 days
Registration: www.zsom.ch/zn11 or registration form on the back of the brochure
*Invoicing in EUR possible (depending on current exchange rate)
EXECUTIVE GENERAL MANAGEMENT PROGRAM

CONCEPT
As an executive at the top or upper level in company hierarchy, you determine the course your company takes. To conduct business effectively at all levels using your strategic decisions requires professional management techniques. Using numerous examples, we show you the options open to you for organizing a results-oriented management system.

HOW THE PROGRAM IS STRUCTURED
Part 1 deals with the most important strategic decisions you will make at your company. It shows you how you can better implement these decisions with measures and processes; how to define even more sharply your company’s objectives and to organize business activities to realize them, along with aspects of executive leadership.

Part 2 analyses fiscal decisions that make a major contribution to your company’s success, both financially and in its business operations.

WHO SHOULD PARTICIPATE
Members of management boards, top and senior-level executives. Heads of business areas, divisions or business units. Heads of major departments at company headquarters. Experienced managers in responsible positions looking to enhance and update their management skills even further and in a targeted way.

WHAT BENEFITS DOES THE PROGRAM OFFER?
This 2-part program for top executives deals in-depth with the most important topics in holistic corporate management. It gives valuable insights about this to top and senior-level executives in company management, whose decisions about strategy, finance and personnel are crucial in setting the course their company will take in its further development.

PROGRAM CONTENT
MAIN TOPICS OF PART 1:
Holistic Management
- What is holistic management responsibility?
- Diverse management roles
- Top management is dependent on the maturity of company organization

Determining Guidelines
- What must management stipulate in order to get the company on the right track?
- What should top management not stipulate to ensure individual initiative and entrepreneurship is not choked off?
- What affect do guidelines have? Useful, real-world examples Defining your Strategic Approach
- Strategically-relevant information
- Requiring periodic analyses from employees
- How to avoid overlooking shifts in trends and discontinuities
- Identifying and capitalizing early on new opportunities
- The strategic status-quo – challenges and actions required
- Developing a value-enhancing strategy that ensures a company’s future success

Stipulating Strategic Objectives
- The strategic objectives system
- Strategic objectives as a requirement

Corporate Strategy
- Rules to follow, methods to use. Best practices
- Testing your own company strategy

Business Strategies
- The areas of business and business units of a company
- Precise and short formulation of business strategies

Operational Strategies
- Operational areas also need a strategy
- Aligning operational strategies to business and corporate strategies
Implementation of Strategies
- Methods to ensure successful implementation of strategic concepts
- Operational excellence through processes
- Affective organizational structures

Executive Leadership
- Adjusting the activities of numerous managers and employees to work towards common goals
- A motivating corporate culture
- Working to create a performance-oriented climate
- Values and norms

How to Bring About Change
- What you need to put your business on a new course
- Why a lot of things are stipulated, but too often too little happens

MAIN TOPICS OF PART 2:

Financial Management
- How to conduct financial controlling. Financial objectives within the overall context of business operations
- How to achieve above-average results Results Management
- Targeting results and annual financial statements
- Creative possibilities and their limits

Developing a Program for Increasing Profits
- Alternatives that will improve results
- Programs for increasing company success and profitability
- Optimization that lasts long-term

Company Value
- The drivers behind the value of a company
- How company value is measured
- Developing a program to increase the value of a company
- Options – and limits – on influencing company value

Mergers & Acquisitions
- Procedures to follow when buying or selling
- Conducting a management buyout
- Mergers and acquisitions as an instrument of growth management

Management Information Systems
- Financial information and ratios for executives
- The Fact Book as a management instrument
- Controlling options for strategic and operative financial management

Capital Expenditures
- Capital requirements and financing them
- Managing the costs of capital
- Optimizing capital expenditures
- Capital expenditures and return on equity

Controlling
- How executives manage the achievement of financial objectives
- Managing using key-performance indicators (KPIs)
- Immediate measures for actively confronting objective deviation
- Personal controlling instruments
- How to work well with controllers

KEY DETAILS

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Fees: CHF 8,900.– / EUR 8,500.–* plus VAT
Program length: 8 days
Registration: www.zsom.ch/zn12 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
HOW THE PROGRAM IS STRUCTURED
It’s a three-part course for experienced corporate executives seeking to learn more about new strategic company-management techniques and to gain new impetus for tackling their own management tasks.

WHO SHOULD TAKE PART
Charismatic managers with years of experience, who want to optimize even further their impact as an executive at their place of business.

PROGRAM

Part 1:
The first part of the program is a 4-day seminar about things of primary importance for the successful holistic management of a company – primary values, corporate policy, vision, strategy and structure, achieving excellence, performance management. All these subjects are taught with a focus on increasing internationalization, globalization and digitalization.

Part 2:
The second part of the program is a 4-day seminar about the fundamentals of leadership and management from the perspective of CEOs, executives and managers responsible for company performance.

Part 3:
The third part is a 4-day program module focusing on the most important facets of successfully managing financial success.

WHAT ADDED VALUE DOES OUR SEMINAR CREATE FOR YOU
The Senior Executive Program offers the latest concepts about results-oriented business management techniques. But this is not all. These new methods – and the scientific results and practical experiences about them that you learn about in the seminar – let you evaluate and refine your own ideas and concepts as well.

METHODOLOGY
● Knowledge transfer by prominent, professional instructors/coaches
● Learning through real-world case studies
● Sharing experiences
● Discussing your ideas and thoughts with our coach

SEMINAR TOPICS

Creating processes for making corporate policy decisions
● The most important factors in creating this process
● Corporate policy as a management instrument
● How to develop corporate policy

General principles and business mission
● Creativity and vision – vital to successful business practices
● General principles as a guiding management instrument

Corporate vision
● Business concepts about markets, customer needs, technologies, the general business environment and future competitive structures
● Always looking for new ways to deliver added value to the customer is necessary for sustaining the profitability and viability of a company

The primary values of a business owner
● Should reflect generally-acknowledged ethical and moral principles
● Should support normative management techniques
● How values influence the direction of company development
Strategic objectives
● Setting objectives to achieve company profitability
● Determining market positioning for today and tomorrow
● Positioning the company for success, defining core competencies
● Creating a corporate identity and mission statement

Corporate strategy
● How to determine the best strategy for my company
● Looking for effective business models
● Innovation and lack of continuity as challenges
● How to master strategic changes

Strategies for conducting business
● Future-oriented business strategies
● Prioritizing and focusing on your core business
● How to deal with ever-increasing complexity

Managing the corporate brand
● What does the company stand for?
● What makes it valuable and unique in the eyes of the customer?
● Expanding the brand means growth and new business
● Successful brand management: real-world examples

Leadership
● The executive’s role in company leadership – alternatives and recommendations
● Motivation concepts
● The dynamics of entrepreneurship

Management Principles
● Management principles for leading from above
● The balance between centralized management and decentralized self-management
● The right mixture of trust and control
● To understand yourself as being a leader

Increasing the value of your company
● The importance company value
● Sustainable value enhancement as foundation of survival
● Assessment approaches, real-world examples
● Managing value drivers

Financing
● How to safeguard sufficient liquidity
● Financing growth and advances in innovation
● Systematic preparation for rating models of banks
● How to include the logic of the financial markets in your deliberations

How to realize an increase in the value of your company
● Mid or long-term principles for the purchase/sale of a company or parts of a company
● Requirements for adequate realization of company value
● Special topics: IPOs, management buyouts, private equity

Controlling as a management task
● Financial controlling
● What information do executives really need for financial development?
● How to evaluate financial data and use this to ensure objective achievement

KEY DETAILS

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Fees: CHF 12,900.– / EUR 11,900.–* plus VAT
Program length: 12 days
Registration: www.zsom.ch/zn12 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)

www.zsom.ch
CEO AND MANAGEMENT BOARD PROGRAM

CONCEPT
As a CEO or a member of the executive board, you lead the entire organization. You set guidelines, define company values and determine strategic objectives. Within the parameters of rules and bylaws, you dictate who has autonomy to act and organize things on their own. What do you need to be effective at corporate management?

WHO SHOULD PARTICIPATE
This seminar is ideal for business owners and upper-level executives and who are members of the executive board and responsible for strategic leadership of one or several companies, business units, divisions, areas of business or important operational areas. It is also the seminar for people who are being groomed for an upper management position and want to be better prepared for it.

STRUCTURE
Part 1: This is a 4-day seminar for top executives about general management, business strategy and executive leadership.
Part 2: This is a 4-day seminar about financial management and important topics concerning financial management from the standpoint of executive management.

BENEFITS OF THIS PROGRAM
You will enhance your learning – from the perspective of a corporate executive – about which rules, guidelines and strategic objectives to set, and which are vital for helping you effectively guide your company.

PROGRAM CONTENT
PART 1: PROFESSIONAL MANAGEMENT
How can you ensure sustainable success of your company? This seminar will deepen your knowledge about the principles for survivability and long-term prosperity. It also deals with important factors and aspects of control that make up professional management.

Strategic Management of a Company
Strategic management – what are the essential guidance and control tasks of general management?

Business Mission
Here we enhance your knowledge about determining company identity and main objectives. How to make your business mission a communicable message for understanding what the company does. We help you learn even more about creating guidelines for business activity.

Values, Ethics and Corporate Culture
As an executive you know how moral concepts serve as the ethical, moral parameters for your business operations. We help you sharpen your skills at working-out binding values and setting rules for value management.

Owner Strategy
What are the personal motivations of the owner or your company? We enhance your abilities to ensure interaction of owner and corporate strategies. And we can help sharpen your eye for recognizing possible areas of conflict at an early stage and how to find common ground.

Corporate Culture
What programs can you use to optimize the chance to develop that kind of corporate culture that is what your staff wants? We help you enhance your ability to manage corporate culture for a purpose.

Corporate Structure
The organizational structure of your company offers you a vital opportunity to intervene in its operations and development. We give you insights into the most important structural options, their pros and cons and into filling key positions within your company.

Code of Conduct
The relationship between corporate leadership and all downstream operations should be controlled by binding rules and a code of conduct.

Autonomy and the Freedom to make Decisions
Which is better, decentralization or centralization? We give you the pros and cons of both management philosophies so you can find just the right level of self-organization and autonomy.

Centralization where Necessary
It’s not easy to develop the necessary management logic to control things „from above.” We help you recognize even better when centralized leading is necessary and makes sense. We help you take advantage
of synergies, apply the power of the group to business operations, and show you the best forms of centralized controlling and risk management.

**Building a Corporate Strategy**
What are the components of a professionally created corporate strategy? We give you insights from strategy theories. This will sharpen your skills at organizing your company for sustainable growth, value enhancement and profitability.

**Strategic Guidelines**
What guidelines need to be defined by top management? This is important, as strategic guidelines point the way for downstream management levels.

**Strategic Target-Setting**
We can help you be even better at formulating ambitious but realistic objectives for growth, at enhancing the value of your company, its profitability and strategic positioning within the competitive environment.

**Strategic Leadership**
This is about the principles and organizational tasks of strategic leadership. About leading at executive level. We’ll help you ensure that collaboration is based on trust, mutual respect and working on common goals and results.

**Brand Strategy**
If you see your company as a brand, then its owner, top executives, and press officers are also company ambassadors to the public. We give you insights into how to manage the brand strategy of your company.

**Communication**
Executive communication – the instruments, objectives, challenges. How do top executives communicate? How should you deal with members of the media?

**Strategic Controlling**
You need the right controlling instruments and a very well thought-out risk management, if you are going to work based on trust and when defining competencies and responsibilities in your company.

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**PART 2:**

**Managing Financial Prosperity**
This is about portfolio management and active results management, about value and performance-oriented general management techniques.

**Managing Finances**
Financial decisions affect corporate management. We focus here on EBIT and results management and one developing a program to increase profitability.

**Capital Requirements and how to Finance Them**
Investment and divestment. Here you’ll learn how to reduce capital expenditures and optimize investments.

**Corporate Value**
What drives corporate value? We cover the important topics determining sustainable increase of corporate value. What program can you used to increase your company’s value?

**Mergers & Acquisitions**
Purchasing and selling companies, and fusion management. What you as an owner, top executive or manager must know about mergers and acquisitions.

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Fees: CHF 9,900.– / EUR 9,400.–* plus VAT
Program length: 8 days
Registration: www.zsom.ch/zn14 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
ADVANCED MANAGEMENT PROGRAM

CONCEPT
This is our management program about the core tasks by executives responsible for company results, who look to balance short-term optimization of the present with mid-term optimization to ensure future success. This seminar shows how changes from outside and inside a company can alter its position and the way it does business.

WHO SHOULD PARTICIPATE
● CEOs, board members, managing directors
● Directors, divisional heads, business-unit managers
● Area managers at company headquarters
● Heads of major departments

TOPICS TO BE COVERED

Variety and Excessive Complexity
● The holistic management system
● Recognizing and reducing excessive complexity
● Consistently implementing objective-achievement tasks
● The art of thinking complex but working in a way that’s simple and effective

Changes in the Business Environment and within the Company
● The dynamic model of a company
● Trends, trend reversals, paradigm shifts
● New culture, new values, new owners

Effective General Management
● Business mission, vision
● Setting the most important objectives
● Further guidelines for ethics, values and principles
● Corporate governance
● Corporate policy and philosophy

Strategic Management
● Evaluating market position
● Competitive advantages and core competencies
● Market and segment dynamics
● Customer potential within your core business
● Innovation, new business models
● Programs for ensuring future success
● Corporate strategy, strategies for businesses and operations
● Tools for learning transfer

Managing Organizational Structures
● The optimal organizational structure
● Evaluating current structures
● Designing a productive organizational structure

Financial Management
● Financial objectives and correlations
● Programs to ensure the achievement of objectives
● Programs to increase return on investment

Change Management, Leadership
● Recognizing change
● Determining the actions required for building a successful future
● Introducing the necessary programs

Leadership and Management Conduct of a Boss
● Motivating for change
● Agreeing to ambitious objectives, creating incentives for achieving them
● Building a strong management team
● Skillful implementation

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Fees: CHF 8,900.– / EUR 8,500.–* plus VAT
Program length: 9 days
Registration: www.zsom.ch/zn24 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
CONCEPT
Managing a company or business unit comes with big responsibility. The skills you need to do this, however, must be learned. This seminar is an interesting four days that will help take your management skills to the next level by doing a deep-dive into subjects vital to good corporate management – like holistic corporate management, strategy, strategic marketing, effectiveness and communication.

WHO SHOULD TAKE PART
Executives and top managers and people intended for these positions.
● CEOs, members of the management board, board of directors
● Managing directors, directors
● Department heads, business-unit managers
● Heads of key areas of a business
● Managers in a department

WHAT THE SEMINAR COVERS
Understanding Corporate Management
● Variety and complexity as a reality of executive management
● The Management Model as instrument of holistic management
● Good management – implementing little that is really consistently productive

Recognizing Changes and taking Advantage of Opportunities
● Taking trend reversals and discontinuity seriously at an early stage
● Integrating changes into potential new business models

Effective Corporate Management
● Mission, vision, company policy
● Core business – how to manage cash cows and new business activities
● How to deal with losses – turnaround or cutbacks?
● Innovation and business development – business of the future
● Core competencies – where can we be better than the competition?
● Excellence in day-to-day operations – processes, culture and key players who are motivated

Strategic Management
● Establishing a market position with competitive advantages
● Using market and industry dynamics to your advantage
● Developing future-oriented strategic positioning
● Finding the best strategy for companies, business divisions, operative areas
● Structure and process management
● Change management – skillful implementation of changes
● IT and communications as driver of business success

Strategic Marketing
● Company image, company brands
● Reputation, brand strategy and optimal use of brand DNA

Communication
● Forming a communication structure for your company
● Instruments of internal communications
● Actively utilizing communication opportunities

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Fees: CHF 5,400.– / EUR 4,900.–* plus VAT
Program length: 5 days
Registration: www.zsom.ch/zn13 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
CONCEPT
We don’t have to tell you how important strategic management is. You know it secures today’s success while looking ahead to initiate appropriate measures to ensure the success of tomorrow. Every manager with executive responsibility makes strategic decisions. An executive must have strategic management as part of his or her skill set.
This seminar’s goal is to update you with the latest and the best knowledge about the most effective approaches to strategic management – which rules it follows, mechanisms, instruments – so you can take responsibility for it in an even more informed and confident manner. You’ll learn what developments are important to analyze in a global business environment, and which course of action to take in order to protect your competitive position. You’ll learn what business models can help you create additional business and add corporate value. And you will learn the step-by-step processes that go into strategic management.

WHO BENEFITS FROM THIS SEMINAR
The seminar brings you up-to-date on the latest about strategic management systems.
● Best suited to executives and upper management who are presented with strategy proposals from employees or consultants and must decide and approve all of parts of them.
● Best suited as well to executives who have to create and submit strategy for their company, a single business unit/division and departments, and wish to do this using the latest strategic management concepts.
● Specialists working in internal company consultancy, strategic planning, company development or consulting, who wish to learn how a complex strategic project is managed.

WHO SHOULD PARTICIPATE
● Executives and upper management
● CEOs, executive directors
● Heads of major divisions and departments
● Specialists from consulting and corporate development
● Managers who are soon to assume a higher executive position, or someone who wants to prepare for such a position.

TOPICS TO BE COVERED
The Tasks involved in Strategic Management
● Protecting existing business and expanding it
● Determining your company’s core business
● Defining and establishing future business
● Positioning your company in a competitive environment
● Using new technology for your business
● Ensuring your company’s survival long-term

Insights from Strategic Research from around the World
● What differentiates good from bad strategies?
● How to avoid strategies that endanger the survival of your company
● What do you require for a successful future-oriented strategy?

Developing a Strategic System
● What strategies does a company need?
● Who should develop them?
● How to plan a project for determining company strategy
● How to get numerous experts involved, and how to develop strategy proposals that will win wide support

Strategic Topics at a Glance
● Strategic analysis – recognizing opportunities, identifying where action is needed
● Strategic status quo – determining your company’s position in the marketplace
● Strategic options – possible ways to a successful future
● Strategic design – the art of precise strategy formulation
● Strategy alignment – integrating strategy, corporate culture, processes, talent and resources
● Implementation – from concept to fact

Corporate Policy Guidelines
● Vision, mission and values as guidelines for doing business
● Principles, management directives and guidelines
● Highest priorities for management

Corporate Strategy
● The strategy of a company in its competitive environment
● Recommendations from strategy scholars
● Real-world application of best practices
Today’s Business Model
● Business models also have a life-cycle
● What success-drivers lose their effect and are replaced?
● What factors will drive success in the future?

Today’s Core Business
● Promoting your core business
● What belongs to your core business?
● Strategic resource management

Your Business Portfolio
● How do we divide up a company into individual business activities?
● The business portfolio as a core element to corporate strategy

Evolution and Change
● The central analyses for each field of your business
● Strategic of following set rules

Opportunity Management
● Creative searching for promising growth potential
● The concept of «opportunity management»

Brand Extension
● Creating new market potential through brand extension
● Practical examples – what works, what doesn’t?

Protecting your Company’s Position(s)
● When competitors and imitators target profitable businesses
● The best strategies of defense to ensure your business stays profitable

Business Development
● Why mature markets tend to develop market erosion, hyper-competition and extrusion
● Ensure profitability through business development
● New business models, innovation
● Developing new national markets
● Developing new sales channels
● Solutions instead of products

Core Competencies for Today andTomorrow
● Why capability-driven strategies are successful most of the time
● What is behind the „core competencies” concept?
● Capabilities instead of buying other companies

Corporate Culture
● A good strategy does not thrive in every corporate culture
● The ideal corporate culture

The best Organizational Structure
● Make your organizational structure the secret driver of your business
● How structures create realities

Processes, IT, System and Management Instruments
● Requirements for creating optimal processes
● Processes that increase your competitive advantage
● IT as driver of company success
● Management instruments for monitoring
● Strategic controlling

Leadership and Management Philosophy
● From strategic management to strategic leadership
● Personal managerial cognition
● What requirements can we infer from a managing philosophy that affect management team and staff behavior?

Strategic Implementation
● Factors that help in the successful implementation of strategy
● Finding the right management team
● The right incentive models

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Fees: CHF 4,900.– / EUR 4,700.–* plus VAT
Program length: 4 days
Registration: www.zsom.ch/zn25 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
STRATEGY, BUSINESS DEVELOPMENT & CHANGE

CONCEPT
Companies that have already achieved operational excellence in their daily operations, and have built up a robust, protectable and profitable market position; these companies can throw everything they have into business development, innovation and new business models. Why? Because you know without new business models, your company growth will wane sooner or later.

WHO SHOULD PARTICIPATE
Executives with the task of identifying and establishing their company’s future business. Key players in a company’s innovation and business development teams, specialists and project managers.

WHAT BENEFITS DOES THE PROGRAM OFFER
The program shows how companies and their business units go through a process of change and how new business models can be developed and implemented to assure long-term company prosperity.

PROGRAM CONTENT

Business Development as Catalyst
- Searching for your business of the future.
- Finding and exploiting new business opportunities and profit potentials

How Successful Business Models Age over Time
- «Disruptive technologies», discontinuance and processes of change
- The life-cycle of a business model. Re-launch or decline of existing business models

Drivers of Growth and Growth Momentum
- What are the real drivers of growth?
- Keeping growth momentum going
- Determining your company’s growth drivers

Business of the Future
- Keep your company growing thanks to new business definitions and focus

The Business Model of the Future
- Developing a business model for the future
- Strategy for new positioning

Strategic Restructuring
- Restructuring in the direction of a new business model – developing a new self-image, new strategy, new business culture, new structures, new abilities, new behavior

Motivating Staff for Change
- Realizing change without stress by working with – and not against – your employees

Change-Management Competence
- Motivating your management team and key players for change
- Developing strengths for implementation
- Learning and using implementation techniques

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Fees: CHF 7,900.– / EUR 7,500.–* plus VAT
Program length: 7 days
Registration: www.zsom.ch/zn23 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
INTENSIVE PROGRAM IN MANAGEMENT & MARKETING

CONCEPT
Marketing is the intensive preoccupation with the customer, his needs and wishes, his unsolved problems and his willingness – through the launch of new technologies and services – to participate in new markets. Marketing aligns all company processes, the thinking and actions of an organization, to customers and customer benefits. For this, it needs concepts, instruments and systems. It needs a customer-oriented corporate culture. And it requires a lot of instruments to actually implement marketing measures successfully. This seminar takes you on a systematic journey through the world of marketing. It offers you a comprehensive look at marketing with a special focus on what has become more important during the last few years – direct marketing, online marketing, digital marketing, search engines and social media.

WHO SHOULD PARTICIPATE
- Executives looking for a comprehensive update of modern marketing techniques
- Managers in the areas of market analysis, market research, marketing, sales and distribution
- Those responsible for customers, customer segments and products or product lines, brands, sales channels, profit centers
- Executives from outside marketing who want to improve their knowledge of marketing

TOPICS TO BE COVERED
The Building Blocks of Modern Marketing
- The overall system of marketing
- The individual components of holistic marketing
- The marketing model

Always start with Customer Needs and Benefits
- Understanding and knowing the market
- Market and competitor analyses
- Who is the customer, what is customer segmentation?
- My customer’s needs, the needs of consumers as a whole
- Inventing new customer benefits

The Purpose is Success in the Marketplace
- Creating new demand through innovation
- Actively selling – sales management
- Creating a presence in „search” channels – search engines
- Activating referral marketing
- Customer satisfaction, customer retention, customer loyalty

Strategic Marketing Concepts
- Target marketing
- Positioning, differentiating
- Brand strategy, brand management
- Product, service and solution strategies
- Sales and distribution strategies
- Pricing and conditions policy
- Communication strategy

Sales Management
- Developing your own sales model
- Establishing a superior sales process

Direct Marketing, Online Marketing
- Building up and optimizing direct marketing activities
- How to be found by search engines
- Referral marketing thanks to social media
- Developing and managing an online shop

Branding, Brands
- The importance of a brand to the business of your company
- Market strategy and market launch

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Fees: CHF 6,900.– / EUR 6,600.–* plus VAT
Program length: 9 days
Registration: www.zsom.ch/zn80 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
HOW THE SEMINAR IS STRUCTURED
We know how hard it is to deliver your company’s results on a regular basis. This 4-day seminar is for managers like you who want to update their skill set with even more knowledge about vital aspects of financial management and controlling as seen from the standpoint of executive management.

CONCEPT
Strategic financial controlling is the responsibility of executives and upper management. Men and women who lead a company or subsidiary, who head a business division or a profit center, constantly make financial decisions with far-reaching implications. Here are some examples:

- You expand your business by offering not only products but problem solutions, a full service package or system integration, which requires financing and drives company costs. How can I avoid eroding my cost positioning?
- Your company decides to insource or outsource, and this changes its presence in the overall value-added chain, and changes capital intensity. This can have grave consequences for profitability. How can I meet profit objectives in this situation?
- Tough competition in a stagnating market is eroding profit margins, which forces your company to make price concessions. This puts pressure on earnings and makes the profit situation worse. What can you do to avoid this?
- Focusing more on the core business has caused partial divestment, and parts of the company are to be sold. How can you determine what the optimal price is here?
- The Controlling department writes reports for management with highly compressed data. How can you derive and implement measures from this information to ensure positive results and increase cash flow?
- Top management sets fiscal objectives that are very ambitious. What can you do to achieve these objects anyway?

These are only a few examples of questions that executives ask. They show that it’s not always the finance- and accounting departments alone who handle company finances. In fact, strategic financial controlling is tightly integrated with strategic management. The holistic approach to management helps you identify synergies here, and to reach even ambitious objectives by creating:
- Above-average profitability and a healthy financial position, with sustainable growth and value enhancement.

WHO BENEFITS FROM THIS SEMINAR
This seminar teaches you how to lay down the right fiscal foundation for your company. This demands comprehensive understanding and the ability to assume financial management tasks. It offers instruments and methods to help you better achieve the financial objectives of your company. Our experienced lecturers demonstrate how to manage the finances of a company, a business division or profit center in a way that optimizes performance and financial results.

WHO SHOULD PARTICIPATE
- Executives with responsibility for financial results
- Managing directors and their deputies
- Members of management boards and board of directors
- CEO’s and executives
- Men and women who head a department, and specialists who bear more and more responsibility for financial results
- Profit Center directors who make financial decisions alone or with others.

TOPICS TO BE COVERED

Strategic Financial Management at a Glance
- Financial management tasks as a central skill of the holistic management approach
- Making strategic decisions about financial management

Strategy and Finance
- Effects of strategic changes on financial management
- Changes of cost structures and cost position
- A change in participation in the value-added chain
- Consequences for capital intensity and profitability
- Effects on financial feasibility of strategic options

Focusing, Innovating and Growing
- Consequences of these 3 different strategic variants on financial management
- Effects on liquidity, profitability, cash flow and corporate value
Control of Company Results
- The vital «adjustment buttons» that allow you to consistently improve and control cash flow, EBIT, company success and Profit Center marginal return
- Instruments and methods for an effective control of financial results

Führungsperspektive und Führungsstil
- Analyzing and interpreting balance sheets, income statements, profit and loss statements
- Reading between the lines of financial statements to recognize trends and changes
- Understanding key performance indicators (KPIs)
- Intervening in a controlled way, and early enough, to counteract negative development

Financing and Capital
- Kinds of financing
- Strategies for financing, financial engineering
- Lowering financial costs
- Calculating financial needs
- Providing a liquidity reserve
- Raising capital – externally or from within the company?
- Costs of raising capital externally or from within the company
- The advantages and disadvantages of a seasoned equity offering

The Logic of the Financial Market
- What investors expect
- How to handle analysts, investor relations
- The requirements for achieving credit-worthiness

A Look at Corporate Value
- Shareholder value concept. What remains?
- Why does corporate value have to be controlled despite such concepts?
- Achieving sustainable value enhancement
- Value drivers
- Targeted use of value generators

Acquisition of Companies or Parts of Companies
- External growth through acquisitions
- Determining the value of your company
- A real-world evaluation of synergies. Where can they be used, where should they probably not be used?
- Real-world experiences in realizing synergies
- Sales negotiations and due diligence.

Divestment
- Selling your company or parts of it
- Streamlining your portfolio
- Spin-offs with or without management buy-out
- Requirements for getting a good selling price

Mergers
- The merger of two businesses
- Strengthening your market position
- Reducing costs
- Adapting too-high production capacities to market demand
- Avoiding duplication
- Enhancing the talent pool and core competencies
- The attempt to create a single corporate culture out of two

Management Information System (MIS)
- Financial early-warning system
- Developing an effective MIS

Controlling
- Modern reporting systems
- Meaningful and informative presentation of results
- Navigation instruments

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**KEY DETAILS**

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Fees: CHF 4,900.– / EUR 4,700.–* plus VAT
Program length: 4 days
Registration: www.zsom.ch/zn50 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
INTENSIVE PROGRAM IN FINANCE & ACCOUNTING

HOW THE PROGRAM IS STRUCTURED
The 2-part Finance and Controlling Program gives you comprehensive insight into finance and accounting, and demonstrates how they are related.

CONCEPT
This course is perfect if you’re looking to learn fundamentals that you can use at work, but also if you need to refresh and update your current level of knowledge. In addition, you'll learn how to create a business plan for a company and where to get the money to finance it. At the heart of this course are the following topics:

- Corporate accounting
- Financial management
- Controlling
- Economic assessment of business models and business plans

WHO SHOULD PARTICIPATE
- Managers of product lines and service centers with responsibility for performance-achievement, sales, profit margins or costs, or managers who want to assume these types of positions.
- Directors of business divisions, Profit Centers, business units or departments and groups who are being given more financial responsibility.
- Specialists and implementers from all areas of business who would like a systematic course about the fundamentals of finance and accounting.
- Junior staff
- Technicians, life scientists, engineers, lawyers and other specialists seeking to expand their skill set.

WHAT TOPICS WILL BE COVERED

Finance and Accounting – a General Overview
- How modern finance and accounting are interrelated
- The instruments of corporate accounting and a general overview of financial management

The Fundamentals of Corporate Accounting
- What executives must know about the structures and logic of corporate accounting

Cost Accounting, Calculations, Pricing
- Cost categories, cost centers
- Full costs, partial costs, marginal costs, legal costs
- Cost and performance accounting systems
- Calculation systems with marginal costs and profit margins
- Pricing – the market versus calculation
- Flexible lower-price limits

Profit Center Account
- Expenses and income
- Internal transfer pricing
- Imputed costs, cost allocation, cost distribution
- Direct and indirect costs
- The Profit Center account

Planning and Budgeting
- Planning and budgeting as an important part of company success
- Structure, content and use of an effective planning and budgeting system
- Flexible budgeting?

Investment and Profitability Calculation
- Calculating the profitability of investments
- The profitability of investments in projects, calculating new business ideas about rationalization or expansion
- Make or buy – outsourcing, insourcing

Financing
- The relationship between strategic changes – like portfolio expansion, new market-cultivation concepts, investments in manufacturing processes, etc. – and a broadening of financial needs
- Cash flow statement, capital requirements and fund sourcing
- Types of financing, financial costs

Liquidity/Cash Management
- Liquidity controlling
- Avoiding liquidity shortfalls

INTENSIVE PROGRAM IN FINANCE & ACCOUNTING

www.zsom.ch
Profit and Performance Objectives
- Setting ambitious profit and performance objectives
- Measures and effective mechanisms of profit management
- Achieving profit, cash flow, performance and profit margin objectives

Cost Management
- Budgeting and controlling costs
- Deliberately shaping the break-even point
- Lowering fixed costs or not allowing them to rise
- Cost variation
- Lowering costs – how to approach this?

Profitable Growth
- The financial consequences of an expansion strategy
- Growth and its consequences on return and liquidity
- The challenge of achieving profitable growth

New Business Ideas
- Conceiving a new business idea that is results-driven
- Designing new business units to profit, new Profit Centers or projects

Business Plan
- Out of ideas a business plan is created
- Content, structure and substance of a business plan

Controlling Instruments
- The „management success report“
- Interpreting and assessing monthly controlling reports
- The „balanced scorecard“ as navigation instrument

Managing your Key Performance Indicators (KPI)
- Knowing and using a KPI matrix
- Linking of sales, margins, costs and results
- Management using the right KPIs

Using a Target-Performance Comparison
- Target-performance comparison as a way for early identification of deviations
- Optimal use of decision-relevant management information

Eliminating Sources of Loss
- How sources of loss are discovered
- Are losses an «investment in the future» or an «unnecessary recourse consumer»?
- Reducing unwanted losses

Scrutinizing Business Strategies from a Financial Standpoint
- Developing precise business strategies
- Recognizing the profit potential behind strategic considerations
- Assessing the financial feasibility of a business strategy
- Understanding the investment required to implement a business strategy

Scrutinizing Marketing Concepts from a Financial Standpoint
- The relationship between customer benefits and company profitability
- The perceived value of a service and its pricing
- Discount or premium – market logic should dictate pricing

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Fees: CHF 8,300.– / EUR 7,900.–* plus VAT
Program length: 8 days
Registration: www.zsom.ch/zn51 or registration form on the back of the brochure
*Invoicing in EUR possible (depending on current exchange rate)
VALUE CREATION THROUGH STRATEGY & FINANCE

CONCEPT
You have budget targets and determine that objective-achievement will be more of a challenge than originally thought. You have profit and return on investment objectives and are considering how to achieve these in a hard-fought competitive environment. You want to get costs better under control. You want profitable growth. In this seminar, we demonstrate the management know-how you’ll need for all these tasks. Its goal is to support executives like you in successful controlling and improving business results in your area of responsibility. We show you how to determine the options open to you for improving company’s results, for recognizing potential for increasing profit, for developing a process for optimizing success, cash-flow and return on investment.

WHO SHOULD TAKE PART
- Executives responsible for budgeting, for achieving results, sales and cost objectives
- Executives who require a system they can use every day for financial management, for planning and successful controlling.

WHAT TOPICS WILL BE COVERED

Strategic Topics at a Glance
- Strategic analysis – recognizing opportunities, identifying where action is needed
- Strategic status quo – determining your company’s position in the marketplace
- Strategic options – possible ways to a successful future
- Strategic design – the art of precise strategy formulation

- Strategy alignment – integrating strategy, corporate culture, processes, talent and resources
- Implementation – from concept to fact

Optimistic Planning
- Development and internal logic of planning
- Premises for best-case and worst-case scenarios
- Ambition planning, then do a plausibility check

Realistic Budgeting
- Understanding the budgetary process
- Business models as basis for a budget
- Creating a realistic, but demanding budget

Maintaining Flexibility
- Effects of possible negative changes to earnings performance
- Contingency plans for reacting quickly to a collapse in sales or margins
- Recognizing potential profit
- Recognizing and limiting the risk of losses

Stipulating Financial Objectives
- Financial objectives as a necessary guideline
- Setting high, but realistic objectives

Determining Participation in the Value-Added Chain
- Alternative value-added chain strategies
- Vertical integration or low presence in the value-added chain?
- Occupying the profitable segments of the value-added chain
- Outsourcing and cost variability

Improving Business Results through Expansion
- Improving business results with a sensible company size
- Using the potential of existing customers better
- Increasing customer satisfaction, keeping and recovering customers
- Market cultivation and new-customer acquisition

Managing Capital Intensity
- How too much capital expenditure endangers profit objectives
- Using capital expenditures in a controlled way

Controlling
- Controlling as an executive task
- How to use instruments of controlling

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Fees: CHF 8,300.– / EUR 7,900.–* plus VAT
Program length: 8 days
Registration: www.zsom.ch/zn52 or registration form on the back of the brochure
*Invoicing in EUR possible (depending on current exchange rate)
LEADERSHIP FOR EXECUTIVES

CONCEPT
If you’re an experienced executive with proven success, you probably feel comfortable with the way you conduct yourself at work. But what if there are some things you could do better? If I improve my leadership skills even more, will it help my colleagues to better use their talents and take advantage of opportunities? Our Executive Leadership Seminar helps you answer these questions. You will assess how you conduct yourself at work and your management style, and compare them to insights from the latest theories about successful leadership in business.

WHO SHOULD PARTICIPATE
Participants should be executives with responsibility from all areas of their company, who want to:
● Assume more leadership responsibility in the future
● Be able to vary their leadership style according to the situation
● Optimize how they conduct themselves as a leader in very specific situations, like not letting pressure situations get them to forget what company philosophy and goals are, so they can analyze things clearly and make a decision that’s right for the company.

PROGRAM CONTENT
Executing or Leading?
What is easier for you, executing or leading? Doing things yourself or inspiring others to do these things just as well as you, or even better? No matter how much you work alone, even the best executives eventually reach their limits, since the day has only 24 hours. When this occurs, other ways have to be found to implement your ideas at the same level of quality. At this point at the latest, a doer will become a leader. In cases like, your leadership must multiply the effectiveness that you achieved on your own. By passing your knowledge on to an employee, that employee will be able to work effectively on drivers of success all by himself. This is the best way to achieve the desired results. Our Leadership for Executives seminar helps you be even more effective as a business leader.

What’s the Right Leadership Style for Me?
When leading your employees to mutual success, you have several leadership styles available to you. At one end is the „Commanding people“ style, at the other end the „self-organizer“ style who leads with the basic idea of providing guidelines, of delegating competencies at staff level, and managing and controlling company systems to achieve company objectives. Between these two leadership styles are numerous others. What are these? Which corresponds to your leadership style? Do you master several different leadership styles and are you able to apply the best-possible style depending on the situation? When do you come across authentic and when not? Our Leadership for Executives seminar gives you the chance to know your own leadership style, so you can then strengthen it even further and apply it even better.

Learning from Mistakes. Believing in Success.
Sometimes you need more than one attempt before your company can achieve real success. Mistakes are portals to opportunity, are personal experiences that should be capitalized on. The instrument you need to do this is... resilience. We’ll show you how to anchor this principle of success in yourself, in your management team and your company.

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Fees: CHF 4,900.– / EUR 4,700.–* plus VAT
Program length: 4 days
Registration: www.zsom.ch/zn60 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
ADVANCED LEADERSHIP & COMMUNICATION SKILLS

CONCEPT
The goal of effective leadership is to focus the power of an organization on common objectives. Resources and talent should be employed in such a way so that everyone involved is committed and motivated to achieve above-average results. A desire to perform well, to be productive and produce high quality – along with enjoyment in shared success – should be anchored throughout the entire company.

HOW THE PROGRAM IS STRUCTURED
4 + 3 days to take you to the next level. In our Advanced Leadership Program, you’ll learn the most important principles for being an even more effective leader. Especially suited to implementers and executives who have been successful and are currently working in leadership positions with high responsibility. In the first seminar you will learn techniques to optimize your leadership skills, so you can then apply them even more effectively in an executive capacity. In the second seminar, you’ll practice using these skills to convince others, and to successfully assert yourself in a friendly way, during difficult communication and meeting situations.

TOPICS TO BE COVERED
What good Leadership can Bring About
- Good leadership strengthens performance. Why and how good motivators can inspire their organization to be more effective
- Common leadership mistakes in real-world situations and how they can be avoided

Leadership Models
- How best to conduct yourself
- Leading teams, departments and large business units
- Leadership models as orientation
- Developing your own personal leadership model

Core Competencies and Leadership
- What makes an executive a successful leader?
- Modern leadership styles
- Knowledge and instruments
- Skillfully controlling the situation
- The art of effecting change

Performance and Motivation
- Motivation in today’s working world
- What motivates employees
- Using personal motivation, avoiding demotivation

Managing your own Personal Resources
- How to handle your own personal resources
- Establishing a work-life balance
- Discovering your limits
- Optimally applying your personal resources

Trust as Element of Corporate Culture
- Trust as basis for decentralized leadership
- Conflicts – personal or caused by system
- Techniques for fair conflict resolution

Communication and Meeting Techniques
- Skillful communications in different leadership situations
- Solution-oriented leadership of meetings
- Tactics and techniques

Motivating Rhetoric
- Rhetoric is a main tool for managers
- Increasing your rhetorical expertise
- Techniques to convince others even more effectively

Leading a Meeting
- How to impress at important meetings
- How best to communicate in crisis and conflict situations
- Developing the ability to utilize argumentation and emotion effectively

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Fees: CHF 7,300.– / EUR 6,900.–* plus VAT
Program length: 7 days
Registration: www.zsom.ch/zn62 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
LEADERSHIP, COMMUNICATION & PRESENCE

CONCEPT
Successful executives continue to develop their management style and work on their rhetoric, on how they conduct themselves during meetings and on their appearance. This 4 + 3-day management seminar offers exactly the right combination of theory and practical application for you to do this effectively.

WOULD SHOULD PARTICIPATE
Participants should be executives who want:
● to assert themselves in a more effective, performance-oriented and friendly way at work
● to further optimize their own management and communication skill set

TOPICS TO BE COVERED

Leadership Excellence
● The integrated-management concept
● Methods and instruments of management
● Insights from management studies

Personal Management Efficiency
● My personal objectives
● My own personality structure
● Samples of my own management conduct

Result-Oriented Staff Management
● What is characteristic of great motivators?
● How to get people to agree to ambitious objectives
● What effect values have as guidelines
● How self-organization is developed

Team Building
● Depending on the right employees
● Analyzing strengths and weaknesses
● How to build a team

Management Style
● Different management styles
● Possible applications – advantages and disadvantages
● My personal management style
● Leadership as basis for operational excellence
● Professional management of a team
● Improving performance

Determining my Own Personal Skills Matrix
● My strengths as an executive
● Potential for optimization

Social Competence
● The confident executive
● How can I have even more of an effect?
● How can I win over others to my objectives and the direction I want to take?

Rhetoric
● The art of convincing people through rhetoric
● Rhetoric as a management instrument
● Effectively using the power of language

Communication
● The ability to say what I mean
● Influencing others as goal of communication
● Managing means communicating
● Conducting employee meetings

Conflict Management
● Typical conflict situations
● How do I deal with conflict?
● Strategies for conflict resolution

Appearance
● Appearing confident
● Keeping your composure at all times
● Radiating leadership ability
● Always stay authentic

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Fees: CHF 6,900.– / EUR 6,600.–* plus VAT
Program length: 7 days
Registration: www.zsom.ch/zn70 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
YOUNG LEADER PROGRAM

STRUCTURE OF THE PROGRAM
This is a 3-part management program for young managers, future leaders and junior staff. This includes key personnel within departments, teams, projects or service centers. This program deals with the basics of result-oriented management. It focuses on those management achievements by younger managers that make a major contribution to the overall success of a company.

CONCEPT
Companies and institutions are divided into organizational units, divisions, departments and profit centers or processes. The men and women who lead these – usually second or third level from the top in a company’s hierarchy – are the driving force behind success. They are supported by junior staff, which they are expected to develop and encourage. The decisions they make are an integral part of the direction the company is on, its guidelines, requirements and corporate objectives. What remains, however, is plenty of room to maneuver that can be used to achieve excellent results. For this you have to effectively manage your area of responsibility, but also practice a holistic, results-oriented collaboration with other areas and departments. This latter factor especially is an asset that needs to be developed. Those men and women, therefore, who lead a company division or a large department, who require comprehensive knowledge and skills like

- knowledge of corporate management, strategy, marketing, finance and leadership
- managing employers and teams

WHO SHOULD PARTICIPATE
- Young managers working for major companies
- Heads of profit centers or small business units
- Specialists
- Key players in projects, staff, service centers, in cross-divisional and support functions

WHO BENEFITS FROM THIS PROGRAM
In this program you’ll learn the principles of successful management. It adds the latest insights about management as central theme for effective corporate leadership. We attach special importance on practical relevance and transfer of learning. Besides professional skills and the right way of applying management methods, good managers are characterized by high social competence. The participants in our program learn about their strengths as a management personality. They learn how to apply these strengths in the right way.

PART 1:
HOLISTIC MANAGEMENT
The Management Approach
- The Management Approach – from model to practical application
- Holistic thinking as a source of sustainable company success

Management of Business Divisions
- Leading a division, but with an eye on the whole
- Meeting short-term objectives and investing in the future at the same time

New Strategic Management
- Strategic thinking in a turbulent business environment
- Structure and content of a divisional and profit-center strategy
- Doing a strategic analysis for your area of responsibility
- Using strategic latitude

New Marketing
- For new marketing «Anything that communicates, can be sold»
- Anyone who communicates externally is relevant to marketing
- How do you organize this new marketing?

TOPICS COVERED BY PART 2:
Leadership and Managing Employees
- Which management style, under which conditions, bring the best results?
- How can optimal employee performance with high levels of employee satisfaction be achieved?

Behavioral Patterns in the Management Process
Every executive conducts him or herself according to an individual behavioral pattern. This is recognized by employees and is used as a guideline when dealing with their boss on a daily basis. Our lecturers demonstrate the typical behavioral patterns in the management process.
Strengths in Management Conduct
Building on this, most people are able to recognize their own personal strengths in management conduct. Also their own weaknesses. In the program, we concentrate on your strengths. This is because changing the way you conduct yourself is a very long process, and it’s more worthwhile to start by building on your strengths and enhancing them.

Applying your Strengths
Once you’ve identified your own strengths, you have to ask whether you can consciously apply them at work. We will train you using typical situations from the business world and show you how to consciously apply your personal strengths.

Personal Social Competence
Personal social competence should continue to grow as you become more experienced and take on more responsibility. We will show you the different forms social competence takes and how to optimize potential here.

TOPICS COVERED BY PART 3:
Financial Management
- Financial success can be controlled within just a few parameters
- Where is room for maneuvering, if I want to contribute to my company’s financial success?
- Planning, budgeting and controlling of profit-center results
- Measures that will improve results

Planning and Budgeting
- Ambitious planning and budgeting
- How to deal with instability and uncertainty
- Adapting to factors causing fluctuations in the business environment
- Constants in planning in an „unplanable“ world

Investment Calculation
- Is realizing this investment worth it?
- Are investments in innovation profitable?
- Make or buy – what should my company make itself, what should others make?
- Outsourcing or insourcing

Financing
- Calculating the financial requirements of new strategies and concepts
- Cash-flow calculations, capital requirements and sources of funding
- The best forms of financing
- Minimizing capital costs

Liquidity Management
- Calculating liquidity
- Constantly ensuring liquidity
- How to bridge liquidity shortages

Achieving Objectives for Profit and Return on Investment
- Setting ambitious profit and return on investment objectives
- Measures and effective mechanisms of profit management
- Achieving objectives for profit, cash-flow, return on investment and profit margin

Are Costs under Control?
- The desired cost position
- Planning and controlling costs
- Managing the break-even point
- Consciously shaping fixed costs
- Making costs variable and flexible

KEY DETAILS

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<th>Location</th>
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<td>ZN 3010 Part 1: Feb 03 – 07, 2020</td>
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Fees: CHF 9,400.– / EUR 8,900.–* plus VAT
Program length: 13 days
Registration: www.zsom.ch/zn30 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
PERSONALITY DEVELOPMENT &SOCIAL COMPETENCE

CONCEPT
This is a 7-day seminar for executives who use a motivational management style successfully. You know that performance-achievement can be attributed, not so much to market constellation or the economic situation, but to your own management style. You know better than most that – in good times and bad – the company that wins is the company able to inspire its employees to meet shared objectives; is the company able to create a corporate climate of enjoyment and trust, which shares performance and success, and is able to win as a team even in difficult situations. To achieve all this you need more than just a good concept. You need the passion and strength to inspire people, while treating them with respect and empathy. You need the ability to work in a dynamic group situation, while using high social competence skills. Do this, and you will be above-average at motivating staff to perform above-average. Our program helps you recognize which parts of the management process you are strongest in, and gives you the ability to improve the motivational management style you use.

WHO SHOULD PARTICIPATE
● Successful executives
● Specialists and managers who know their own strengths and want to develop their role in their company’s motivational management system even further.

TOPICS TO BE COVERED
Leadership Competence as a Factor of Success
● The confident management personality
● Getting others to be as excited as you are

Personal Management Competencies
● Good management as a core competency
● Establishing power teams and deploying them
● Conflict management – the instruments you’ll need

The Performance Approach
● Identifying unused performance reserves and using them thanks to social competence
● Breaking the power of habit

Personal Strengths in the Management Process
● The mental techniques of self-control
● How to handle hectic situations and stress
● Coaching and team management
● Communication and rhetoric

The Management Personality as Communicator
● Strengths in communication
● Convincing other using rhetorical skills
● Winning communication

Developing your Personality
● Self-management as basis
● Appearance and effect
● Staying cool in difficult situations

Implementing Changes
● Change implementation as a management task
● The difficulty in changing fond habits
● Developing and implementing a change management program

Style and charisma
Having an impact through personality

Social Competence for Executives
● What is meant by „social competence“?
● Personal performance potential
● Developing the „convincing“ attributes of your personality

Motivation
● Knowing the rules of motivation theory
● Communicating my own value system
● The mental aspects of generating passion
● Intuition, instincts, creative vision
● Repairing motivation – what to do when something happens to dampen employee motivation?

KEY DETAILS

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Fees: CHF 7,300.– / EUR 6,900.–* plus VAT
Program length: 7 days
Registration: www.zsom.ch/zn71 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
COMMUNICATION PROGRAM

CONCEPT
In this program, participants develop two important personal skills – good, convincing rhetoric and strong negotiation.

WHO SHOULD TAKE PART
This program is perfect for executives, specialists and key players from all areas of business, who want to improve their own, personal conduct in special situations by training and feedback, and who want to improve their conversational skills.

COMMUNICATION, RHETORIC
A successful talk between two people is successful when it creates common understanding; when it creates esteem, respect and loyalty. To be successful when negotiating, for example, the tools you need are conversational skills that win people over, that convince them of your plans for the business. To develop this tool you’ll need to:
- learn the rules of communication and how to apply them
- make others aware of your concerns
- win over employees, colleagues and the boss to your opinions

CONDUCTING IMPORTANT CONVERSATIONS
We have important one-on-one conversations all the time at work. How you conduct yourself here is important. Really good negotiating skills usually result in two winners, as two people have committed to a result that they can both accept.

TOPICS COVERED BY THE PROGRAM
The Rules of Conducting a Conversation
- What rules and effect mechanisms have to be considered, if you’re going to use language as a central element of management?
- What skills does a person need to be convincing in a conversation?
- What instruments are available for avoiding an escalation and hardening of disagreements during a conversation? How can I employ a win-win oriented system when talking to someone one-on-one?
- Why are solution-oriented conversational skills better, when dealing with employees and colleagues, than those based on hierarchy and claims to power?

Situational Communication
Conversations and discussions at work are all very different. It’s not the same type of situation when, during a qualification meeting, you exhort employees to change their conduct; or when getting your team on-board to meet ambitious business objectives; or when reassuring a customer who has a complaint. The rules governing how to conduct a conversation, therefore, need to be applied differently, depending on situation and goal.

Training to Develop Convincing Conversational Skills
Knowledge alone won’t move you forward here. What you need is to practice using your new knowledge. In our program, you’ll practice specific conversational situations that are of importance to you every day at work, situations that cause stress and can be a burden. You’ll also practice conversational situations that you want to better master in the future.

Negotiation Techniques
In addition to all of the above, you will also learn negotiation techniques with the goal of representing – in the best possible manner – your own interests in a way that is friendly and earns the respect of the person you are talking with.

KEY DETAILS

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Fees: CHF 6,200.– / EUR 5,900.–* plus VAT
Program length: 6 days
Registration: www.zsom.ch/zn73 or registration form on the back of the brochure

*Invoicing in EUR possible (depending on current exchange rate)
CONSULTATION
If you need advice, we’re available for a personal meeting, by phone or email. Our advanced training portfolio consists of modules, which are optimally coordinated with each other. This creates an attractive, educational curriculum with a strong practical orientation, but it is also possible to develop an individual curriculum from them for the targeted development of a specific set of skills. For all administrative questions, or questions relating to the content of our programs, please contact:

Zürich School of Management
Untere Dorfstrasse 2
CH – 8700 Kuesnacht / Zurich, Switzerland
Phone: +41 (0)44 913 15 88 · Fax: + 41 (0)44 913 15 81
E-Mail: info@zsom.ch · www.zsom.ch

REGISTRATION & REGISTRATION CONFIRMATION
You can register for one of our programs by mail, fax or on the internet. After you register, you will receive the written confirmation including invoice and seminar location by regular mail. We will inform you immediately if the seminar is booked-out.

The fee listed in the bill covers the costs for the seminar or certificate program, but not the costs for room and board or the daily delegate rate (for the conference package). Value-added tax (VAT) will be calculated separately and shown separately on the bill. It is possible to have your bill calculated in euros. Every participant must pay – independent of his or her seminar fee and hotel – a daily flat-rate fee for the conference package. Our events are held at suitable seminar hotels or at our campus in Kuesnacht / Zurich. All additional costs for hotel amenities, that are separate from the daily flat-rate, must be paid by the participant directly to the hotel. The daily delegate rate corresponds to the usual international costs and is usually between CHF 80 and CHF 110 per day.

RESCHEDULING, POSTPONEMENT, CHANGES
Changing your registration from one event to another, or rescheduling a seminar class to the next one, is possible no later than 6 weeks before seminar begin at a fee of CHF 350/Euro 300. Up until two weeks prior to seminar begin, you can register a replacement participant at this same rescheduling fee, as long as he or she meets the participant description. There is no compensation required for seminars or parts of seminars not visited. Any seminar can be cancelled by us at any time due to a lack of participants without any claim of damages.

IN-COMPANY WORKSHOPS
After we receive your order for a seminar from our workshop series, we will contact you to arrange a date based on availability that is acceptable to all those involved. Workshops are held at our Executive Campus, 8700 Kuesnacht. In addition to the seminar fee, we change a daily flat-rate fee of CHF 85 per person. This includes lunch. If you wish, we can hold the event at a location of your choice. In this case, we charge for travel and accommodation costs of our staff.

CANCELLING YOUR REGISTRATION
Cancellation of your registration is possible no later than 3 months before the start of the seminar at no cost, concerning the seminar fee itself. Concerning cancellation fees for your hotel, this depends on the hotel and when you booked your room. For registered participants who cancel between 3 months and 6 weeks prior to seminar begin, we charge a cancellation fee of 40% of the seminar fee. Registered participants who cancel later than 6 weeks before seminar begin must pay the entire seminar fee. However, they have the opportunity to send a replacement as late as 10 working days prior to seminar begin.

INSURANCE, GENERAL TERMS & CONDITIONS
Damages incurred due to accident, disease, third-party liability, theft, cancellation of a seminar or damages from using the management knowledge taught, must be insured and covered exclusively by the participant, or the organization or company who contracted the seminar. All liability from our side that exceeds the amount of the paid seminar fee is explicitly excluded. Swiss law applies and the court of jurisdiction is Zurich. All past information concerning content, dates and prices lose their validity upon publication of this new brochure.
### REGISTRATION FORM

I wish to participate in the following program:

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<th>Name of Program</th>
<th>Program Dates</th>
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#### Personal Data

- **Ms.**
- **Mr.**

#### Last Name

- **Title**

#### Company/Organization

- **Street, P.O. Box**
- **Postal Code**
- **City**
- **Country**

#### E-Mail

- **E-Mail**
- **Telephone**
- **Fax**

#### Position

- **Industry (opt.)**

#### Number of Employees (opt.)

- **under 200**
- **up to 1000**
- **over 1000**

#### Signature

______________

Date ____________

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Zürich School of Management

Untere Dorfstrasse 2, CH-8700 Küsnacht / Zurich

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Download the German Catalog
www.zsom.ch/download

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Zürich School of Management

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Telefax: +41 44 913 15 81
E-Mail: info@zsom.ch
Internet: www.zsom.ch

INTERNATIONAL MANAGEMENT PROGRAMS

Program 2020 in English

www.zsom.ch