

CBS-SIMI Executive

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Leaders 2011

The Media & Newspaper Executive Development Program

Hardly any other industry has experienced such an immense change over the last years as the media & newspaper industry. The economic downturn over the last couple of years has to a high degree exposed the vulnerability and strong dependence on advertising. Add to this what a changing life style does to the behaviour of consumers, the emergence of other media like the internet, free sheets etc. and you have a severe challenge to an industry that has traditionally responded by cost cutting and consolidation.

To overcome the challenges of the future the media & newspaper industry needs to develop the best senior management skills possible. It is that simple!

The Leaders Diploma Program will enable the participating managers to:

- **Learn to design and implement strategic initiatives** by applying theoretical and managerial tools to real-life situations. These skills are developed through a balance of readings, in-class lectures, group exercises and industry-specific case discussions.
- **Design a strategy at a selected business unit of the sponsoring company.** This will reinforce learning and allow participants to address key strategic and operational issues faced in their selected business unit.
- **Implement the strategy to deliver bottom-line impact for the sponsoring company.** Senior faculty provide the practical experience to help participants develop actionable recommendations, while executive advisors from the sponsoring companies ensure that the work is relevant and supported by top management.
- **Develop an understanding of major industry issues** to contribute actively to home company debates on strategy. Examples of industry issues that have been resolved by past participants include Circulation vs. Readership, Free Dailies, Combined Advertising Strategies, Readership Behaviour, New Organizational Models, Multi Channel Distribution and Successful Business Models on the Internet.
- **Build a broader professional network within the industry**, which is beneficial to both participants and their sponsoring companies. At program completion, the participants automatically become part of the Leaders alumni network, which today consists of over 230 managers.
- **Earn a diploma** that is recognized by the industry and increases the professional worth of the individual. The faculty uses executive MBA criteria to determine whether participants have successfully completed the assignments.

Content

The Leaders program consists of three modules equipping managers from the media & newspaper industry with the skills required in designing and implementing strategies that 'compete for an uncertain future'. It focuses on understanding the industry and the drivers of change. New technology offers opportunities for many companies and will be an integrated part of the program. The unique feature of the program is the integration of strategic management and change management into one program that is tailored to the media & newspaper industry. Executives from different countries are placed in a learning environment that will inspire changes in management behaviour and will generate new visions and goal for the participants. It will expose participants to fresh and innovative thinking related to media & newspapers.

As a by-product of action learning methods, participants develop practical improvement plans for the sponsoring companies and general points of view on key industry issues.

More specifically the modules focus on:

Module 1: Business Environment and Strategy

Location and dates: CBS-SIMI, Copenhagen, 26 (8:30 start) to 29 September 2011 (17:00 end)

Objective: To provide an in-depth understanding of the changing landscape in the media & newspaper industry. New issues are still emerging, which will have far-reaching implications for the players in the industry and for how they can create a sustainable growth. The participants develop new perspectives on their own business and its environment based on a set of practical tools and frameworks. Further, multi-company groups will be formed to start work on a set of topical issues from the industry.

Module 2: Business System Design

Location and dates: CBS-SIMI, Copenhagen, 21 (8:30 start) to 24 November 2011 (17:00 end)

Objective: To develop an understanding of the major functional strategies for a media or newspaper business. Focus will be put on how to establish and sustain an innovative mindset throughout the organization and on how marketing strategies can support the overall strategy. Case examples will illustrate how technology is changing the way information is delivered and the major transformational changes the media industry is witnessing right now. Participants are asked to integrate functional strategies in their overall strategy for the selected home-company project. Multi-company group work on the above industry issues will be intensified in this module.

Module 3: Change Management and Industry Issues

Location and dates: CBS-SIMI, Copenhagen, 22 (13:00 start, optional lunch from 12:00) to 26 January 2012 (concluding with a graduation celebration in the evening)

Objective: To equip the participants with best practices for changing the organization. Focus will be put on how managers can handle the dilemma between the need for stability and the necessity to constantly change and innovate. It will be an eye-opener to the challenge and ambiguity you are always up against when dealing with people. The program is closed by the conclusion of the work on the industry issues culminating in a presentation to the class of all these issues. These studies will serve as an examination of skills acquired throughout the program and hence fulfilment of diploma requirements.

CBS-SIMI Executive and the Industry Diploma Programs

Since 1993 CBS-SIMI Executive has been a recognized forum of learning for senior managers from companies, who operate or plan to operate in the international market. The goal is to qualify business executives to guide the vitalization and internationalization of their companies.

In this context, an Executive MBA and Diploma Programs for five important industries have been created so far (IT Software & Services, Medical Product Innovation, Medical Marketing and Sales, Operational Services, and Media & Newspapers).

The **Leaders** program has been developed in a partnership with WAN-IFRA - World Association of Newspapers and News Publishers



Learning Methods

The key factors in the learning are:

- Intensive participant contribution
- Involvement of internationally renowned faculty from leading business schools, universities and advisors to industry
- Discussion of cases that are relevant to the industry
- Anchoring of home company assignments in the sponsoring company
- Multi-company group work on key industry issues

The program requires intensive preparation and participation on the part of the participants. This includes pre-reading, class lectures and discussions, case studies, individual and group assignments, and application of learning to home company assignments.

Each of the first two modules requires about 5-10 hours of preparation, and 25-35 hours for a post-module, home company team assignment. **The home company assignments are intended to anchor the learning and contribute directly to improvements at the sponsoring company.** Consequently, participating companies are expected to appoint an executive advisor to help guide the work of the participating team.

Before the start of module 3, participants are required to work out a final presentation in collaboration with their Home Company Executive Advisor. This presentation refines the key recommendations from modules 1 and 2 home company assignments and is reviewed with a faculty member to ensure successful implementation at the home company after the program ends. An additional 5-10 hours might be spent on this final presentation.

Also during module 3, participants **work in multi-company groups to prepare and deliver a report on an industry issue to expand industry-specific learning and networking.** These groups are facilitated throughout the program by faculty advisors and experts from the industry. In-class workshops are supplemented between modules by background reading and two to three original analyses. Conclusions and implications are presented in a seminar on the last day of the program to an audience of fellow participants, Home Company Executive Advisors and invited guests.

Both the home company assignments and the concluding multi-company group assignment must be successfully completed to earn a diploma. Grades A, B and C are pass grades and F is fail. Further, full attendance is required to qualify for a diploma.

Due to the international composition of the faculty and the participants, **the English language is used exclusively throughout the program.**

Faculty

CBS-SIMI Executive recruits **top, internationally known faculty from Asian, European and North American Business Schools**. The high academic level combined with specific industry knowledge enriches the learning environment.

Among the faculty you will find:

James Teboul

Senior Affiliate Professor of Operations Management, INSEAD, Fontainebleau, France

Paul Wang

Associate professor in the Integrated Marketing Communications program at the Medill School of Journalism at Northwestern University, Evanston, IL, USA

Sandra Sieber

Professor of Information Systems and Information Technology at IESE Business School in Barcelona, Spain

André Wierdsma

Professor Organizing and Co-Creating; Program Director Advanced Management Program, Nyenrode Business Universiteit, Breukelen, Netherlands

Roger Hallowell

Affiliated Professor of Strategy, HEC School of Management, Paris, France

Participating Companies

CBS-SIMI Executive acts as a resource to the media & newspaper industry focusing on enhancing the global competitiveness for companies within the industry.

Constructive input from leading players within these industries assures the program's continuous improvement. These players also help create a balance between CBS-SIMI Executive's academic ambitions and the demands of the industry.

Since the first program in 2000, over **250 senior executives from 100 leading newspaper companies in Europe, United States and Asia** have attended the program.

In the past, companies such as Agora, A-pressen, Associated Newspapers, AZ Medien, Bonnier, Corelio, Corriere dello Sport – Stadio, De Persgroep, Die Presse, De Telegraaf, Edipresse, Egmont, El Mundo, Group Blandy, Grupo Clarin, Globe & Mail, Guardian Media Group, Holtzbrinck, Independent Newspapers, Joong Ang Ilbo, Johncom, La Voix du Nord, Nikkei, Norske Skog, Politiken, Ouest-France, Reuters, Royal Wegener, Styria, Tarun Bharat Daily, The Irish Times, The Star Newspaper, Trinity Mirror, Sanoma, and many others have actively participated in the program.

During the program a senior executive acts as a Home Company Executive Advisor to the participating team to give guidance and feedback to the teams during the projects as well as help facilitating a successful implementation of the home company projects. Implementation rates for the final home company assignments are now approaching a level of approx. 70%, so around the newspaper industry there is a lot of interesting projects originated during the Leaders program.

Value of the program seen by executives from participating companies:



*Geraldine Kennedy
Editor-in-Chief
The Irish Times*

"The program broadened my perspective of the newspaper industry in the Irish market and around the world. I had been a journalist in the field for most of my career. I had never seen newspapers as products or titles as brands. I also gained more insights into innovation in the media industry. I would recommend this course for newspaper executives, especially on the editorial side."



*Reetta Meriläinen
Editor-in-Chief
Helsingin Sanomat*

"If we put together big changes in the newspaper industry and technical environment, changing lifestyle, challenges of readership and varieties of journalist's personalities, it is easy to find out that there is a natural need for tailored management and leadership training. Successful newspaper managers must have visions -but also the practical managing tools and strength to make visions come true. They also must be sensitive enough to notice where a machine ends and a human being begins the difference between hardware and software. To my knowledge Leaders program fulfils the individual needs of trainees, but also the needs of a newspaper company."

Participant Profile

Leaders is designed for senior managers in the media & newspaper industry who need to develop an understanding of the future strategic options in the industry and implications of these. It is integral to the success of the program that participants consist of senior members of the editorial departments, executives from the advertising, marketing, production and finance departments as well as those involved in electronic media.

To realize a maximum benefit of the program, participants are recommended to sign up in teams. Two to four persons from multiple functions will facilitate the cross-functional cooperation that is crucial to the implementation of the home-company project as well as basis for a more intensified cooperation between these functions in the future.

The Leaders program has been conducted successfully in each of the past nine years. The average participant has been 40 years old and has 15 years of experience in the industry and ten years of management experience.

The international scope of the program is high - with 13-15 nationalities represented in class.

Participation will be limited to 36 participants to facilitate fruitful in-class discussions, advice and feedback.

Value of the program seen by alumni:



*Damian Trezise
Chief Operating Officer
McPherson Media Group
Victoria,
Australia
Alumnus 2009*

"I had a terrific time, lots of hard work but the environment was both stimulating and professional. The network I have established as result of attending the Leaders program has been invaluable in developing my career. I particularly enjoyed the robust discussions during class and learning from the real-life experiences of industry colleagues through our informal conversations. Practically, the Home Company Assignment has allowed me to execute a business strategy within my organisation that has paid for the course many times over already. The Leaders program is a perfect example of executive training that presents a win/win situation for both the participant and the Media Company for whom they work



*Anand Ramabhadran,
Business Head,
Hindustan Times. HT Media Ltd.
India
Alumnus 2007*

"Firstly do not expect a pedantic classroom program...expect that what you discover there can be reapplied back in your home company....I use the word "discover" carefully for the learning at the Leaders program is a process of discovery dictated by the self interest that one wants to take out of it as well as the group dynamics. The lectures by highly learned faculty members are indeed very good as they tend to get thought provoking...but to me the biggest value was in the heterogeneous group.....a lot of interactions, understanding that somebody somewhere has tried a solution to the problem that you are facing back home in your market and therefore indulging yourself in your very own Eureka moment. The two projects that we did at the Leaders program were the short term results of the program....one of them is physically under implementation in my home company and, success or failure apart, the fact that we have a structured strategy with various bottlenecks planned for (with learnings from a lot of my colleagues and the faculty) and the project is in implementation mode provides a sense of achievement. The Leaders program is definitely worth the time and effort."



*Quentin Gemoets,
General Manager,
Les Editions de l'Avenir
Belgium
Alumnus 2005*

"Not only does the Leaders program provide participants with a very strong and useful business audit model, it also effectively builds up ability to anticipate and manage change. Although quite demanding, the well-balanced mix between interactive lectures, individual assignments and group projects definitely contributes to make this program one of the World's best programs for top executives in the media/newspaper industry. High level networking – both during and after the program - with colleagues facing similar issues and opportunities is the cherry on the cake!"

Tuition and Admission

The program fee is EUR 13,400, excl. VAT, per participant. For two participants per company and above, the fee is EUR 12,000, excl. VAT, per participant. The fee includes all learning materials and food during the program, but not lodging and travel expenses.

Please fill in and submit below application before **1 June 2011** for early admission or by the final deadline **1 September 2011**. Early application by participants is recommended to ensure availability of space, and to facilitate engagement of a home-company team executive advisor before the program starts.

Each applicant will be interviewed by telephone to ensure that program prerequisites are met, and that program procedures are clear. Prerequisites include a minimum of three years of industry and management experience, and a bachelor degree or equivalent. However, final evaluation of the applicant will be based on the overall balance of key factors such as management experience, academic background, industry experience, international experience, relevance to current job position, and potential of the individual.

Further Information

For more detailed information or to discuss the program further, please contact Jesper Christiansen, Program Director, jc@cbs-simi.dk or Katrine Krog Russo, Program Administrator kkr@cbs-simi.dk. Both can be contacted at + 45 38 15 60 00.

You might also wish to have a conversation with a graduate from the program or an executive from a sponsoring company, who has served as an executive advisor. In that case, please send an e-mail to or call Jesper Christiansen or Katrine Krog Russo (contact details listed above), and we shall guide you to the most appropriate person.

Application form Leaders 2011

To apply for the program, please fill in the below form and send it to Katrine Krog Russo by e-mail kkr@cbs-simi.dk or fax +45 38 15 60 43.

The form is also available online at <http://www.simi.dk/Industries/MediaAndNewspaper/Leaders/Application>

Personal information

First name (s): _____

Last name: _____

Preferred first name: _____

Private address: _____

Phone: _____

Date of birth: _____

Nationality: _____

Employment and work information

Job title: _____

Company: _____

Address: _____

Phone: _____

Mobile Phone: _____

E-mail: _____

Web-site: _____

Country: _____

Nature of business: _____

Parent company: _____

Description of current duties and responsibilities: _____

Line responsible for _____ employees (enter #)

Work experience

Previous positions/employers: _____

Years in newspaper industry: _____

Years of manager of 3+ people: _____

Working years while living abroad: _____

Higher education

Year: _____

Institution: _____

Degree(s): _____

Invoice

Person to whom invoice should be sent if not to you personally:

Name: _____

Address: _____

Phone: _____