

FIRST
OF ALL:
STAY
ON TOP

BRINGING TECHNOLOGY TO MARKET

Three modules across the major
business regions of the world

An exclusive program for
executives in global B2B markets



**Executive Education
Ranking 2015**

**The most recent international rankings
confirm the program excellence at ESMT**

Financial Times ranks ESMT 11th worldwide in
executive education and number one in Germany

June 21–24, 2016

ESMT European School
of Management and Technology



MODULE 1

MARKET DEVELOPMENTS AND COMPETITIVE ADVANTAGES

- Day 1** Understanding market-oriented management in a global business environment
- Day 2** Strategic options for fighting low-cost competition
Project work: Industry analysis
- Day 3** Designing innovative business models
Patents and the market for technology
- Day 4** Using cost information in pricing decisions
Dealing with partners in the acquisition process

September 6–9, 2016

Darden School of Business



MODULE 2

ORGANIZATIONAL STRUCTURES AND HUMAN RESOURCES

- Day 5** Linking marketing and sales with R&D and production
Project work: Strategic concept
- Day 6** Evaluation of customers
Organizing multi-channel sales and key account management
- Day 7** Optimizing decision making in sales and marketing processes
- Day 8** Achieving market excellence through sustainable leadership

November 1–4, 2016

CELAP China Executive Leadership Academy Pudong
CKGSB Cheung Kong Graduate School of Business



MODULE 3

CULTURAL AND POLITICAL FRAMEWORKS

- Day 9** Balancing localization and globalization
Project work: Challenges to come
- Day 10** Coping with cultural differences in business
The ethical dimensions of business
- Day 11** Negotiating sales success
Managing internal and external conflict
- Day 12** The impact of political and social demands on business



*OLAF PLÖTNER, Program Director,
Bringing Technology to Market*

BTM FACULTY

The BTM faculty consists of an internationally renowned group of researchers with industry-specific expertise.

JIM G.S. CLAWSON

is the Johnson and Higgins Professor of Business Administration Emeritus at the Darden School of Business, University of Virginia, and a visiting professor at ESMT.

HARALD HUNGENBERG

is a chaired professor of management at the Friedrich Alexander University of Erlangen-Nuremberg and a visiting professor at ESMT.

GENFA LIU

is the deputy general of the Department of International Exchange and Program Development of China Executive Leadership Academy Pudong (CELAP).

OLAF PLÖTNER (PROGRAM DIRECTOR)

is a professor and the dean of executive education at ESMT, a visiting professor at the Darden School of Business, University of Virginia and at Antai College of Economics and Management, Jiao Tong University, Shanghai.

TOM STEENBURGH

is the Paul M. Hammaker Professor of Business Administration at the Darden School of Business. Prior to joining Darden, he taught at Harvard Business School.

LESLIE YOUNG

is a professor of economics at the Cheung Kong Graduate School of Business (CKGSB).

MARK YOUNG

is a coach and consultant in the fields of negotiation, mediation, and conflict management and a member of the visiting faculty at ESMT.



This program has been more helpful, inspiring, and successful than any convention or learning session I have attended before. This has been the most growth versus time spent I have had in my career.

*BTM alumnus Patrick Bass,
now CEO of ThyssenKrupp North America*

Global markets are turbulent and their competitive landscapes are continually changing. New customer segments, low-cost competitors, new technologies, and innovative business models demand that suppliers adjust their market approaches to changing conditions. Similarly, managers responsible for a product and/or region have to know how to tailor services and product offerings to profit from developments. They have to generate competitive market strategies and establish the means for their implementation. This includes gaining support within their corporations and motivating their teams to excel in the global environment.

Bringing Technology to Market (BTM) has been designed to provide managers in technology-driven B2B markets with the knowledge and concepts they need to develop growth plans and mitigate risk. Responding to the demands of the global business world, the three program modules will comprise an international group of participants and be run in the three major business regions of the United States, China, and Europe.

TOPICS INCLUDE

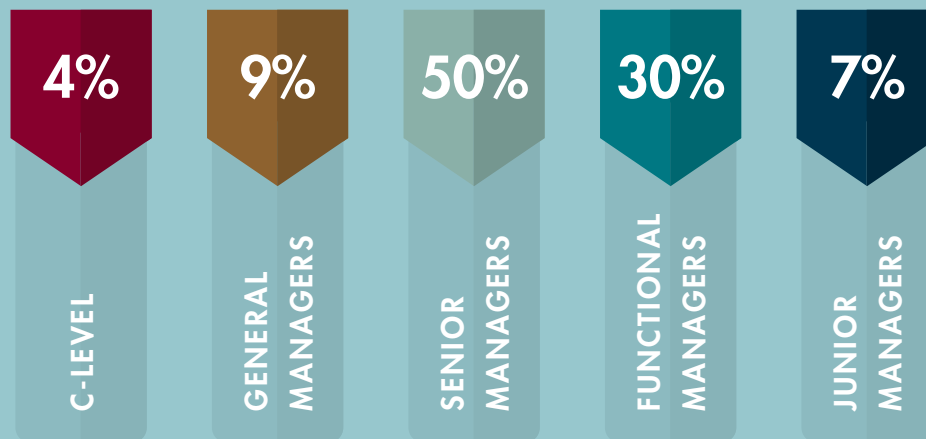
- ✓ Tackling low-cost competition on global B2B markets
- ✓ Developing innovative business models
- ✓ Turning complex services into a profitable business
- ✓ Developing market-based controlling systems
- ✓ Optimizing decision making in sales and marketing processes
- ✓ Negotiating sales success
- ✓ Achieving sales excellence through leadership
- ✓ Handling different cultural and political frameworks
- ✓ Understanding the current drivers of market-oriented management

METHODS

We have designed an experience-based program for senior managers working on global markets. As a result, the BTM program relies on methods specifically chosen for this group, including lectures and discussions of cases with a global focus. A strong emphasis is put on intense project work concerning competitive strategies that relate to a participant's global business.

BTM PARTICIPANT GROUPS

The BTM program assembles an international group of participants who share similar characteristics and working conditions. They all come from technology-based companies and have similar functions as well as a similar understanding of their targets and tasks.



THE MOST COMMON TITLES INCLUDE

Analyst, Assignment Coordinator, CFO, Consultant, COO Process Management, Department Head, Deputy General Director, Director Sales China, Division Director, General Manager, Global Product Leader, Head of Business Development, Senior Manager Industrial Technologies, Underwriter, Vice President R&D, Vice President Sales, Vice President Service Solutions

COMPANIES REPRESENTED INCLUDE

Allianz, BASF, Robert Bosch, Claas Global Sales, Daimler, Deutsche Bank, Deutsche Lufthansa, EADS, Ficosa International, Hauni Maschinenbau, ista International, MAN, Oxxio Energy, Quotium Technologies, Shanghai Electric, Siemens, thyssenkrupp, Voith Paper, Wilo, Carl Zeiss

COUNTRIES REPRESENTED INCLUDE

Austria, Brazil, Czech Republic, France, Germany, Italy, Kazakhstan, Liechtenstein, Luxembourg, The Netherlands, Pakistan, Philippines, Poland, Romania, Russia, Slovakia, South Korea, Spain, Switzerland, United Arab Emirates, United Kingdom, United States, Vietnam

WHO SHOULD ATTEND

Participants with a leading position in a technology-driven, globally active B2B company who are responsible for generating profitable business.

INDIVIDUAL BENEFITS

Participants will return from this program with the right understanding, concepts, and tools for improving revenue generation in the global market. In addition, they will have obtained an international network of peers.

ORGANIZATIONAL BENEFITS

All ESMT programs are practice-oriented. This means that participants profit from the current research applied to business practices – research that can be implemented upon return to their organization. Furthermore, the programs provide both the participants and their organizations with fresh perspectives and a solid network of global contacts. In addition, each program is an opportunity for companies to promote and retain valuable personnel.

The BTM program has been designed as a consortium program that brings together participants with similar engineering backgrounds from technology-driven companies. This guarantees results that are tailored to their industries.

TUITION

€10,900

Seminar prices are net prices. Value-added tax will be added where it is legally required. Deductions for items such as banking fees, withholding taxes, or cash discounts for prompt payment are not possible.

Applicable tax law for module 1: According to Art 132 (1) i of the Council Directive 2006/112/EC of 28 Nov 2006 on the common system of value added tax, this service is exempt from VAT. Applicable tax law for modules 2 and 3: This service is not subject to VAT in Germany.

For general terms and conditions go to:
www.esmt.org/gtc

POSTGRADUATE DIPLOMA IN MANAGEMENT – YOUR RETURN ON INVESTMENT

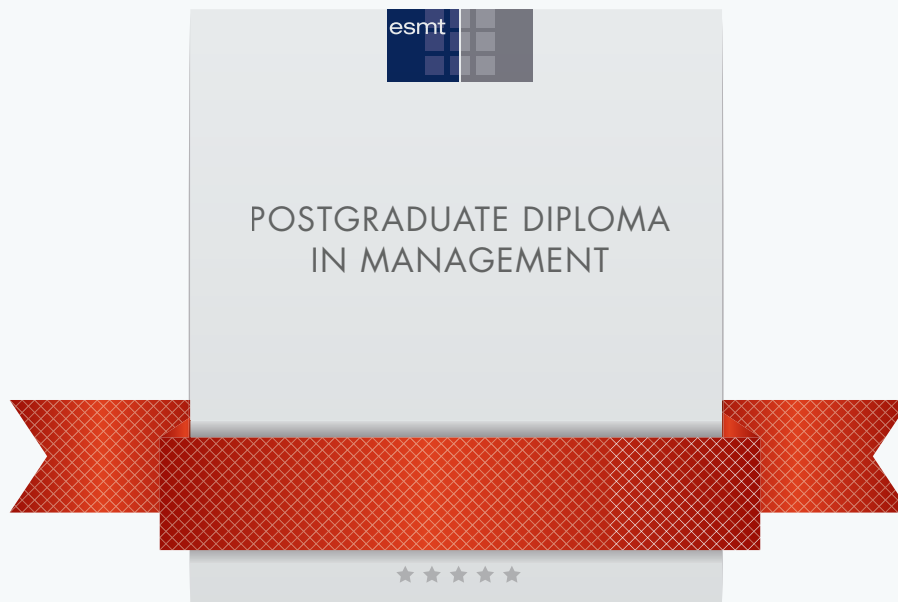
The Postgraduate Diploma in Management is a new university-level certificate offered by ESMT. To acquire this diploma, candidates have to enroll for a minimum of three program weeks (18 days) spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

We have further divided the course of study into three tracks: Leadership and Social Responsibility, Technology Management, and General Management. The modular structure allows participants to customize their course of study to suit their personal needs.

The programs have been designed – and will be led – by ESMT faculty members and ESMT visiting faculty, who will also advise participants throughout their studies. ESMT programs typically last two to four days. Candidates may attend programs in Berlin or in Schloss Gracht, near Cologne. Programs are offered in both German and English.

Tuition fees vary, depending on the number of programs participants choose. The total cost ranges between €14,000 and €22,000.

The BTM program is part of the track Technology Management and counts toward 12 of the 18 days necessary to gain the diploma.



For more information go to:
www.esmt.org/postgraduatediploma



Several years ago, BTM provided me with insights and concepts that have been highly valuable for improving my business and very beneficial for the development of my career. Today, Siemens India delegates top sales executives and general managers to this program each year so that they, too, may benefit from this exceptional experience.

*BTM alumnus Sunil Matur,
now CEO of Siemens India*



ADMISSIONS MANAGER

Our admissions manager, Michaela Bodner, would be glad to answer any questions you might have:

+49 30 212 31 1045
Michaela.Bodner@esmt.org



PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Margarita Kurochkina:

+49 30 212 31 8044
Margarita.Kurochkina@esmt.org

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