



ESMT

BRINGING TECHNOLOGY TO MARKET
2015



THREE MODULES
ACROSS THE MAJOR BUSINESS REGIONS OF THE WORLD

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ACROSS THE MAJOR BUSINESS
REGIONS OF THE WORLD

EUROPE



USA



CHINA



FOUNDERS AND BENEFACTORS OF ESMT



ESMT.
THE BUSINESS SCHOOL FOUNDED BY BUSINESS.

OLAF PLÖTNER
Program Director, Bringing Technology to Market



BRINGING TECHNOLOGY TO MARKET

“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 each year top sales executives and general managers to this program so that they, too, may benefit from this exceptional experience.”

Sunil Mathur, BTM alumnus, CEO, Siemens India

IDENTIFYING THE GLOBAL LANDSCAPE OF B2B MARKETS

Back in the late 1990s, six of the biggest international truck manufacturers were from the United States or Europe. Fast forward to today and Chinese and Indian companies occupy five of the top six places. New customer segments, emerging low-cost competitors, new business models, and innovative technologies are changing the landscape of global B2B markets. Therefore, suppliers have to adjust their market approach to the changing conditions. Similarly, managers responsible for a product and/or a region have to know how to profit from the new global developments. They have to generate competitive market strategies and establish the means for their implementation. This includes gaining the internal support of their corporation and motivating their teams to excel in new environments.

TACKLING THE REAL-LIFE CHALLENGE

Bringing Technology to Market (BTM) offers leading-edge insights for profitable revenue generation on global B2B markets. Each program module will be run in one of the three major business areas – the US, China, and Europe – so that all participants will be linked to the global network they need.

MEETING A NEW PEER NETWORK

Our participants hail from some of the world’s most prestigious organizations. You will work closely with them, enjoy their input, and benefit from their experience.

TAKE-HOME VALUE

Participants will return from this program with the right understanding, concepts, and tools for improving revenue generation within a global market field. With a strong emphasis on impact learning, they will be challenged with intense project work about their competitive strategies and debriefed by faculty and leading executives in the field.

TARGET AUDIENCE

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

KEY TOPICS

- Understanding the current drivers of market-oriented management
- Tackling low-cost competition on global B2B markets
- Making complex services 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 important links to the public and to policy makers

THE BTM PROGRAM COVERS THE KEY ASPECTS OF MODERN B2B MARKETING AND SALES



Jun 23–26, 2015
ESMT European School of Management

MODULE I

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

Day 3

- Designing innovative business models
- Patents and the market for technology – boon or bane

Day 4

- Using cost information in pricing decisions
- Dealing with partners in the acquisition process

MODULE II

ORGANIZATIONAL STRUCTURES AND HUMAN RESOURCES

Day 5

- Linking marketing and sales with R&D and production
- Project work

Day 6

- Evaluating customer value
- 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



Sep 8–11, 2015
Darden School of Business



Related readings include
Counter Strategies in Global Markets



Nov 3–6, 2015
CKGSB Cheung Kong Graduate School of Business;
CELAP China Executive Leadership Academy Pudong

MODULE III

CULTURAL AND POLITICAL FRAMEWORK

Day 9

- Balancing localization and globalization
- Project work

Day 10

- Coping with cultural differences in business
- Recognizing the ethical dimensions of business

Day 11

- Negotiating sales success
- Managing internal and external conflicts

Day 12

- Understanding the impact of political decisions and social demands on business



YUSHAN TAO
 BTM alumna, Product Lifecycle Manager Global
 MRL, ThyssenKrupp Elevator

PROJECT WORK

MODULE I

INDUSTRY ANALYSIS

In advance: Participants prepare their presentations for module I:
 Describe the trends in your industry and the challenges for your business

- Participants present their company/business unit to the group
- Participants present the results of their course preparation to the group

MODULE II

STRATEGIC CONCEPT

In advance: Participants prepare their presentations for module II:
 Select one challenge in your business and develop a plan to overcome it

- Participants present their plan to their project group
- Participants use feedback to optimize their approach

MODULE III

PERSONAL CHALLENGES

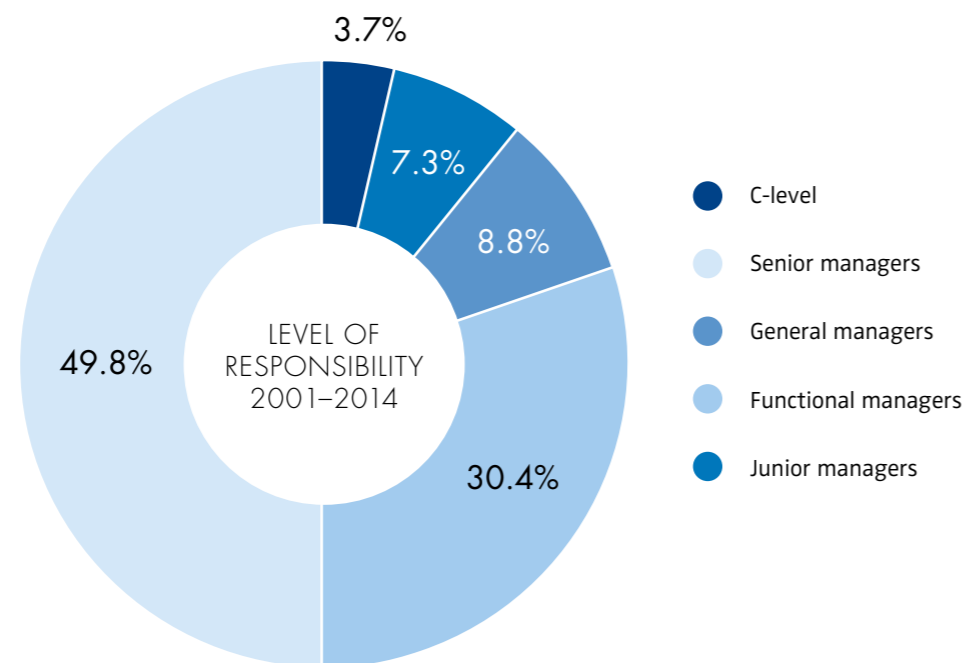
In advance: Participants prepare their presentations for module III:
 Participants identify a personal challenge they are facing in their job

- Participants share the respective experience with their group
- Participants discuss possible solutions with their group
- Participants discuss ways of peer coaching in the future

PARTICIPANT GROUPS

“This seminar 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.”

Patrick Bass, BTM alumnus, Executive Vice President R&D Americas, ThyssenKrupp Elevator



COMPANIES REPRESENTED INCLUDED

Bringing Technology to Market assembles a unique group of participants who share major characteristics and working conditions. They all come from international technology-based companies, have similar functions, and a similar understanding as to their targets and tasks.

Allianz, Robert Bosch, Claas Global Sales, Deutsche Bank, EADS Deutschland, Ficos International, Fuba Automotive, Grammer, Hauni Maschinenbau, KION, Körber, Krones, MAN, Merck, Quotium Technologies, Shanghai Electric, Siemens, SolviCore, ThyssenKrupp, Umicore, Unicredit, Voith, Wilo, Carl Zeiss

THE MOST COMMON TITLES INCLUDED

Head of product management; vice president marketing; director sales China; senior manager industrial technologies; vice president service solutions; manager corporate strategy development; vice president R&D Americas

COUNTRIES REPRESENTED INCLUDED

Australia, Austria, Brazil, Canada, China, Denmark, France, Germany, India, Italy, Liechtenstein, Netherlands, Pakistan, Philippines, Russia, Singapore, South Korea, Spain, Switzerland, Syria, United Arab Emirates, USA, Vietnam

FACTS

“Bringing Technology to Market has broadened our views and provided new solutions in the fast developing world of B2B markets. In addition, the program helps companies to establish a mutual understanding of these developments among their sales teams.”

Ye Bao, BTM alumna, Manager of Corporate Strategy and Development, Shanghai Electric

TUITION

€ 10,900 (incl. program fee, learning material, program-related activities, and on-campus meals).¹ Travel costs to and from the program venue and accommodation have to be covered by the customer.

STRUCTURE

Three modules of four days each in three different countries.

DATES, PARTNERS, AND LOCATIONS

- **Jun 23–26, 2015**
ESMT European School of Management and Technology, Germany
- **Sep 8–11, 2015**
Darden School of Business, USA
- **Nov 3–6, 2015**
CKGSB Cheung Kong Graduate School of Business, China;
CELAP China Executive Leadership Academy Pudong, China

ADMISSION

Potential participants should send a completed application to the admission officer Michaela Bodner at michaela.bodner@esmt.org no later than March 25, 2015. By signing the application form, the customer confirms the acceptance of the general terms and conditions of ESMT (see page 14).

Admission to the program requires full attendance. Participants are responsible for ensuring that their participation in the three modules for the given dates is possible. If a participant is unable to attend one of the three modules, neither participation in another ESMT seminar nor transferring to another BTM program cycle is possible.

If accepted by the BTM program director, applicants will receive a letter of confirmation.

CANCELATION

In case participation is canceled before the start of the program, the customer should transfer their place to another adequate applicant (see the general terms and conditions of ESMT, page 14).

PROGRAM LANGUAGE

English

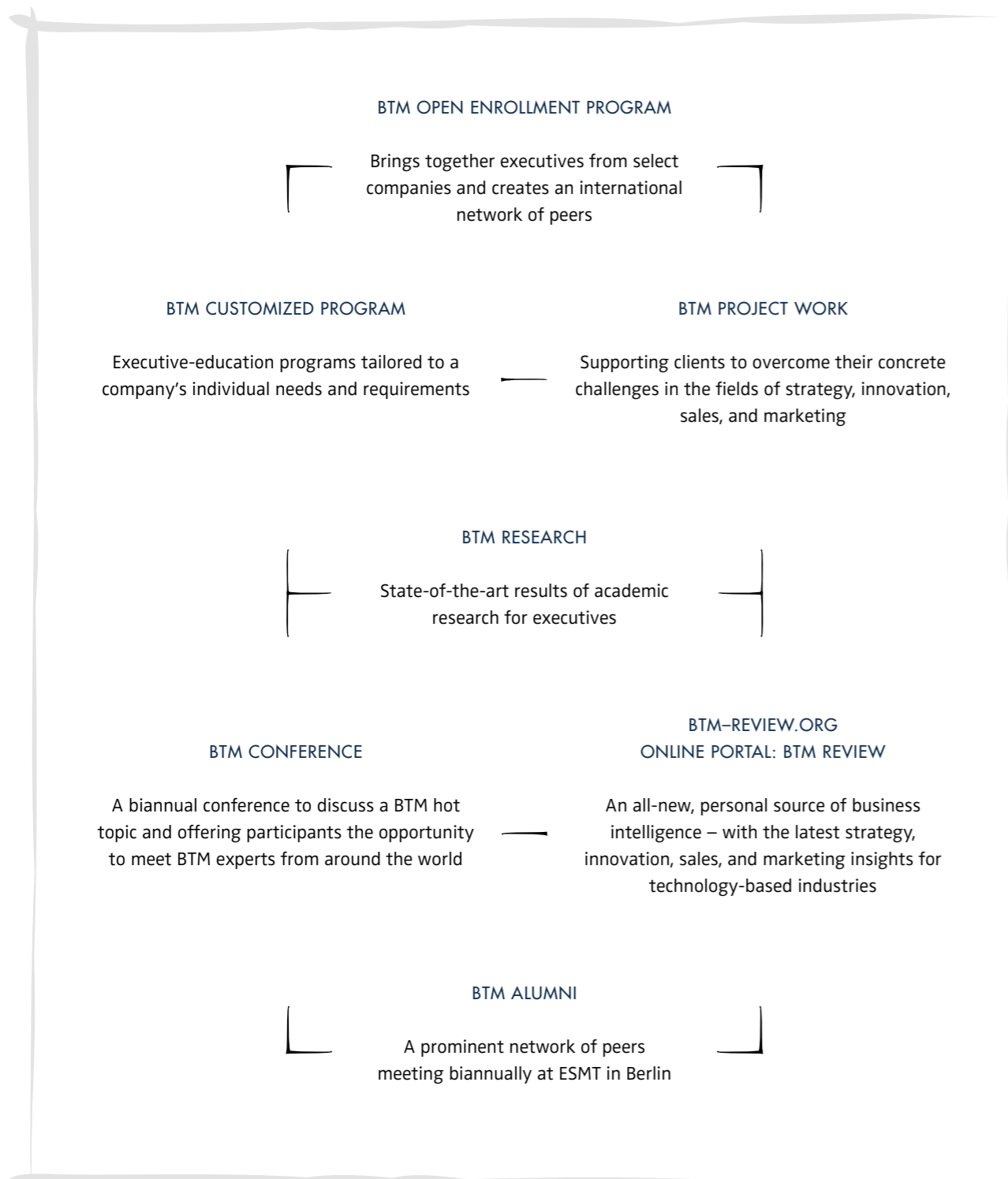
¹ Seminar prices are net prices. Value-added tax will be added where legally required. Deductions, for example, for cash discounts for prompt payment, banking fee, or withholding taxes are not possible.

Applying tax law for module I: 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. Applying tax law for modules II and III: This service is not subject to VAT in Germany.

THE BTM CONCEPT

A comprehensive offer for executives in technology-based companies in global B2B markets

The BTM concept is meant to test, evaluate, and combine the subjects, ideas, and skills that are selected specifically for the success of executives in technology-based companies.



FACULTY

Jim G.S. Clawson

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

Robert E. Spekman

is the Tayloe Murphy Professor of Business Administration at the University of Virginia, Darden School of Business and a visiting professor at ESMT.

Harald Hungenberg

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

Leslie Young

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

Genfa Liu

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

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.

Olaf Plötner (Program Director)

is a professor and the dean of executive education at ESMT and a visiting professor at the University of Virginia, Darden School of Business.

ADMINISTRATION



Michaela Bodner
Admission Officer, BTM
michaela.bodner@esmt.org



Kristina Vadlja
Program Manager, BTM
kristina.vadlja@esmt.org

GENERAL TERMS AND CONDITIONS

These general terms and conditions govern the contractual relationship between the customer (either an individual participant in an ESMT program or the company that sends the participant) and ESMT GmbH.

Changes or ancillary agreements require prior written confirmation by ESMT in order to be effective and apply only to the respective individual transaction. Conflicting terms and conditions of the customer shall not be recognized, even if they are not expressly objected to.

Information on individual programs such as target groups, course venues, and tuition fees can be found in the relevant annual program.

1. Application/confirmation

In order to participate in a program, the customer is asked to fill in and sign the online application form, and return it to ESMT via e-mail: programs@esmt.org

After a thorough evaluation, ESMT will notify the customer of an acceptance by letter. This notification will then constitute a binding contract.

By signing the application form, the customer confirms the acceptance of these general terms and conditions.

Because our educational processes build on extensive group work and in-class participation, admission to the program requires full attendance.

To optimize learning outcomes, specific specialist qualification and/or professional experience are essential for some programs. ESMT therefore reserves the right not to accept registrations in justified individual cases. This also applies to the appointment of substitute participants.

2. Cancellation policy

Course registrations must be canceled in writing. Where the participant is unable to attend, and is not in a position to transfer his/her place to another person, the following cancellation charges apply: registrations canceled 56 days or more before the event will not be charged; cancellations received in fewer than 56 but more than 28 days before the event will be charged at 25 percent of tuition fees; registrations canceled in fewer than 28 but more than 14 days before the event will be charged at 50 percent of tuition fees; registrations canceled within 14 days before the event or fewer will be charged at 100 percent of tuition fees; 100 percent cancellation charges also apply in case of failure to attend the program without prior notice. In case a substitute is nominated, please contact us in a timely manner.

ESMT may cancel events at short notice if the minimum attendance is not met or any other complications occur that are

beyond ESMT's control (e.g., illness of the speaker/trainer, force majeure). In such cases, ESMT will seek to establish an alternative date. If ESMT cancels the event, fees that have already been paid will be reimbursed. Further legal claims, for example reimbursement of job absenteeism, travel costs, or hotel expenditures, will not be met. ESMT is under no obligation to offer the same program in the future.

3. Tuition fees and terms of payment

Tuition fees are based on information contained in our annual program. They do not include accommodation costs. Tuition fees are due on the first day of the course.

4. Copyright

The course documentation and presentations are protected by copyright. Any reproduction, passing on to third parties, or use other than for the participant's personal information purposes is only allowed with prior written consent of ESMT.

5. Liability

ESMT selects qualified course speakers and trainers. ESMT shall not be held liable for the accuracy, timeliness, or completeness of course content and documentation, or for participants achieving a desired learning outcome. ESMT also does not accept liability for any consequential losses resulting from inaccurate and/or incomplete course content. ESMT's liability is limited to deliberate actions, gross negligence, and breach of essential contractual obligations. Losses must be those reasonable and customary for a course and must be foreseeable. Participation in an ESMT program is at the participant's own risk.

6. Data protection

Personal customer data shall be treated as confidential and used only in accordance with provisions related to data protection law. Data submitted by the customer shall be stored in our customer database. Said data will be processed and used for the purpose of performing the agreement, and – insofar as necessary – for passing on to service providers commissioned for these purposes, as well as program-specific purposes, such as ranking procedures, and statistical evaluations. Unless otherwise requested, the customer shall in the future receive information on course programs and other events by ESMT. Consent to this may be withdrawn at any time by sending an e-mail to programs@esmt.org.

7. Provisions on using the IT infrastructure

The provisions of the ESMT IT policy, which are displayed and to be agreed upon during the login process, shall apply to students and course participants.

8. Place of fulfillment and jurisdiction

As far as legally permitted, place of fulfillment and jurisdiction is Berlin for both parties. German law shall be applicable exclusively.

ESMT has been accredited by:



ESMT is a member of:



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ADMISSIONS OFFICE:

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www.esmt.org/apply