



# Open Enrolment Programmes

2017 - 2018

## LEADING SELF

All the skills you need to manage  
yourself and your work

## LEADING OTHERS

All the skills you need to manage  
your team, department or division

## LEADING BUSINESS

Specific business acumen skills you  
need to become a great manager



## Who is MCE?

MCE, as part AMA Global, is a leading Learning and Development provider in Europe, Middle East and Africa. We inspire more than 1,000 organizations and over 10,000 managers and leaders through our Open Enrolment Programmes and our Customized Learning Solutions each year. We have been in the EMEA region for 55 years and our team of Learning and Development professionals can support you to achieve the impact you need at individual, team and organizational levels.



## MCE Leadership Focus Areas

At MCE, we believe as a leader today, it is important that you focus on three key areas of leadership – **Leading Self**, **Leading Others** and **Leading Business**. You need to start by understanding yourself and your personal strengths. You need to ensure that you have all the necessary skills to work and communicate with your peers and colleagues throughout the world. Then, you need to gain the skills and knowledge to engage and motivate your teams towards common business goals.



### Leading Self

Self-awareness, personal strengths, expertise in communication, negotiation, influencing, selling your ideas, persuading others, negotiating and resolving conflicts.



### Leading Others

Knowledge and skills to engage people to work towards common business and organizational goals, understanding how to formulate a vision, set a strategy and communicate it.



### Leading Business

The business strategy, financial understanding, commercial and organizational know-how to perform at your best and drive successful business performance.



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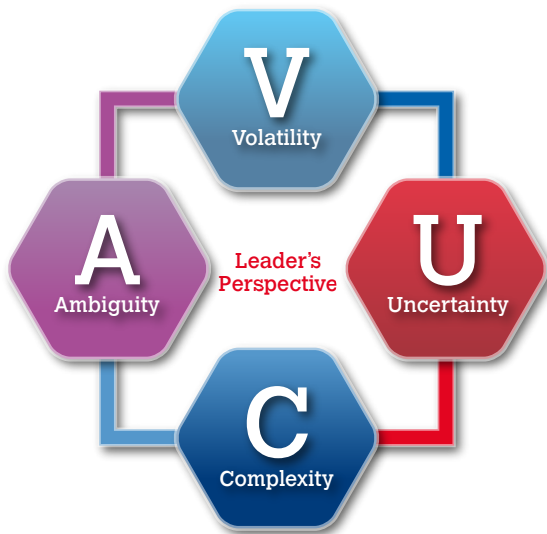
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# MCE Mission and Vision



In an increasingly VUCA-world (volatile, uncertain, complex and ambiguous), organizations are only as strong as their leaders and managers.

- We believe that leaders and managers can LEARN more about themselves, and how to manage OTHERS and the organization they work for.
- We inspire and develop individuals, teams and organizations to outperform. We help them to become stronger and more skilled leaders and managers, who can drive change, execute strategy and achieve the organization's goals.

# MCE Learning and Development Services

MCE has a full range of L&D Services to support you and your organization



Customized  
Learning Solutions



Open Enrolment  
Programmes



Coaching and  
Mentoring Services



Assessments  
and 360° Profiles



Blended and  
Digital Solutions



Learning  
Management Systems



Project Management  
Office Solutions



Global Research  
and Books



# MCE Learning Programmes

## MCE Open Enrolment Programmes

- Classroom-based and online
- International – participants from over 90 countries
- Over 25 Open Enrolment Programmes in 3 Leadership areas
  - Leading Self, Leading Others, Leading Business
- Throughout the EMEA region
- Facilitated by Experienced Business People
- Satisfied Participants
- Dedicated Team

More information at  
[www.mce.eu/oep](http://www.mce.eu/oep)

## MCE Customized Learning Solutions

- 150 different clients across EMEA region annually
- Broad experience in designing and delivering training solutions
- Blended, virtual and classroom learning programmes
- Hands-on, practical & pragmatic learning approach
- Broad experience in delivering large-scale, complex L&D solutions
- Part of AMA Global Network

More information at  
[www.mce.eu/cls](http://www.mce.eu/cls)



## MCE and AMA: Recognized Training Providers



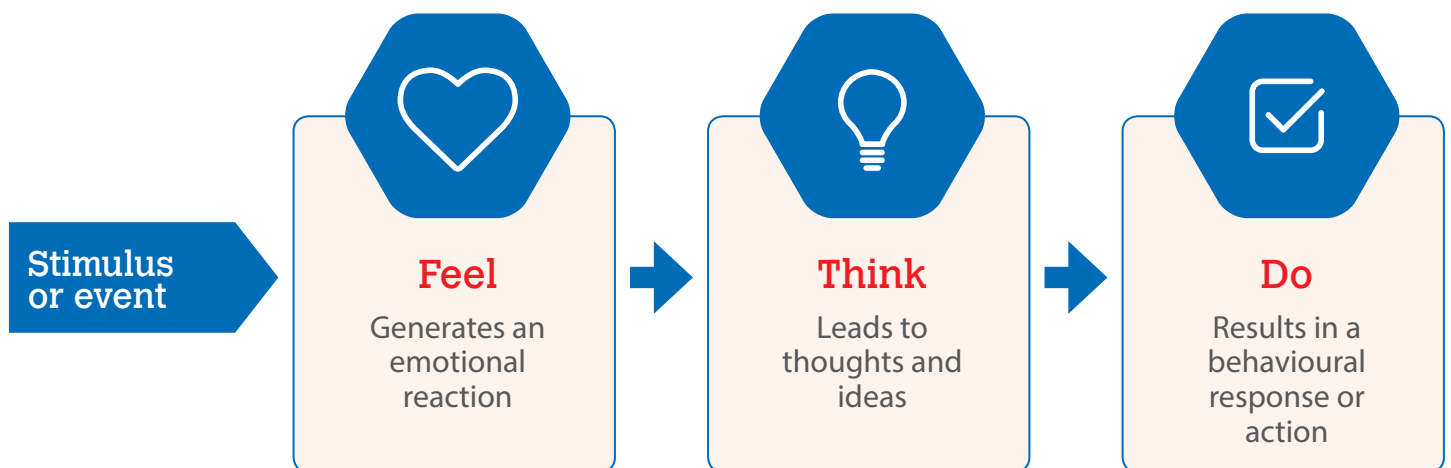
American Management Association has been selected for the eighth consecutive year as one of 2017's **TOP 20 LEADERSHIP TRAINING COMPANIES** by *TrainingIndustry.com*

# MCE Feel-Think-Do Approach

Traditional learning approaches adopt a knowledge-based approach. Emphasis is on what you need to know, rather than what you need to do. Many training programmes are overloaded with information, lists and facts, however, they pay little attention to giving you practical, relevant skills.

MCE's learning approach is different. We focus on action-based learning. You learn and practice what you need to do to become a better employee, manager or leader. MCE's programmes are hands-on, practical and interactive and designed using the FEEL-THINK-DO principle. Learning is most effective when we bring together our feelings, our thoughts and our actions.

To learn to do something new, we need to recognize how we FEEL about it. We need to decide what we THINK and know, then we need to try and DO something differently.



When we interact with others, we have an immediate **feeling**; we experience an emotion. Almost at the same time, we have a **thought** about it. As a result of this, we **act very quickly**. We learn that a **behaviour** produces a result and becomes part of our memory. It makes sense to recognize the importance of what people feel as well as think, because what people do as a consequence will affect how a manager will react. And the cycle starts again. Our approach is to help managers to identify these cycles, and change them.

We believe the best way to achieve impactful learning is by maximizing the time spent on active and pragmatic learning; **DOING** things. Personally connecting with both the importance of learning and also the people that can help you; **FEELING** things – will have an impact. We give you some time in the programme to reflect logically about your learning and to imagine what else is possible; **THINKING** about things.

Every MCE programme has a different balance of **FEEL-THINK-DO** depending on the type of learning objectives and subject. However, all of our programmes make sure that you will practice, practice and practice what you learn.

# Why choose an MCE Programme?

Almost 400,000 people have attended MCE Open Enrolment Programmes since 1961.

Why have so many people attended MCE programmes? Since being founded in 1961 in the EMEA region, MCE's programmes have become top sellers across the region.

## Practical



All MCE programmes are practical and pragmatic. They focus on real business issues and challenges. It is not just about the theory, you will actually practice, practice and practice. What you learn today, you can apply tomorrow, when you are back at work.

## Recognized



MCE is a top ranked learning provider with a unique offering in Leadership Skills and Business Acumen. For the 8<sup>th</sup> consecutive year, MCE & AMA have been recognized as one of the TOP 20 Leadership Training companies by TrainingIndustry.com

## International



Participants on MCE programmes are professional managers and leaders from over 90 countries. This makes each group international and creates a great peer sharing experience. You will share ideas with people from different industries and countries.

## Real Business People



Programmes are facilitated by Senior Associates with at least 15+ years recent hands-on senior management and international experience. They are business people just like you. So they understand your issues, your challenges and your needs.

Many CEO's and Board Directors have taken part in MCE's Top Leadership programmes and continue to send the rest of their people to MCE today. MCE is different because our participants come from over 90 countries, so the MCE experience is a real international experience. Furthermore, our facilitators are business people just like you, so it is not just about the theory. It is all about doing it, in real life.

## 3 Leadership Areas



To be a great manager or leader today, you need to focus on three leadership areas – Leading Self, Leading Others and Leading Business. MCE has over 25 Open Enrolment Programmes that cover that three areas and can help you to become a better leader.

## Throughout the EMEA



Our programmes take place in our Conference Centre in Brussels, but also in London, Barcelona and other cities. So wherever you are, we are close to you.

## Dedicated Team



Our Team is dedicated to making sure that from start to finish, you'll have a great experience with MCE.

## Satisfied Participants



95% of our clients would come back for another programme and recommend MCE.



# What do MCE Customers Say?

"It was a **great experience**. Actually I was really positively surprised that the trainer, the learning stuff and the whole training are on such a high level."

*Radoslav Langazov, Quality Manager Bancassurance,  
UNIQA Insurance Group AG Austria*

"It is a perfect possibility to connect with people from **different industries** but dealing with the same issues."

*Agata Kulik, Product Manager Special Salts, Jungbunzlauer  
Ladenburg GmbH, Germany*

"The mode of delivery was unique, effective and it worked for me. The facilitator demonstrated excellent knowledge and mastery of the subject matter and the focus on **real life situations** and case studies."

*Chrysantus Nyongesa, GAVI Alliance Secretariat,  
Switzerland*

"We connected a lot during the role play, so much that it was **almost real**. Helping each other exchanging experiences and points of view was very effective, as having a beer all together in Barcelona's nightlife."

*Massimo Checchi, Managing Director, Blue Cube Chemicals  
Italy s.r.l., Italy*

"This has been an **eye opening** experience for me. I really liked the whole concept and thought it was well thought through and that it covered every important aspect of the learning process. I especially enjoyed the 'soft skills' segments and constant building on the topics/models/theories introduced in the previous days of the programme that contributed to better understanding and learning."

*Petra Gajsak, National Project Coordinator, Carnet Hrvatska  
Akademska I Istrazivacka Mreza, Croatia*

"Great balance of sectors, cultures and geographical regions. The group was made up of some lovely personalities and we really **gelled well as a group** to have a fantastic experience."

*Syed Shah, Center Manager, Solar & Photovoltaics Eng  
Research Center, Saudi Arabia*

# Communicating to Your Senior Management and Key Stakeholders

## Leading Self - Communication Skills

**Improve your credibility and sell your ideas to get the action and support you need.**

### How you will benefit

After participating in this programme, you will be able to:

- Frame your ideas in strategic business language
- Speak and understand the language of senior managers
- Communicate clearly with senior management
- Get commitment, and make a favourable impression
- Communicate in a way that senior managers listen to, remember, and are willing to act upon
- Sell your ideas, report your results, raise issues and ask for support
- Handle interruptions and tough questions
- Gain 32 PDUs – this programme is PMBOK® certified by the Project Management Institute® (PMI) PMBOK® (Project Management Body of Knowledge) is a set of terminology and guidelines for Project Management

### Who should attend?

If you are a manager who needs to get the support and commitment from senior management or any other key stakeholders to implement their strategy, this programme is for you. You will learn how to get the right attention you need to sell your ideas or when submitting performance reports.

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).

You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)



## Booking details and locations

📅 <b>Dates &amp; Locations</b>	08 May - 11 May 17 (Brussels)	11 Dec - 14 Dec 17 (London)
	07 Aug - 10 Aug 17 (London)	19 Feb - 22 Feb 18 (London)
🕒 <b>Duration</b>	23 Oct - 26 Oct 17 (Brussels)	
⌚ <b>Price</b>	4 Days	
€	€3950	



More information & Registration:  
[www.mce.eu/communication](http://www.mce.eu/communication)

“The training was of very high quality and it was really tailored to our needs. I have learned a lot of practical things that I can immediately apply.”

*Sophie Masset  
Astra Zeneca, Belgium*

# Interacting with Others to Get Things Done

## Leading Self - Communication Skills

**Develop productive and fruitful professional relationships with all kinds of personalities and achieve outstanding business results!**

### How you will benefit

This programme applies the FEEL-THINK-DO methodology (see page 6 for more information). After participating in this programme, you will be able to:


- Manage your reputation and how you are perceived by others
- Build more constructive interactions with others, and develop better working relationships
- Know whose collaboration you need and why: who is vital to your success?
- Approach difficult people and collaborate with them to get the job done
- Discover your personal style and preferences
- Recognize other styles in your colleagues and bridge your style to theirs
- Persuade different types of people
- Map out a plan of actions to make the most of your own development plan

### Who should attend?

If your success depends on others to get things done, this programme is for you.

This programme is appropriate for managers and individuals who want to increase their business effectiveness by improving their relationships with others.

### Booking details and locations

 <b>Dates &amp; Locations</b>	06 Feb - 08 Feb 17 (London)	11 Dec - 13 Dec 17 (London)
	08 May - 10 May 17 (Brussels)	19 Feb - 21 Feb 18 (Brussels)
 <b>Duration</b>	21 Aug - 23 Aug 17 (London)	
 <b>Price</b>	3 Days	
	€3450	



More information & Registration:  
[www.mce.eu/interaction](http://www.mce.eu/interaction)

“It simply helps you know yourself better, know your strengths and weaknesses around interacting with others, and gives you keys to analyze your professional environment better and adjust to it in all circumstances. And all this while being fun on the spot!”

*Eugène Blanchard  
JTI, Switzerland*



# Developing Personal Influence and Impact

## Leading Self - Influence and Negotiation Skills

**Learn and practice skills to influence people and get things done in your organization or company.**

### How you will benefit

This Programme applies the MCE FEEL-THINK-DO methodology (see page 6 for more information). After participating in this programme, you will be able to:

- Understand your own impact on others and recognize where to make changes
- Be able to see things from the other person's perspective and be adaptable
- Map your key stakeholders and know how to influence each one differently
- Understand the political influences in the organization and adopt tactics to deal with this
- Become more assertive
- Learn a series of different influencing techniques
- Apply techniques to your own Personal Influence Challenges

### Who should attend?

- You are a first line to mid-level professional, manager or project manager
- Just have just started or have 1-3 years' experience of working in a professional role, as an individual contributor or a team manager.
- Influencing is an important part of your role - working across different areas of the organization and you have regular contact with a wide range of colleagues.
- The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

## Booking details and locations

📅 <b>Dates &amp; Locations</b>	23 Jan - 26 Jan 17 (Brussels)	25 Sep - 28 Sep 17 (Brussels)
	20 Feb - 23 Feb 17 (London)	16 Oct - 19 Oct 17 (Barcelona)
	20 Mar - 23 Mar 17 (Brussels)	13 Nov - 16 Nov 17 (Brussels)
	24 Apr - 27 Apr 17 (Brussels)	11 Dec - 14 Dec 17 (London)
	15 May - 18 May 17 (Brussels)	22 Jan - 25 Jan 18 (Brussels)
	12 Jun - 15 Jun 17 (Barcelona)	19 Feb - 22 Feb 18 (Brussels)
	24 Jul - 27 Jul 17 (London)	19 Mar - 22 Mar 18 (London)
🕒 <b>Duration</b>	4 Days	
💰 <b>Price</b>	€3750	



More information & Registration:  
[www.mce.eu/influence](http://www.mce.eu/influence)

"I have attended many courses and workshops, but this was the best one in terms of the interactions led by our facilitator and the group ethics, support and willingness to learn and adapt."

Dean Harrison  
Schulman International  
Services, Belgium

# Negotiating Effectively

## Leading Self - Influence and Negotiation Skills

**Influence the world around you and get the deals you need to add business value and gain results.**

### How you will benefit

After participating in this programme, you will be able to:

- Know when - and when not - to negotiate
- Be able to influence the world around you and come to workable deals that lead to better business value for everyone involved
- Develop an effective plan and strategy for any negotiation
- Know what behaviour to adapt at each stage of the negotiation
- Adjust your communication style to achieve desired results
- Successfully apply the principles of persuasion to any negotiation situation
- Negotiate effectively face-to-face, on the phone or through email and other media
- Get a step-by-step process for effective negotiation
- Identify and understand the problem and work to find alternative solutions
- Close the gap between the current situation and what both parties want
- Network and learn with a diverse group of peers from different functions, industries and countries
- Develop a personal action plan that you will take back with you and implement at work
- Learn and practice your negotiation skills over 3 interactive and challenging days
- Gain 32 PDUs – this programme is PMBOK® certified by the Project Management Institute® (PMI)

### Who should attend?

It is relevant for individuals and teams who are responsible for negotiating the best possible terms of an agreement for their organization. It is applicable to any situation - from everyday negotiations to more complex deal-making. This is a core programme for any management career.

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

### Booking details and locations

📅 <b>Dates &amp; Locations</b>	06 Mar - 08 Mar 17 (Barcelona)	20 Nov - 22 Nov 17 (Brussels)
	12 Jun - 14 Jun 17 (Brussels)	19 Mar - 21 Mar 18 (Barcelona)
	25 Sep - 27 Sep 17 (Brussels)	
🕒 <b>Duration</b>	3 Days	
💰 <b>Price</b>	€2950	



More information & Registration:  
[www.mce.eu/negotiation](http://www.mce.eu/negotiation)

**“The workshop allowed me to identify areas I need to work on. Real-life stories presented by the associate were very helpful to illustrate the concepts discussed. Professional presentation and setup, great teachers and very relevant content. This knowledge will facilitate further improvement.”**

*Christian Stock  
Mergers & Acquisitions Director,  
PM-International AG, Luxembourg*

# The Professional Executive Assistant

## Leading Self - Executive Assistant Programmes

**As an Executive Assistant or Administrative Support Staff, get the knowledge, attitudes, tools and techniques you need to become more efficient and move up in your career.**

### How you will benefit

After participating in this programme, you will be able to:

- Understand the changing business environment in which you operate and the impact it has on your role and the role of your manager
- Enhance your interpersonal skills
- Become a more confident decision-maker
- Become more effective in a top management team setting
- Learn to set personal objectives and develop a plan for your own career and knowledge development
- Be able to apply creative thinking to difficult situations, and act more assertively when appropriate
- Network and learn with a diverse group of other Administrative Professionals from different industries and countries
- Define and set personal objectives and develop a plan for your own career and knowledge development
- Develop a personalized action plan that you will take back with you to your job
- Learn and practice these new skills using case studies, real examples and role plays over 4 interactive and challenging days

### Who should attend?

If you are an experienced administrative professional, i.e. an Executive Assistant, Executive Secretary, or Administrative Assistant, who manages a range of responsibilities, projects and tasks in support of senior executives, this programme is for you. You will learn how to manage and prioritize your tasks to be more effective and develop your management skills to take the right decisions, that will be delegated to you.

### Booking details and locations

 <b>Dates &amp; Locations</b>	15 May - 18 May 17 (Barcelona)	11 Dec - 14 Dec 17 (London)
 <b>Duration</b>	24 Jul - 27 Jul 17 (Barcelona)	19 Mar - 22 Mar 18 (Barcelona)
 <b>Price</b>	4 Days	
	€2950	



More information & Registration:  
[www.mce.eu/assistants](http://www.mce.eu/assistants)

“The quality of the workshop is excellent - in terms of content, but also thanks to the Associate who is very talented. She brought us so much energy in delivering the training, a very big thanks to her. Content of the workshop was excellent, no doubt other trainings would be as professional as this one. Will check your website!”

*Amelie Lavarini  
JT International S.A., Switzerland*



# Communication and Influence For Executive Assistants

## Leading Self - Executive Assistant Programmes

**Increase your effectiveness and get things done to step up in your career.**

### How you will benefit

After participating in this programme, you will be able to:

- Emphasize your personal strengths and qualities for self-empowerment
- Know how your personal style affects the decisions you make
- Communicate and interact with others more assertively and clearly
- Develop your people skills with influence and clear communications
- Develop positive working relationships
- Strengthen your ability to take on future challenges, and trust in yourself
- Become more effective in managing tasks assigned and boost your boss's productivity and success
- Network with and learn from a diverse group of other Administrative Professionals from different industries and countries
- Learn and practice new skills using case studies, real life examples and role plays over 3 interactive and challenging days
- Leave with a personalized action plan for immediate implementation in your work- place

### Who should attend?

If you are an Executive Assistant, a Coordinator or an Administrative Support Professional who wants to gain more power and impact to get things done and support your manager(s), this programme is for you.

### Booking details and locations

 <b>Dates &amp; Locations</b>	24 Jul - 26 Jul 17 (Barcelona) 19 Mar - 21 Mar 18 (Barcelona)
 <b>Duration</b>	3 Days
 <b>Price</b>	€2450



More information & Registration:  
[www.mce.eu/assistants-influence](http://www.mce.eu/assistants-influence)

**“It is a very interesting module, where you learn on hands how you can make a difference not only in the working environment but also in your private life. Definitely a recommendation.”**

*Marleen Crombez, Ex. Assistant, Pfizer Service Company, Belgium*

# Managing People in an International Environment

Leading Others - People Management Skills

REVISED

**Understand and motivate your people in order to perform better and implement your strategy.**

## How you will benefit

This programme applies the FEEL-THINK-DO methodology (see page 6 for more information). After participating in this programme, you will be able to:

- Adapt your management style to the cultural diversity of your team
- delegate in different ways and still empower people
- Set goals in an international environment and make sure all your team members are aligned to the overall goal of the team
- Conduct effective performance reviews taking into consideration the different cultural backgrounds
- Use new techniques to coach people and implement a corrective coaching process
- Develop a personal action plan that you can implement for yourself and your team members

## Who should attend?

- You have just started in a management role or have 1-3 years' experience of managing people (qualified professionals, individual contributors or a team located in different parts of the world)
- You want to gain insights into what motivates people with different cultural backgrounds improve or refresh your management skills.
- The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

## PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

## Booking details and locations

📅 <b>Dates &amp; Locations</b>	23 Jan - 26 Jan 17 (Brussels)	09 Oct - 12 Oct 17 (Brussels)
	20 Mar - 23 Mar 17 (Barcelona)	04 Dec - 07 Dec 17 (London)
🕒 <b>Duration</b>	08 May - 11 May 17 (Brussels)	22 Jan - 25 Jan 18 (Brussels)
	24 Jul - 27 Jul 17 (Barcelona)	12 Mar - 15 Mar 18 (Barcelona)
💰 <b>Price</b>	4 Days	
	€3950	



More information & Registration:  
[www.mce.eu/people-management](http://www.mce.eu/people-management)

**"Excellent training, plenty of practical exercises to learn and develop new management techniques, learn from trainees of different organizations."**

Martyn Griffiths  
BAYER CROPSCIENCE SA, France

# MCE Advanced Leadership Programme

## Leading Others - Leadership Skills

**Discover your personal strengths and develop the skills you need to become the leader to follow and advance in your career.**

### How you will benefit

This programme applies the FEEL-THINK-DO methodology (see page 6 for more information). After participating in this programme, you will be able to:

- Increase your own self-awareness
- Measure your impact on others
- Give and receive feedback
- Lead and adapt to change in a complex world
- Handle pressure and challenging situations with ease
- Coach others
- Adjust and enhance your 'work-life balance' using a Mind-Body-Spirit technique
- Work collectively to achieve results
- Build your own leadership approach with help from a personal coach 1:1
- Take away a concise development plan

### Who should attend?

- You are in a mid-level management position.
- You have 3-5 years' experience of leading and managing other managers (qualified professionals, supervisors, other team leaders).
- You already have skills or knowledge of basic management principles such as setting goals, holding performance reviews, conducting effective meetings, delegating and empowering others, dealing with conflicts.
- Some people might be considered by their organization as 'high potential' and could be suitable for the MCE ALP without direct management experience.
- The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects.

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

**"Management is doing things right; leadership is doing the right things."**

*Peter Drucker*

## Booking details and locations

📅 <b>Dates &amp; Locations</b>	20 Mar - 23 Mar 17 (Barcelona)	31 Jul - 03 Aug 17 (London)	11 Dec - 14 Dec 17 (London)
	24 Apr - 27 Apr 17 (Brussels)	25 Sep - 28 Sep 17 (Brussels)	22 Jan - 25 Jan 18 (Brussels)
⌚ <b>Duration</b>	15 May - 18 May 17 (Barcelona)	23 Oct - 26 Oct 17 (Brussels)	19 Mar - 22 Mar 18 (Barcelona)
	12 Jun - 15 Jun 17 (Barcelona)	13 Nov - 16 Nov 17 (London)	
💰 <b>Price</b>	4 Days		
	€5250		



More information & Registration:  
[www.mce.eu/advanced-leadership](http://www.mce.eu/advanced-leadership)



# MCE 5-Day Mini MBA

Leading Business - Mini MBA

INCLUDES BUSINESS SIMULATION

**In just 5 days, increase your business know-how, make better business decisions and improve your contribution to the business.**

## How you will benefit

After participating in this programme, you will be able to:

- Understand how a corporation works. You will get a multi-functional overview of a business and key leadership competences necessary for success
- Develop strategic thinking, planning and execution skills at a divisional or functional level, using appropriate tools and frameworks
- Influence, enable and deliver wider organizational imperatives
- Lead and align your stakeholders towards delivering your divisional, functional or organizational strategy with greater clarity and confidence
- Make better business decisions and improve your contribution to the business
- Speak the language of business and understand how general managers think and act
- Be able to read the business environment and translate changes into competitive strategies for sustainable growth
- Support strategic goals from top management and be able to translate them for your area and implement them more efficiently
- Better implement strategy through the people in your team and different departments with new leadership skills
- Network and learn with a diverse group of peers from different functions, industries and countries
- Develop a personalized action plan that you will take back with you to your job
- Learn and practice these new skills using case studies, real examples and role plays over 5 interactive and challenging days

## Who should attend?

If you have a technical, scientific or specialist background and want to develop a wider and deeper understanding of how businesses really work, to deliver value to its stakeholders, this is the ideal programme for you.

## PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

## Booking details and locations

📅 <b>Dates &amp; Locations</b>	23 Jan - 27 Jan 17 (Brussels)	12 Jun - 16 Jun 17 (Barcelona)	11 Dec - 15 Dec 17 (London)
	20 Feb - 24 Feb 17 (London)	31 Jul - 04 Aug 17 (London)	22 Jan - 26 Jan 18 (Brussels)
	20 Mar - 24 Mar 17 (Barcelona)	25 Sep - 29 Sep 17 (Brussels)	19 Feb - 23 Feb 18 (Brussels)
	24 Apr - 28 Apr 17 (Brussels)	16 Oct - 20 Oct 17 (Barcelona)	19 Mar - 23 Mar 18 (Barcelona)
	15 May - 19 May 17 (Barcelona)	06 Nov - 10 Nov 17 (Brussels)	
⌚ <b>Duration</b>	5 Days		
💶 <b>Price</b>	€3950		



More information & Registration:  
[www.mce.eu/mba](http://www.mce.eu/mba)

# MCE 5-Day Mini MBA for the Pharma and Biotech Industry

## Leading Business - Mini MBA

**Gain better understanding of the pharma/biotech business contexts and develop the skills you need to excel as a high-performance manager and contribute to your company's sustainable growth.**

### How you will benefit


After participating in this programme, you will be able to:

- Understand unfamiliar aspects of business
- Understand broader financial and strategic contexts
- Support strategic goals from top management and implement them faster and more efficiently
- Translate healthcare environment changes into competitive strategies for sustainable growth
- Concentrate on customer value through cross functional improvements
- Understand the pharma/biotech industry dynamics and related topics, such as medical affairs, market access, patient outcomes, pharmacoeconomics and patient centricity

### Who should attend?

If you are a manager or an expert who wants to master complexity and understand cross-functional issues in the pharma or biotech industry, this programme is for you.

### Booking details and locations

 <b>Dates &amp; Locations</b>	24 Apr – 28 Apr 17 (Brussels) 24 Jul – 28 Jul 17 (Brussels)	16 Oct – 20 Oct 17 (Brussels) 22 Jan – 26 Jan 18 (Brussels)
 <b>Duration</b>	5 Days	
 <b>Price</b>	€3950	



More information & Registration:  
[www.mce.eu/mba-pharma](http://www.mce.eu/mba-pharma)

**“It helped me to see through lenses of different stakeholders, customers, to consider different perspectives and to understand how to navigate decision makings or to deal with conflicts of interest.”**

*Thomas Pongratz  
Boehringer Ingelheim Pharma - GmbH  
& Co. KG, Germany*

# Essentials of Management

## Leading Business - Business Management, Strategy and Innovation

**Learn and practice the essentials of management, including goal-setting, work planning, budgeting, organising and controlling and create value for your company.**

### How you will benefit

After participating in this programme, you will be able to:

- Manage your budget and KPI cycle
- Prioritize goals and activities
- Organize workflow and processes
- Monitor results and take action where needed
- Report results
- Run effective meetings
- Manage your schedule and energy levels
- Manage your boss
- Improve the outputs from your area of responsibility
- Find more time to devote to leadership and collaboration with other departments
- Network and learn with a diverse group of peers from different functions, industries and countries
- Develop a personalized action plan that you will take back with you to your job
- Learn and practice these new skills using case studies, real examples and role plays over 4 interactive and challenging days
- Gain 32 PDUs – this programme is PMBOK® certified by the Project Management Institute® (PMI) PMBOK® (Project Management Body of Knowledge) is a set of terminology and guidelines for Project Management

### Who should attend?

If you are a newly-appointed manager or supervisor who would like to be more effective in the operational aspects of management, this programme is for you.

You may have been in a management role for some time and would like to get better control of your work, or promoted from either a senior technical or engineering function or from another individual contributor role.

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

### Booking details and locations

<b>Dates &amp; Locations</b>	20 Mar - 23 Mar 17 (Barcelona)	11 Dec - 14 Dec 17 (London)
<b>Duration</b>	21 Aug - 24 Aug 17 (London)	12 Mar - 15 Mar 18 (Barcelona)
<b>Price</b>	4 Days	
	€3750	



More information & Registration:  
[www.mce.eu/management-essentials](http://www.mce.eu/management-essentials)

**“I found all sorts of gold nuggets that will help me improve my daily routine.”**

*PErik Reinhard, Principal Scientist  
Technicolor Rennes - Research &  
Innovation France*

# Strategic Leadership for Senior Managers

Leading Business - Business Management, Strategy and Innovation

**Develop the skills you need to lead and manage change within your organization and align your people to implement corporate strategy.**

## How you will benefit

After participating in this programme, you will be able to:

- Lead strategy implementation and change
- Have a plan for aligning your company or division to deliver on your customer value proposition
- Get your people's understanding and buy-in so that they can see what needs to be done and where to contribute
- Assemble the people with the skills and behaviours that move the strategy along, motivate and develop these people
- Set meaningful KPIs and cascade goals to keep everyone focused on the strategy
- Streamline processes and structures to better enable your people to implement strategy
- Benefit from the experience of faculty who have real leadership experience with senior positions in leading multinational organizations
- Network and learn with a diverse group of peers from different functions, industries and countries
- Develop a personal action plan that you will take back with you and implement with your company
- Learn and practice your leadership skills, using a compelling case study, practical exercises and role plays over 4 interactive and challenging days
- This programme is about you! You will discover your own leadership style, its strengths and weaknesses and what you as a senior leader can do about it

## Who should attend?

If you are a senior executive or director and need to lead change and strategy implementation within your company, this programme is for you.

Whether you are making a strategic adjustment, a new change or a push for greater performance, this programme will help you align multiple levels, divisions and locations to achieve your strategic objectives.

## Booking details and locations

📅 <b>Dates &amp; Locations</b>	13 Mar - 16 Mar 17 (Brussels)	04 Dec - 07 Dec 17 (London)
	08 May - 11 May 17 (Barcelona)	12 Mar - 15 Mar 18 (Brussels)
	25 Sep - 28 Sep 17 (Brussels)	
🕒 <b>Duration</b>	4 Days	
💰 <b>Price</b>	€4450	



More information & Registration:  
[www.mce.eu/strategic-leadership](http://www.mce.eu/strategic-leadership)

"The methodology to develop a structure was a key learning and an asset for me. Best practice sharing with the attendants as well the lecturer was also good to have."

*Bulend Alpay*  
PPG INDUSTRIES KIMYA, Turkey



# Business Strategy for Managers

Leading Business - Business Management, Strategy and Innovation

**Learn how to develop effective strategic plans and take the right decisions to contribute to your company's success and advance your career.**

## How you will benefit

After participating in this programme, you will be able to:

- Understand the rationale and the tools behind successful business strategies
- Make decisions that create long-term value
- Apply strategic thinking and planning in your department
- Develop a strategic planning process for your area of the company
- Conduct a strategic analysis considering both internal and external environmental factors
- Critically distinguish good strategies from bad strategies
- Include a plan for successful deployment and execution in your strategy
- Generate new ideas for your strategy by benchmarking with fellow participants from similar or different industries
- Position yourself for higher responsibility
- Network and learn with a diverse group of peers from different functions, industries and countries
- Develop a personalized action plan that you will take back with you to your job
- Learn and practice these new skills through interactive presentation, case study, business examples, interaction and debate with your fellow participants and application to your own business situation

## Who should attend?

If you are a manager or leader who needs to understand business strategies and apply strategic decision-making to improve performance and prepare for higher responsibility, this programme is for you.

## Booking details and locations

 <b>Dates &amp; Locations</b>	20 Mar - 23 Mar 17 (Barcelona)	11 Dec - 14 Dec 17 (London)
 <b>Duration</b>	31 Jul - 03 Aug 17 (Barcelona)	19 Mar - 22 Mar 18 (Barcelona)
 <b>Price</b>	4 Days	
	€3950	



More information & Registration:  
[www.mce.eu/business-strategy](http://www.mce.eu/business-strategy)

**"The workshop provided me with the knowledge to quickly identify the weak spots in the existing strategy and where corrective action is required and with the structured approach when developing new strategies."**

*Hrvoje Krip*  
Area Sales Manager, ABB Switzerland

# Leading Innovation

Leading Business - Business Management, Strategy and Innovation

**NEW**

**Learn the latest techniques and tactics to drive growth and continuous renewal through new approaches to innovation.**

## How you will benefit

This programme applies the FEEL-THINK-DO methodology (see page 6 for more information). After participating in this programme, you will be able to:

- Start implementing change initiatives towards a more innovative culture
- Start orchestrating your company ecosystem to nurture new growth ideas
- Apply new metrics to encourage more collaborative and creative problem-solving and development of new ideas
- Source external partners and internal talent for innovation projects
- Acquire new tools and gather insights for instilling an innovation drive within your organization in a successful way
- Harness the power of all levels of the organization in inventing the future and defining the pathway to success
- Leave this programme with an action plan to help you identify the next steps in your workplace, and put in place your own continued innovation leadership development plan

## Who should attend?

If you are a senior manager or member of the management team and want to learn new ways and develop skills to drive growth and innovation, this programme is for you.

## Booking details and locations

 <b>Dates &amp; Locations</b>	13 Nov – 14 Nov 17 (Brussels)
 <b>Duration</b>	2 Days
 <b>Price</b>	€2950



More information & Registration:  
[www.mce.eu/innovation](http://www.mce.eu/innovation)

*“Innovation is the specific instrument of entrepreneurship... the act that endows resources with a new capacity to create wealth.”*

*Peter Drucker*

# Project Management Fundamentals

(Part of the MCE-GBMC Project Management Centre of Excellence)

Leading Business - Project Management

NEW

**Gain the key skills you need to get your projects completed on time and manage successfully expectations, budget and team.**

## How you will benefit

After participating in this programme, you will be able to:

- Apply the "Best Practices" of project management
- Effectively define a project and successfully participate in its initiation
- Create realistic project plans
- Identify and manage project requirements, risks and stakeholders
- Use the key elements of those project plans to successfully implement projects
- Contribute to the monitoring and controlling of projects during their execution
- Close projects and contribute in identifying lessons learned
- Work more effectively in project teams
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practice new tools in case studies, practical group exercises and role plays over 3 intensive days
- Gain 24 PDUs - this programme is PMBOK® certified by the Project Management Institute® (PMI)

*PMBOK® (Project Management Body of Knowledge) is a set of terminology and guidelines for Project Management.*

## Who should attend?

If you have no project management experience and have been asked to coordinate project work or if you have some experience but no formal training in project management, then this programme is for you.

## PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



PMI Talent Triangle™

You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

## Project Management Centre of Excellence

MCE in partnership with Global Business Management Consultants (GBMC) has launched the Centre of Excellence that focuses on programmes that cover Project Management knowledge and skills at the basic, proficiency and advanced levels as well as preparation for Project Management certification.

## Booking details and locations

📅 <b>Dates &amp; Locations</b>	13 Feb - 15 Feb 17 (Brussels)	25 Sep - 27 Sep 17 (Brussels)
	24 Apr - 26 Apr 17 (Brussels)	11 Dec - 13 Dec 17 (London)
	06 Jun - 08 Jun 17 (Barcelona)	
🕒 <b>Duration</b>	3 Days	
💰 <b>Price</b>	€3250	



More information & Registration:  
[www.mce.eu/project-fundamentals](http://www.mce.eu/project-fundamentals)

# Project Management Proficiency

(Part of the MCE-GBMC Project Management Centre of Excellence)

Leading Business - Project Management

NEW

**Take up the management role in your project team and bring the best out of your team members.**

## How you will benefit

After participating in this programme, you will be able to:

- Work with different stakeholder groups, manage what are often conflicting expectations to retain their respective support and ongoing endorsement
- Consistently apply the disciplines of risk identification, assessment and mitigation using tools and techniques that go beyond the basics in order to;
  - Align requirements;
  - Monitor KPIs;
  - Control against known variables and effectively report on a regular basis against project plan
- Network and learn with a diverse group of other Administrative Professionals from different industries and countries
- Define and set personal objectives and develop a plan for your own career and knowledge development
- Develop a personalized action plan that you will take back with you to your job
- Learn and practice these new skills using case studies, real examples and role plays over 4 interactive and challenging days
- Gain 24 PDUs - this programme is PMBOK® certified by the Project Management Institute® (PMI)

## Project Management Centre of Excellence

MCE in partnership with Global Business Management Consultants (GBMC) has launched the Centre of Excellence that focuses on programmes that cover Project Management knowledge and skills at the basic, proficiency and advanced levels as well as preparation for Project Management certification.

## Who should attend?

- People experienced at working in project teams who have completed a basic Project Management training or been trained on the basics of Project Management
- Project Managers who need to deepen their understanding of Project Management Best Practices
- Project Managers who want to confidently and more effectively manage the dynamics of project teams

## PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

## Booking details and locations

<b>Dates &amp; Locations</b>	13 Mar - 15 Mar 17 (Brussels)	04 Dec - 06 Dec 17 (Brussels)
<b>Duration</b>	06 Jun - 08 Jun (Brussels)	
<b>Price</b>	3 Days	
	€3350	



More information & Registration:  
[www.mce.eu/project-proficiency](http://www.mce.eu/project-proficiency)

**“Plans are only good intentions unless they immediately degenerate into hard work”**

*Peter Drucker*



# Project Management Advanced

(Part of the MCE-GBMC Project Management Centre of Excellence)

Leading Business - Project Management

**NEW**

**Sharpen your ability to manage procurement and advanced risk to secure quality of increasingly complex projects and consolidate your confidence to step into the position of Leader of the Project Team.**

## How you will benefit

After participating in this programme, you will be able to:

- Lead multiple project managers and project teams
- Procure, select and manage outsourced components of interdependent projects
- Manage risks in complex projects using advanced risk management concepts
- Select and use Quality Management Tools and Techniques in your projects
- Solve problems using a variety of advanced tools and techniques
- Gain 24 PDUs - this programme is PMBOK® certified by the Project Management Institute® (PMI)

*PMBOK® (Project Management Body of Knowledge) is a set of terminology and guidelines for Project Management.*

## Who should attend?

If you are an experienced project manager and want to increase your ability to manage procurement, procurement relationships and advanced risk to secure quality across multiple and increasingly complex interdependent projects, this programme is for you.

## Project Management Centre of Excellence

MCE in partnership with Global Business Management Consultants (GBMC) has launched the Centre of Excellence that focuses on programmes that cover Project Management knowledge and skills at the basic, proficiency and advanced levels as well as preparation for Project Management certification.

## Booking details and locations

 <b>Dates &amp; Locations</b>	20 Mar - 22 Mar 17 (Brussels) 08 May - 10 May (Brussels) 20 Nov - 22 Nov 17 (Brussels)
 <b>Duration</b>	3 Days
 <b>Price</b>	€3450



More information & Registration:  
[www.mce.eu/project-advanced](http://www.mce.eu/project-advanced)

**“Unless commitment is made, there are only promises and hopes; but no plans.”**

*Peter F. Drucker*

# Finance for Non-Financial Managers

## Leading Business - Finance and Controlling

**Get the key skills you need to understand, interpret and act on financial information, and contribute to your business profitability.**

### How you will benefit

After participating in this programme, you will be able to:

- Understand, think and speak the common business finance language
- Gain greater confidence with basic finance concepts
- Apply financial concepts and methods to your own business decisions
- Translate your department performance into financial terms
- Better understand the requirements of finance
- Make smarter decisions that deliver higher profitability
- Enhance your value to your organization and expand your professional expertise
- Better communicate your contribution to the bottom line
- Network and learn with a diverse group of peers from different functions, industries and countries in a very stimulating and easy-to-follow approach
- Develop a personal action plan that you will take back with you to implement with your team
- Learn and practice finance skills using case studies and real life examples over 5 interactive and intensive days
- Gain 35 PDUs – this programme is PMBOK® certified by the Project Management Institute® (PMI) PMBOK® (Project Management Body of Knowledge) is a set of terminology and guidelines for Project Management

### Who should attend?

If you are a manager in a non-financial area who makes business decisions with financial implications or if you simply need to understand and interpret financial information for your team or department, this programme is for you.

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)

### Booking details and locations

📅 <b>Dates &amp; Locations</b>	23 Jan - 27 Jan 17 (Brussels)	25 Sep - 29 Sep 17 (Brussels)
	20 Mar - 24 Mar 17 (Brussels)	27 Nov - 01 Dec 17 (London)
🕒 <b>Duration</b>	08 May - 12 May 17 (Barcelona)	22 Jan - 26 Jan 18 (Brussels)
	17 Jul - 21 Jul 17 (London)	19 Mar - 23 Mar 18 (Brussels)
💰 <b>Price</b>	5 Days	
	€3950	



More information & Registration:  
[www.mce.eu/finance](http://www.mce.eu/finance)

“Very good balance between theory and practical cases. It helped a lot understanding finance: wording, rules, logic behind the numbers, etc. I don’t know yet, but I would come back to MCE with great pleasure.”

*Christophe Birglen, DSM Nutritional*

# Financial Excellence: Create Value in Your Organization

Leading Business - Finance and Controlling

**NEW**

**Discover new ways to use your financial knowledge and skills to create greater value and success across your organization**

## How you will benefit

This programme applies the FEEL-THINK-DO methodology (see page 6 for more information). After participating in this programme, you will be able to:

- Explain to your team members the meaning of value creation and its impact on the sustainability of the company
- Choose and implement the adequate value creation drivers for your area
- Communicate clearly your implementation plan to your team members and management
- Monitor the implementation process
- Work on the development programme for your key team members with HR
- Design and implement the balanced scorecard to measure the effective stakeholder value

## Who should attend?

If you are a finance or business manager with minimum 8 years business experience, management responsibility and a basic understanding of Financial Statements, this programme is for you.

It's also appropriate for newly appointed General Managers or Vice Presidents.

## Booking details and locations

 <b>Dates &amp; Locations</b>	15 May - 18 May 17 (Barcelona) 25 Sep - 28 Sep 17 (Brussels)
 <b>Duration</b>	3 Days
 <b>Price</b>	€3450



More information & Registration:  
[www.mce.eu/financial-excellence](http://www.mce.eu/financial-excellence)

*"Without continual growth and progress, such words as improvement, achievement, and success have no meaning."*

*Benjamin Franklin*

# Financial Planning and Analysis for Controllers

## Leading Business - Finance and Controlling

**Review, report and manage accounting and KPI tools to support your company's business profitability.**

### How you will benefit

After participating in this programme, you will be able to:

- Understand and perform the function of financial planning and analysis in your company to ensure timely and accurate delivery of financial statements
- Understand the role and requirements of an effective controller to establish company-wide controls to secure corporate assets and ensure compliance
- Select and develop different budgets and reported actuals
- Review and prepare rolling financial forecasts as alternative measures of performance
- Identify and manage business-relevant KPI's at business unit and corporate levels - define budgetary metrics and parameters to evaluate the financial health of your company
- Perform basic action-oriented reporting
- Network and learn with a diverse group of peers from different functions, industries and countries in a very stimulating and easy-to-follow approach
- Develop a personal action plan that you will take back with you to implement you're your team
- Learn and practice finance skills using case studies and real life examples over 4 interactive and intensive days

### Who should attend?

If you are a Financial Manager responsible for finance controlling, planning, budgeting, reporting and you need to support your organization in managing the business, this programme is for you.

### Booking details and locations

 <b>Dates &amp; Locations</b>	23 Oct - 26 Oct 17 (Brussels)
 <b>Duration</b>	4 Days
 <b>Price</b>	€3950



More information & Registration:  
[www.mce.eu/financial-planning](http://www.mce.eu/financial-planning)

"Money, like emotions, is something you must control to keep your life on the right track"

*Natasha Munson*



# Product Management in B2B Markets

## Leading Business - Marketing

**Gain the key marketing skills you need to drive up your products profitability.**

### How you will benefit

Maximize success by ensuring your marketing plan is customer-driven and can be executed by the entire organization.

**After participating in this programme, you will be able to:**


- Understand how to apply the concepts of marketing planning to your specific business planning challenges
- Define and communicate your customer value proposition(s) to your management, target customers and channel partners
- Use customer insight to make the link between your solution, customer focus, customer loyalty and profitability
- Understand the importance of segmentation, targeting and positioning to the acquisition and care of profitable customers
- Understand the impact of different value propositions on people, processes and structure and what to do about it
- Manage the customer buying process and customer relationships
- Apply service strategies to manage customer touchpoints and generate sustainable differentiation
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practice new tools in case studies, practical exercises and role plays over 5 intensive days

### Who should attend?

If you are a new or recently appointed manager in a B2B company and responsible for product management or marketing, this programme is for you.

Participants joining this programme are typically Product Managers, Brand Managers, Market or Marketing Managers, and Process Managers.

### Booking details and locations

 <b>Dates &amp; Locations</b>	13 Mar - 17 Mar 17 (Brussels) 21 Aug - 25 Aug 17 (Brussels)	04 Dec - 08 Dec 17 (London) 12 Mar - 16 Mar 18 (Brussels)
 <b>Duration</b>	5 Days	
 <b>Price</b>	€3950	



More information & Registration:  
[www.mce.eu/product-management](http://www.mce.eu/product-management)

**“The workshop gave me a broad overview on product management and some insights into marketing. To explain these things, the MCE Associate often used examples from everyday life experiences, which made it easy to understand.”**

*Line De Kimpe  
BD Biosciences, Belgium*

# B2B Marketing Strategy

## Leading Business - Marketing

**Gain the vision, methods and tools needed to formulate a new marketing strategy and to implement it successfully within your organization.**

### How you will benefit




After participating in this programme, you will be able to:

- Create and implement a value-based B2B marketing strategy
- Identify those trends that are impacting your industry and how to address them
- Understand in greater depth the main categories of customer value propositions and what it takes to provide true value, drive customer loyalty, and create sustainable advantage
- Generate sustainable, predictable, and profitable growth
- Integrate marketing strategy in support of your value proposition
- Evaluate new forms of collaboration with value chain partners and customers
- Identify leadership actions required to align people, processes and metrics in support of your strategy
- Explore the challenges of customer centricity, seller-buyer relations, innovation management, value chain integration, emerging markets, and the role of the internet in B2B marketing

### Who should attend?

If you are a General Manager, Senior Product, Brand or Marketing Manager in a business market and responsible for developing and implementing a value-based B2B Marketing strategy, this programme is for you.

### Booking details and locations

 <b>Dates &amp; Locations</b>	21 Aug - 24 Aug 17 (Brussels) 04 Dec - 07 Dec 17 (London)
 <b>Duration</b>	4 Days
 <b>Price</b>	€4450



More information & Registration:  
[www.mce.eu/marketing-strategy](http://www.mce.eu/marketing-strategy)

**"I learned by own experience that workshops in MCE is not a useless waste of time, efforts and money. This is very effective investment in development of itself as professional."**

*Marat Shayzhanov,  
Dealer Sales Representative,  
Toshiba CIS, Russia*

# Powerful Value Propositions in B2B Markets

Leading Business - Marketing

NEW

**Discover the DNA of Value Propositions and drive your Go-to-Market in a more coherent and effective way.**

## How you will benefit

After participating in this programme, you will be able to:

- Understand the changing business environment in which you operate and the impact it has on your role and the role of your manager
- Enhance your interpersonal skills
- Become a more confident decision-maker
- Become more effective in a top management team setting
- Learn to set personal objectives and develop a plan for your own career and knowledge development
- Be able to apply creative thinking to difficult situations, and act more assertively when appropriate
- Network and learn with a diverse group of other Administrative Professionals from different industries and countries
- Develop a personalized action plan that you will take back with you to your job
- Learn and practice these new skills using case studies, real examples and role plays over 4 interactive and challenging days

## Who should attend?

If you are a Marketing Manager or Director looking to strengthen your strategy and Go-to-Market with a powerful Value Proposition, this programme is for you.

It is valid for both B2B and B2C markets and uses many examples from both situations.

## Booking details and locations

 <b>Dates &amp; Locations</b>	06 Jun - 07 Jun 17 (Brussels) 11 Dec - 12 Dec 17 (London)
 <b>Duration</b>	2 Days
 <b>Price</b>	€2950



More information & Registration:  
[www.mce.eu/value-propositions](http://www.mce.eu/value-propositions)

“Marketing is not the art of finding clever ways to dispose of what you make. It’s the art of creating genuine customer value.”

*Philip Kotler*

# Fundamentals of Successful Selling

## Leading Business - Sales

**Gain the right skills, tools and techniques to better structure your sales call, adopt the right behaviour and position properly your product or service to close the sale.**

### How you will benefit

After participating in this programme, you will be able to:

- Apply your skills in a systematic and customer-focused sales process
- Effectively analyze customer information to set SMART call objectives and call strategies
- Identify and satisfy customer needs through establishing effective two-way communication
- Emphasize the product benefits that will most appeal to a particular customer
- Counter objections
- Get the customer's commitment to take a specific action with respect to your product
- Network with and learn from a diverse group of peers from different functions, industries and countries
- Acquire fresh insights from peer feedback based on your performance during this programme
- Leave with a personalized development plan for immediate implementation in your work-place

### Who should attend?

This practical hands-on programme is specifically designed for newly appointed or relatively inexperienced sales representatives, key account managers or any commercial functions, who need to interact with customers and close sales.

### Booking details and locations

 <b>Dates &amp; Locations</b>	06 Jun - 07 Jun 17 (Barcelona) 11 Dec - 12 Dec 17 (London)
 <b>Duration</b>	2 Days
 <b>Price</b>	€2450



More information & Registration:  
[www.mce.eu/successful-selling](http://www.mce.eu/successful-selling)

**"The knowledge I gained will help me to evolve in my sales role and supports me growing sales figures"**

*Leon Van Groesen  
OEM Sales Representative,  
SRAM, Netherlands*



# Global and Key Account Management in B2B Markets

## Leading Business - Sales

**Learn the skills you need to better manage international accounts globally, regionally and nationally to maximize sales and create long-term customer relationships.**

### How you will benefit

After participating in this programme, you will be able to:

- Identify and manage relationships and decision-making pathways at a global and local level
- Align internal activities, processes and teams to deliver for the customer
- Effectively create higher value for you and your customer
- Maintain an advantage over your competitors
- Network with and learn from a diverse group of peers from different functions, industries and countries
- Acquire fresh insights from peer feedback based on your performance during the programme
- Leave with a personalized development plan for immediate implementation in your work-place

### Who should attend?

If you are responsible for and involved in delivering high value B2B sales, this programme is for you.

It is beneficial for global and key account managers and senior functional managers responsible for and involved in delivering high value B2B sales.

### Booking details and locations

 <b>Dates &amp; Locations</b>	08 May - 10 May 17 (Brussels) 04 Dec - 06 Dec 17 (London)
 <b>Duration</b>	3 Days
 <b>Price</b>	€3450



More information & Registration:  
[www.mce.eu/account-management](http://www.mce.eu/account-management)

**“It was clear and to the point and gave me the information I need to go on in my position as Key Account Manager”**

*Mark Edwards  
Key Account Manager, HCA Holland  
Colours Apeldoorn, Netherlands*

# Fundamentals of HR Management

Business Management Skills

NEW

**Gain know-how and apply best practices in Human Resources.**

## How you will benefit

After participating in this programme, you will be able to:

- think differently and be able to explain the focus of HR Management work in companies with different strategies
- Effectively address HRM issues and generate ideas to better address these issues in your company
- Present your HRM role and plans in an elevator pitch convincingly
- Take action with a concrete plan on how to implement insights and learnings of the programme directly back at work
- Implement the first steps within 4 weeks of the programme
- Network and learn with a diverse group of HR Professionals from different industries and countries
- Learn and practice the new skills using case studies, real examples and role plays over 3 interactive and challenging days

## Who should attend?

If you are an HR Generalist with less than 5 years' experience and want to gain a better understanding of the full spectrum of different HR activities and be a stronger contributor to your company's strategic ambitions, this programme is for you.

## Booking details and locations

 <b>Dates &amp; Locations</b>	12 Jun – 14 Jun 17 (Brussels) 11 Dec – 13 Dec 17 (Brussels)
 <b>Duration</b>	3 Days
 <b>Price</b>	€3250



More information & Registration:  
[www.mce.eu/hr-fundamentals](http://www.mce.eu/hr-fundamentals)

**“A great person attracts great people and knows how to hold them together.”**

*Johann Wolfgang Von Goethe*

**“Great vision without great people is irrelevant.”**

*Jim Collins, Good to Great*

# Human Resources Strategy:

## Designing and Implementing Your Strategic HR Plan

Human Resources

NEW

**Gain the right skills to take the lead and build an implementable strategic HR Plan for today and tomorrow.**

### How you will benefit

This programme applies the FEEL-THINK-DO methodology (see page 6 for more information). After participating in this programme, you will be able to:

- Conduct an assessment of your required skills and identify potential gaps
- Learn about leadership and company culture and how to change it
- Gather insights from professional HR coaches and exchange views on HR with other managers from across the globe
- Take the first step into your future and create a roadmap for implementing your HR strategy
- Apply and articulate the impact of major business trends on the HR function and your company leadership and culture in particular
- Develop a dedicated, customized HR strategy for your company
- Develop a concrete plan on required core actions to drive forward your company, its HR strategy and its culture and leadership
- Develop a change navigation plan and a concrete plan on how to influence key stakeholders

### Who should attend?

If you are an HR Leader who needs to learn how to develop and implement an HR strategy, this programme is crucial for you.

### Booking details and locations

 <b>Dates &amp; Locations</b>	12 Jun - 14 Jun 17 (Brussels) 04 Dec - 06 Dec 17 (Brussels)
 <b>Duration</b>	3 Days
 <b>Price</b>	€3450



More information & Registration:  
[www.mce.eu/hr-strategy](http://www.mce.eu/hr-strategy)

*"The best way to predict the future is to create it."*

*Peter Drucker*



# MCE Customized Learning Solutions

MCE is one of the largest providers of learning and development solutions for international and global companies in the EMEA region.

Every company or organization has its own unique challenges and objectives. At MCE, we have a dedicated Customized Learning Solutions team that works closely with you to focus on your needs and goals. Together, we develop a solution that can include blended learning, coaching, programmes, learning management systems, gamification, assessments and more.

## Why Work with MCE



Broad experience in designing and delivering standard training solutions (open enrolment programmes, off the shelf deliveries, virtual live-on-line sessions), and customized learning solutions (in-house tailored training programmes) to international companies.



Blended, virtual and classroom learning programmes with pre and post activities. We apply the latest theories and concepts, leading edge technologies and best practices in L&D.



Hands-on, practical & pragmatic learning approach (70/20/10) focusing on workplace transfer and sustainable impact.



Broad experience in delivering large-scale, complex L&D solutions (including setting up and managing Corporate Universities or Training Functions), using an internationally recognised methodical approach to project management certified by Project Management Institute.



Innovative and internationally recognised methodical approach to instructional design (ADDEIE model).



Our trainers, facilitators and coaches are all experienced business people, who understand your issues and challenges.



Part of AMA Global Network delivering learning & development solutions worldwide.



## Client Success Stories

Through the years, MCE has helped many clients find solutions to a variety of challenging problems. Here are some examples. Complete success stories are available on our website at [www.mce.eu/customer-success-stories](http://www.mce.eu/customer-success-stories)

### Schindler

Founded in Switzerland in 1874, the Schindler Group is a leading global provider of elevators, escalators and related services. To support Schindler's growth and market strategy, two of the world's recognized industry leaders, Schindler and MCE, are partnering on an innovative and strategic Leadership Development Programme.

### IGT

IGT is one of the largest commercial operators and providers of technology in worldwide gaming markets. The industry is changing and is highly competitive, and IGT wants to make sure that its people have the right skills and behaviours to compete in this evolving market space.

### Amgen

A few years ago, Amgen Europe concluded that instead of focusing on external resources such as MBA recruitment programmes to fulfil senior-level job openings it was time to step up efforts to grow internal talent into senior leadership roles. In order to prepare managers for broader functional leadership positions, Amgen wanted a business-focused programme that would provide participants of varied specialist backgrounds with a well-rounded curriculum of business knowledge and skills.



## Find out more

Would you like to know more? Do you have questions? Would you like to meet with the MCE Customized Learning Solutions Team? Have we done business in your industry?

The MCE Team is ready to answer your questions at:


📞 +32 (0)2 543 21 20  
✉️ [info@mce.eu](mailto:info@mce.eu)








# MCE Conference and Business Centre


Hosting over 40,000 meetings and events since being founded, MCE Conference & Business Centre is one of the largest meeting centres in the heart of Brussels. It is the perfect location for all your conferences, workshops, exhibitions or events from 10 to 700 attendees. A modern style and warm areas, private parking, nearby accommodation, modern technology and a dedicated MCE team will make your event a real success.


 **Large and modular space:** 5 floors, 38 different and modular meeting rooms, main lobby with 1,400m<sup>2</sup> of open space.

 **Rooms' setup:** the meeting rooms can be easily divided and converted into smaller or bigger rooms if needed. The rooms are adaptable to U-shape, Theatre, Cabaret and Classroom setups.

 **No pillars** or columns in any of the MCE meeting rooms, with a clear view of speakers and presenters.

 **Natural daylight** creating a comfortable and productive environment.

 **Rooms' equipment:** All the rooms are modular and independently air conditioned. Standard equipment includes modern audio-visual equipment, flipcharts and wireless internet access.

 **In-house restaurant:** buffet lunches catered to your needs and tastes.

 **Parking:** 85 exclusive parking spaces.

**Conferences**  
**Meetings**  
Exhibitions Annual Presentations  
Workshops Dinners

## Find out more

Would you like to know more?  
Do you have questions?  
Would you like to visit the Conference Centre?

The MCE Team is ready to answer your questions at:

 +32 (0)2 543 21 40  
 [info@mceconferencecentre.eu](mailto:info@mceconferencecentre.eu)  
 [www.mceconferencecentre.eu](http://www.mceconferencecentre.eu)



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# MCE Learning and Development Solutions

MCE has a full range of L&D Services to support you and your organization



Customized  
Learning Solutions



Open Enrolment  
Programmes



Coaching and  
Mentoring Services



Assessments  
and 360° Profiles



Blended  
and Digital  
Solutions



Learning  
Management  
Systems



Project  
Management  
Office Solutions



Global  
Research and  
Books

## Key Facts about MCE



55

Years MCE has been  
providing L&D  
Services in  
the EMEA region



1,700

Customized  
Learning Solution  
client companies  
since 1961



6,200

Customized  
Learning Solutions  
delivered in more  
than 94 countries



25+

Open Enrolment  
Programmes  
throughout  
EMEA



10,000

Managers and  
Leaders inspired  
by MCE each  
year



400,000

Participants  
on MCE  
Programmes  
since 1961