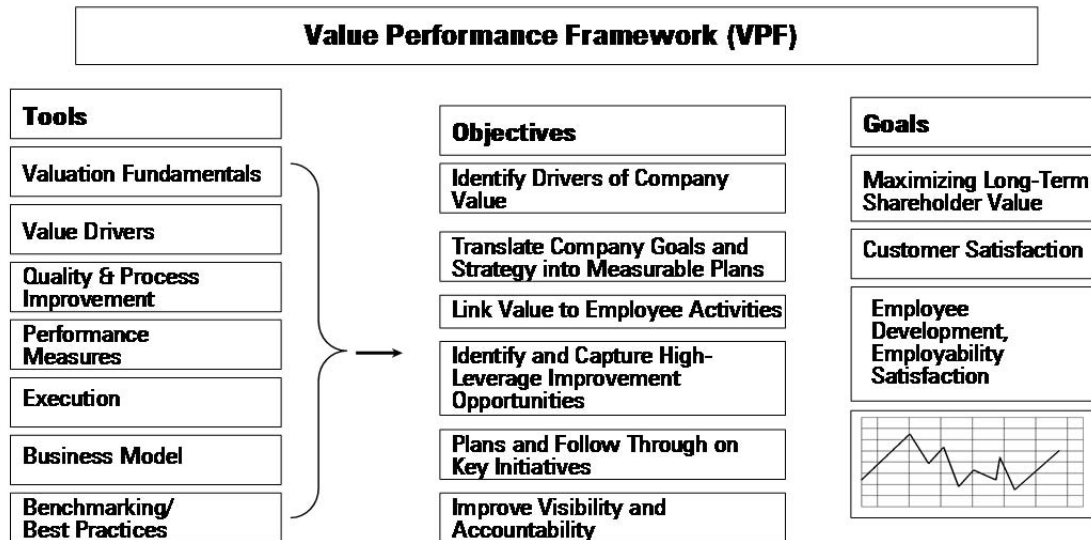


The key to maximizing long-term sustainable shareholder value is to identify and improve on the critical value performance drivers:

**Value Performance Framework Overview**



**Programme Structure**

The Master of Arts in Entrepreneurship & Distinctive Management is a programme that is developed for Entrepreneurs. It is developed to develop more entrepreneurial skills, theoretical background and innovation opportunities and is meant for businessmen with a limited educational background, but successful reference in business. The program can also be performed as In-Company program: Executive and Operational Level will start their program and work towards each other so that implementation of the new entrepreneurship is less of a problem. Both levels have their own program curriculum.

The programme is executed in six seminars; participants can subscribe per seminar or for the total program.

**Executive level**

- EDM 600 Leadership & Sustainable Management
- EDM 601 Revenue Growth & Price Strength
- EDM 602 Operating Effectiveness & Capital Management
- EDM 603 Cost of Capital & Intangibles
- EDM 604 Customer Ranking, Delivery & Service Models
- EDM 605 International Business: Where is the money?

**Operational level**

- ODM 500 Strategic Marketing and Customer Intimacy
- ODM 501 Multichannel Marketing & Sales Force Productivity
- ODM 502 Operational Excellence & Improvement Projects
- ODM 503 Performance Management (Financial & Marketing Metrics)
- ODM 504 Competitive Intelligence
- ODM 505 International Business: Where is the money?

**Project report and Thesis**

## Target audience

- Experienced professionals that want to develop their own organization, their business concept, their business case and their business model;
- Experienced business people with proven results and less background in terms of educational background;
- Experienced working professionals that need to grow in terms of personal performance;
- Experienced working professionals that want to start their own business;
- Experienced working professionals that want to grow towards the next level in terms of organization, personnel and business performance.

## Admission criteria

Candidates have a bachelor degree or work experience as successful businessman or business woman. The admission procedure is administered by the selection & intake team. The successful business person should bring references and measured results.

## Study Load

This education program has a study load of one full day per two weeks and an additional study load of 6-7 hours per week for homework assignments.

## New in-company education concept



The school provides a challenging and integrated educational environment that is externally engaged on creating technologically proficient problem solvers, innovative and critical thinkers and ethical business leaders.

## Contact

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**Course descriptions: Executive level**

**EDM 600 Leadership & Sustainable Management**

**A review in the process of Strategic Management, the Concept of Leadership and the Ability to Change**

The course starts with the history of value management: ROI, value drivers trees, management accounting concepts, discounted cash flow, residual income, corporate finance (CA, EVA), strategic management (Kaplan & Norton, Copeland, Koller, Murrin). And psychological theories and test for personal performance scorecards. We bring these organizational and psychological dimensions together with Mintzberg's Planning School, Learning School, Positioning School and Entrepreneurial School. The course also introduces the relationship between Value Chain & Supply Chain and how to work with corporate strategies. It is clear that a company's culture is an imperative element in the strategic development process. In this course the management challenges: "What is your leadership branding capability". What is your level of supply chain leadership? And the student will click his psychological & competence tests to his organizational performances. Market analysis is an imperative element in this course since this knowledge will play an imperative role in innovative initiatives within companies. The success of an existing company depends on the ability to change the organization. Change of the organizational structure, change of the supply chain concepts, change in terms of value management and eventually the change of a company's culture.

**EDM 601 Revenue growth & Price strength**

**Understanding the STRATEGIC meaning, approaches and benefits of successful customer-centric in B2B and B2C companies**

**Strategically**, the marketing concept is in the DNA of the company. In today's global markets customers choose to buy from those companies they perceive as offering the best value. Value is a function of the perceived quality and the price of the company's offer. Consequently, to succeed as a company must be managed to offer superior value in terms of lower prices or higher quality. Unless they are competitive, they cannot generate the revenue from customers to survive. **Tactically and operationally**, market segmentation and positioning are the two fundamental marketing tasks. It starts with managers segmenting the market and understanding the value needs of customers. They then develop positioning strategies for the segments upon which they decide to focus. After the opportunity is defined, a team-like approach across the functional areas is needed to develop and provide the fast, value solution to match the opportunity. Next, marketing and sales people have the task of communicating the value to the market. Finally, the organization seeks to obtain continuous feedback so that a long term relationship with the customer can be built.

In this course short presentations coupled with discussions, individual and table exercises are provided in:

- **Definition** "Customer Value propositions in Business Markets": the use of the term in three different ways: all benefits, favourable points of differences and resonating focus; The building blocks of a successful customer value proposition. Case: how to transform a weak value proposition?
- **Best practice suppliers make sure their people know how to identify what the next value propositions ought to be.** Through the Kraljic Matrix a better understanding is created in Customer Value Propositions. Understand the meaning, approaches and benefits of successful customer - centric business to business companies: the benefit stack, the loyalty ladder, four customer categories and choosing a loyalty strategy.
- **Apply TACTICAL Techniques & tools to measure and evaluate customer needs and value of products in customer's value chain**  
We work extensively with our **CMAT**. The faculty member has a lot of customer experiences with this Customer Management Assessment Tool. CMAT is the leading customer relationship management assessment approach for organizations that want to understand how well they are managing their customers and to compare this performance to a global benchmark.

We follow **nine steps**:

1. **CRM strategy**: analyzing customer needs, customer value analysis & propositions, evaluating type of products & used strategic sourcing.
2. **Customer prospects**: creating & capturing value, customer segmentation and Quelch Model.
3. **Customer (Management) Activities**: targeting, enquiry management, welcoming, getting to know, customer development, managing problems, win-back.

4. **Business Processes:** where & how products fit within the customer's PDM, SCM and CRM.
5. **People & Organization:** organizational structure, core competencies, capabilities, culture.
6. **Information & Technology:** collection, use and availability of customer intelligence, information planning and quality management.
7. **Customer Satisfaction:** satisfaction monitoring, event driven research, loyalty analysis.
8. **Competition:** best practices, benchmarking.
9. **Business Performance:** KPIs, corporate measures cascading down to individuals, campaign measurement, channel management.

#### **EDM 602 Operating effectiveness & Capital management**

Operating effectiveness has a significant impact on cost and therefore value. Providing customers with reliable products or services at competitive prices and delivered with minimal difficulty or inconvenience. The company builds its strategy around operating effectiveness and is organizing itself to provide market offerings that fulfil a defined set of customer requirements and preferences at the lowest level. Such firms – like Dell Computer - are creative in the design and implementation of their business processes and continually search for ways to eliminate redundant activities that do not contribute to customer value. In the course the student will explore the business drivers, critical success factors, key performance indicators and the procedures to get the desired behaviour. Four concepts are taken into account for operating effectiveness: Supply Chain Management, Quality, Process Efficiency and Performance Management.

An often underutilized lever to improve cash flows and shareholder value is effective capital management. Working capital optimization can yield real gains. Through financial management and the cycle approach the student will learn to connect capital effectiveness with operational excellence. In order to show shareholders these opportunities one will learn to develop financial business cases which will enable management to build the strategy in terms of financial performance management.

#### **EDM 603 Cost of capital & Intangibles**

Critical is to link these value drivers with specific processes, activities and improvement programs that resonate with manager and employees. Many managers and most employees do not understand how their activities relate to shareholder value. In this course we will focus on keys to maximizing long-term, sustainable shareholder value and to identify and improve the critical value performance drivers. The Value Performance Framework of Jack Alexander integrates fundamental economic valuation principles, process improvement, execution planning and follow through and performance measures to build shareholders value. In the vision of Copeland, Koller and Murrin with respect to value management a company should focus on two types of management processes: the creation of the value creating ability of a company by making use of the restructuring hexagon and identifying key pressure points (high leverage improvement opportunities); the keeping of the value creating ability by a company through the development of value creative management and leadership. The student will learn about the phases of the restructuring hexagon and the intervention opportunities for a company. In this module the student will learn assessing performance on critical business processes through business cases and measures through evaluation and external benchmarking. Performance dashboards will be developed with high visual impact.

#### **EDM 604 Customer ranking, Delivery & Service models**

The Marketing process, as leading business process, generates a customer led organization. Marketing research is an imperative step in order to learn the requirements of customers and in many companies Business Intelligence is developed. Business Intelligence is the systematic process of finding, selecting, organizing, distilling and presenting information in a way that improves an employee's comprehension about the customers". Your organisation wish to know: how are we doing? Growing volumes of data are available, and firms are trying to transform the data into actionable information about customers, inventory levels and product trends. Intelligence at the right place and the right time is needed to reduce risk and meet business imperatives. In addition, well-placed intelligence is critical to covering one's individual and collective rear.

In this course the student will learn about the customer loyalty ladder, customer service levels, customer delivery models and customer clustering. Customer satisfaction has a direct impact on value creation through supply chain performance.

**EDM 605 International business: where is the money?**

In this module the student will learn about the changing international business arena. From the perspective of Management, Marketing, Information Systems, International Banking and Finance and the developing BRIC-countries with large growth ratios the new developments in the global arena are handled and new opportunities are provided. What will be the future of Europe? Will the sustainability issue be as important as we now think? How can we develop our economy, our company and what can we do to have continuous growth of revenues and innovative initiatives in our market. The value performance framework has noted a factor that is imperative for our global development: Intangibles: Credibility, Future expectations and the international capital structure. In this module we will work out the future and the new opportunities for us.

**Course descriptions: Operational level**

**ODM 500 Strategic marketing and Customer intimacy**

This course is focused on the development of an organization from a product oriented towards a market oriented organization. The corporate marketing researched in a six step approach that will be presented to the group making use of various business cases. We will build relationships with our existing customers through the Benefit Stack, the Loyalty Ladder and the Buyers Position. Will your functional area support the directive to become a market oriented company? Making use of the SWOT analysis the student will learn which external factors will affect the organization. Furthermore they can stipulate which are the most important factors. The transformation into a customer led company is the objective of this module.

Through the method of Benchmarking the student will learn the competitive advantage in their market. Through a marketing game to become a customer led organization the implementation activities will be stipulated. In this module the theory of the Customer Relationship Cycle is fully covered and customer retention and customer win back is handled. The customer service models and the delivery models are evaluated in an IT environment. We will make use of the CMAT-nine step approach to operate the customer value propositions in the market.

**ODM 501 Multichannel marketing & Sales force productivity**

Selling the products making use of internet is the next step in the development of companies. E-Commerce is explained in this course again from an implementation perspective. The E-commerce processes are followed through and evaluated. The Information Technology development is presented as an historic fact learning what steps have been taken to sell through the internet. In this course new business cases are presented including the web portals, the implemented performance indicators and the vision of these new markets. Tenders and auctions are winning importance in this market. Networking and knowledge management are topics that will be worked out to develop the e-commerce opportunities in your market.

**ODM 502 Operational excellence & Improvement projects**

Operational excellence means "providing customers with reliable products or services at competitive prices and delivered with minimal difficulty of inconvenience". The company builds its strategy around operational excellence and is organizing itself to provide market offerings that fulfil a defined set of customer requirements and preferences at the lowest level. Such firms – like Dell Computer - are creative in the design and implementation of their business processes and continually search for ways to eliminate redundant activities that do not contribute to customer value. In the course the student will explore the business drivers, critical success factors, key performance indicators and the procedures to get the desired behaviour. Four concepts are taken into account for operational effectiveness: Supply Chain Management, Quality, Process Efficiency and Performance Management. In this course the implementation from an operational point of view is developed through a step by step approach. Through the financial cycle approach the student will learn to set-up successful projects in order to implement operational excellence in the organization.

**ODM 503 Performance management (financial & marketing metrics)**

Competences and Performance Management are sides of the same coin. In this course the student will develop performance dashboards and analysis for value creation. The implementation of the performance management is central in this module. Operating effectiveness is defined in two ways: doing the right things and doing things faster and cheaper. The process view appropriately recognizes cross functional interaction versus functional silos. In order to improve performance in most critical processes, cross functional cooperation and learning is required. The student will learn his own position making use of the Meyer Briggs Type Indicator© and evaluating the critical competences that is necessary to increase performance. In the group we will also interact with the students in order to read each others psychological standpoint and culture.

Through the Theory of Competing Values of Robert E. Quinn we will translate the personal culture into the organizational perspective. In this course we will also learn the Critical Success Factors in Value Creation and the necessary key performance indicators that will measure these critical factors. Capital efficiency, cost of capital and estimation of company's values are topics in this financial course.

#### **ODM 504 Competitive intelligence**

In this course we will share selected financial information for a number of companies that most of us are familiar with at some level. The information will include growth, profitability, asset turnover and financial leverage. While this summary is used to illustrate the business model concept, the format is also a terrific way of benchmarking performance across value drivers. Many managers limit benchmarking to a peer group or similar companies. While benchmarking comparable companies is useful, it does not capture many of the potential benefits of a broader benchmarking process. It is also helpful to look at the performance of our key customers. The student will learn the concepts of competitive intelligence and business intelligence. Business Intelligence is the process of turning data into knowledge and knowledge into action for business gain. In other words, it involves taking the information gathered in a Data Warehouse and applying it to make sound business decisions. A well designed Data Warehouse is the first step of a complete range of analytical activities and applications needed to build a proper information infrastructure. Business Intelligence Roadmap is the visual, complete guide to developing an effective BI decision-support application. In the activity of business intelligence we will make concrete steps in developing real time business intelligence.

#### **ODM 505 International business: where is the money?**

In this module the student will learn about the changing international business arena. From the perspective of Management, Marketing, Information Systems, International Banking and Finance and the developing BRIC-countries with large growth ratios the new developments in the global arena are handled and new opportunities are provided. What will be the future of Europe? Will the sustainability issue be as important as we now think? How can we develop our economy, our company and what can we do to have continuous growth of revenues and innovative initiatives in our market? The value performance framework has noted a factor that is imperative for our global development: Intangibles: Credibility, Future expectations and the international capital structure. In this module we will work out the future and the new opportunities for us.