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Building a Customer-Centric Organization.
Madrid, 2, 3 and 4 of March 2010

www.execed.ie.edu/internationalprograms



IEProgram
Marketing

“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

Financial Times
 2nd in Europe
 7th worldwide
 Oct. 2009

Full-time MBA

Financial Times
 1st in Spain
 3rd in Europe
 6th worldwide
 Jan. 2009

Executive Education

Financial Times
Open Enrolment
 4th worldwide
 May 2009

International MBA

Wall Street Journal
 1st in Europe
 Sept. 2009

Forbes
 3rd worldwide
 Aug. 2009

Financial Times
Executive Education
 10th in worldwide
 1th in Spain
 May. 2009

America Economía
 2nd worldwide
 Jun. 2009

The Economist
 2nd worldwide
 Jan. 2008

The Economist
 16th worldwide
 Oct. 2009

America Economía
 7th worldwide
 Oct. 2009

Business Week
 1st in Europe
 2nd worldwide
 Nov. 2008



Creating Global Leaders

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. 4 worldwide by the Financial Times, May 2009.

Who this program is designed for

This program has been designed for business executives who strive to transform their companies into customer-driven organizations. The program equips participants from both marketing and non-marketing functions, and B2C or B2B settings, who require a solid understanding of how customer-centricity is best utilized to deliver profitability to their organizations.

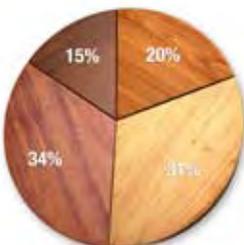
The program is targeted at, but not limited to, Managing Directors and General Managers, as well as to executives with responsibility in:

- Marketing
- Business Development
- Operations and Systems
- Innovation / New Product Development
- Customer Satisfaction / Quality
- Human Resource Directors

Participants' Profile

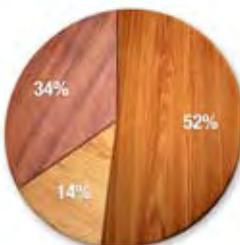
Age

Less than 35: 20%
35 to 45: 31%
45 to 55: 34%
More than 55: 15%



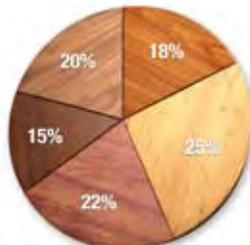
Company Size

Multinational or large: 52%
Medium: 34%
Small: 14%



Countries of Origin

Spain: 20%
Eastern Europe: 28%
Western Europe: 24%
South America: 16%
Rest of the World: 22%



Building a Customer-Centric Organization

Outperforming your Competition in Profitability

Program Overview. The stagnation of consumption and the proliferation of highly heterogeneous and diverse customer needs are forcing executives today to refocus their product and service portfolios and respond to their client's needs or risk losing them to the competition.

Yet, for any organization to be able to manage this changing dynamic all aspects of the business must be aligned with the goal of understanding customers, revamping their product and service offerings to match the target customer-value proposition, while redesigning organizational culture, incentives systems and processes accordingly. Today's executives must develop a holistic view of the principles around which organizations can redesign themselves to tap into the benefits of customer-centricity and gain insight into the issues and solutions associated to such vast organizational change processes.

Building a Customer-Centric Organization is a challenging three-day international executive program designed to help executives build their own winning customer-centric strategy and outperform their competition.

Program Objectives. This international program equips executives with the latest thinking and cutting-edge strategic insights to help them build a successful customer-centric organization.

Participants will develop a sound understanding of how to:

- Analyze the impact of customer centricity on revenues, profitability and growth.
- Understand the organizational implications of customer-centric strategies and the changes that need to be made.
- Structure their organization by customer segments that establish ownership of the customer experience.
- Delight their customers by delivering value propositions that competitors cannot match.
- Achieve customer satisfaction by understanding and adapting to customer needs rapidly and efficiently.
- Identify and exploit all customer channels.
- Measure customer value for long-term profitability.
- Implement a customer-focused culture within their organization.
- Innovate by improving the value propositions offered to customers.





FABRIZIO SALVADOR

MARTIN BOEHM

FRANK PILLER

Program Content.

The program features several thought-provoking modules that address numerous issues of concern. Topics to be discussed include:

Strategic capabilities for customer-centricity

Building a customer-centric organization is appealing but also difficult because it involves profound changes in virtually all the value-adding processes of a firm. Yet the payoff can be enormous. This module examines the fundamental capabilities that a company has to develop in order to become customer-centric, and offers a comprehensive view of the scope and content of the organizational changes associated to customer-centricity. Special attention will be devoted to the issues associated to connecting front-end and back-end areas of the firm for a fast and efficient adaptation to customer needs.

Placing the customer at the center of the innovation process

A key challenge in new product and service development (NPSD) is to match new designs to customer preferences. The growing heterogeneity of demand, the advent of “long tail markets”, exploding product and service complexities and the rise of the creative consumer are making this task more difficult than ever. This module will explore new strategies to navigate NPSD more efficiently by utilizing the firm’s periphery for innovation.

Focusing on the individual customer relationship

Delivering what customers value provides competitive advantage in today’s business arena. No matter in which sector it finds itself competing in each company needs to focus on the customer’s point of view not only to improve the customer experience, but also to increase the customer’s contribution to the business. This module will explore how to determine the value of each individual customer for your business and how to retain the ones that offer the highest value, as well as, switching costs associated with their loss.

Faculty.

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.

MARTIN BOEHM. Marketing Professor.

Professor of Marketing Strategy IE Business School, Spain.

PhD in Marketing, Frankfurt University, Germany.

MBA, Australian Graduate School of Entrepreneurship, Australia.

FRANK PILLER. Innovation Management Professor.

Professor of Innovation Management, RWTH Aachen University, Germany.

Co-Director, MIT Smart Customization Group, USA.

PhD in Operations Management, Technische Universitaet Muenchen, Germany.

PROGRAM DATES

2, 3, 4 March 2010

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 91 563 2632.

PROGRAM DATES AND FEES

Building a Customer-Centric Organization.

Madrid, 2, 3 and 4 of March 2010

Fee: € 3.800

Each 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.

FOR FURTHER INFORMATION, please contact:

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