



Mass Customization

Turning heterogeneous customer needs into a new source of profitability

Madrid, 6, 7 and 8 May 2009



“Our programs allow executives to renew their competitive edge, commitment, entrepreneurial spirit, global vision and their motivation – and later on, our business forums and Centers of Excellence offer platforms for a continuous learning.”

Santiago Iñiguez. Dean of IE Business School

Fully recognized by the three principal international accrediting bodies in the field of business education



IE Business School is consistently ranked among the top Business Schools worldwide by international financial and economic media groups.

www.ie.edu/IE/php/en/rankings.php

Executive MBA

FinancialTimes
1st in Europe
5th worldwide
Oct. 2008

Full-time MBA

FinancialTimes
1st in Spain
8th worldwide
Jan. 2008

America Economía
4th worldwide
Aug. 2008

The Economist
5th in Europe
10th worldwide
Sept. 2008

Business Week
1st in Europe
15th worldwide
Nov. 2008

Executive Education

FinancialTimes
5th worldwide
1st in Spain
May 2008

The Economist
2nd worldwide
Jan. 2008

FinancialTimes
5th in Europe
1st in Spain
European Business Schools
Dec. 2007

America Economía
2nd worldwide
Nov. 2007



worldwide

IE Business School's Executive Education Division is renowned for executive development programs that provide strategic insights and deliver global perspectives. Our Open Enrolment Programs have been ranked no. 5 worldwide according to the Financial Times, May 2008.

Who is this program designed for?

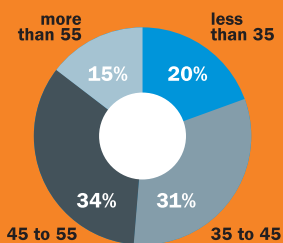
This program has been designed for senior executives and managers (general managers as well as marketing, operations, R&D and functional directors) who are concerned with creating value and profitability within their organizations. The program combines ground-breaking tools with practical solutions, and provides participants with an eye-opening understanding of Mass Customization as a broadly applicable entrepreneurial opportunity for their companies.

The program is targeted at, but not limited to:

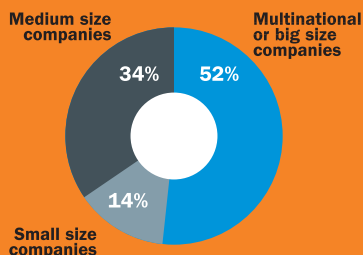
- **Managing Directors**
- **General Managers**
- **Strategy Professionals**
- **Marketing Professionals**
- **Product Managers**
- **Client-Relationship Managers**
- **Operations Professionals**
- **Innovation Professionals**
- **Human Resource Professionals**

Participants' Profile

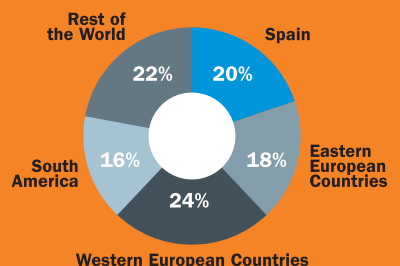
age



company size



countries of origin



Mass Customization

TURNING HETEROGENEOUS CUSTOMER NEEDS INTO A NEW SOURCE OF PROFITABILITY

Program Overview. Today's pressing global economic crisis is putting efficiency and cost-cutting back on the agenda of executives and entrepreneurs worldwide. Yet, cost cuts should not be blindly pursued at the risk of damaging the long-term strategy and value proposition of an organization. Firms pursuing differentiation strategies do not have to turn themselves into cost leaders; what they must be able to do is offer better, cheaper and simpler differentiation through the creation of a unique portfolio of products and services for each of their customers or groups of customers.

Mass Customization is a key strategy to meet this challenge. Throughout this program participants will realize that offering superior fit to their customers' needs is not necessarily achieved at the expense of efficiency. Companies like Nike, Land's End, BMW, John Deere, Capital One Financial Corp., Allianz Insurance, or Lego, among others, have started large-scale Mass Customization programs. The next one may be your company – you will learn how to take advantage of cost saving and market growth opportunities gained through Mass Customization. Most importantly, this program will introduce you to the different issues, tools and approaches that you can adopt to build profitability by serving differentiated customer needs – to move towards Mass Customization.

Mass Customization is an innovative, ground-breaking international program designed to help executives gain competitive advantage by learning how to turn heterogeneities across their customer base into a source of profits. Participants will gain a holistic understanding of the various capabilities – both organizational and individual – that their companies will have to develop in order to recognize and exploit heterogeneous customer needs. The program emphasizes a cross-functional approach and covers issues such as organization design, CRM capabilities, and organizational change.

Program Objectives. This state-of-the-art program provides its participants with the latest practices and cutting-edge strategic insights to help them steer their organizations towards Mass Customization. The program is delivered by world-class experts on the topic, which provide excellent academic and practical experience to the program.

Throughout this program you will develop a sound understanding of:

- Which capabilities your organization needs, to move towards Mass Customization.
- Which tools and approaches you can use to build these capabilities.
- How to revamp your innovation processes to offer the "right customization".
- How you can create a value chain that is both flexible and efficient.
- How human capital contributes to achieving Mass Customization.
- How IT and knowledge management can support Mass Customization.
- How to orchestrate organizational change that delivers this strategy.

Program Content.

The program features several stimulating modules that analyze Mass Customization fundamentals from diverse points of view. Topics to be discussed include:

Organizational Capabilities

- Mass Customization: Introduction to the concept.
- Application of Mass Customization in diverse businesses and industries (B2B, B2C, Services, etc.).
- Three fundamental capabilities you must have, whatever business you're in.
- Does it pay back? The impact of Mass Customization on financial performance.

Individual Capabilities

- Mass Customization is not only about systems.
- How do people contribute to an organization's overall flexibility?
- Implications of training, selection and work automation systems.
- Assessment of the contribution of people within your organization.

Mass Customization from a Marketing Perspective

- Mass Customization and Branding.
- Effect of customer loyalty.
- Revamping the sales process to achieve efficient and effective communication of variety.

Role of Product and Process Design

- Product and service delivery process design: The source of flexibility.
- Modular products and processes vs. flexibility.
- Postponement vs. flexibility.
- Overseeing and designing product and service delivery processes: An executive responsibility.

Knowledge and IT Management and Cost Control

- Connecting the customer - front and back-end of the company.
- Supporting the customer in the choice process.
- Re-use of knowledge in the back-office: Not reinventing the wheel for each customer.
- The configure-to-order business model.
- How to build and implement a great online tool-kit for customer co-creation: Parameter-versus rule-based configuration.

Organizational change issues

- Recognizing the "killers" in your shift towards Mass Customization.
- Effective organizational change in the transition towards Mass Customization.
- Keys to make the transition happen.



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LEARNING MODEL

This program has been designed to push participants beyond simply acquiring new knowledge and skills. It is built around interactive discussions, case studies and teamwork, all of which are intended to expose participants to the frameworks and tools they will need to succeed in a highly competitive international business environment.

In order to continue networking and sharing with fellow participants, we will launch a virtual online campus which will help participants reconnect, recharge and recommit to their strategic and personal development plan.

WHY IE BUSINESS SCHOOL

IE Business School is a leading international business school oriented at providing top-level training for executives. The recognized prestige of our teaching faculty, the degree of excellence of our academic programs and a clear international focus are the keys behind a learning model that has ranked IE Business School among the best business schools in the world (IE Business School has been ranked the 5th business school in the world in Open Programs by the Financial Times, May 2008).

The Executive Education Programs offered by IE Business School aim to develop the vision, skills and management capabilities required to meet the many and varied challenges facing business organizations, both today and in the future.

Our school's training model promotes personal, intellectual and professional development and does so in a global framework to expand and deepen international perspectives among participants. The programs we run are open and/or tailored to meet company or individual needs and provide a targeted and thorough foundation that translates into a direct impact on business and individual performance.

In recognition of the high quality and academic rigor of our programs, IE Business School is accredited by EQUIS (European Quality Improvement Systems), AACBS International (The Association to Advance Collegiate Schools of Business) and AMBA (Association of MBAs).

We invite you to join our community and benefit from a unique learning experience in an environment that nurtures top-level talent both professionally and personally.





FABRIZIO SALVADOR

FRANK PILLER

CLARA AGUSTIN

Faculty.

The program has been designed and will be taught by IE Business School's renowned faculty members who incorporate the latest customer management tools, drawn from their unique consulting, research, and teaching experiences.

FABRIZIO SALVADOR. Operations Management Professor.

Professor of Operations Management, IE Business School, Spain.

Professor, MIT Zaragoza Logistics Center, Spain.

Research Associate, MIT Center for Logistics and Transportation, USA.

PhD in Operations Management, University of Padova, Italy.

FRANK PILLER. Innovation Management Professor.

Professor of Innovation Management, RWTH Aachen University, Germany.

Co-Director, MIT Smart Customization Group, Massachusetts Institute of Technology, USA.

PhD in Operations Management, Technische Universitaet Muenchen, Germany.

CLARA AGUSTIN. Marketing Professor.

Professor of Marketing, IE Business School, Spain.

PhD in Marketing, Radboud Universiteit Nijmegen, The Netherlands.

"Over the past decade, we have studied Mass Customization in more than 200 different organizations and have found this strategic mechanism to be applicable to most businesses, provided that it is appropriately understood and deployed. The key is to view it as a process to align an organization with its customers' needs, developing a set of organizational capabilities based on common goals that will ultimately supplement and enrich your business."

Program Dates:

6, 7 and 8
May 2009

Program Location:

Madrid, Spain

Program Fee:

€ 3,800





Admission

APPLICATION PROCESS

Candidates may apply online at www.execed.ie.edu or send the application form that accompanies this information by fax to +34 91 745 4762.

PROGRAM FEE

Mass Customization. Madrid, 6, 7 and 8 of May 2009.

Fee: € 3.800.

The program fee covers tuition, course materials, all coffee breaks and lunches and an extracurricular networking activity.

Fees do not include accommodation. If you wish, we would be happy to make a reservation for you at one of the hotels within walking distance of our premises and with which we have special agreements.

Payment is due within 30 days of the invoice date or upon receipt of the invoice if admission is within 30 days prior to the start of the program. Cancellation policies are outlined in the information provided to applicants upon admission.



business
school

Executive Education

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www.execed.ie.edu/internationalprograms

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