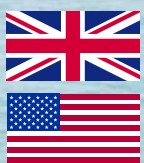


25 YEARS OF
EXCELLENCE
IN EXECUTIVE
EDUCATION



INTERNATIONAL PROGRAM PORTFOLIO



Executive Education in English
November 2018 to December 2019

INTERNATIONAL PROGRAM PORTFOLIO 2018/2019

FOR YOUR PERSONALIZED ADVANCED TRAINING...

- EXECUTIVE EDUCATION
- MANAGERS
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- HIGH POTENTIALS
- OPEN PROGRAMS
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- ADVANCED CERTIFICATES
- COACHING
- WORKSHOPS
- CONSULTING

25 YEARS OF
EXCELLENCE
IN EXECUTIVE
EDUCATION

Zürich School of Management is the business school for today's and tomorrow's leaders. The focus of our activities is to search for right and good management. What characterizes successful corporate management and leadership? What skills and core competencies do you need to conduct yourself in such a way, that you achieve success as manager and leader throughout your career?

Our courses and programs will teach you the three most important things for sustainable and successful management:

- The art of organizing a company or parts of it for success (general management)
- The skills to inspire people to work together to achieve results (social competence and leadership)
- The ability to develop business ideas into good business results (business acumen)

We have offered first-class knowledge about these three areas for many years. Our approach has always been to combine theory with practice. Our ambition is to be a leading institution for quality, innovative education that delivers concrete benefits when implementing what you learn. We are looking forward to being your partner in management excellence.

Dr. Rolf Specht

Member of the Management Board

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ADVANCED LEADERSHIP

CONCEPT

You are a successful executive with experience leading a company division, an important operational department or even the entire company. Skillful leadership is an everyday business for you and it takes the majority of your time. You are constantly communicating with employees, setting objectives and leading by example. And yet you also know – and accept – that you can only retain and continuously improve your leadership qualities if you question what you do and how you do it, if you are up-to-date on the latest and can develop leadership strategies from this knowledge. This is the premise of this 4-day seminar.

Advanced leadership is more than management, leadership and leadership behavior. You need more than classic leadership skills, for instance, when you have to organize a number of people to achieve results as a team. For one thing, you need a deep understanding of how leadership can function in an organization with several levels of hierarchy, and how to lead, inspire and organize management staff to perform well. The larger your organization is, the more difficult it is to have an effect as a leader on individuals. Nevertheless, this is something you must achieve if you are to be effective. What skills and methods are at your disposal here? How do you need to use them? What should you avoid doing at all costs? In this seminar, we will show how you, as an executive, can increase your effectiveness as leader even further.

BENEFITS AND IMPACT

How can you consistently improve and keep at a high level the effectiveness of several employees of an organization? What do you need to keep motivation high? How do you organize the working environment to derive excellent results? How do you communicate effectively and how do you deal productively with change? Why is it that some companies exert a fascination on top talent, while other companies lose their top performers and young talent to their competitors? How can you optimize your leadership behavior? How can you deal productively with stress and conflict situations? These questions are asked over and over again by every executive with major responsibility for objective achievement. This course will give you the chance to get the right answers.

WHO SHOULD ATTEND

Executives, CEOs, heads of important business units and operational units, those responsible for larger company divisions and experienced managers.

AREAS OF FOCUS

- Integrated leadership
- Personal leadership quality
- Actively shaping management effectiveness
- How to lead management teams and staff
- Corporate culture as a variable – evaluating and managing it
- Value-based leadership – managing through character
- Optimizing the processes of influence between the boss and employees
- Finding a skillful balance between emotion and rationality when leading
- How to handle power as an executive or manager
- Optimizing your own leadership skills
- Digitalization and agile management
- Change management
- Increasing the effect that I have on others – from task-focused to people-focused
- Using diversity as a powerful approach to doing business
- Developing your own character – “Feedback is the breakfast of champions”.
- Using communications as an executive tool
- Work-life balance – how can I reconcile both professional and private success

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KEY DETAILS

No.	Date	Location
ZE 2148	Nov 19 – 22, 2018	Davos
ZE 2158	Nov 27 – 30, 2018	Lucerne
ZE 2119	Mar 18 – 21, 2019	Berlin
ZE 2129	Jul 01 – 04, 2019	Davos
ZE 2139	Sep 09 – 12, 2019	Boston
ZE 2149	Nov 12 – 15, 2019	Hamburg
ZE 2159	Nov 18 – 21, 2019	Davos

Fees: CHF 4,900.– / EUR 4,500.–* plus VAT
 Program length: 4 days
 Registration: www.zsom.ch/ZE21 or registration form on the back of the brochure

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

MODERN LEADERSHIP & PEOPLE SKILLS

DESCRIPTION

Leadership skills decide how prosperous a company is. And leading begins on a small scale with self-management, with motivating yourself, inspiring team members or colleagues for one of your ideas. For most people, management success is not a question of being a born leader, but the knowledge they have learned and practiced. With this program, you will expand your leadership skills even further and get new ideas too – through more knowledge and by practicing it in especially important management situations.

WHO SHOULD ATTEND

- Mid-career managers, specialists, project and team leaders from all areas of business
- Managers with first experience at leading, who want to optimize their effectiveness
- Future leaders with only limited experience, who need to prepare for management position

AREAS OF FOCUS

Leadership Skills

- The integrated leadership concept
- A summary of leadership methods and skills
- Insights from leadership theory
- Psychological insights

Personal Leadership

- Knowing exactly what your personal goals are
- Understanding your personality type
- Self-management – leading yourself
- Self-awareness – knowing your own personal behavioral patterns

Result-Oriented Employee Management

- What characterizes a manager who is good at motivating?
- How to get people to agree to ambitious objectives
- What effect do value guidelines have?
- Why is correct delegation so important?
- How to develop self-organization

Team Building

- Counting on the right employees
- Interview techniques for analyzing strengths and weaknesses
- How to put together a team that conforms to business strategy

Leadership Style

- Different leadership styles
- Possible applications, their advantages and disadvantages

- Managing the situation correctly
- My own personal leadership style

Leadership and Management Qualities

- Leadership as the basis for operational excellence
- Professional leadership of a team
- Improving performance
- Ensuring employee satisfaction

Determining my Own Leadership Style

- What are my strengths as a manager?
- Where is there potential to optimization?
- Which of my management qualities should I enhance even further?

Social Competence

- What characterizes the personality of a confident manager?
- What do we mean by «social competence»?
- How can I be more effective?
- How can I win-over others for objectives and the activities to achieve them?

Conflict Management

- Typical conflict situations at a company
- Analyzing how I handle conflict
- Strategies for resolving conflict
- Ways to develop problem solutions

Employee Meetings, Communication

- Practicing especially important employee meetings
- Meetings where objectives are agreed upon
- Qualification, praise, criticism
- Hiring, change, dismissal

KEY DETAILS

No.	Date	Location
ZE 2348	Oct 15 – 18, 2018	Lucerne
ZE 2319	Mar 11 – 14, 2019	Berlin
ZE 2329	Jun 11 – 14, 2019	Rottach-Egern
ZE 2339	Oct 07 – 10, 2019	Berlin
ZE 2349	Nov 28 – Dec 01, 2019	Munich

Fees: CHF 3,900.– / EUR 3,600.–* plus VAT
 Program length: 4 Days
 Registration: www.zsom.ch/ZE23 or registration form on the back of the brochure

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

CORPORATE LEADERSHIP PROGRAM

DESCRIPTION

“For every task, I need an employee who solves this better than I can. This way, I create time I can use for what is important.” Whether you share this opinion or have a completely different leadership philosophy, is not important. Important is that you have clear leadership principles and authentically practice them. What would you say about this? What are your own leadership principles? Everyone leads in a different way. And there is not a single right approach to leadership. Nevertheless, there are insights from leadership research that need to be taken to heart. People who have reached a point of bearing responsibility for a company, or important areas of a company, have obviously had success with their leadership model. But times are changing. The environment in which your leadership activities occurred are changing as well. What was right yesterday can, but does not have to be, right in the future as well. You need to do an analysis now and then of the leadership logic you employ. Maybe everything should stay like it is. But maybe it needs to be adapted to new underlying conditions. This program offers an outstanding opportunity to reflect upon these things using scientific insights and many practical examples.

STRUCTURE

Part 1: Leading in the right direction. A 4-day seminar about integrated management, strategy and setting the course for your entire organization.

Part 2: Insights into new aspects of leadership. A 4-day seminar about the leadership principles of executive management with a focus on leading employees and implementation.

WHY SHOULD I PARTICIPATE?

Each executive leads according to his or her own model. This has proven to work in the past. New developments, like a changed ownership structure, a new strategic direction, a new management team all beg the question: “Can I continue to lead as before, or does my role as executive or my style of leadership have to change?” If a lot is changing at your company, then you should examine your role as leader closely. This seminar gives you the knowledge to do this and a host of valuable and fresh ideas.

WHO SHOULD ATTEND

Company owners, CEOs and managing directors, heads of important areas and operational departments, those responsible for important company units, executive management.

AREAS OF FOCUS

Strategic Management

Specifying the right way to the future. Naming strategic paths to follow and excluding what you do not want. Defining the market positioning you want. Anchoring expected results in your organization.

Normative Management

Controlling the framework within which company leadership occurs – developing an owner strategy, a business mission, an ethics concept, values, corporate governance, strategic positioning, main company goals, guidelines and targets.

Innovation and Change

Recognizing changes early. Creating a culture of innovation. Driving innovation in the right direction. Increasing awareness for change and the need for action. Driving forward with new business models. Strengthening a belief in the future. Creating the willingness for something new at all levels of your company.

Structural Changes

Creating momentum in your company through new fields of business and new structures. Adapting structures as an opportunity to change deep-rooted habits and, if need be, using it to build up a new corporate culture.

Trust

Good leadership depends on trusting your closest employees. This is easy to say, but how can you build trust?

The right Management Team

Having the right combination of people on a management team decides how well a leader performs. You need to watch out for this, especially when hiring, promoting and restructuring. An employee who violates company values several times, and abuses the trust of others, has to leave the team.

Delegating Authority

It does not help matters much when a top manager leads as a one-man show and the majority of the employees do not perform up to their full potential. Instead of giving yourself more to do on the operative side, you should optimize the efficiency of everyone involved. This requires skillful delegation of authority.

Entrepreneurship

Most top managers want committed colleagues – managers and top achievers with entrepreneurial qualities. It is not easy to lead these kinds of people, however. They need freedom to work, but also clear guidelines.

Self-organization

If you do not want your staff to wait for a command from the top, you will have to create room for them to maneuver. Several employees who think on their own, need to be able to recognize what is best for the company at any given moment. This principle of self-organization is an integral part of modern leadership. How can you introduce it, retain and expand it?

Leadership Behavior in everyday Business

Successful executives know that they have to provide orientation in difficult situations. They have their own leadership behavior under control and are able to motivate and inspire others at just the right moment and are skillful at exerting their influence. Only leadership behavior that inspires trust will help you master difficult situations and inspired people for goal achievement.

Strength in Implementation

What happens when decisions are made at the top that need to be implemented below? Having the ability to make quick decisions and to implement them in a focused way is a quality attribute of good leadership. Doing the opposite is dangerous – a decision is made, nobody sticks to this decision and nothing changes. The principle of “talking without acting” has to then be turned into “deciding and implementing.” In many companies what is needed is – execution.

Controls

If you create room for people to act on their own, then you need to control what they are doing. If you allow self-organization, you must be able to recognize when something is getting out of control. If you delegate authority and decentralize responsibility, you will need tools to recognize early when things are developing in the wrong direction, so you can intervene and provide guidance according to the situation. For this, you will need the appropriate leadership tools. Fewer of them, but better.

KEY DETAILS		
No.	Date	Location
ZE 2938	Part 1: Nov 19 – 22, 2018	Hamburg
	Part 2: Nov 27 – 30, 2018	Lucerne
ZE 2948	Part 1: Nov 19 – 22, 2018	Hamburg
	Part 2: Mar 18 – 21, 2019	Berlin
ZE 2919	Part 1: Apr 01 – 04, 2019	Berlin
	Part 2: Jul 01 – 04, 2019	Davos
ZE 2929	Part 1: Apr 01 – 04, 2019	Berlin
	Part 2: Sep 09 – 12, 2019	Boston
Fees:	CHF 8.900.– / EUR 7.900.–* plus VAT	
Program length:	8 Days	
Registration:	www.zsom.ch/ze29 or registration form on the back of the brochure	
Company-specific, in-house seminars can be held upon request. Contact us at info@zsom.ch or by phone: +41 (0)44 913 15 88		
*Invoicing in EUR possible (depending on current exchange rate)		

THE LEADERSHIP ADVANTAGE: STRATEGIES FOR THE NEW LEADER

CONCEPT

In this 4-day program, you will learn the fundamentals of effective leadership. You will learn that it is not enough just to do one or two things well. If you want to really be successful in your organization, if you want to get qualified for executive tasks so you can move up, you will need holistic leadership skills. These skills include the ability to organize yourself and others to perform well and achieve measurable results. True leadership skills are on display every day in commonplace situations of business life – as people skills and emotional intelligence, the ability to persuade and motivate others, to communicate correctly and avoid conflict situations.

WHO SHOULD ATTEND

Early-career managers, specialists, professionals and future leaders from all areas of business, between 24 and 38 years old, who want to complete a comprehensive course on the fundamentals of leadership and to practice their own leadership behavior using them.

AREAS OF FOCUS

The Fundamentals of Effective Leadership

- Leadership models as a help in organizing
- Taking a holistic management approach
- Understanding the complicated interrelationships within a company
- Managing means the ability to achieve results in a complex organization

Result-Oriented Leadership

- What really counts are results
- Elements you will need for developing your own personal goals
- Performance and achievement targets
- Targets for corporate culture, management and a code of conduct
- Achieving above-average results and high job satisfaction

Leadership Skills

- Insights into the latest leadership know-how
- What will you need to be an effective leader?
- The core competencies of successful leaders

Developing a «Leader Mentality»

- Self-management
- Optimizing your personal strengths
- Finding the optimal work techniques
- Setting priorities, delegating, time management

Managing Employees, leading a Team

- Motivation – what you must know
- Understanding your own leadership style
- Tools for successfully managing employees
- The principles of group dynamics
- Building, developing and leading a team

Leadership Behavior and Social Competency

- Social and emotional intelligence
- Practical tips for conducting yourself correctly as a manager
- Motivational skills needed when dealing with superiors, colleagues, employees

Communication

- Persuasive argumentation
- How to conduct an employee meeting correctly
- Being constructive, taking the offensive in everyday communication

KEY DETAILS

No.	Date	Location
ZE 2428	Oct 15 – 18, 2018	Davos
ZE 2419	Jun 17 – 20, 2019	Brunnen
ZE 2429	Jul 22 – 25, 2019	St. Gallen
ZE 2439	Oct 21 – 24, 2019	Davos

Fees: CHF 3,900.– / EUR 3,600.–* plus VAT
 Program length: 4 Days
 Registration: www.zsom.ch/ze24 or registration form on the back of the brochure

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

EMERGING LEADER DEVELOPMENT PROGRAM

CONCEPT

Successful managers understand how to motivate and mobilize their employees to work together to achieve ambitious objectives. In addition they know that personality plays a role in effective leadership. Managers should do as much as they can to develop step-by-step into an outstanding leader. Why? Because most principles of good leadership are known, evaluated scientifically and their effectiveness confirmed in the workplace.

BENEFITS AND IMPACT

With the help of this program, you will be able to expand your leadership skill-set even further. You will learn how good you are today at winning-over others to your goals. You will experience which motivation techniques you already use – probably unconsciously – and how these techniques affect the people around you. You will learn to recognize how you appear to and affect others. After this program, you should be able to:

- apply leadership techniques
- use your strengths ever better
- achieve more acceptance for your ideas and concepts
- be better at getting others to commit to ambitious objectives
- use motivational skills to improve your effectiveness at work
- understand your own personality
- refine your ability to recognize and manage your strongest tendencies

WHO SHOULD ATTEND

- Early- to mid-career managers, project managers and specialists from all areas of business, who want to improve their leadership competency even further
- Young managers and middle management staff, who want to get some concrete ideas and learn new approaches to effective leadership
- Future leaders who want to prepare for a role as a competent and effective leader

AREAS OF FOCUS

The Principles of Leadership

- The concept of integrated leadership
- Excellence in leadership
- The core skills you will need to be an effective leader

Result-Oriented People Management

- Motivating staff for achieving common objectives
- Methods and tools for people management
- Developing your own personal leadership style

Leadership and leading a Team

- Depending on the right employees
- Using the strengths of a team
- Skillful team leadership

Social Competence

- Being a skillful leadership personality
- Communicating values, building trust
- Inspiring others to perform well

Communication and Conflict

- Difficult everyday management situations
- Managing conflict successfully
- Agreeing on objectives – praise, criticism, qualification
- Practicing real situations

Personal Performance

- Self-management
- Using your own potential to be more effective
- Developing how effective you are

Perceptions by Others, Authentic Presence

- How do I see myself? How do others see me?
- How to shape first impressions

KEY DETAILS

No.	Date	Location
ZE 2568	Part 1: Oct 15 – 18, 2018	Lucerne
	Part 2: Dec 03 – 05, 2018	Frankfurt
ZE 2519	Part 1: Mar 11 – 14, 2019	Berlin
	Part 2: Mar 18 – 20, 2019	Berlin
ZE 2529	Part 1: Mar 11 – 14, 2019	Berlin
	Part 2: Aug 28 – 30, 2019	Zurich
ZE 2539	Part 1: Jun 17 – 20, 2019	Brunnen
	Part 2: Sep 11 – 13, 2019	St. Gallen
ZE 2549	Part 1: Oct 07 – 10, 2019	Berlin
	Part 2: Nov 20 – 22, 2019	Berlin
ZE 2559	Part 1: Oct 21 – 24, 2019	Davos
	Part 2: Nov 20 – 22, 2019	Berlin

Fees: CHF 6,500.– / EUR 5,900.–* plus VAT

Program length: 7 days

Registration: www.zsom.ch/ze25 or registration form on the back of the brochure

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

LEADERSHIP, PERSONALITY & COMMUNICATION

DESCRIPTION

A leader who is authentic in how he or she leads, who comes across as confident and communicates well, this person creates understanding and acceptance for concepts, and builds trust and support for themselves as a person. Leading or communicating in a wrong way animates active or passive resistance, creates friction, destroys trust and motivation. Often, there is a fine line between good and bad leadership and communication. Successful leaders must learn the principles of leadership and communication. For this, they need to know themselves and have the ability to employ their own strengths and to improve things precisely where improvement is needed. This leadership and communication program offers you plenty of opportunity to develop these skills – using knowledge, evaluation and practice.

WHO SHOULD ATTEND

- Young executives who understand that appearance and communication are important tools for their motivational management style and who want to take their leadership skills to the next level
- Early- and mid-career managers who want to complete a comprehensive course about the most important facets of authentic management and good communication
- Managers and specialists who need to prepare for an expanded management role and to develop the communication skills that go with it

AREAS OF FOCUS

PART 1: LEADERSHIP AND LEADERSHIP BEHAVIOR

Integrated Leadership

- Leadership dimensions, models and styles
- Managing the situation
- Psychological insights
- Social competence and your personal management conduct

Leadership Tasks and Tools

- What really counts are results
- Elements you will need for developing your own personal goals
- Performance and achieving targets
- Targets for corporate culture, management and a code of conduct
- Achieving above-average results and high job satisfaction
- Delegating and agreeing on objectives

Managing Employees, Leading a Team

- Leading a team, organizing a team to achieve results
- Developing employees and leading them to success
- Tools and methods for managing employees
- Agreeing on objectives, management by objectives
- Coaching and support

Developing a Leadership Mindset and Personality

- What leadership qualities do you need
- Why is your character important?
- Motivation and trust

PART 2: PERSONAL PRESENCE & EFFECTIVENESS

Self-Management and Personality

To manage yourself, you need to be aware of your own priorities and to know how to use your own resources, including your own time, correctly. For the most part, we tend to surround ourselves with people who like to communicate with us, and avoid anyone for whom talking could be displeasing. Or we beat around the bush and avoid touchy subjects altogether. However, an element of good self-management is also having the ability to communicate the right message to the right target group.

- Managing yourself as a person
- Effectively applying your resources
- Self-management and working style

Personal Presence and Effectiveness

Those who want to make a good impression and consciously influence others, must understand the principles of human perception and apply effective communication. For this you need to know yourself by getting feedback from third parties and to practice optimization measures garnered from this.

- Character and having “stage presence”
- Insight into human nature and trust
- How is my personality perceived by others?

PART 3: COMMUNICATION AND PUBLIC SPEAKING

The Power of Language

- Language is an expression of your character and a bridge to other people
- Elocution as the basis for successful management
- Radiating confidence – tools that work immediately
- The messages body language sends

Asserting Yourself

- You know what you want, but do you know how to get it?
- Setting clear objectives for discussions and meetings
- Rules for conducting negotiations
- The gloves are off – now what?

Principles of Communication and Conducting Talks

- The rules of communication
- What tools are available to avoid escalation and a hardening of positions in talks, and how to use a win-win approach to leading discussions
- Communication in everyday management tasks

KEY DETAILS		
No.	Date	Location
ZE 2838	Part 1: Oct 15 – 18, 2019	Davos
	Part 2: Dec 03 – 05, 2019	Frankfurt
	Part 3: Apr 01 – 03, 2019	Steckborn
ZE 2819	Part 1: Mar 11 – 14, 2019	Berlin
	Part 2: Mar 18 – 20, 2019	Berlin
	Part 3: May 06 – 08, 2019	Berlin
ZE 2829	Part 1: Jun 17 – 20, 2019	Brunnen
	Part 2: Aug 28 – 30, 2019	Zurich
	Part 3: Sep 23 – 25, 2019	Zurich
ZE 2839	Part 1: Oct 07 – 10, 2019	Berlin
	Part 2: Nov 20 – 22, 2019	Berlin
	Part 3: Dec 02 – 04, 2019	Hamburg
Fees:	CHF 7,900.– / EUR 7,200.–* plus VAT	
Program length:	10 Days	
Registration:	www.zsom.ch/ze28 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

LEADING WITH PERSONALITY — PLAYING TO YOUR STRENGTHS

CONCEPT

Often the difference is having a winning attitude, the way you talk, your gestures and facial expressions, your overall presence. It is not always a person's factual brilliance that inspires others and helps them master tasks to improve objective achievement. Just as important is how you look and conduct yourself at meetings, one-on-ones, events, employee meetings, workshops, etc.

BENEFITS AND IMPACT

- In this course you will get even better at influencing and persuading others. You will improve how you come across to others in exactly those situations that are vital to your professional success – when dealing with bosses, colleagues, employees, suppliers, business partners and customers
- You will get the chance to see yourself, your conduct and appearance, through the eyes of others, and you will learn to recognize the signals others send
- You will learn how you are perceived by the people around you, what you need to watch out for and which of your natural strengths you can improve and use more often

WHO SHOULD ATTEND

- Executives and practitioners, who want to become even better and more efficient at using their abilities to influencing the people around them
- Mid-career managers who want to take their strengths, when it comes to presence and impact on others, to the next level
- Experienced specialists and people in elevated positions from all areas of business
- Executives who need to develop their personality in ways that will help them better lead and influence others

METHODS USED

Hands-on training, instead of lectures, is the method used in this seminar. We teach you briefly the theoretical and scientific background about the optimal way to impress and influence others. But then we immediately begin practicing real-world situations that are especially important and challenging. You will experience this knowledge first-hand by role playing, and getting feedback from the other participants and the lecturer. To achieve the best results, we limit the number of participants in the seminar.

AREAS OF FOCUS

Always be Yourself

- Knowing your strengths
- Accepting or reducing your weaknesses
- Self-image vs. how others see me – how do I come across in reality?
- Being true to yourself at all times

Skillfully Mastering Difficult Situations

- Appearing in front of larger groups of people
- Influencing your bosses
- Having the right personality to lead employees and colleagues
- Presentations, sales meetings
- Customer events, small talk

Do It, do not read about It – Practice makes Perfect

- Where are my strengths?
- Where am I weak, vague, too gentle or unsure?
- How can I apply my strengths?
- How can avoid letting my weaknesses get the upper hand?
- Practice makes perfect

Communication and Persuasion

- How can I sharpen the content of my message?
- How can I improve the forms of my communication?
- How am I perceived by others, how can my opinion carry even more weight in a group?

The Persuasive Personality

- What are the characteristics of a strong leadership personality?
- What distinguishes good appearance and conduct?
- How does influencing others come about?
- What is that all-importance difference that makes people successful?

KEY DETAILS

No.	Date	Location
ZE 2638	Dec 03 – 05, 2018	Frankfurt
ZE 2619	Mar 18 – 20, 2019	Berlin
ZE 2629	Aug 28 – 30, 2019	Zurich
ZE 2639	Nov 20 – 22, 2019	Berlin

Fees: CHF 3,300.– / EUR 2,900.–* plus VAT
 Program length: 3 Days
 Registration: www.zsom.ch/ZE26 or
 registration form on the back of the brochure

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

SUCCESSFUL NEGOTIATION, EFFECTIVE COMMUNICATION & LASTING INFLUENCE

CONCEPT

This 3-day course teaches you the communication skills and negotiation techniques You will need to be even more successful as manager. The principles behind effective communication are applied in a targeted way to every situation that is of great importance to every manager:

- Persuasive argumentation during project presentations
- Participating in larger group discussions
- Expressing your opinion openly, but grounded in fact as member of a team
- Persuading your colleagues to support your ideas
- Asserting your position in negotiations
- How to correctly conduct a challenging meeting or one-on-one
- Leading a meeting to achieve useful results
- Negotiation situations with customers and suppliers

In addition to getting insights into the psychology of communications, your own situations at work will be practiced at the seminar.

WHO SHOULD ATTEND

This seminar is especially beneficial to mid-career managers, experienced specialists and executives who want to learn how good their communication skills are, and to take their negotiating acumen to the next level. Prior knowledge is not necessary.

AREAS OF FOCUS

Effective Communication

What do you need to be good at communicating and leading meetings? What rules do you need to follow and how should these be competently applied when leading a meeting, discussion or a one-on-one?

Winning at Negotiations

Business executives must be masters at negotiating with people. A large part of their communication activity consists of selling their ideas to others, winning them over and getting them enthused for projects. To be a leader in business, you have to have negotiating skills. In this seminar you will improve these skills even further by learning what is important in successfully persuading others and achieving your goals in negotiations and meetings.

How Good is my Skill-Set?

How close are you to being a master at communicating and negotiating? What do you do well, what could you do better? Here you will learn how to judge your own abilities truthfully and from this recognize how to improve your negotiating skills even further.

Optimizing your Skill-Set by Recognizing Potential

Every executive endeavors to persuade others to accept his or her ideas. There are different ways to achieve this – by exerting their power, apply pressure, even threatening. But do they really want people to feel offended or do they want to win their favor? We will teach you how to elicit understanding, support and positive emotions from others, because this way is by far the most successful.

Winning People over on an Emotional Level

If you believe in the good side of people, then you should try to awaken this in others by creating a positive atmosphere. Then you can achieve your own wishes and goals by presenting them as a win-win situation for everyone involved. To be successful at communication and negotiation, you need to win others over to your opinion. During this process, you will need to recognize the emotions you are eliciting in others and respect them.

Learning and using the Right Techniques

Once you understand what is sensible and right for you to do, you then need to apply these things skillfully in all possible work (and private) situations. There are techniques for this that you can learn and practice. As a participant in this seminar, you will learn what communication and negotiation techniques to use in a specific situation to be successful at persuading others. The focus will be on difficult real-world situations that management faces in companies and institutions daily.

KEY DETAILS

No.	Date	Location
ZE 3048	Oct 22 – 24, 2018	Lucerne
ZE 3058	Nov 21 – 23, 2018	Hamburg
ZE 3019	Apr 01 – 03, 2019	Steckborn
ZE 3029	May 06 – 08, 2019	Berlin
ZE 3039	Sep 23 – 25, 2019	Zurich
ZE 3049	Oct 21 – 23, 2019	Brunnen
ZE 3059	Dec 02 – 04, 2019	Hamburg
Fees:	CHF 3,300.– / EUR 2,900.–* plus VAT	
Program length:	3 Days	
Registration:	www.zsom.ch/ZE30 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

PERSONAL LEADERSHIP PROGRAM

DESCRIPTION

By now it has become almost a truism to say that specialist knowledge and work ethic alone do not decide who climbs the corporate ladder. It is just as rare these days to find executives leading a company who own their top position to charisma alone.

Successful managers are not only expected to talk, act and look like leaders, their entire presence and appearance are supposed to befit the situation as well. But we seldom get neutral, constructive feedback about how authentic and confident we appear to others. This is particularly unfortunate, as there are proven tools for improving this. And usually a small adjustment is all a seasoned manager like you needs to earn even more respect and recognition from others, and to have a demeanor that is cool and collected. This 2 x 3-day program has a lot of activities that demonstrate successful methods for developing an effective leadership personality.

WHO SHOULD ATTEND

Participants should be early- and mid-career executives and managers,

- who want to make their appearance and communication expertise just as effective as their undeniable specialized knowledge
- who are looking to hone their skills even further for moving up the corporate ladder
- who want an open and constructive evaluation of their behavioral and their rhetorical skills.

All participants should place great importance on being able

to effectively apply what they learn at work. Because the group sizes are limited, we suggest you register early.

AREAS OF FOCUS

Being Authentic, radiating Credibility

- Why it is important today to always be yourself
- Conducting yourself in a credible manner
- Self-awareness and behavioral change

Confidence and Character

- Why first impressions are so important
- Self-analysis and self-perception
- How am I perceived by the people around me, employees, bosses and customers?
- The importance of context
- How do you go from being a person, to being a person of character?
- Recognizing and overcoming doubts and uncertainties

Verbal and Non-Verbal Communication

- First contact, choosing the right words
- Being skillful at presentations, conducting difficult meetings and one-on-ones
- Body-language, facial expressions and posture
- Style and manners

Relations to Third Parties

- Motivating and creating enthusiasm
- Creating win-win situations, conflict as opportunity
- Building networks
- Judging the situation correctly

Effective Negotiation Skills

- Understanding the principles of negotiation
- Picking the right negotiation strategy
- Concluding negotiations

Public Speaking for Managers

- Public Speaking as a skill
- Wit and humor
- Conceiving convincing argumentation
- Fear of speaking up, stage fright in front of groups

KEY DETAILS

No.	Date	Location
ZE 3148	Part 1: Dec 03 – 05, 2018	Frankfurt
	Part 2: Apr 01 – 03, 2019	Steckborn
ZE 3119	Part 1: Mar 18 – 20, 2019	Berlin
	Part 2: Apr 01 – 03, 2019	Steckborn
ZE 3129	Part 1: Aug 28 – 30, 2019	Zurich
	Part 2: Oct 21 – 23, 2019	Brunnen
ZE 3139	Part 1: Nov 20 – 22, 2019	Berlin
	Part 2: Dec 02 – 04, 2019	Hamburg

Fees: CHF 5,900.– / EUR 5,400.–* plus VAT
 Program length: 6 Days
 Registration: www.zsom.ch/31 or registration form on the back of the brochure

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

EXCELLENCE IN GENERAL MANAGEMENT

CONCEPT

How does effective management function? For many years our researchers, professors, lecturers and consultants have been occupied with exactly this question. They examine the patterns that lead to success and failure in mid-sized and in large companies. They test the effects of new theories and models using real cases from the business world. They develop instruction manuals for right or wrong management and give recommendations for achieving excellence in general management.

BENEFITS AND IMPACT

After taking part in this program, you will have an even deeper understanding of integrated management. You will understand that the effects of individual decisions are a controlled intervention into an integrated overall system. This in turn will give you the tools you need to guide your area of responsibility to success that is sustainable within a holistic system of management.

WHO SHOULD ATTEND

This 5-day seminar is designed for the following target groups:

- Senior and mid-level executives
- Members of the management board
- Heads of business units, countries and corporate divisions
- Experienced managers who will soon assume a general management function, who want to prepare themselves for their tasks in a targeted way

AREAS OF FOCUS

Modern Management Approaches

- The concept of integrated, holistic corporate management
- A health-check for the company

Strategic Management

- Strategy as basis for achieving above-average results
- Vision and mission
- Setting a strategic course
- Strategic decisions of top management
- Important strategic tools

Business Development and Innovation

- The right concentration on your core business
- Strategic priorities, portfolio adjustment
- Growth spurts
- Improving profitability
- Innovation and breakthroughs for new business

Marketing Management

- Principles of effective marketing
- The company brand
- Using your brands, renewing your brands
- Deriving promising growth strategies from marketing

Leadership and Change

- My own management conduct
- How to communicate correctly
- The psychology of change
- Effective leadership

Ensuring Results, Achieving Financial Objectives

- Setting ambitious financial objectives
- Recognizing potential for increasing profit
- Introducing measures to improve result achievement

Financial Management

- Financial controlling
- The principles behind the logic of the financial market
- Sustainable increase in corporate value!

KEY DETAILS

No.	Date	Location
ZE 1328	Sep 10 – 14, 2018	Tegernsee
ZE 1319	Feb 18 – 22, 2019	Davos
ZE 1329	Oct 14 – 18, 2019	Berlin
Fees:	CHF 5,400.– / EUR 4,900.– plus VAT	
Program length:	5 days	
Registration:	www.zsom.ch/ZE13 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

INTERNATIONAL MANAGEMENT PROGRAM (IMP)

CONCEPT

This is a three-part program for executives like you, who already have a lot of experience achieving results. In 12 days, we offer you the latest and best management knowledge about general management, strategy, finance and leadership. The 12 days are structured as follows:

STRUCTURE

- Part 1: a 4-day executive management seminar about strategy, structure and implementation
- Part 2: a 4-day leadership seminar at the highest level: leadership for executives
- Part 3: a 4-day financial management seminar for executives.

It is possible to organize an individual schedule for you. For example, we can hold all parts in Switzerland or Germany, or conduct them in a different order.

PART 1

The challenges to management are greater than ever before, with a business environment that is hard to plan for, social and demographic changes, revolutions in technology and many other things. What can top executives and managers use to master these challenges? How can you be successful at recognizing change and capitalizing on it?

These questions lead to a central point of skillful strategic management. «How can present company success be optimized while at the same time successfully ensuring survival in the future? » Executives who are responsible for delivering results work to find a balance between present optimization and safeguarding the future. Much of what is done to achieve short-term increases in profit, reduces the chance at a successful future. Much of what must be done today for a successful future, damages your current profit position. Skillful executive management methods will help executives like you to optimally solve this dichotomy.

PART 2

The second part of this program is dedicated to people – employees, their shared values, corporate culture, their ability to strive together to achieve objectives, and your ability to motivate and create enthusiasm. Every participant in this program has years of experience in leading and each leads in his or her own individual way. Each participant has learned from their own experience which management style fits him or her best, and which does not. Whatever leadership style you practice, it always pays off to step back now and then and think hard about it. In this part of the program you will have plenty of chances to recognize – using numerous examples from real-world business – your own leadership model, and also those of your employees. You will think about what functions today and where new insights could possibly help optimize, if needed, your leadership strengths even further in your area of responsibility or company.

PART 3

The third part is concerned with topics surrounding financial management. Achieving ambitious objectives is a perfectly normal challenge facing you as an executive today. However, in the area of finance you will have to do more than just something “normal” to ensure above-average financial results long-term. It is not enough simply to calculate what will be left over after the end of the business year and from this to infer what you need to do in the future. The key here is to be active, not passive. Profits not only need to be planned and budgeted, they also need to be guaranteed through specific programs. Mistakes and traps have to be recognized and avoided. And for those who do not take advantage of their cost-saving options – and for those who do not know how to increasing corporate value through mergers and acquisitions – risk putting their company on the wrong track.

BENEFITS AND IMPACT

In order to be able to function with less effort at your company, but using the right methods and at full effectiveness, you need an understanding of the mechanisms behind how your company works. Our model for effective company management will give you the basic skills to do this. The International Management Program (IMP) shows you how to set management guidelines – and how you can organize your area of responsibility – for being successful over both the short and long-term.

WHO SHOULD ATTEND

Experienced executives and upper management who want to get an update on the latest knowledge about good and right management and to compare this to their own concepts and patterns of success. You can expect a high-quality faculty and the opportunity to gain know-how from an intensive exchange of ideas and experiences with your fellow-participants:

- CEOs, board members, directors
- Members of a management board, managing directors, general managers
- Those responsible for important company areas
- Businessmen and women, company owners, shareholders

AREAS OF FOCUS

Strategy, Structure, Implementation

- Good and bad strategies
- Results from research – what works, what does not?
- Concepts for strategic management
- Globalization and digitalization – approaches and consequences
- Suffering without stress – nothing moves
- Optimizing the old, investing in the new
- New marketing
- The best organizational structure
- Corporate culture – good if it fits, but a challenge if it needs to be changed

Executive Leadership

- Success thanks to people
- Bringing about top performance
- The best company and working environment
- Leading employer appeal
- Bringing about top performance
- Effective teamwork
- Determining management conduct in your company
- Leadership strengths
- Your individual strengths as a leadership personality
- Using and implementing management tools
- Optimizing your effectiveness as a manager

Change Management

- The latest trends in change management
- Experiences from the business world
- How change processes work
- The psychology of change
- Concepts and tools for skillful change management

Executive Finance

- The financial responsibility for management
- Managing profit, managing profitability
- Modern budgeting
- Important investment decisions
- Increasing corporate value
- Financing expansion strategies
- Mergers & Acquisitions
- Controlling as a task of management

KEY DETAILS		
No.	Date	Location
ZE 1848	Part 1: Oct 16 – 19, 2018	Boston
	Part 2: Nov 27 – 30, 2018	Lucerne
	Part 3: Dec 03 – 06, 2018	Zurich
ZE 1858	Part 1: Dec 17 – 20, 2018	Hamburg
	Part 2: Mar 18 – 21, 2019	Berlin
	Part 3: Apr 02 – 05, 2019	Hamburg
ZE 1819	Part 1: Feb 11 – 14, 2019	Frankfurt
	Part 2: Mar 18 – 21, 2019	Berlin
	Part 3: Apr 02 – 05, 2019	Hamburg
ZE 1829	Part 1: Mar 25 – 28, 2019	Flims
	Part 2: May 20 – 23, 2019	Brunnen
	Part 3: Jul 01 – 04, 2019	Davos
ZE 1839	Part 1: Aug 26 – 29, 2019	Lucerne
	Part 2: Sep 09 – 12, 2019	Boston
	Part 3: Oct 21 – 24, 2019	Flims
ZE 1849	Part 1: Oct 22 – 25, 2019	Boston
	Part 2: Nov 11 – 14, 2019	London
	Part 3: Nov 18 – 21, 2019	Davos
Fees:	CHF 10,900.– / EUR 9,900.–* plus VAT	
Program length:	3 × 4 days	
Registration:	www.zsom.ch/ze18 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

EXECUTIVE DEVELOPMENT PROGRAM (EDP)

DESCRIPTION

You are planning to move into a position with result responsibility for your company, or a part of it. In this new position you are responsible for a greater whole – for company sales, costs and revenues, for market positioning, growth and profitability. And if need be, for customers and customer benefits as well. For employees and employee satisfaction. Perhaps for finance, investments, capital outlays. For strategy, planning, operational excellence and controlling. For further development, for company reputation, its public image. In other words, you are assuming a new position in general management and with it your area of responsibility will expand in a fundamental way. What you will need are new tools, but most of all a completely new way of thinking and leading. The Executive Development Program (EDP) offers you exactly the right dosage of management development measures to help you better understand the greater whole at your company, to help you recognize and guide its interrelationships, and to achieve ambitious objectives even in a difficult environment using targeted activities.

PROGRAM STRUCTURE

- Part 1: General management. 5 days
- Part 2: Leadership and people skills. 4 days

It is possible to organize the program according to your individual needs, for instance holding all seminars in Switzerland or Germany, or changing the order of the parts.

IMPACT AND BENEFITS

- You need to be able to lead a company or a part of a company in an integrated way
- You want to sharpen your analysis and status-quo assessment skills even further, so you can quickly get a picture of the situation, know where you need to take action and create a plan for doing so
- You need to develop your expertise even further in creative development of strategic options, in evaluating these and then choosing the best possible strategy to follow
- You need implementation skills – because the concepts developed must be implemented by a committed management team and highly-motivated employees

WHO SHOULD TAKE PART

- Executives and leading employees who face a challenge in their career that will require a holistic management perspective
- Senior managers responsible for results and changes, who increasingly need to have and use an entrepreneurial mindset, and who bear comprehensive responsibility for result achievement
- Experienced managers who just recently took on a general management position, and now have the time to scrutinize their role as manager and optimize their skills even further

AREAS OF FOCUS

General Management Competence

Managers are there to capitalize on opportunities and to avoid dangers. They need to identify and illuminate problems, and to look for solutions to them using the experience and competence of the management team, and then to employ everything he or she can to push these solutions through, even if there is resistance. This is why a person bearing general management responsibility must have a very unique skill-set. The program will give you the chance to deepen these skills even further.

Variety and Complexity

There are numerous and very different kinds of challenges general management have to face. It is often the case that these challenges are unstructured, diffuse, their starting points unknown. Information is missing, objectives are counteractive, the answers you come up fraught with risk, and the consequences of your measures unclear. Solutions do not grow on trees, and nobody expects general management to know and be able to deal with everything. But you can demand from a general manager that he or she be able to manage variety and complexity. For this, there are very specific processes and very specific ways to solve problems. You will learn these in this program.

Management Diagnostics

How do you correctly diagnose the status quo and need for action from a general management standpoint? What analysis tools should be employed? What empirical data needs to be used? How can you improve strengths even further? How can you better use your core competencies? What areas of weakness must be eradicated? What new business opportunities should be taken on? Participants will learn how to conduct management diagnostics of complex situations that will lead to objective achievement.

Strategy Design

Good analytics and diagnostics must be enhanced with brilliant strategy designing. Recognizing that action is necessary can only come about, if a clear concept with a strategic roadmap has already been developed. Designing a precisely-formulated strategy for the next few years requires a mix of creativity, courage, a wealth of ideas, intuition and entrepreneurial virtuosity. You will learn in this program how to develop the best-possible strategies.

Marketing Excellence and Sales Strengths

Managing market success is a general management task. You will learn here how to translate strategy into marketing excellence, how to position your business correctly and how to come up with sales concepts that promise success.

Financial Management and Controlling

Here you will learn how to use tools and concepts for value and profit-oriented corporate management. You will understand how to identify the revenue potential of a business and how to use profit and return on investment objectives to better capitalize on this potential. You will learn how to skillfully apply tools and concepts of financial management and controlling.

Communication Expertise and Implementation Strength

Managers who introduce new a concept to their employees know beforehand how things will turn out. In a best-case scenario 10% will like the new concept, 30% will merely acknowledge it, 30% will be grouchy and passively opposed, and the remainder will be opposed and fight the new concept, secretly or openly. A manager who has to change or renew things at his or her company needs communication expertise and strong implementation skills, or they will fail. This program will help you further develop your communication and implementation skills, and will help you enhance your ability to assert yourself as a leader.

Leadership and Change

Leadership begins at that point, where you need to organize people to achieve results together. To be able to do this, you need to have a deep understanding of how leadership in an organization can function – how guidelines from upper management specifying values, strategy and objectives are perceived and implemented at lower levels of the company. The larger the organization, the more difficult it is to influence individuals in it. Nevertheless, this you must achieve if you want to realize your full effectiveness as manager. What tools and methods are available to you for this? How do they have to be used? What should you avoid at all costs? How can you deal with change? Here you will learn how to continuously improve the effectiveness of employees and how to maintain it at a high level permanently.

KEY DETAILS

No.	Date	Location
ZE 1648	Part 1: Nov 05 – 09, 2018	Boston
	Part 2: Nov 19 – 22, 2018	Davos
ZE 1619	Part 1: Feb 18 – 22, 2019	Davos
	Part 2: Mar 18 – 21, 2019	Berlin
ZE 1629	Part 1: Feb 18 – 22, 2019	Davos
	Part 2: Jul 01 – 04, 2019	Davos
ZE 1639	Part 1: Oct 14 – 18, 2019	Berlin
	Part 2: Nov 18 – 21, 2019	Davos
Fees:	CHF 8,700.– / EUR 7,900.–* plus VAT	
Program length:	9 Days	
Registration:	www.zsom.ch/ze16 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

SENIOR EXECUTIVE SEMINAR

CONCEPT

As a top executive responsible for creating corporate value, you know your decisions have far-reaching implications. For you, effective management poses multiple challenges, like

- **DECIDING WHAT TO FOCUS ON**
What things does your organization have to focus on? On growth? On Innovation? On lowering costs, customer-orientation, increasing profitability, internationalization? In deciding the focus, you know that less is more. Too many programs and projects can lead to stagnation and fragmentation. That is why you need to know what buttons to have the levels downstream push on. What main objectives and guidelines should you agree upon with your management team? What programs should you launch? And what should you delegate, what should you do yourself?
- **CREATING THE FRAMEWORK FOR GOOD LEADERSHIP, CORPORATE CULTURE AND STRUCTURE**
In order to really implement what is supposed to be achieved, you need strong middle management and operative management downstream. From experience you know that it is extremely important to convince them, but especially middle management, of your ideas. This is the only way for strong implementation to come about. What must you do, to prepare a large number of employees to perform their best? How do you instill enthusiasm and commitment for achieving mutual targets in so many people?

- **CONTROLLING – REALLY CONTROLLED, OR OUT OF CONTROL?**

How can you determine if your organization is still on course? What factors indicate that something is getting out of hand and you have to take action? As executive manager, you are the highest-ranking risk manager and must take action if necessary. For this, you need implementation skills and task-force qualities.

We cover these topics and challenges to executive managers in this seminar.

WHO SHOULD ATTEND

- Top executives, managing directors, CEOs
- Board of director members, owners, shareholding partners
- Heads of important business areas and central functions of major organizations
- C-level executives

AREAS OF FOCUS

The Effective Executive

- The concept of integrated management
- The ideal top executive
- Areas of activity – general management, employee management, business acumen

Results-Oriented Corporate Management

- The dimensions of success
- Criteria making up a successful executive
- The importance of the timeline
- Levels of management success
- Making decisions and setting the course from the top

Strategic Management

- Recognizing strategic turning points
- The key to having a competitive advantage
- The latest trends in strategic management
- Strategy formulation in practice

Resources, Positioning and Execution

- Using company resources according to the right priorities
- Creating a strategic road map
- Optimizing levels of business efficiency
- Guidelines for investments
- Guidelines for human resources
- Demanding operational excellence

Managing Results

- Specifying financial expectations as clear objectives
- Recognizing profit potential
- Demanding a mindset and orientation on profit
- Achieving return on investment targets

Growth, Innovation and Business Development

- Recognizing trends, handling discontinuity
- Active business development
- Creating guidelines for areas of innovation
- Approving investments in new business models
- Expanding business development as a core competency

Leadership and Change

- Principles of good leadership
- Executive leadership skills
- Communication and leadership
- Corporate culture and change

KEY DETAILS		
No.	Date	Location
ZE 5828	Nov 19 – 22, 2018	Hamburg
ZE 5819	Apr 01 – 04, 2019	Berlin
ZE 5829	Nov 18 – 21, 2019	Hamburg
Fees:	CHF 5,400.– / EUR 4,900.–* plus VAT	
Program length:	4 days	
Registration:	www.zsom.ch/ze58 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

STRATEGIC MANAGEMENT FOR EXECUTIVES

CONCEPT

This 4-day course will show you how successful executives ensure the future of their company by developing the right strategy. It will deepen the strategic expertise of decision-makers and people responsible for implementation. Participants will get the latest knowledge demonstrated by interesting examples from the business world.

BENEFITS AND IMPACT

- You want to update your strategic knowledge
- You want to scrutinize your own thoughts about strategy
- You want to further develop your expertise in strategy
- You want to judge and expand your strategy skill-set
- You will get the tools to develop high-impact strategies

WHO SHOULD ATTEND

Participants in this program are a diverse group of business leaders from varied industries, backgrounds, and locations. They are in charge or involved in strategic planning, implementation and business development. They include:

- Executives and members of the management board
- Senior leadership and experienced managers
- Heads of important areas, business units, profit centers, countries

AREAS OF FOCUS

Modern Strategic Management

- The principles of strategic management
- How does competition develop over time?
- Hyper-competition as a normal condition
- Consequences from globalization and digitalization

Strategy Development

- Analysis and analytical tools
- The right steps
- New tools used in today's business world

Value-Creation Strategies

- The profitable parts of value-creation
- Should you occupy a stage of value-creation yourself or outsource it to a partner?
- More return on investment thanks to capital reduction

Optimal Strategic Positioning

- Achieving a strong market position in attractive markets
- Using your core competencies
- Defending, expanding, reaping the rewards

Strategies for Ensuring the Future

- Recognizing crowding-out processes
- Developing new business opportunities with new technologies and digitalization
- Commercializing your core competencies
- Customer needs as driver for innovation

Creating New Value

- Growth as driver for creating value
- Promoting future business
- Entering a new segment with higher profit potential

Managing Corporate Culture

- Managing corporate values and ethics
- Actively shaping corporate culture

Implementing Strategies

- Factors of success in skillful change management
- Fast and effective implementation
- Creating enthusiasm in groups of people for implementing something new
- Strategic controlling

KEY DETAILS

No.	Date	Location
ZE 4258	Oct 16 – 19, 2018	Boston
ZE 4268	Dec 17 – 20, 2018	Hamburg
ZE 4219	Feb 11 – 14, 2019	Frankfurt
ZE 4229	Mar 25 – 28, 2019	Flims
ZE 4239	Aug 26 – 29, 2019	Lucerne
ZE 4249	Oct 22 – 25, 2019	Boston
ZE 4259	Dec 02 – 05, 2019	Hamburg

Fees: CHF 4,900.– / EUR 4,500.–* plus VAT
 Program length: 4 days
 Registration: www.zsom.ch/ze42 or registration form on the back of the brochure

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

ADVANCED STRATEGY, BUSINESS DEVELOPMENT & GROWTH

CONCEPT

What applies to you?

- You are growing – and want to secure strategy and growth for the next several years
- You are stagnating – and want to move your area of the business towards growth and long-term viability
- You see the trend toward digitalization and want to take advantage of the opportunities associated with this

In each of these situations, knowledge about growth, business development and new business models is necessary.

BENEFITS AND IMPACT

We will give you the latest, proven insights into the topics of growth, business development, digitalization and new business models. You will get:

- The latest knowledge and ideas about how to master your strategic challenges
- Instruments and methods that have been proven to work
- Tools to practice successful business development and achieve profitable growth
- Insights and instruments for developing your business model successfully

WHO SHOULD ATTEND

This seminar is ideal for:

- Senior leadership who are responsible for achieving growth objectives
- Executives who decide about their company's strategic road map and who want to exploit new growth potential
- Those responsible for new business and business development

AREAS OF FOCUS

Modern Approaches to Growth, Business Development and Business Models

- The benefits of a phase of growth and prosperity
- The risks and problems with non-stop growth
- The building blocks of a business model
- Traps when determining resources and complexity
- The major challenges

Growth Options in your Existing Business

- The growth dynamic of your segment, the competition, your company
- Using customer needs and customer problems as your basis
- New technologies and digitalization as drivers of change
- A multiplier strategy as driver of growth
- Success through new business models
- Developing and accessing business ideas
- Systematic innovation management
- Theory and practice when starting new business models

Developing your Core Business

- You make a lot of money with your core business – it must be protected
- Huge potential is slumbering in your core business
- Strategies for better capitalizing on customer potential
- Using and skillfully expanding brands

Developing New Markets

- New growth through internationalization and digitalization
- Identifying customer needs and meeting them in new ways
- The highest form of innovation – inventing and creating new markets

Successful Business Development

- Methodical procedures for developing new business ideas
- How to "sell" internally an understanding for mistakes, delays, budget overruns and a failure to meet sales targets when developing new business
- How to internally communicate milestones on the way to success
- Change management and implementation

KEY DETAILS

No.	Date	Location
ZE 5128	Sep 10 – 12, 2018	Berlin
ZE 5119	Mar 18 – 20, 2019	Frankfurt
ZE 5129	Sep 23 – 25, 2019	Frankfurt

Fees: CHF 3,900.– / EUR 3,600.–* plus VAT
 Program length: 3 days
 Registration: www.zsom.ch/ze51 or
 registration form on the back of the brochure

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

LEADING SUCCESSFUL BUSINESS TRANSFORMATION

DESCRIPTION

Management is more challenging today more than ever. We live in unstable times that forces a constant analysis of corporate strategies and the realization that strategic management ultimately means change management to an organization. It is important to always be aware that major changes influence your competitive position. As a result, there is a constant a need for action to ensure your company's future, and to adapt your strategy and business model. The right way to address the future varies dramatically, of course, from a "more of today" strategy with manageable enhancements and further developments, all the way to a complete transformation of the company with new business models, a new structure, new processes and the massive changes for all involved.

But how can you analyze your strategy and business model under major time constraints? How do you develop a strategy for a group of companies, for each individual company, for areas of business, business units or national subsidiaries? How should you coordinate the development of your special areas, service functions, cross-departmental and staff positions to correspond to strategies at departmental level? How do you create the right initiatives for a strategic program out of individual strategies?

We deal with these subjects in Part 1 of this program. After approval of the strategic concept, at the latest, the everyday reality of your strategy will begin – through implementing what is wanted. This is usually achievable without major problems, if the new strategy is a harmonious evolution of your existing strategy, and its targets are beneficial to everyone involved. But what should you do, if a major transformation is imminent, the company in a tough situation and a major change is a prerequisite for its survival?

Resistance to the necessary changes is strong. Trusted colleagues and associates see themselves as deceived and even betrayed. The entire workforce might react with fear and opposition. With the exception of a few "winners," a mountain of resistance can build up against the new path you are taking. So when major changes are planned, it is advisable to get advanced training in the latest that leadership and change management has to offer. Others have gone down this path before you. Why not benefit from their best practices? We will demonstrate how you can do so in Part 2 of this program.

WHO SHOULD ATTEND

Participants should be senior-level executives, who:

- want to learn the latest findings in strategic corporate management and business development
- want to update their own strategies and business models
- are facing a task involving major, important changes at their company
- want to tackle and achieve something new, even against major opposition
- will be facing major challenges in this, both professionally and personally

KEY BENEFITS

- By stimulating you with new ideas for successful strategic management, this program will help prepare you in an optimal way for the change tasks you and your management team will have to complete during the implementation phase.
- You will learn and apply the latest tools of strategy development, and exactly how to approach strategy implementation.
- You will reflect upon induced change in all its complexity, and understand how to implement it.

AREAS OF FOCUS

PART 1:

ADVANCED STRATEGY AND BUSINESS DEVELOPMENT

Affirming a need to action

If you react to changes after they occur, it is already too late. Your current strategy has to be questioned at a point in time when it is still valid as a course of action. This means a change manager questions established strategies for success, without being able to prove that something new is the right way to go. This is a dilemma that calls for enormous leadership qualities and a convincing line of argument.

Planning transformation

What do these changes mean for your market position, for continued growth, for corporate value and the development of your company? How can an executive get widespread approval for necessary change from owners, management and employees? How can you get people to accept and be willing to take the steps you need to take?

Strategy and Business Development

- The latest in strategic management tools
- The importance of good strategies for above-average, profitable survival of a company
- Transformation and adaptation – massive changes require high-quality strategies
- Good and bad strategies – empirical findings and practical experience

Developing the best-possible strategies

- Corporate strategy
- Strategies for divisions, business fields, business units
- Strategies for subsidiaries, national subsidiaries, brand offices
- Strategies for operative areas
- Strategies for staff, service centers, cross-departmental functions

PART 2: LEADERSHIP, IMPLEMENTATION AND CHANGE

Advanced Leadership

Experienced leaders know how difficult it is to motivate and excite employees, often several levels away, either directly or indirectly for common goals. In this part of the course, we will deal holistically with leadership styles, motivation, effective communication and difficult leadership situations. We can learn from most of these findings, because effective leadership behavior can be trained and practiced.

Change Management

When recipes for success no longer work, when business models that have been right for a long time are now outdated, when you need a paradigm shift and a fundamental renewal, but most people do not recognize or want it – this is the hour of executive change management.

Discontinuity and its relevance

A need for change stems from transformation.

- External transformation – drastically changing the conditions of your own industry and company
- Internal transformation – when conditions within a company transform themselves

Far-sighted management means recognizing the right signals even when they are still weak, and sensing approaching discontinuities at an early stage.

Bringing about a transformation

Without the active participation of a large part of your management team and many key employees, a breakthrough to something new will remain lip-service. How can you create enough commitment for a transformation?

From concept to action

- Before the green light is given for “general uncertainty,” a change manager should prepare himself mentally for this huge task. What is the best way to prepare personally?

KEY DETAILS		
No.	Date	Location
ZE 1519	Part 1: Mar 18 – 20, 2019	Frankfurt
	Part 2: Jul 01 – 04, 2019	Davos
ZE 1529	Part 1: Mar 18 – 20, 2019	Frankfurt
	Part 2: Sep 09 – 12, 2019	Boston
ZE 1539	Part 1: Sep 23 – 25, 2019	Frankfurt
	Part 2: Nov 12 – 15, 2019	Hamburg
ZE 1549	Part 1: Sep 23 – 25, 2019	Frankfurt
	Part 2: Nov 18 – 21, 2019	Davos
Fees: CHF 6,900.– / EUR 6,400.–* plus VAT Program length: 3 + 4 Days Registration: www.zsom.ch/ZE15 or registration form on the back of the brochure		
*Invoicing in EUR possible (depending on current exchange rate)		

EXCELLENCE IN MARKETING MANAGEMENT

CONCEPT

The road to sales and market success is based on effective marketing concepts. Marketing, therefore, is a discipline that is important to every manager. Only with correct marketing is it possible to

- establish a market position and use it profitably
- defend and gain market share
- establish new markets in a global economy
- grow thanks to innovation and new-business management
- successfully position products, services and brands in a national, regional or even a global environment

WHO SHOULD ATTEND

- Experienced managers, professionals and employees from marketing, sales, distribution, customer and product management, advertising, branding and market research
- Executives and managers who want to get new ideas about marketing and sales concepts and to judge their worth
- Managers and young talent with a technical or scientific background, who are looking to learn more about marketing in a targeted way

AREAS OF FOCUS

Factors that Determine Successful Marketing

- New trends and developments in marketing
- The components of an effective marketing concept
- B2B vs. B2C marketing
- Using customer benefits as benchmark
- Digitalization and marketing

Market Analysis and Market Research

- Customer analyses
- Competitor analyses
- Consumer insights
- Fields of analysis for B2B
- Using the internet in the analysis process

Strategic Marketing

- Our business today
- Our business in the future
- Market segmentation
- Customer segmentation
- Uniqueness and differentiation
- Customer needs
- Managing distribution channels
- E-Marketing, internet business

Marketing and Market Success

The Integrated marketing concept for:

- more sales
- more growth
- more profitability
- gaining market share
- success through innovation
- using potential better
- acquiring new customers

Using Marketing Tools Skillfully

- Positioning your products, services and portfolio
- Pricing and conditions policy
- Communication and PR
- Direct Marketing
- Sales in B2B and the service business
- Distribution Marketing
- Social networks, social media

Internet Business and Online Marketing

- How is the internet changing my current marketing?
- What new skills need to be acquired to successfully develop and manage a successful internet business undertaking?

Sales Success and Marketing Implementation

- Developing and managing the sales process
- Planning and controlling sales success

KEY DETAILS

No.	Date	Location
ZE 2238	Nov 12 – 15, 2018	Berlin
ZE 2219	Apr 08 – 11, 2019	Berlin
ZE 2229	Sep 10 – 13, 2019	Hamburg
ZE 2239	Nov 18 – 21, 2019	Frankfurt

Fees: CHF 3,900.– / EUR 3,600.– plus VAT
 Program length: 4 days
 Registration: www.zsom.ch/ZE22 or
 registration form on the back of the brochure

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

MARKET-DRIVEN GENERAL MANAGEMENT

DESCRIPTION

In this 2-part program, participants learn how to align their thinking and activities to the marketplace and its customers. They will learn the systems and tools they need to manage for market success.

PROGRAM STRUCTURE

Part 1: A 5-day general management course about strategy, business development, financial management, leadership and market success.

Part 2: A 4-day marketing seminar

WHO SHOULD TAKE PART

- Mid-level executives and managers who want to update their knowledge with the latest options and methods available for increasing company value, market orientation and holistic management
- Executives from marketing-driven organizations who preparing to take on broader responsibilities that require general management, marketing and sales know-how
- Managers in any area involved in the development and management of new products will benefit, including those from divisions such as engineering, research and development, marketing and sales.

AREAS OF FOCUS

Modern General Management

- The principles of general management
- The holistic approach and customer focus
- Profitability and increasing company value
- Strategic management
- Corporate management and leadership
- Achieving financial results

Business Development, Innovation

- Looking for and finding new business models
- Innovation as basis for future success
- Managing new business
- Digitalization and growth

Future Businesses

- Realizing new potential through a new business model
- Fields of business in the future
- The question of structure and designing the optimal organization

Drivers of a Profitable Market Position

- Conceptualizing market success
- Strategic positioning
- Tools – using instruments for planning and developing a viable, profitable market position

Marketing Analyses and Databases

- Market, customer and competitor analyses
- Consumer insights
- Market research for B2B

Uniqueness as Goal of Marketing

- The unique market model
- Understanding your business and your identity
- The challenge of differentiation

Customer Segmentation

- Techniques of segmentation
- Target-group Marketing
- Differentiating my benefits from others
- Pricing strategy and pricing differentiation

Tools to Manage for Market Success

Here you will work out concepts and plans of action to manage for market success. These will be based on examples from the business world, and will target the demands of your own business segment.

KEY DETAILS

No.	Date	Location
ZE 4419	Part 1: Feb 18 – 22, 2019	Davos
	Part 2: Apr 08 – 11, 2019	Berlin
ZE 4429	Part 1: Feb 18 – 22, 2019	Davos
	Part 2: Sep 10 – 13, 2019	Hamburg
ZE 4439	Part 1: Oct 14 – 18, 2019	Berlin
	Part 2: Nov 18 – 21, 2019	Frankfurt
Fees:	CHF 7,600.– / EUR 6,900.–* plus VAT	
Program length:	9 Days	
Registration:	www.zsom.ch/ZE44 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

HIGH IMPACT SALES MANAGEMENT

DESCRIPTION

Planned strategic and marketing concepts have to be implemented by sales management. This is the moment of truth – the implementation of plans in reality at the point-of-sale.

Modern sales management form the link between a company's operational performance and the world of the customer. Customers demand new benefits all the time. They expect a partner who can find comprehensive and long-term solutions to their needs and are someone they can trust. And customers expect a supplier to understand their process logic, which solves problems and does not create new ones.

Successful sales management orients itself on the logic of the marketplace, and on the rules of the industry, it is active in. It is also expected to contribute to achieving a certain level of differentiation, since selling something unique is different than selling something interchangeable. Successful sales management also orients itself on the question "Who is the customer?" because selling directly to the customer is completely different than selling to a system of customers, which has several decision-makers and influencers involved.

KEY BENEFITS

Goal of this 4-day seminar is to demonstrate the factors of success behind skillful distribution and sales management under specific market conditions and customer relationships. You will get the answers you need – as well as valuable new ideas about optimization opportunities – for your own sales management organizations.

WHO SHOULD ATTEND

- Executives working in distribution, sales, marketing, product management, service management and other areas close to the customer
- Senior key-account managers and sales executives
- Executives responsible for sales, who would like to closely examine their distribution and sales strategies
- Managing directors and CEOs, and heads of business units, who seek new approaches that will strengthen their distribution and sales concepts even further.

AREAS OF FOCUS

Modern Strategic Sales Management

- Strategic positioning in today's competitive environment
- Characteristics of markets, decision-maker and customer structures
- Significant developments and the opportunities resulting from them
- Today's and future business models that will ensure successful sales and distribution management

Targets and Guidelines from Strategy and Marketing

- The consequences of company policy, corporate strategy, business-unit strategy and other guidelines for your area of responsibility
- How new strategies and guidelines in your sales and distribution strategies can be implemented

Developing your own Sales Strategy

- Using customer, regional, country and distribution-channel portfolios to set the course for your company and for clear resource management
- Defining customer benefits with objective and emotional appeal
- Strategies for competitive differentiation
- Narrowing the business model that sales and distribution management use

Creating Demand

- From customer requirement to customer demand
- The intensity of customer demand as the basis for sales success
- Actively steering customer demand

Direct Sales

- Understanding and mastering the direct "company-to-customer" business
- Methods for direct sales – mailings, internet business, online shop, telephone marketing, search-engine optimization, door-to-door sales, etc.

Sales using Sales or Distribution Partners

- Push-pull concepts and how effective they are in practice
- Distribution marketing
- Partner concepts – best practices

Selling your Services

- Selling abstract, intangible services
- When products cannot be looked at before purchasing, customer expectations decide whether to buy or not. Managing these expectations in selling your services
- The art of selling exclusive services – recognizing customer problems, offering convincing solution approaches, and winning the contract thanks to trust

Sales via Bid-Tendering

- Being the winner in a public call for bids
- Room for maneuvering with sales using bid-tendering platforms

Key Account Management

- Customer and non-customer segmentation
- Elements of a key account concept
- Key account management in practice – best practices and real-world experiences in dealing with major and key customers.

Selling a System

- Selling solutions instead of selling single products and single services
- The methods of developing a system that can be successfully sold
- Selling a system, full-service providing, facility management, system integration, Cloud computing, solutions. How solution strategies function in practice.

Life-Cycle Sales

- What should be done if the customer does not see a profit until after a long, initial phase of losses?
- Managing value-creation and customer profit throughout the customer-relation life cycle

Creating Markets

- Creating markets as an alternative to fighting for market share
- What to do when the customer does not know what kind of benefits he wants next
- How to proceed when developing new markets

Pricing Strategies and Price Implementation in Sales

- Developing price-strategy targets from company and sub-strategies
- Determining your own prices and conditions policy
- Making the important decisions
- Developing your prices and conditions concept into a competitive advantage
- Implementing this in distribution

Leading Sales Teams

- Nowhere is the difference between success and failure so small as it is in distribution
- Consequences for leaders of sales teams
- Real-world examples of successful management campaigns

KEY DETAILS

No.	Date	Location
ZE 3819	Mar 26 – 29, 2019	Frankfurt
ZE 3829	Nov 26 – 29, 2019	Berlin

Fees: CHF 3,900.– / EUR 3,600.–* plus VAT
 Program length: 4 Days
 Registration: www.zsom.ch/ZE38 or registration form on the back of the brochure

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

ONLINE MARKETING & DIGITAL MEDIA

DESCRIPTION

Real markets are increasingly enhanced, or compete against, the virtual marketplace on the internet. This 3-day course gives you a deep-dive into the latest knowledge about online marketing, digital media and conducting business on the internet. You will learn how to web-enable your own business, how to use the internet and new media as an additional sales channel, how to build an online shop and how to better use search-engine optimization and social media management to win new customers.

This course makes it clear, that when it comes to doing business using the internet there are only two ways to go – either full-speed ahead or not at all. Those companies not among the top 10 of current search engines have already lost, and those companies not among the top 5 will quickly lose on importance in the real world as well. What must you do to put yourself in “pole position” in the sales channels of tomorrow?

Using successful examples, our lecturers – who are themselves pioneers of internet, search-engine and online Marketing – will show you how to start your own online marketing project, or how to optimize what you are already using.

WHO SHOULD TAKE PART

This seminar is perfect for managers and specialists from all areas of business, consumer marketing, marketing of premium and luxury products and B2B:

- Managers who bear responsibility for market and sales success and who want to better understand everything about the development of online marketing, conducting business on the internet, SEO and social media
- Heads of distribution, sales, marketing and communications who are investing more resources in electronic information and distribution channels
- Mid-level executives who want to attain skills for a new field of knowledge in order to really understand and control, sales and marketing in the future

AREAS OF FOCUS

The Future belongs to Online Business

Online sales continue to grow in many industries. The internet long ago grew beyond its function as information medium, and has become a promotional tool for modern sales and distribution management. The longer this process goes on, the more sales will be achieved at online shops. But how can I establish and lead an internet business or an online shop to success? What core competencies do I need to develop internet business? How does marketing function on the web?

Networking and Online Communities

How long can we afford not to develop and cultivate an appropriately large network community? Social networks like Facebook are today's communication giants that no marketing strategy can ignore. But in B2B as well, social networks are becoming a vital communication and distribution channel. XING, LinkedIn and other clearly-segmented communities are fixed components of sound B2B marketing strategies. We will show you, using practical examples from the business world, how to use these essential tools of modern marketing communication and marketing strategy.

Internet as Point-of-Sale?

Not everyone who achieves sales on the internet has an internet business. What you have to ask yourself here is – Where is the information located, where is the decision to purchase made, where is the order placed? Quite often, a so-called web-based business is nothing more than an electronic channel that allows delivery of an order faster and more affordably than the mailman. To have a real internet business, you need to actually sell on the internet. The customer searches, finds, gathers information, compares, decides and purchases on the internet. Support media – like telephone consultation, ratings etc. – are definitely desirable and make sense too. In this demanding management course, managers and specialists will learn how an internet business is planned, conceived, developed and managed so that additional business and real sales can be generated on the internet.

Digital and Social Media – a Central Factor of Success

For many managers, digital media marketing still needs some getting used to. For them, posting photographs and information on Facebook is superficial. They have difficulty communicating their message on Twitter in just a few letters. They fear over-complexity when suddenly they are one of millions of XING members and constantly engaged in a communications network. For many, social media is a curse and a blessing; they have a kind of love-hate relationship with it. But there is really no alternative for marketing and successful corporate management of the future. If digital media marketing is not already a part of your company’s management concept, chances are it will in the future. In this course, we will teach you to see digital media marketing as a new concept and tool for your business and how to use it.

Social Media Campaigns

You want to introduce a new product, a new service or some other innovation to the market. In addition to your classic instruments for this like pre-marketing, marketing and sales, you decide this time to use new sales and communication channels and plan your campaign to include them. With SEO measures, search-engine marketing and social media marketing, you want to get the maximum push and pull out of your market launch.

Web Marketing for B2B

Web marketing is become more important all the time for B2B activities. The decisive question here is this – How many of your customers and decision-makers get their information from the internet before they develop an interest in your portfolio, inquire about it, and either ask you to make them an offer or decide to purchase? Increasingly more customers use the internet for information and to help them make a preliminary purchasing decision. Because of this, the importance of web marketing for B2B is growing exponentially. This seminar will make you more aware of this. It will demonstrate why “sales on the internet” should be incorporated into your Marketing strategy.

SEO

Search-engine optimization is the attempt to occupy the best positions in the best search engines on the internet. This is not easy. Search engines companies use algorithms which are not known because they keep them a secret. This means SEO can never give one hundred percent results. SEO activity is based on experimentation and experience and you only get a best-possible result from it. In this seminar, we will show you how this functions and how SEO field-tests are conducted.

What Action to take when Things do not go well

What should you do when the internet as distribution channel does not achieve the sales you had hoped for? What should you do, if your portfolio and your company do not garner enough attention at search engines? What should you do, if you are not represented or not represented enough on your new channels for social media marketing? Only a few experts really know what to do in these situations. And only seldom is it possible to learn what their “secret recipe” is, so you can use it for your own online sales and online marketing activities. The lecturers of this course have successfully developed an online business themselves and know what they are talking about. They will share their experiences with you at the seminar.

KEY DETAILS		
No.	Date	Location
ZE 4719	Mar 25 – 27, 2019	Flims
ZE 4729	Sep 02 – 04, 2019	Wildhaus
Fees:	CHF 3,300.– / EUR 2,900.–* plus VAT	
Program length:	3 Days	
Registration:	www.zsom.ch/ZE47 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

MODERN PRODUCT MANAGEMENT

CONCEPT

Product managers have a variety of tasks to do. They are responsible for the success of a single product or an entire product line. They work closely with marketing, logistics and distribution. Their commitment, marketing and sales expertise are in demand. In addition to all this, they also need leadership talent and knowledge of financial areas to be able to achieve optimal success in the marketplace. This program offers precisely this knowledge. It will give today's or tomorrow's product managers the tools they need to fulfill their tasks effectively and professionally.

WHO SHOULD ATTEND

- Early- and mid-career executives and specialists who are responsible for a product or product line, a brand or a service package, or play a role in supporting distribution
- People responsible for target groups, customer segments, countries
- Young talent seeking to attain comprehensive insight into the tasks of a product manager

AREAS OF FOCUS

PART 1: MARKETING AND SALES

Marketing Strategy, Marketing Concept

- Analyzing markets, identifying market potential
- Determining your company's competitive position
- The growth areas of the future
- Developing an effective marketing concept

Marketing Decisions

- Elements of the Marketing Mix, Online Marketing
- Product, market and sales concepts
- Communication via social media, search engines
- Having a digital presence in the marketplace
- Big data – using your marketing budget accurately
- Online shop, e-commerce – sales on the internet

Sales, Sales Channels, Distribution Support

- Developing a sales process – offline and digital
- Understanding and steering the purchase decision-making process
- How to support and boost distribution
- Success at the point-of-sale

PART 2: LEADING, MOTIVATING, INSPIRING

Integrated Leadership Expertise

- Communicating in a respectful way
- How to deal with conflicts
- Motivation and the power of persuasion
- Expertise in dealing with time resources
- Handling differences of opinion with social competency
- Leading during a project

PART 3: FINANCIAL MANAGEMENT

Planning, Budgeting

- Calculations, costs and profit contribution
- Profit margin, planning profit
- Pricing strategy and pricing implementation

Calculating Profitability

- Developing investment proposals
- Calculating return on profit, pay-back periods
- Reinforcing your business case financially

Core Financial Topics

- Ebit and EBITDA
- Return on sales, return on equity

Using Controlling Evaluations

- Portraying the company using numbers
- Optimal use of controlling tools

KEY DETAILS

No.	Date	Location
ZE 6038	Part 1: Nov 12 – 15, 2018	Berlin
	Part 2: Mar 11 – 14, 2018	Berlin
	Part 3: Apr 02 – 05, 2018	Hamaburg
ZE 6019	Part 1: Apr 08 – 11, 2019	Berlin
	Part 2: May 06 – 09, 2019	Steckborn
	Part 3: Jun 17 – 20, 2019	Brunnen
ZE 6029	Part 1: Sep 10 – 13, 2019	Hamburg
	Part 2: Oct 21 – 24, 2019	Davos
	Part 3: Nov 18 – 21, 2019	Berlin

Fees: CHF 8,700.– / EUR 7,900.–* plus VAT
 Program length: 12 days
 Registration: www.zsom.ch/ZE60 or registration form on the back of the brochure

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

STRATEGIC SALES MANAGEMENT PROGRAM

CONCEPT

Strategic sales management creates the foundation that makes sales success possible. It paves the way for it. It makes sure that success is planned and realized in a manner that is market and customer-friendly, and not aloof or out-of-touch. Strategic sales management is closely tied to corporate and business strategy. It helps align company vision, technological and financial strategies to the only constants – the customer and the market. And it is oriented on the only values that keep a company successful – finding new customer potential, optimizing customer benefits, and controlling customer satisfaction.

Strategic sales management is the key to a company's success. The concept of this challenging 2-part program is to present all the factors involved in this in a systematic and practically-oriented form that uses proven methods.

STRUCTURE

Part 1: Seminar about integrated strategic management as the basis for strategic sales management. 4 days

Part 2: Seminar about the concepts and implementation programs of sales management. 4 days

WHO SHOULD ATTEND

- Executives responsible for sales success
- Senior sales and distribution managers
- Executives responsible for national, international or global sales strategies
- Executives looking for approaches to sales and distribution that will enhance their implementation skills even further

AREAS OF FOCUS

Strategic Requirements for Sales Success

- Analyzing strategic requirements
- Identifying the opportunities and dangers of your business model
- Where action needs to be taken, and changing your strategic road map

Corporate Strategy and Business Strategy

- Strategic guidelines for sales management
- Finding the right corporate strategy as a requirement for competitiveness
- Linking corporate strategy and strategic sales management

A strong Market Position and core Expertise

- The typology of markets positions
- Developing a strong, defensible and profitable market position
- Expanding your current market position
- The core-expertise matrix

Setting Priorities

- Portfolio decisions
- Managing resources
- Focusing and concentrating your strengths

Customer-focused Structures

- Fields of business and organizational structures
- Customer-focused thanks to creating the right structures
- Virtual structures as growth accelerators

Value for the Customer and Customer Needs

- Customer needs and customer problems
- The necessity of differentiation
- Continuously expanding on the value you offer the customer

Market Changes

- How new technologies are revolutionizing markets
- Developing future business relations

Success at the Point-of-Sale

- Putting innovative concepts where the decision to buy is actually made
- Factors for sales success

KEY DETAILS		
No.	Date	Location
ZE 6119	Part 1: Feb 11 – 14, 2019	Frankfurt
	Part 2: Mar 26 – 29, 2019	Frankfurt
ZE 6129	Part 1: Aug 26 – 29, 2019	Lucerne
	Part 2: Nov 26 – 29, 2019	Berlin
ZE 6139	Part 1: Oct 22 – 25, 2019	Boston
	Part 2: Nov 26 – 29, 2019	Berlin
Fees:	CHF 7,600.– / EUR 6,900.–* plus VAT	
Program length:	4 + 4 days	
Registration:	www.zsom.ch/ze61 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

INTERNATIONAL MARKETING & STRATEGY PROGRAM

OVERVIEW

International Marketing & Strategy Program is a 2-part program for managers with responsibility for markets, countries, customers, product groups, brands, distribution channels. It combines two central aspects – the focus on market and customer proximity as part of marketing management, and the constant effort to achieve growth and increase profitability within a framework of strategic management.

WHO SHOULD TAKE PART

- Marketing executives responsible for leading strategy, innovation, and organizational change in their companies, or client firms
- Senior leadership responsible for market management and who are in charge of positioning and strategic development of that market
- Heads of marketing, sales, distribution and marketing areas, who are responsible for implementing market strategy as stipulated by Marketing management

AREAS OF FOCUS

PART 1: MARKET AND CUSTOMER ORIENTATION

Market and Customer-Oriented Company Management

- The components of strategic marketing
- Trends and developments
- The principles behind dynamic markets
- Developing and implementing marketing strategies

The Marketing Mix – Its Central Elements and Concepts

- The right product, service and portfolio policy
- Appropriate pricing – how do you determine and implement it?
- How do you organize company communication? How can you ascertain its budget and resource needs?
- Taking the offensive in customer retention
- Corporate identity and brand concepts
- Ultimately, results are achieved by distribution so the right sales channels must be chosen
- What sales and distribution channels make sense and how do you implement them?
- Success at the point-of-sale
- CRM and key-account management
- Digital and online marketing
- Using e-marketing

Increasing Effectiveness and Efficiency through Marketing Controlling

- How do you measure the success of marketing activities?
- The tasks of marketing controlling
- Real examples from the business world

PART 2: STRATEGIC MANAGEMENT

The Strategic Concept

- The importance of growth for the viability of a business
- How to achieve growth
- How management controls growth

Analyzing your Strategic Positioning

- The business portfolio
- Examining your business model
- Types of business activities that accelerate growth

Recognizing Growth Potential

- Unsolved customer problems, new customer benefits
- The potential of existing customers
- Creating new markets
- Gaining market share and business development

Growth and Profitability

- Which growth concepts are a danger to profitability
- What you need to do to achieve profitable growth

Successful Implementation

- Recognizing the modifications needed
- Successfully dealing with resistance

KEY DETAILS

No.	Date	Location
ZE 4538	Part 1: Nov 12 – 15, 2018	Berlin
	Part 2: Feb 11 – 14, 2019	Frankfurt
ZE 4519	Part 1: Apr 08 – 11, 2019	Berlin
	Part 2: Aug 26 – 29, 2019	Lucerne
ZE 4529	Part 1: Sep 10 – 13, 2019	Hamburg
	Part 2: Oct 22 – 25, 2019	Boston
ZE 4539	Part 1: Nov 18 – 21, 2019	Frankfurt
	Part 2: Dec 02 – 05, 2019	Hamburg
Fees: CHF 7,600.– / EUR 6,900.–* plus VAT Program length: 8 Days Registration: www.zsom.ch/ZE45 or registration form on the back of the brochure		
*Invoicing in EUR possible (depending on current exchange rate)		

ESSENTIALS OF FINANCE FOR MANAGERS

CONCEPT

This 4-day course will give you a comprehensive, systematic and usable overview of the important topics, methods and tools of financial management. Among other things, you will learn about financial statements, ratio-analysis, cash flow, financing, budgeting, how to calculate investments and assessing performance. Parallel to these, we will also show you the limits of financial concepts, because a purely financial approach alone will not make a business make the right decisions.

WHO SHOULD ATTEND

- Managers, non-financial executives and specialists from all areas of the business
- Heads of profit centers, business units or cost centers
- Junior managers with potential to move up
- Area and departmental heads who want to learn the tools and concepts of finance, so they can handle certain tasks more effectively
- Future corporate leaders who want to be competent colleagues for specialists from the finance and controlling department

AREAS OF FOCUS

The Fundamentals of Financial Management

- Finance and accounting – what you must know
- Elements making up a profitable business
- Business ideas and business models
- Basic concepts for structuring revenue and expenditures
- Planned benchmark figures, planned profit
- The break-even concept

Financial Excellence

- High profitability
- Sustainable increase in corporate value
- Healthy financing
- Provisions for ensuring liquidity
- Sound capital resources
- Appropriate cost flexibility
- Achieving the strategic cost positioning you wanted

Investments, Capital Expenditures and Profitability

- Capital intensity and the cost of capital
- Leveraging return on equity
- How to manage capital intensity

Achieving Financial Objectives – Measures and Programs of Action

- Earnings before interest and taxes (EBIT)
- Return on sales (ROS)
- Return on capital employed (ROCE)
- Discounted cash flow (DCF)
- Economic value added (EVA) and others

Managerial Accounting and Evaluating Performance

- Financial controlling as a management task
- Understanding, and being able to use, performance evaluations
- Working together with controllers and financial specialists

KEY DETAILS

No.	Date	Location
ZE 4358	Dec 03 – 06, 2018	Lucerne
ZE 4319	Apr 02 – 05, 2019	Hamburg
ZE 4329	May 06 – 09, 2019	Steckborn
ZE 4339	Sep 23 – 26, 2019	Davos
ZE 4349	Nov 18 – 21, 2019	Berlin
Fees:		CHF 3,900.– / EUR 3,600.–* plus VAT
Program length:		4 days
Registration:		www.zsom.ch/ZE43 or registration form on the back of the brochure
*Invoicing in EUR possible (depending on current exchange rate)		

FINANCIAL MANAGEMENT FOR EXECUTIVES

CONCEPT

This course is meant for executives and senior leadership who are responsible for result achievement for a company, business area, business unit or profit center. Because these areas are in charge of financial management. And they make decisions that are significant in determining the financial prosperity of their company. The course will show you how to carry out these financial executive tasks to achieve excellent financial results.

WHO SHOULD ATTEND

- CEOs, business owners, members of executive boards
- Heads of business areas, business units, countries and subsidiaries who want to carry out executive financial tasks even better than before
- Senior leadership with responsibility for result achievement who want to use the opportunities offered by modern financial management even more effectively

AREAS OF FOCUS

Modern Financial Management

- Profit and cost management
- Liquidity and profitability
- Financial value-creation
- Controlling

Setting Financial Goals

- How to set ambitious profit objectives that are derived from business and market logic
- How above-average company results begin with the right profit planning

Capital Expenditures

- Capital expenditures as «profit killer»
- Capital expenditures as strategic competitive advantage
- Determining the right value-added depth
- In or outsourcing?
- Cost variability through concentrating on core functions

The Costs of Capital, Modern Financing

- Lowering the costs of capital
- Modern forms of financing
- Internal or external financing
- Mixed forms of financing

Budgeting and Liquidity Management

- Modern budgeting approaches
- Warning – liquidity trap!
- How much liquidity reserves must you have?
- Tools for controlling liquidity

Managing Profits

- A leverage for results management
- Measures to improve results
- Realizing cash-flow objectives
- Eliminating sources for loss
- Using dormant potential for improving results

Investments

- Increased capital intensity as a danger to rate-of-return objectives
- Cemented fixed costs as loss of flexibility
- Investing where necessary
- Make or buy – the optimal value-added depth

Rate of Return and Value Management

- Factors that influence rate of return and corporate value
- Measures to increase profitability
- Measures for sustainable increases in corporate value

Profitable Growth

- Exceeding your minimal necessary size
- Growth in a growth market
- Growth in a stagnating market
- How to achieve profitable growth

Capital Markets, Banks

- The logic of the capital market
- The logic of the bank as creditor
- The role played by analysts and opinion-makers
- Investor relations

Purchasing, Mergers and Acquisitions

- Acquiring companies or parts of companies
- Purchasing market share
- Acquiring size, real or presumed synergies and the effects of added experience
- Buying into new business and new core competencies
- Assessment, due diligence

Restructuring and Turnaround

- Verifying the ability to restructure
- The restructuring concept
- Achieving a turnaround

Downsizing

- Rather be smaller, but more profitable?
- Resizing as a strategy of adaptation
- Resizing as a strategy of specialization
- Accepting social responsibility
- Motivating despite fear of downsizing – room for maneuvering and how to proceed

Designing the right Cost Structure

- Determining allowable costs
- Designing a justifiable cost concept based on market realities
- Specifying a break-even point based on the logic of business fluctuation
- Seeking cost leadership – yes or no?
- Making decisions locally

Controlling and Planning

- What do you need to control to achieve effective financial management?
- What controlling tools are necessary?
- Do they reveal deviations early enough?

Managing with Key Performance Indicators

- What KPIs allow you to reduce the tasks of financial management to their essentials?
- What content should a fact book contain to be a concise controlling tool?
- Analyzing business models using financial parameters

KEY DETAILS		
No.	Date	Location
ZE 4168	Dec 03 – 06, 2018	Zurich
ZE 4119	Apr 02 – 05, 2019	Hamburg
ZE 4129	May 20 – 23, 2019	Brunnen
ZE 4139	Oct 21 – 24, 2019	Flims
ZE 4149	Nov 11 – 14, 2019	London
ZE 4159	Nov 18 – 21, 2019	Berlin
Fees:	CHF 4,900.– / EUR 4,500.–* plus VAT	
Program length:	4 days	
Registration:	www.zsom.ch/ze41 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

STRATEGIC BUSINESS MANAGEMENT

CONCEPT

Strategies have a major influence on a company's finances. And financial objectives and options define how much room strategic management has to maneuver. The art of effective management is combining both of them. From a combination of both these aspects of management, strategic and financial excellence should result.

STRUCTURE

- Part 1: Seminar on knowledge about strategic management that is proven to work. 4 days
- Part 2: Seminar on financial management tasks and the important decisions to be made by senior leadership. 4 days

WHO SHOULD ATTEND

- Members of executive boards, board of directors
- CEOs, owners, members of supervisory boards
- Executives responsible for the objective achievement of important corporate units
- Senior leadership looking for new insights into strategic management and financial management

AREAS OF FOCUS

Strategy and Strategic Roads to Success

On your way to a successful future, you must repeatedly set the right course all over again.

Strategic Dead-Ends

Empirical findings, studies and long years of practical experience should help you avoid false strategies and strategic dead-ends.

Defending your Current Market Position

Profitable business in attractive markets are animating your competitors to enter the market. You need to secure your current market position using the appropriate strategic concepts.

Business Models, Digitalization and Business Innovation

The cash-cows of the future still have to be developed and brought to market with the right launch strategy.

Ensuring your Company's Future

The most important corporate policy is the goal to survive long-term and with above-average profits. For this, you will need to undertake major steps of adaptation again and again.

Modern Financial Management

- The general context
- Corporate management using key performance indicators
- Profit targets and planning profit

Instruments of Financial Management

- Planning, budgeting and investment calculations
- Company valuation, mergers & acquisitions
- Working-capital management and cost management

Tools for managing Results, Measures for improving Results

- Measures to increase profitability
- Measures to increase in corporate value long-term
- Growth and profitability

Controlling as a Management Task

- Strategic controlling
- Optimization decisions

KEY DETAILS

No.	Date	Location
ZE 5548	Part 1: Dec 17 – 20, 2018	Hamburg
	Part 2: Apr 02 – 05, 2019	Hamburg
ZE 5519	Part 1: Feb 11 – 14, 2019	Frankfurt
	Part 2: Apr 02 – 05, 2019	Hamburg
ZE 5529	Part 1: Feb 11 – 14, 2019	Frankfurt
	Part 2: May 20 – 23, 2019	Brunnen
ZE 5539	Part 1: Mar 25 – 28, 2019	Flims
	Part 2: May 20 – 23, 2019	Brunnen
ZE 5549	Part 1: Aug 26 – 29, 2019	Lucerne
	Part 2: Nov 11 – 14, 2019	London
ZE 5559	Part 1: Oct 22 – 25, 2019	Boston
	Part 2: Nov 18 – 21, 2019	Berlin

Fees: CHF 7,900.– / EUR 7,200.– plus VAT
 Program length: 2 × 4 days
 Registration: www.zsom.ch/ZE55 or registration form on the back of the brochure

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

GENERAL MANAGEMENT FOR EMERGING LEADERS

DESCRIPTION

In this seminar, you will have the opportunity to learn the principles, guidelines and factors for success behind good and right management using real examples from the business world.

BENEFITS AND IMPACT

Tools used every day in the business world will help you,

- understand strategies and business models
- analyze competitors
- recognize market opportunities
- evaluate markets
- identify customer needs
- and from this to formulate ideas for innovation and new customer benefits
- derive a promising market model from them
- develop a precise business strategy with ambitious objectives
- determine what core competencies are necessary
- consciously foster growth and profitability
- form a team of employees necessary for implementation
- present your strategy to decision-making bodies
- achieve market success in your day-to-day business
- control implementation using tools from real-world business experience

WHO SHOULD TAKE PART

- Early- and mid-career managers, staff and specialists from all parts of the business who want to learn in a systematic and structured way about management from the standpoint of «business logic»
- High potentials and project managers who want to prepare themselves for a new position with more responsibility
- Recently promoted staff from technical and administrative areas who have not yet had systematic training in general management
- Junior managers who want to profit from the tools of successful managers, so they can be even more effective tackling their own tasks

AREAS OF FOCUS

Holistic Management – a Multi-Dimensional Look at Corporate Management

- Management as a result-achievement job
- Holistic management – interrelationships, actions and approaches
- Principles and tools of management tested under real-world conditions

Understanding Your Own Contribution to Safeguarding Future Company Success

- Corporate philosophy and values
- Company objectives, defining success
- Vision and mission
- Business models

Strategic Management

- Strategic roadmaps, strategy as regulatory framework
- Strategy models and tools
- Competitive and industry analyses
- The difference between a good and a bad strategy
- The correct course of action
- Implementing strategy

Marketing, Innovation, Market Success

- The never-ending search for new customer benefits
- Holistic marketing
- The components of a marketing concept
- Approaches for successful innovation management and business development
- Online marketing and social media
- Effective sales

Foundations of Leadership

- Communication
- Motivational skills
- Leadership styles

Financial Management

- Understanding financial statements and cash flow
- Key performance indicators
- Investment decision-making

KEY DETAILS

No.	Date	Location
ZE 1419	Jan 21 – 24, 2019	Berlin
ZE 1429	Mar 18 – 22, 2019	Davos
ZE 1439	Sep 02 – 06, 2019	Munich
ZE 1449	Nov 04 – 08, 2019	Hamburg
Fees:	CHF 4,400.– / EUR 3,900.–* plus VAT	
Program length:	5 Days	
Registration:	www.zsom.ch/ZE14 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

JUNIOR MANAGEMENT PROGRAM (JUMP)

CONCEPT

You are between 28 and 42 years old and belong to that group of emerging leaders at your company who need to be prepared for expanded management tasks. For this, you want to think outside the box and learn from the best, including from those from industries not your own. From this program you will get:

- An understanding of how a company or part of a company functions that goes deeper than just looking at how things work
- The ability to see how things interrelate within the big picture
- A set of tools that will allow you to tackle tasks and problems without knowing the solution ahead of time
- The ability to recognize where action is required and to apply this at the right place in your company
- An understanding of how to develop solutions and to present them in an appropriate form
- A training to develop immediate and lasting leadership skills

In the first part of the Junior Management Program, you will learn about strategic management and to recognize opportunity and risk, and how to analyze segments, markets, technology and customers, to condense your ideas so they can stimulate your business and how to develop a promising concept. But this alone is not enough. Young managers and emerging leaders might have a great idea, but how can they convince others of it in the hustle-bustle of everyday business? The second part of the program answers this by focusing on social competence, leadership and communication. Together, these are meant to help you be more effective in your everyday work as a future leader. Proposing concepts from ideas, and thanks to your ability to assert yourself, taking your idea to the top in a skillful way and helping you to make that breakthrough you've been looking for at work. Both training parts will help you do precisely what upper management emphatically demands from its future leaders today – have a great sense for business and strong execution skills.

STRUCTURE

Part 1: A 5-day course about holistic management, strategic management, marketing, finance and market success, implementing concepts to achieve business success.

Part 2: A 4-day leadership course about the mechanisms and tools of successful leadership, about the right leadership style and about motivational communication.

BENEFITS AND IMPACT

Most young managers are given operational tasks and projects from the day-to-day business. They do what belongs to their job and what they are instructed to do. When they move up to a leadership position, everything changes. Their share of leadership tasks grows, and they are now required to work more on their own and to focus on achieving results. From «reliably carrying out what the boss told me to do» the job requires you to «consider what has to be done on your own to achieve ambitious objectives». Just understanding all this is not enough. Having a nose for business means to recognize opportunities and to act. For this you need tools. The goal of this program, therefore, is to teach you these tools and how to use them using neutral cases from the business world. By taking part, you will enhance your knowledge of the methods and tools of modern management theory and strengthen your ability to apply this knowledge at work.

WHO SHOULD ATTEND

Participants should be early-career executives, specialists, high potentials and project leaders from all fields of business and disciplines who are planning a career move and want to prepare for it, or who have already taken this step and want to establish the prerequisites for being successful with a new set of tools.

AREAS OF FOCUS

How does a Business function?

- Knowing the soul of a company
- Understanding the mission of a company
- Internalizing the most important guidelines
- Sharing responsibility for company ethics, values and objectives
- Understanding the business model

Modern Strategic Management and what does «Success» really mean?

- The dimensions of success
- Shareholder, stakeholder or customer-value approach?
- The company serves its customers
- Financial success is important
- Always think in terms of sustainable profit and value growth
- Saying no to superficial short-term optimization
- The social responsibility of management

Recognizing the Status Quo, Opportunities and Need for Action

- Recognizing and describing the status quo
- When something important changes, do we notice it?
- If we do notice it, do we take it seriously?
- If yes, how do we prepare the actions required to respond?
- How do we create awareness to the fact that action is required?

Developing a Business Idea and evaluating a Good Idea

- Formulating a business proposition
- Having a precise market model
- A business plan should be short and informative

Drawing up a Strategic Proposal

- Methods for working up business strategy
- Methods for evaluating this business strategy
- Developing the strategic proposal with the most promise of approval

Planning Market Success

- Carrying over business strategies to marketing plans
- The content of a promising marketing concept
- Planning market success
- Realizing sales success

Making my Contribution to Result Optimization

- The control factors for a healthy profit situation
- What possibilities are there for me to contribute to financial results?
- Planning cash flow, profit and results

Good Leadership – how does it work?

- Good leadership and performance begin with self-management
- First leadership tasks – setting objectives, motivating, delegating
- Tools and best practices

Winning at Communications – where do I stand?

- The principles of communications in day-to-day business
- Being more effective at communicating
- Practicing important meeting and one-on-one situations

Resolving Conflict

- Trust and understanding as the basis for satisfaction and performance
- How conflicts come about and how they interfere with teamwork
- Resolving conflicts, agreeing on a common solution
- How to impose your own interests on others in a friendly way

KEY DETAILS		
No.	Date	Location
ZE 3319	Part 1: Jan 21 – 25, 2019	Berlin
	Part 2: Mar 11 – 14, 2019	Berlin
ZE 3329	Part 1: Mar 18 – 22, 2019	Davos
	Part 2: Jun 17 – 20, 2019	Brunnen
ZE 3339	Part 1: Sep 02 – 06, 2019	Munich
	Part 2: Oct 07 – 10, 2019	Berlin
ZE 3349	Part 1: Sep 02 – 06, 2019	Munich
	Part 2: Oct 21 – 24, 2019	Davos
Fees:	CHF 6,500.– / EUR 5,900.–* plus VAT	
Program length:	9 days	
Registration:	www.zsom.ch/ze33 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

LEADERSHIP PROGRAM FOR HIGH POTENTIALS

DESCRIPTION

The future belongs to you, but only if you can impress people with good results. To achieve this, you will need good management and leadership tools, good self-management abilities, social competence, a boss who encourages and challenges you and surely a bit of luck too. The latter cannot be learned in this program, but you will learn everything else which will prepare you to be even more effective at work:

- The tool-set of a successful leader must have is large. It includes work techniques, time management, preparing for making a decision, project work, teamwork, recognizing priorities, and much more
- Build on this and management tasks will follow quickly, like agreeing on objectives, execution, qualification, conducting difficult talks with employees, leading meetings and one-on-ones confidently, conflict management
- If you want to move ahead in your career, you will have to actively take part in important projects
- Usually, young managers and staff have not yet built a reputation for themselves in their company. This program will help you to create a "brand" of yourself at work. Your name must stand for trust, honesty, loyalty, dependability and commitment.

WHO SHOULD ATTEND

- Early-career managers and management talents who want to learn or deepen their knowledge about the principles of leadership theory and who want to develop their personality as a leader
- Emerging leaders and high potentials who want to learn the principles of self and team leaders, and to practice them
- Specialists, employees in important positions, heads of projects and teams from all levels and areas of business, who want to learn essential leadership skills and to practice using them

BENEFITS AND IMPACT

You will learn how to position yourself as a future leader at your company. You will increase your conceptual and social competence. You will learn optimized self-management and how to lead employees so you can qualify, in a step-by-step process, for higher tasks. You will learn how to recognize the effect you have on your superiors and what you should do to get even closer to becoming the optimal talent for future leadership and management positions.

AREAS OF FOCUS

PART 1: SUCCESSFUL LEADERSHIP

Leadership – What you have to know

- Leadership models as a help to structuring
- The holistic leadership approach
- Understanding complex interrelationships
- Leadership as tool for achieving results in a complex interactive system

Leadership Tasks and Tools

- What really counts are results
- Tools for creating your own personal system of objectives
- Performance and performance objectives
- Achieving above-average performance and high levels of job satisfaction
- Delegating and agreeing on objectives

Leadership Competence

- Insights into modern leadership doctrine
- What you will need to be an effective leadership
- The core competencies for successful leadership

Managing Employees, Leading a Team

- Recognizing your own leadership style
- Tools for being more effective at leading employees
- The principles of group dynamics
- Team building, team development, team leadership

Leadership Behavior

- Social and emotional intelligence
- The right leadership behavior in practice
- Motivational conduct when dealing with supervisors, colleagues, employees

Personal Work-Life Balance

- The art of achieving company and private objectives at the same time
- Conflicting priorities between family and career
- How to effectively deal with stress and conflict

PART 2: HOW TO COMMUNICATE

Communication

- Convincing others through good argumentation
- How to correctly lead employee meetings and one-on-ones
- Constructive and open communication in day-to-day business

Mastering Difficult Communication Situations

- Getting through critical situations, meetings and one-on-one
- How to handle conflict
- Discussing and reducing stress
- Understanding crisis as opportunity

Managing Communication

- Mutual understanding as the basis for trust
- Communication management as tool
- Understanding the communication process and using it

Negotiation Techniques

- Learning negotiation techniques and using them in a targeted way
- Specifying your own interests and making them the goal of negotiation
- Pursuing your negotiation goals forcefully, but in a friendly way

PART 3: LEADING YOURSELF EFFECTIVELY, MAKING A CONFIDENT IMPRESSION

Self-Management

- Managing yourself
- Optimizing your personal strengths
- Optimal work techniques
- Setting priorities, delegating, time management

What makes up "Personality"?

- Components of personality
- Recognizing my own personality and developing it

Making your Voice heard

- Improving your importance to a group
- Sending the right message at the right time

Making a Confident Impression

- Analyzing how you appear to others
- Recognizing your strengths and weaknesses
- Correcting, if need be, how you come across to others

Achieving the Desired Effectiveness

- Emitting competence
- Winning the trust of others
- Getting the support of others
- Being respected as a person

KEY DETAILS		
No.	Date	Location
ZE 3419	Part 1: Jun 17 – 20, 2019	Brunnen
	Part 2: Aug 28 – 30, 2019	Zurich
	Part 3: Oct 21 – 23, 2019	Brunnen
ZE 3429	Part 1: Jul 22 – 25, 2019	St. Gallen
	Part 2: Aug 28 – 30, 2019	Zurich
	Part 3: Sep 23 – 25, 2019	Zurich
ZE 3439	Part 1: Jul 22 – 25, 2019	St. Gallen
	Part 2: Nov 20 – 22, 2019	Berlin
	Part 3: Dec 02 – 04, 2019	Hamburg
ZE 3449	Part 1: Oct 21 – 24, 2019	Davos
	Part 2: Nov 20 – 22, 2019	Berlin
	Part 3: Dec 02 – 04, 2019	Hamburg
Fees:	CHF 7.900.– / EUR 7.200.–* plus VAT	
Program length:	10 Days	
Registration:	www.zsom.ch/ze34 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

INTERNATIONAL MANAGEMENT DEVELOPMENT PROGRAM

DESCRIPTION

This program is based on our 25 years of experience educating committed high achievers to be future leaders. If you move up in your career, you will quickly be confronted with tasks that require new abilities, a new way of thinking and a new form of management conduct. The aim of this program is to:

- help you understand the challenges of a cross-functional management position
- sharpen your skills in recognizing early opportunities and threats to the business, and how to proactively react in the right way
- apply effective implementation skills that will allow you to bring about necessary changes across departments and business areas
- develop and optimize your personal qualities as a manager and leader with regard to a current or possible future position

BENEFITS AND IMPACT

Most of the time, committed employees take their first career step as a specialist. With some it stays this way – they broaden their specialization and work in clearly defined positions all their lives. Others, however, plan another career move – they want to keep their number of career options open as long as possible. They want to pursue a career path that increases their options and not reduces them. And companies would do well to train a reasonable number of well-educated, tried and tested “high potentials” who can be used in a variety of positions and can be called upon to move into a higher position immediately, if need be.

STRUCTURE

Part 1: General Management & Strategy (5 days)

Part 2: Leadership (4 days)

Part 3: Marketing & Sales (4 days)

Part 4: Finance (4 days)

It is possible to organize an individual schedule for you. For example, we can hold all parts in Switzerland or Germany, or conduct them in a different order.

WHO SHOULD TAKE PART

- Early-career managers, specialists, professional staff and people with functional responsibility between the ages of 26 and 38
- Project managers and future leaders who want to use a comprehensive, practice-oriented development program as the basis for advancing their career in the future
- High potentials who are being supported by their boss and are supposed to take over a higher position in the future

AREAS OF FOCUS

General Management & Strategy – Making your own Contribution to Safeguarding the Future of a Company

- Modern strategies
- The strategic process
- Strategic tools
- The business model
- Ideas, market niches
- Market and competitive analyses
- Customer demands
- Unmet needs
- Customer benefits
- The market model
- Market success
- Core competencies
- Change
- Implementation

Leadership – Motivating, Leading & Getting Results

- Self-management
- Presence, appearance and authenticity
- Communication
- Employee management
- Group dynamics
- Conflict management
- Motivation
- Leading teams
- Leadership style
- Leadership behavior
- Leadership tools

Marketing & Sales – Planning and Bringing about Market Success

- Marketing concepts
- Strategic marketing
- Product management
- Brands and branding
- Sales concepts
- Implementation in the marketplace
- Distribution-channel management
- E-business & digital media
- Direct marketing
- Implementation at the point-of-sale
- Distribution controlling

Financial Competence – Planning and Designing Financial Results

- The overall relationship between finance and accounting
- Understanding financial statements
- Key-performance figures
- Cost structure
- Pricing strategy
- Revenue structure
- The break-even point
- Investment planning
- Modern budgeting
- Payback calculations
- Capital requirements
- Profit potential
- Financial objectives
- Earnings before interest and taxes (EBIT), return on capital employed (ROCE), return on sales (ROS) , etc
- Building corporate value

KEY DETAILS		
No.	Date	Location
ZE 3619	Part 1: Jan 21 – 25, 2019	Berlin
	Part 2: Mar 11 – 14, 2019	Berlin
	Part 3: Apr 02 – 05, 2019	Hamburg
	Part 4: Apr 08 – 11, 2019	Berlin
ZE 3629	Part 1: Mar 18 – 22, 2019	Davos
	Part 2: May 06 – 09, 2019	Steckborn
	Part 3: Jun 17 – 20, 2019	Brunnen
	Part 4: Sep 10 – 13, 2019	Hamburg
ZE 3639	Part 1: Jul 08 – 12, 2019	St. Gallen
	Part 2: Sep 23 – 26, 2019	Davos
	Part 3: Oct 07 – 10, 2019	Berlin
	Part 4: Nov 18 – 21, 2019	Frankfurt
ZE 3649	Part 1: Sep 02 – 06, 2019	Munich
	Part 2: Sep 23 – 26, 2019	Davos
	Part 3: Oct 07 – 10, 2019	Berlin
	Part 4: Nov 18 – 21, 2019	Frankfurt
Fees:	CHF 10.500.– / EUR 9.500.–* plus VAT	
Program length:	17 Days	
Registration:	www.zsom.ch/ze36 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

PROFIT CENTER MANAGEMENT PROGRAM

DESCRIPTION

This 2-part program will enable you to assume responsibility for an operative unit with result-achievement responsibility. Profit center management is like general management only on a smaller scale. It is embedded in the company as a whole, but a profit center has its own objectives that need to be achieved as well.

You are already, or will be in the future, a top performer from whom a clearly-defined contribution to company success is expected.

This kind of management position demands a lot from you – knowledge of strategy, of designing effective structures and processes, of marketing and competitive positioning, exploiting market potential, developing employees, as well as skills in financial management. For all this, you do not need school knowledge, but concrete assistance. You will learn the ability to lead your area into the future in a result-oriented way, to understand and be able to implement measures for ensuring objective-achievement and to reach financial goals. And last but not least, you need to be able to implement necessary measures and changes with the help of motivated employees.

STRUCTURE

Part 1: General management seminar. 5 days

Part 2: Seminar on financial management and result optimization. 4 days

WHO SHOULD ATTEND

- Early- and mid-career executives and practitioners who want acquire structured insights into managing a profit center
- Future profit center heads, who want to get the right qualifications for this position
- Specialists, team leaders, department heads and project managers who want to eventually take over management of a profit center
- Managers working in operational areas who want to prepare for a position with strategic and operative responsibility

AREAS OF FOCUS

PART 1: GENERAL MANAGEMENT

Strategic Management, Markets, Market Analyses, Market Potential

- Customer benefits – the basis for a business
- Market analysis – the ability to truly understand the market
- Market potential – the talent to find market niches and to create new markets

Market Exploitation

- Market exploitation – using the opportunities the market offers
- Innovation – planning market success
- Business development
- Scenarios – early recognition of important opportunities and major risks

Your own Business Model

- Business model – developing the best business model
- Creativity and plausibility – think like a visionary, plan like a realist
- How to proceed when evaluating alternative business models
- Strategic Management
- Objectives – what must a good strategy achieve?
- Rules – what empirical laws must a strategy follow?
- Mistakes – what typical strategic mistakes should you avoid at all costs?
- Methods – what methods are employed in strategic management?
- How to proceed – how is a promising strategy developed?

Competitive Position

- Competitive position – what position, in which market, do we want to occupy?
- What positions can be organized to be profitable long-term?
- Empirical laws that you must know and be able to apply

Marketing and Brand Management

- Product and market concepts – what do we need to offer, and to which target groups?
- Price strategy – what is the right prices and conditions concept?
- Communication – what messages do you need to convey, how and to whom?
- Branding – what brand strategies are the right ones?

Foundations of Leadership

- Communication
- Motivational skills
- Teams, team building

Implementation

- How do I motivate others for something new?
- How do I successfully deal with transformation?
- How can I implement strategies?

PART 2: FINANCIAL MANAGEMENT AND RESULT OPTIMIZATION

Financial Correlations

- Profit drivers – what increases, what lowers operative results?
- The system of “profit management”

Recognizing Profit Potential

- Key-figures structure – understanding the numbers of your business model
- Costs and revenue structures – the actual state of our earnings profile
- Profit potential – what results can a company achieve with good management?

Planning Earnings, Cash Flow and Profits

- Profit targets – targets from above and my own targets
- EBIT targets – yielding profits above the industry average
- Cash flow – managing the flow of money
- Capital – minimizing capital investments, reducing the costs of capital
- Value – creating not destroying value

Modern Managerial Accounting

- Having a program for improving results
- Tools that allow you to manage the financial aspects

Methods and Application

Participants learn to recognize what the best concept is for them for increasing profits. And they learn how to apply the methods of profit management on their own.

KEY DETAILS		
No.	Date	Location
ZE 3919	Part 1: Jan 21 – 25, 2019	Berlin
	Part 2: May 06 – 09, 2019	Steckborn
ZE 3929	Part 1: Mar 18 – 22, 2019	Davos
	Part 2: May 06 – 09, 2019	Steckborn
ZE 3939	Part 1: Sep 02 – 06, 2019	Munich
	Part 2: Sep 23 – 26, 2019	Davos
Fees:	CHF 6,900.– / EUR 6,400.–* plus VAT	
Program length:	9 days	
Registration:	www.zsom.ch/ze39 or registration form on the back of the brochure	
*Invoicing in EUR possible (depending on current exchange rate)		

ADMINISTRATION, TRAVEL, ACCOMODATION

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 charge 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.

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REGISTRATION FORM INTERNET: WWW.ZSOM.CH

Send to:

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 info@zsom.ch

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I WISH TO PARTICIPATE IN THE FOLLOWING PROGRAM: NAME OF PROGRAM

Number		Program Dates	
Personal Data	<input type="checkbox"/> Ms.	Title	
	<input type="checkbox"/> Mr.		
Last Name		First Name	
Company/Organization			
Street, P.O. Box			
Postal Code	City	Country	
E-Mail			
Telephone		Fax	
Position		Industry (opt.)	
Number of Employees (opt.)	<input type="checkbox"/> under 200	<input type="checkbox"/> up to 1000	<input type="checkbox"/> over 1000

Signature _____

Date _____