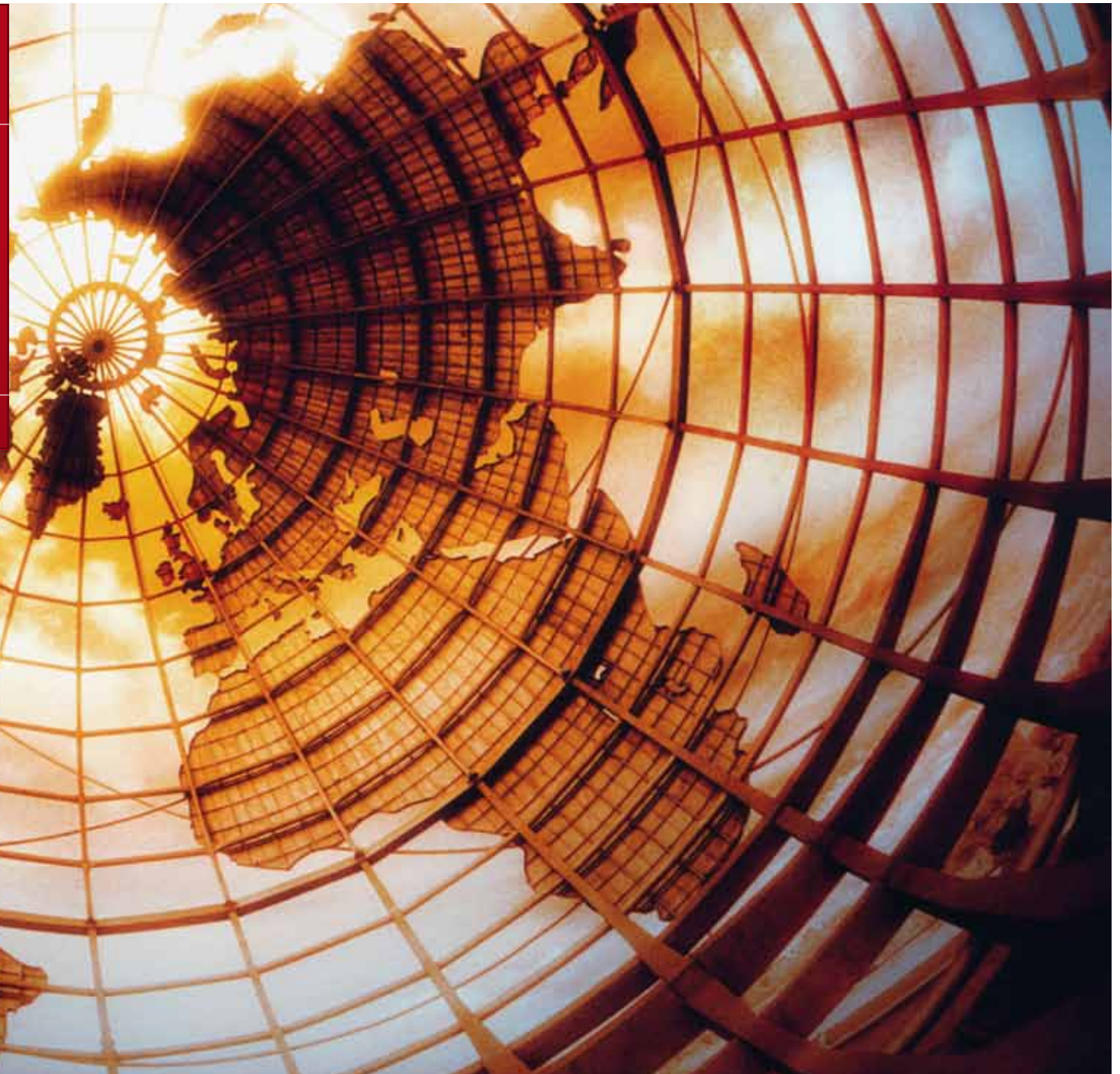




EXECUTIVE EDUCATION

GLOBAL CEO PROGRAM: A Transformational Journey

Sao Paulo / Philadelphia / Shanghai 2012-2013





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WELCOME

Now is the time

You have excelled in the past and made it to the top of your organization. Now you face new business challenges as you seek to help your company grow in an increasingly complex and uncertain world. To succeed, it is vital to strengthen your knowledge of new high-growth markets and broaden your skills as a leader.

Join senior leaders and experts around the world

The Global CEO Program: A Transformational Journey (GCP) allows you to step back from the rapid pace of daily business and reflect on the most pressing issues facing your company, while engaging with seasoned executives from distinct backgrounds, industries and cultures. The program is led by three top-ranked business schools – IESE Business School, the Wharton School and the China Europe International Business School (CEIBS) – and participants will attend modules on three continents: South America, North America and Asia.

Take action to spur growth in your own world

Throughout the program, you will analyze a business challenge that is currently affecting your company and develop an action plan with valuable input from peers and faculty experts.

New opportunities await

The GCP offers a unique chance to reassess your company's objectives and recognize new opportunities. At a time of transformation for many firms, we are pleased to offer this exceptional learning experience designed to help executives lead their companies toward profitable growth.



Jordi Canals
Dean of IESE
Business School



Thomas S. Robertson
Dean of the
Wharton School



John A. Quelch
Dean of CEIBS

A TRANSFORMATIONAL PROGRAM

Senior executives are facing increasing pressure to achieve profitable growth. Geopolitical shifts, new technologies and changing consumer behavior all present new challenges, as well as opportunities. *The Global CEO Program: A Transformational Journey* offers valuable keys for attaining ongoing success.

PROGRAM BENEFITS

The Journey



The Global CEO Program: A Transformational Journey includes modules in three

locations – Sao Paulo, Philadelphia and Shanghai – and is aimed at providing you the chance to step back from your daily responsibilities and expand your knowledge and awareness of fast-growing emerging markets while sharpening your leadership skills.

The Experience



The GCP offers a unique forum for the exchange of ideas among senior executives from diverse backgrounds, industries and countries. Expert faculty members will guide in-depth discussions and provide highly informed views on global markets. The program specifically addresses economic and business trends in global markets and high-growth economies.

The Know-How



You will gain practical knowledge that can be applied immediately. You will discover insights into the latest models and frameworks for understanding business problems and specific strategies for identifying new opportunities and capitalizing on them.

The Results



The program offers you the chance to rethink your business vision and management approach as a global leader and focus on a specific business challenge faced by your organization. Through feedback from faculty experts and peers, you will be able to identify new insights and perspectives and reflect on actions geared to your organization's needs.





GCP '11-12

Benedito Modena de Faria, MD Goodyear Latin America
Dietlof Mare, CEO Vodacom Tanzania

"I was inspired by the faculty members, who had in-depth knowledge of areas that I was seeking to know more about. The teaching approach was practical and effective so all the participants were able to apply what they learned to their own companies."



Sanjaya Sharma

CEO
Tata Interactive Systems
India

WHAT'S HAPPENING IN THE WORLD TODAY?

- ▶ *By 2025, China will have built over 50% of the world's new buildings*
- ▶ *In 10 years' time, 400 million people will have moved to Chinese cities, and over 200 million to Indian cities*
- ▶ *By 2050, high-growth markets are projected to account for 6% of the global economy*
- ▶ *By 2012, more than 1.7 billion people are expected to have mobile devices, but no access to financial services*
- ▶ *Annual global output in emerging markets will more than double in two decades from US\$78 trillion to US\$176 trillion*
- ▶ *By 2050, world population is predicted to increase from 6.2 billion to 9.2 billion*
- ▶ *By 2025, 60% of global GDP will come from high-growth markets*
- ▶ *By 2014, emerging markets will have overtaken developed economies in terms of share of global GDP*

PARTICIPANT PROFILE

The GCP is designed for CEOs, owners, presidents, board members, top-tier executives and chief decision makers with 10 to 15 years of general management experience in companies with global or regional operations.

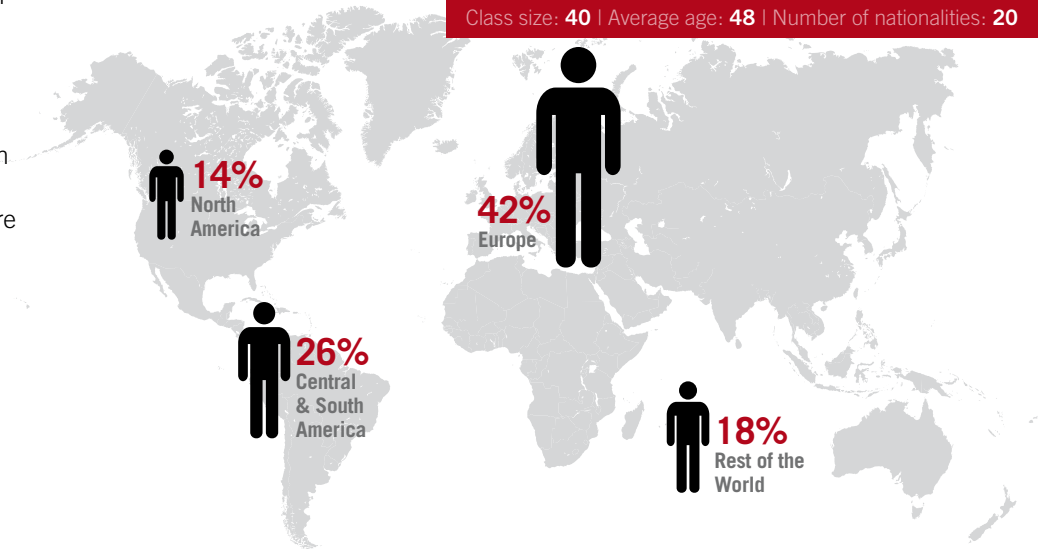
They should be fluent in English for business purposes and willing to share their experiences, viewpoints and expertise with fellow participants.

Participants are of diverse cultural backgrounds, come from a wide range of industries and represent the private and public sectors.

This program is ideal for companies working in areas affected by an uncertain and complex world such as financial services, telecommunications, health care and consumer goods, as well as firms impacted by increased pressure from globalized market forces.

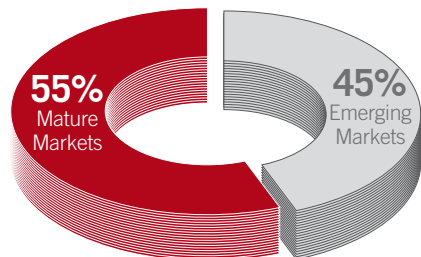
PARTICIPANT PROFILE GCP 2011-2012

Class size: 40 | Average age: 48 | Number of nationalities: 20

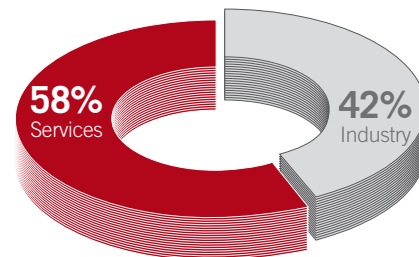


STATISTICS

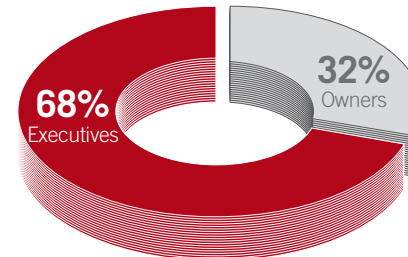
By market



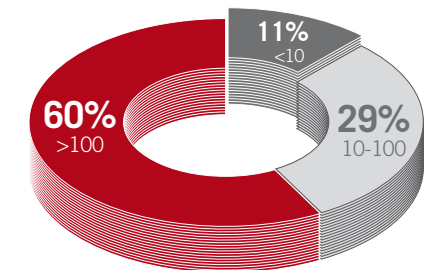
By industry



By category



Company size (sales volume USD MM)



TYPICAL PARTICIPANTS REPRESENT THESE AND OTHER COMPANIES:

- Adecco
- AEGIS Media
- Albediar Corp
- Allied Enterprises (Chalhoub Group)
- Alto
- Bancolombia
- Banco Supervielle
- BBVA
- Cardinal Health
- Collegium
- Deutsche Bank
- DHL
- Dubois Chemicals
- Embratel
- First Investment Group
- Gamma Holdings
- Glencore
- Goodyear
- Grupo Argos
- Grupo Aries
- Halma Health Optics
- ING Bank
- Itau-Unibanco
- Itp
- Kemira
- KM Core
- Macsa
- Manta Multimedia
- Nigerian Security Printing and Minting
- Nissan Renault
- Nokia
- Normet
- Omnicom Media Group
- Orion Capital
- Pave Platform
- Pentagon Real Estate
- Puente
- Sam Corp
- Santander
- SBM Atlantia
- Siemens Energy
- Sigrun Partners
- Sodexo
- Soporte General
- Sulzer Turbo Services
- Tata Interactive Systems
- Tecno Lite
- Telefónica
- The Red Cross
- Vodacom Tanzania
- Wings4business
- Zurich



“Everything I learned was directly applicable to the business challenges I face today. I came away with a much higher level of knowledge, as well as valuable insight into the perspectives of participants from different countries and cultures.”

Mansour Hajjar
Managing Director
Allied Enterprises
UAE Chalhoub Group

IESE, WHARTON AND CEIBS: A POWERFUL ALLIANCE

IESE BUSINESS SCHOOL

IESE is one of the world's most international business schools, with campuses in Europe and New York City and offices in Sao Paulo and Munich. Founded in 1958, IESE seeks to develop business leaders with solid business skills, a global mindset and a desire to make a positive impact on society. The school launched its MBA program in 1964 under the guidance of an advisory committee set up by Harvard Business School.

Consistently ranked among the world's top business schools, IESE takes a personalized approach to management education. IESE's alumni network is one of the world's most active, with more than 36,000 graduates working in over 100 countries.

IESE is an initiative of Opus Dei, a personal prelature of the Roman Catholic Church. As such, the school draws its values from the Christian tradition, which emphasizes the intrinsic rights and dignity of every person.

THE WHARTON SCHOOL

The Wharton School of the University of Pennsylvania – founded in 1881 as the first collegiate business school – is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. With eleven academic departments, including Finance, Wharton is considered among the most comprehensive sources of business knowledge in the world because it is able to bridge research and practice through its broad engagement with the global business community.

With four areas of specialization – Banking and Financial Institutions, Corporate Finance, Financial Instruments and Portfolio Management, and International Finance – Wharton's Finance faculty is at the forefront of today's research.

The school has more than 4,800 undergraduate, MBA, executive MBA and doctoral students, more than 9,000 annual participants in executive education programs, and an alumni network of more than 88,000 graduates in over 140 countries.

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

The China Europe International Business School (CEIBS) was established in Shanghai in 1994. CEIBS is an international-caliber institution that provides business management and executive education through its MBA, EMBA and Executive Education programs. It offers to MBA students, and managers and senior executives of companies operating in, or planning to enter China the latest knowledge and a thorough understanding of current practices in international management and helps participants successfully adapt this knowledge to their own business environment.

Clearly focused on knowledge creation in China rather than importing pre-packaged information from elsewhere, CEIBS' 100-plus professors each provide in-depth insight on China and a truly global perspective. CEIBS has become the leading business school in China, and its MBA, EMBA and Executive Education programs have all been ranked among the top 3 in Asia and the top 50 globally.

GCP '11-12
Juan Pablo Urruticochea, CEO Sodexo Iberia
Okoruwa Kennedy, CEO Pentagon Real Estate

The program is led by three world-renowned business schools: IESE, Wharton and CEIBS. Through the collective knowledge of expert faculty members on three continents, participants gain invaluable insights into global markets.



“This program was one of the best business and personal experiences of my life. The quality of the feedback was relevant and productive. I was also able to zero in on issues I was facing in my job and my company, which was a major benefit of the program for me.”

Carmen Tanasie
CEO
Omnicom Media Group
Romania

LEARNING APPROACH

During the GCP, you will gain first-hand knowledge of distinct global markets, while covering essential business topics. A valuable Cross-Program Project (CPP) culminates in an action plan that you can take back and immediately implement in your company. Relevant, stimulating, practical, thought-provoking: this is how participants describe their learning experience.

IN-DEPTH LEARNING

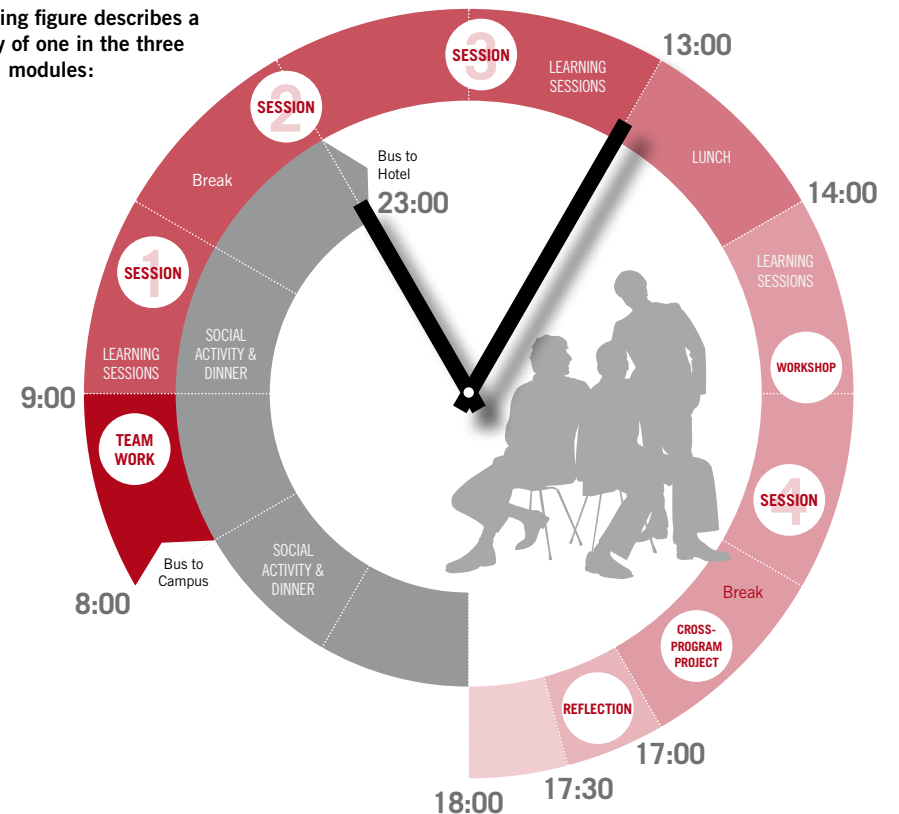
The GCP employs a wide range of teaching approaches, including interactive discussions, individual learning, case-based learning, peer coaching, role-plays and group exercises. This interactive and practical approach replicates real-life decision-making challenges, thus giving participants a sharper eye for identifying critical issues in their organizations.

DYNAMIC INTERACTION

Small- and large-group discussions, team projects and study groups promote the exchange of ideas and experiences and stimulate fresh thinking. The program also provides ample opportunities for interacting with other highly successful business executives who come from different parts of the world. This shared learning approach creates an invaluable opportunity to formulate new goals and strategies.

Daily learning logs also maximize program benefits. This aspect of the program not only boosts effectiveness, but can also have an impact that many describe as “transformational.”

The following figure describes a typical day of one in the three residential modules:



ACTIVE APPROACH

Participants examine authentic business scenarios, exchange viewpoints with other CEOs and develop specific action plans in real time. The Cross-Program Project (CPP) allows participants to directly apply what they learn to their own business context. You will leave the program with an action plan that specifically addresses the strategic challenges faced by your organization.

Participants will receive input during organized exchange sessions with fellow participants and during academic sessions and discussions with faculty members outside the classroom.

LIFELONG ADVANTAGES

Following the program, you will be able to take part in alumni events organized by IESE, Wharton and CEIBS and benefit from the extensive alumni networks and lifelong learning opportunities provided by all three schools. In addition, you will have the chance to remain in contact with faculty members and professional staff members from all three schools. Participants who successfully complete the GCP receive a certificate issued jointly by IESE Business School, the Wharton School and the China Europe International Business School.



GCP '11-12
José Formoso, President Embratel

PROGRAM STRUCTURE

The GCP comprises three one-week residential modules that span three different continents: South America, North America and Asia. Throughout the program, participants work individually and in small teams, analyze diverse business cases and carry out individual projects.

The program addresses how to identify opportunities for profitable growth and how to respond and adapt to challenges in the face of global economic trends that are making the world more complex and uncertain. Participants will examine the latest concepts, ideas and tools to help them align their business practices with global and regional economic developments and conditions.

In addition, you will work on the individual Cross-Program Project (CPP) throughout the three modules. The CPP consists of a strategic action plan designed around a particular business challenge that each participant has identified before the program begins.

Two overarching themes guide the program:

- The opportunities and risks in the region focused upon in each particular module
- Leadership capabilities in a range of key areas, including self-leadership, change management and cross-cultural management

MODULE WORKLOAD

Before Each Module

You will receive all pre-reading materials one month before the start of each residential week to give you time to prepare. You will need between 10 and 15 hours advance preparation time for each module.

During Modules


Expect to be fully occupied with classes, study and organized social activities during the three residential weeks. Between lectures and teamwork sessions, you will spend around eight hours a day on each campus, so try to leave work responsibilities at the office.

We recommend arriving a few before the program starts or staying a few days after the program ends for tourism in the city or the country.

When not on the IESE, Wharton or CEIBS campuses, you will be preparing for the next residential week and working on your Cross-Program Project.


Note: Participants must attend all three modules.

Module 2

 **North America**
Philadelphia, USA
March 10-15, 2013

- How can we develop marketing strategies to reach empowered and skeptical consumers?
- How do you achieve profitable growth in this uncertain and complex environment?
- What are the implications of the financial crisis for the financial decisions of a firm?
- Do you know how to adapt your business to mature markets?
- How can organizations rethink their innovation processes?

Module 1

 **South America**
Sao Paulo, Brazil
November 4-9, 2012

- What are the factors shaping the global landscape?
- How do you measure the impact of new business models on your growth strategy?
- Do you really understand what motivates your employees?
- What are the risks and opportunities in emerging markets?
- How can we take cross-border differences into account as we define strategies?



A TRANSFORMATIONAL JOURNEY

Module 3

 **CEIBS**
 中欧国际工商学院

Asia
 Shanghai, China
 June 2-7, 2013

- How can you expand your global footprint in an increasingly competitive and shrinking world?
- What are the hidden factors to build effective cross-cultural organizations?
- Is your company ready to transform itself based on the new way of doing business?
- How can we negotiate effectively across cultures?
- How can you take advantage of the opportunities that China and Asia have created in the world?
- What role does corporate governance play in the structure of your organization?



OUTSTANDING FACULTY

The GCP faculty experts are renowned for their teaching and research excellence, as well as their hands-on experience. Their rich and varied knowledge gives participants proven frameworks and concepts that are rooted in real-world knowledge.

ACADEMIC DIRECTORS



Julia Prats

Professor of Entrepreneurship, IESE
Doctor of Business Administration,
Harvard University



Jerry Wind

The Lauder Professor
Professor of Marketing,
The Wharton School
Ph.D. in Marketing,
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Department Chair (Marketing),
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Ph.D. in Finance State University of New York, Buffalo



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Anselmo Rubiralta Chair
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Rama Velamuri

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Business Ethics and Strategy,
University of Virginia



Paddy Miller

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Ph.D. in Management, IESE



Hellmut Schütte

Distinguished Professor of Management, European Chair for Global Governance and Sino-European Business Relations, CEIBS



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University of Chicago



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Harbir Singh

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The Wharton School
Ph.D. University of Michigan



Dongsheng Zhou

Professor of Marketing, CEIBS
Ph.D. in Commerce and Business Administration, University of British Columbia



Pedro Nueno

Professor of Entrepreneurship, IESE
Doctor of Business Administration,
Harvard University
Bertrán Foundation Chair
Entrepreneurship



Christian Terwiesch

Professor of Operations and Information Management,
The Wharton School
Ph.D. in Management, INSEAD

Detailed information about our faculty* can be found at:

www.iese.edu/faculty

www.wharton.upenn.edu/faculty

www.ceibs.edu/faculty

(* Faculty is subject to change)

AT A GLANCE

The GCP is a program for senior executives specifically focused on how to attain profitable growth within an increasingly complex and uncertain business world.

RICH CONTEXT, RICH CONTENT

- **Led by three top-ranked business schools and delivered on three continents:** to broaden your business tools and leadership skills and strengthen your knowledge of new markets
- **Exclusively designed for senior leaders:** to exchange ideas with peers from distinct backgrounds, industries and cultures
- **Practical, just-in-time knowledge:** to recognize new opportunities and lead your company toward profitable growth
- **Opportunity to work on a real business challenge:** to reassess your company's objectives and develop an action plan with valuable input from faculty experts

The program is conducted in English. Participants must attend all three modules.

PARTICIPANT PROFILE

- CEOs, owners, presidents, board members, top-tier executives and chief decision makers
- Senior executives responsible for global operations
- 10 to 15 years of general management experience
- Fluent in English for business purposes

Profiles are chosen to ensure the widest variety of companies, sectors and cultural backgrounds.

PROGRAM FEE

The program fee of \$39,000 includes tuition, teaching materials and accommodation; travel expenses are not included. Full payment is due September 21, 2012; a down payment of \$10,000 is required to reserve a place in the program. Cancellations received within 60 days prior to the start of the program are subject to a 25% cancellation fee.

ADMISSION PROCESS

To apply to the program, please complete the application form available on line at www.iese.edu/gcp

The Admissions Committee, comprising representatives from IESE, Wharton and CEIBS, will review all applications.

An academic or program director will also interview candidates. Due to class size restraints and the need for a balanced mixture of backgrounds, it is possible that even highly qualified applicants may not be admitted to the program. Early application is encouraged.

PROGRAM OVERVIEW

The program offers participants the chance to carry out an individual Cross-Program Project (CPP), which analyzes a specific business challenge faced by their organizations that they identify before the program begins.

Two overarching themes guide the program:

- The opportunities and risks in the region focused upon in each particular module.
- Leadership capabilities in a range of key areas, including self-leadership, change management and cross-cultural management.

Module 1

**South America – IESE Business School
Sao Paulo, Brazil
November 4-9, 2012**

Module 2

**North America – The Wharton School
Philadelphia, United States
March 10-15, 2013**

Module 3

**Asia – CEIBS
Shanghai, China
June 2-7, 2013**

Carlos P. Hornstein
Program Co-Director

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GCP '11-12
Group at IESE, Sao Paulo

THIS IS THE IDEAL PROGRAM FOR PEOPLE LOOKING TO BROADEN THEIR BUSINESS OUTLOOK AND DEEPEN THEIR UNDERSTANDING OF GLOBAL TRENDS AND MARKET BEHAVIOR. LEARNING AND SHARING EXPERIENCES WITH A CULTURALLY DIVERSE GROUP OF PEERS INCREASED THE VALUE OF THE PROGRAM EXPONENTIALLY FOR ME.

**Hans van der Noordaa
CEO Benelux
ING Bank**



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