

## Managing for Business Success

### Basic Program Information



#### Who should attend

- Leaders on all levels, interested in updating their business and management know-how
- Experts with lateral leadership responsibility
- Especially beneficial for leaders/experts without formal business degree



#### What you learn

The program contains the following topics:

- Market-oriented strategy
- Finance for managers
- Current management challenges
- Innovation and digitalization
- Managing change



#### How you learn

3.5-day program at the European School of Management and Technology (ESMT):

- Lecture and discussion of management concepts and their application to practical tasks
- Analyzing and solving management challenges, based on case studies and practical examples
- Peer exchange and small group work
- Pre-/post digital content



#### Benefits

Participants will:

- Gain a better understanding of the strategic and financial situation of Bertelsmann and its businesses
- Enrich their management know-how and toolbox
- Receive insights and orientation regarding managerial challenges in facilitating innovation and change
- Develop a cross-divisional and international network with other participants

### Key Details

#### Your contacts



Cathrin Beitelhoff  
Program Manager



Katharina Schoof  
Program Director

#### Facilitators / Partners

Prof. Dr. Harald Hungenberg,  
European School of  
Management and Technology

#### Program language

English

#### Date and location



[Current  
program dates](#)

Berlin, Germany

#### Duration

3.5 days (+ pre-/post digital)

#### Participants

Min. 30 participants  
Max. 40 participants

#### Booking information

Nomination by divisional  
Heads of HR only



[Current dates of  
all nomination  
programs on Jam](#) 1/4



## Managing for Business Success

### Your Learning Experience | Typical Flow and Topics (Examples)



#### Day 1

08.30 am

##### Strategy

- Welcome and introduction
- Competitive advantages and strategies
- Workshop “Strategic Challenges of own Business”
- Update on the Bertelsmann corporate strategy



#### Day 2

08.30 am

##### Finance and New Management Challenges

- Reflection on previous day
- Finance for managers – workshop understanding Bertelsmann’s financials
- New Management Challenges – elective sessions on customer centricity, ambidextrous leadership and organizational agility and excellence



#### Day 3

08.30 am

##### Innovation and Digitalization

- Reflection on previous day
- How to create innovative ideas – innovation workshop on digitalization
- How leaders foster innovativeness
- Mastering own change challenges (workshop / peer coaching)



#### Day 4

08.00 am

##### Change Management

- Reflection on previous day
- Success factors of change management
- Communication in change processes
- Reflection and feedback, end of program

02.00 pm

##### Departure



## Managing for Business Success

### Your Learning Experience



#### Topics & learning goals

##### **Engaging communication, providing directions and purpose**

- Understanding, communicating and explaining (financial) situation and strategy of the company and how it relates to own unit
- Translating strategy by deriving own strategic priorities and discussing them with team (leaders)

##### **Strategy**

- Understanding the elements of a good strategy
- Evaluating the strategic position and quality of own business strategy
- Translating strategy by deriving own strategic priorities in alignment with company objectives

##### **Business acumen / enterprise perspective**

- Understanding core business functions and their interaction
- Being able to evaluate the company's financial situation and its impact on strategic priorities and own unit

##### **Leading innovation**

- Understanding the characteristics of successful innovations and the sources of innovative ideas
- Understanding role and contribution of leaders in fostering innovativeness (of own teams)
- Understanding and applying techniques to lead customer-centric innovation processes in own businesses and departments

##### **Business context awareness / customer focus**

- Gaining insights into creating customer value through digitalization
- Understanding the application of big data to gain insights on customers and improve customer focus

##### **Leading Transformation & Change**

- Understanding drivers and barriers of change
- Understanding how to communicate effectively in change situations
- Develop insights in how to handle own change-related challenges

##### **Operating effectively in the VUCA world / leading in an agile organization**

- Understanding the principles of an agile organization

##### **Managing ambiguity / ambidexterity**

- Being able to manage the exploration-exploitation trade-off

##### **(International) network building, Organizational awareness, Impact and influence**

- Actively building own professional network across divisions and countries
- Understanding how modern organizations form a platform for individual behavior



## Managing for Business Success



### Program overview in a short video clip

#### Managing for Business Success

[Video Clip](#)



### Testimonials



*“The MBS-Program provides an insightful and professional overview of the three core jobs of management today: change, strategy and innovation whilst offering pragmatic and goal oriented tools to implement in daily operations.”*

**Daniel Bischoff, RTL, Luxembourg**



*“I am quite used to work with financials and make decisions based on them, but the way Bertelsmann numbers were presented and explained really surprised me. It was simple, clear, and made us realize where we are as a Group in a transparent way. It helps me a lot to think of new ways of approaching my own numbers.”*

**Beatriz Calvo Freijanes, Arvato, Spain**