

**EXECUTIVE  
PROGRAM**

in

**MANAGEMENT**

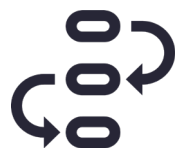
**12<sup>th</sup> Edition**



EXECUTIVE PROGRAM IN MANAGEMENT

**12<sup>th</sup> Edition**

# EXECUTIVE PROGRAM IN MANAGEMENT



## Program Format

10 days = 5 modules  
(2 days each)



## Participants

High potential talents



## Objectives

Enhance Management  
skills



## Teaching Method

Academic & Professional  
approach



## Partner

SKEMA Business  
School



## Calendar

October 2024  
To March 2025



## Language

English



## Venue

CCI FRANCE CHINE  
SHANGHAI



This program has been specifically designed for high **potential talents** in order to enhance their **management expertise** and **team leadership skills** within their current organization (cross-functional project, business unit, department, branch, etc.)

## PROGRAM OVERVIEW – 5 MODULES



By teaching the fundamentals of general management with a focus on leadership & team management, practical accounting and finance, strategy, and sales & key account management, this program of 5 modules will provide to high potential executives a solid knowledge of practical tools to support and drive their company growth through this complex and disruptive environment.

# MODULE 1 & 2 – by *The Human Element*<sup>®</sup>

*Module 1 & 2 are complementary modules.*



Module 1 - Build Your Leadership



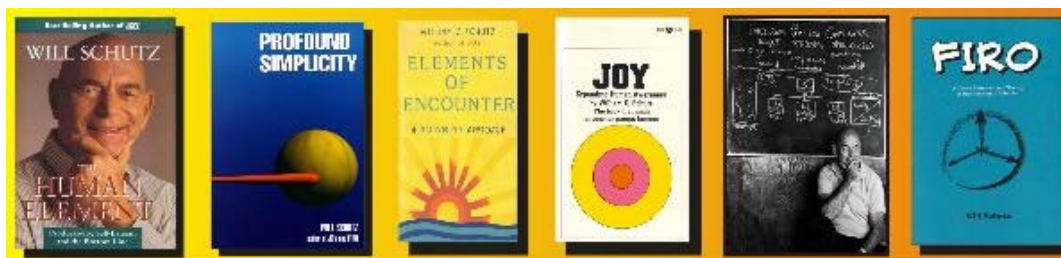
Module 2 - Build Your Team

  **MODULE 1 & 2 – POWERED BY *The Human Element*<sup>®</sup>**



***The Human Element*<sup>®</sup>** provides a comprehensive approach for Leadership and Team Development and Organizational Transformation.

Based on Will Schutz's FIRO Theory, *The Human Element*<sup>®</sup> is internationally acknowledged as one of the most effective and complete team building and leadership development program available.





## MODULE 1 : BUILD YOUR LEADERSHIP

### Module Objectives

The aim of this workshop is to maximize your potential as a leader.

It will help you:

- Clarify what it means for you to **be a leader** and determine what kind of a leader you want to be
- Increase your **self-awareness**
- Learn how you are **perceived by others**
- Understand better **your own behavior**
- Manage your **emotions** and decrease your **reactivity**
- Communicate more **openly** and connect **emotionally** with people
- Understand what undermines your **impact on people**





# MODULE 1 : BUILD YOUR LEADERSHIP

## Learning methods

Use of key leadership principles



Experiential activities followed by debriefing



FIRO Theory Lecture

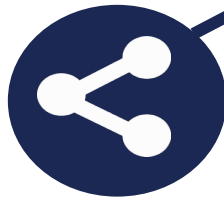


Feedback from others



Body Exercise

Group and sub-group sharing



Imagery (visualization)



Scientifically validated assessment (Element B)



Self-reflection on personal action plan

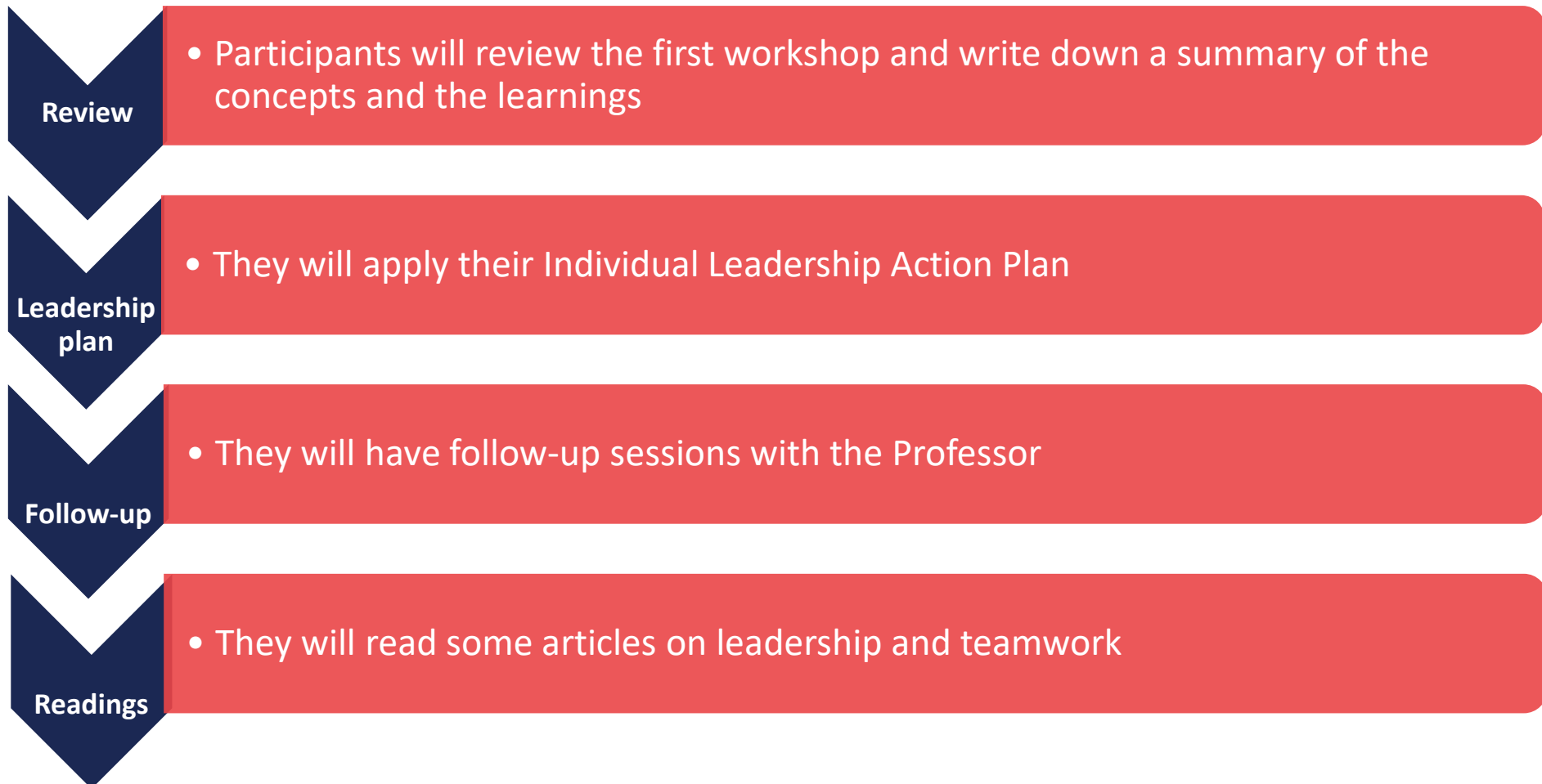






## MODULE 1 : BUILD YOUR LEADERSHIP

### Experimentation Stage





## MODULE 2 : BUILD YOUR TEAM

### Module Objectives

- Understand how **teams and relationships** work
- Learn how to build and maintain **highly performing teams**
- Learn how to make teams operate at their **full potential** utilizing every **member's contribution**
- Approaches to **teamwork**
- Stages of **Team Development**
- Team functions and the leader's job
- Compatibility: the ability to work well **together**
- **Experimenting a leadership practice and the Team Compatibility Index (TCI):**
  - Team Membership (Inclusion)
  - Centrality (Control)
  - Compatibility (Openness)





## MODULE 2 : BUILD YOUR TEAM

### Application Stage

#### Review

- Participants will review the second workshop and write down a summary

#### Team plan

- They will apply their Team Development Plan

#### Follow-up

- They will have a follow-up session with the Professor

#### Readings

- They will read some articles on teamwork

# MODULE 3



## Practical Accounting & Finance (2 days)

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## MODULE 3 : PRACTICAL ACCOUNTING & FINANCE

### Module Overview

- To give executives who are **neither accounting nor financial experts** an understanding of **the financial consequences of strategic decisions** and to equip them with tools to integrate the financial approach into their decision-making.
- To **demystify financial jargon** and concepts for non-finance managers. At the end of the course, you will **be able to speak the same language as your accounting & finance colleagues**, understand performance metrics, read and use company reports, and grasp other managerial accounting issues.
- **Case studies** are used extensively throughout to **illustrate theory** and learn from **real world situations**. The course will consist of formal lecture, participative discussion and debate.





## MODULE 3 : PRACTICAL ACCOUNTING & FINANCE

### Program Day 1



#### Morning

Value-Based Management

#### 1. Understand the concept of shareholder value creation

- Introduction to McKinsey's 4 cornerstones of corporate finance
- Recognize how corporate strategy drives financial valuation
- Manage the Company for economic value add



#### Afternoon

Financial Statement Analysis

#### 2. Explore accounting concepts and principles

- Characteristic of good financial statements
- Accrual vs cash concepts
- Accounting standards and guidelines
- Review financial statement from listed companies
- Discover how to interpret the information to manage more effectively
- Red flags to identify possible financial shenanigans
- Uses and limitations of financial statements





## MODULE 3 : PRACTICAL ACCOUNTING & FINANCE

### Program Day 2



#### Morning

Internal Audit, Segment Reporting and Ratio Analysis

#### 3. Explore internal audit cycles and what to look for

- Internal controls measures are effective and adequate
- Proper risk management systems
- Corporate governance disclosure

#### 4. Segment reporting

- Understand drivers of profitability
- Re-classify financial statement items

#### 5. Ratios Analysis and Trend Analysis

- Profitability ratios
- Liquidity ratios
- Efficiency ratios



#### Afternoon

Investment Appraisal

#### 6. Understanding time value of money

- Time cost of money
- Compound interest and future values

#### 7. Appraising corporate investments

- Payback Period
- Net Present Value
- Internal Rate of Returns

# MODULE 4



Corporate Strategy  
(2 days)





## MODULE 4 : Corporate Strategy

### Objectives & Teaching Practices

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- This Corporate Strategy workshop will provide participants with a comprehensive understanding of the tools needed to craft effective corporate strategies, and with the practical methodology to implement them.
- Through case studies and practical discussions, participants will learn how to analyze internal and external factors, utilize the appropriate tools to craft a sound corporate strategy, implement strategies and predict the challenges ahead. Many of those challenges will revolve around navigating organizational change and reallocating resources to drive strategy.
- The workshop ends with an exchange over the new challenges that are bugging strategists, from climate change to technology adoption.





## MODULE 4 : Corporate Strategy

### Program Day 1



#### Morning

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##### Introduction to Corporate Strategy

- What makes a good corporate strategy and what does not
- Initial external environment analysis and internal capabilities assessment
- Competition and competitive advantage



#### Afternoon

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##### Strategy Tools and Frameworks

- Types of corporate strategies and their application
- Corporate strategy tools: BCG Matrix, Value Chain analysis, VRIO framework, Resource-Based View (RBV), Porter's forces



# MODULE 4 : Corporate Strategy

## Program Day 2



### Morning

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#### Implementing Corporate Strategy

- Effective strategic planning and execution
- The role and impact of leadership in strategy implementation
- Strategy execution challenges and potential solutions



### Afternoon

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#### Evaluating Corporate Performance

- Performance measuring using KPIs and Balanced Scorecards
- Areas for continuous adaptability of the strategy
- Navigating organizational change through effective engagement
- Corporate Strategy in a turbulent 2024

# MODULE 5



Sales & Key Account Management  
(2 days)

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## MODULE 5 : Sales & Key Account Management

### Module objectives

Participants will learn how to increase sales and to improve their sales management skills through new business development and key account management

- **For the selling part:**

- Develop new business

- a) Understand the different steps of the sales funnel to transform leads into clients
    - b) Discover the true needs of your clients using *SPIN* methodology
    - c) Discover the reasons of the most frequent objections and how to handle them
    - d) Practice closing technics

- Grow your accounts

- a) Proper Preparation Prevents Poor Performance
    - b) How to deal with power in negotiation
    - c) How to engage the real decision maker
    - d) How to create positive momentum without sacrificing value
    - e) How to resist tough and manipulative end game tactics

- **For the sales management part:**

- a) Learn the key concepts to create a sales strategy
    - b) Solve typical sales management challenges
    - c) Leverage your best practices by creating your own sales playbook

# **MODULE 5 : Sales & Key Account Management**

## Program Day 1

### **Key takeaways**

- Selling is a process
- The deeper the needs discovery the stronger the impact for your client
- Turn a 'no' into a 'yes'
- Growing an existing client is 5 times easier than developing a new client



### Morning

- Using *SPIN* methodology to ask the right questions that lead you to the sales (role play)
- Handle objections and turn a 'no' into a 'yes' (role play)



### Afternoon

- Closing technics (role play)
- Choose the accounts that will generate most sales growth for your organization

# **MODULE 5 : Sales & Key Account Management**

## Program Day 2

### **Key takeaways**

- 5 ways to deepen the relationships with your clients
- Growing into an account requires strategic planning
- Solutions to the most common sales management challenges
- Your people may leave but the process stays



### **Morning**

- Build your roadmap to get more revenues in your client's portfolio
- Deepen the relationship between you and your selected clients to trigger new upselling and cross selling opportunities (role play)



### **Afternoon**

- Discuss and find solutions to the most common sales management challenges
- Extract and capture best practices from your top salespeople (role play)

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# OVERVIEW



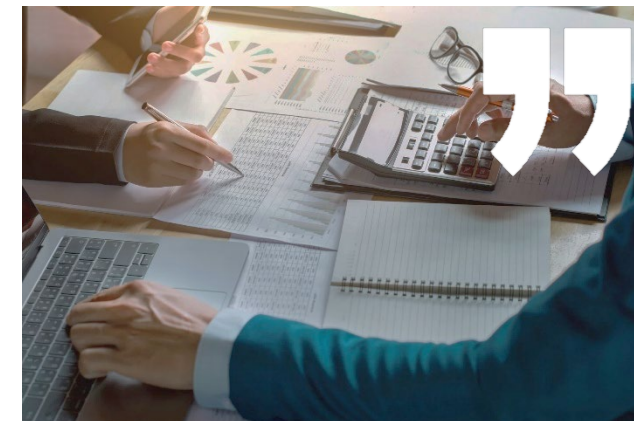
## TESTIMONIALS - PREVIOUS EDITIONS

“Very helpful program, which combines great theories and concrete examples, all within a short period of time. A minimum impact on business while learning and still, a consequent added value on daily work and operations afterwards. Ideal!”

**Anthony LOPEZ-M**  
*Director of Corporate  
Communication for Asia-Pacific  
at Saint-Gobain*

“Very impressive training, providing systematical management theories and practice. From strategy thinking and setting, to how to read annual report and make analysis, to self awareness, build and lead your team, to how to make key account management. Each module is very helpful in daily work.”

**Eric LEMAIRE**  
*Asia President* *EFI  
Automotive*



“I must admit that following the 5 modules of this Executive training program gave me great insights and very practical tools as an Entrepreneur in China. The passion and the quality of the contents given from the Professors is one of the most memorable feeling which keeps you excited during all the training. The CCIFC environment is great for performing such training.”

**Hervé VIGIER**  
*General Manager* *at  
Sunkiss Matherm*

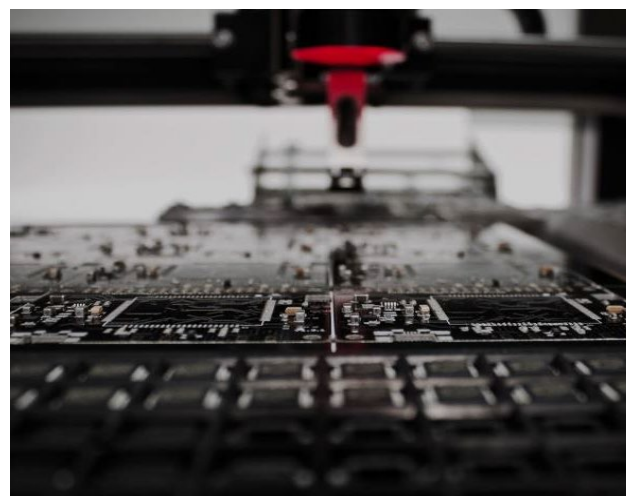
## TESTIMONIALS - PREVIOUS EDITIONS

“Very applicable and effective courses, corresponding to the management level needed for my potential future step of career. Professors are very focused during each module for providing high-quality courses and customized business outcomes.”

**Richard YU**  
*Sales & Marketing Director  
at Forsee Power China*

“Thanks to SKEMA Business school and the CCI FRANCE CHINE to have allowed me to participate at this exclusive program of 6 months. Really professional trainings with really high level teachers link to the reality of the business life.”

**Franck DUBARRY**  
*CEO  
Silkwing Jet*



“It was a wonderful learning journey with all the participants and the Professors. We shared many ideas and did a lot of practice to enhance the skills. It makes me rethink about those “high level” topics to be used in daily work. I am very appreciated to have this opportunity to think differently and make some practical changes.”

**Steve MOU (牟海龙)**  
*Senior Manager  
at Mazars China*

# OUR EXPERTS

## MODULE 1 & 2

### Mr. Emmanuel Chevreau

- Coach & Trainer in Team & Leadership Development
- Graduated from HEC Paris

#### Certifications

- Team Coaching
- The Human Element® LHEPTM
- Radical Collaboration®
- Process Communication®
- Hogan Assessment®
- Implicit Career Search®
- Individual Coaching
- NLP Master

## MODULE 3

### Mr. Marco D'Amore

- CEO of ORCOM C&A CHINA, he manages a team of 80 employees over four offices in China and Hong-Kong
- Graduated with honor with an Executive Masters in Business Administration (EMBA) from IMD in Lausanne
- Has been an American Certified Public Accountant (CPA) since 2005. He also holds a Bachelors degree in Hotel and Business Management
- Worked for 11 years in Switzerland for KPMG as Senior Audit Manager

## MODULE 4

### Mr. Abdel Benkerroum

- Founder of Eastheimer International, building world-class solutions for Chinese companies growing overseas, and foreign companies growing in China.
- Graduated with a MBA from Texas A&M International University and a MSc in Management from KEDGE Business School.
- Large experience on Strategy monitoring, Business Development for international companies
- Managed strategic projects for Alibaba, Shanghai Auto, Covestro, Made-in-China.com, China Nuclear Group etc
- Book publication: "We Have A Deal" 1 & 2, published by China Customs Administration.

## MODULE 5

### Mr. Yoann Delwarde

- CEO and co-founder at Infinity Growth – sales consultancy firm
- Graduated from INSA Lyon with an industrial engineering specialization
- Various Sales Executive positions as background, set up sales systems and managed large accounts. VC Expert in Residence.
- SKEMA Executive Education Expert. Guest lecturer at CEIBS, Fudan and Shanghai Jiaotong universities

# FEES & REGISTRATION

## For this 2024-2025 Session

<b>10</b> 10 days training	<b>5 / 2</b> 5 modules of 2 days	<b>¥ 55 000*</b> CCI FRANCE CHINE Members Fee* <b>¥ 70 000*</b> Non-Members Fee*
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Participants from other cities than Shanghai, and who are unable to attend physically all the modules in Shanghai, can contact CCI FRANCE CHINE Beijing and South China branches to know what the alternatives are.



# CONTACTS

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Shenzhen & Guangzhou  
Offices

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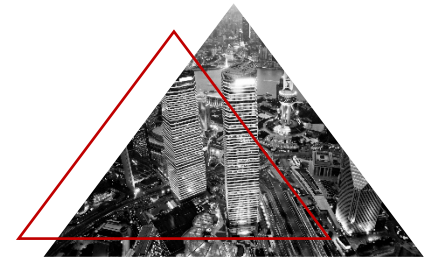
nationalities on  
SKEMA's campuses



**57,000**

graduates throughout the world

**145 COUNTRIES**



**8**

Campuses worldwide

# EXECUTIVE PROGRAM

in

# MANAGEMENT 12<sup>th</sup> Edition



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