

GLOBAL SCALEUP PROGRAM

BEIRUT AND MADRID

Ready, Steady, Grow.



FEBRUARY 18 TO APRIL 12, 2019

"Be not afraid of growing ... be afraid only of standing still".
Chinese proverb



PROGRAM DATES

- **Face-to-face period 1:** Beirut, February 18–22, 2019
- **Online sessions:** 90 minutes per week, February 27 – April 3, 2019
- **Face-to-face period 2:** Madrid, April 8–12, 2019



LOCATIONS

Beirut and Madrid
Online



PROGRAM FORMAT

Blended (face-to-face and online sessions)



LANGUAGE

English



PRICE

US\$ 14,900



WHO SHOULD ATTEND

Owner-Managers, CEOs, CFOs and top executives of small- to medium-sized companies or unit heads of division/business of larger organizations, from any industry and any country

OVERVIEW

Unlock your organization's growth potential, enhance your analytic abilities, and take appropriate action for today's global markets in this two-part program co-created by the American University of Beirut and IE Business School.

Gain new perspectives and insights into the growth challenges your company is facing and learn how to link and execute 7 key components of your business (Strategy, Business Innovation, Human Resources, Operations, Accounting and Finance, Marketing and Sales, and Governance) for sustainable growth. **The Global Scaleup Program (GSP)**, designed for busy executives in a convenient modular and blended format over 8 weeks, empowers you with concise actionable tools with real-world relevance and applicability. The Program aims to help you understand international strategies for growth, identify your company's strategic strengths and weaknesses for scalability, and the organizational changes required for the business to grow.

This management program adopts a blended format of face-to-face and online sessions, and combines outstanding global experts and faculty. It will equip you with the knowledge, skills, tools and support needed to scale-up your business on solid foundations. You will sharpen your skills through a variety of learning experiences including assigned pre-readings, workshops and lectures, case discussions, mentoring sessions, course assignments, and meetings with business leaders.

You will walk away with these key learnings:

1. Develop a structured growth mindset and accelerate your business growth
2. Identify growth barriers and develop growth strategies; identify your organization's growth pillars and expand your current business globally
3. Learn fresh ideas; explore and discuss the challenges of growth with other top executives and learn from each other's experiences through facilitated group discussions and growth planning
4. Develop the ability to lead the organization during growth and manage organizational changes
5. Build your international network of fellow business and industry leaders, and internationally renowned faculty and experts.

PARTICIPANT PROFILE

Are you looking to grow your business?

This program is for senior leaders and decision makers who want to better understand the drivers of innovation and growth and who want to grow their company based on sound foundations.

The program is for:

- - Top executives and managers from any industry or country in small- to medium-sized companies
- - Managing Director/CEO
- - CFO
- - Owner/Manager
- - Division/business unit leaders within larger organizations



PROGRAM STRUCTURE

FACE-TO-FACE PERIOD 1

AUB OSB | Beirut, Lebanon

- Strategy
- Business Innovation
- Accounting and Finance
- Marketing

ONLINE SESSIONS

- Strategy
- Business Innovation
- Governance
- Accounting and Finance

FACE-TO-FACE PERIOD 2

IE | Madrid, Spain

- Business Innovation
- Operations
- Human Resources
- Sales

PROGRAM CONTENT

STRATEGY

How do you decide on what strategy is best for your company and that fits your market? The strategy sessions are designed to equip you with the skills and knowledge to do that. Throughout this course we will focus on:

- Learning the components of a good strategy and how to systematically manage strategy
- Sharpening your strategic thinking and focusing strategy execution planning
- Employing practical and actionable strategy tools that you can immediately apply within your company

BUSINESS INNOVATION

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How do you keep the entrepreneurial spirit alive as your company grapples with growing pains? This course is designed to provide you with a deep understanding of the key elements of the entrepreneurial mindset and toolset. We will examine entrepreneurship from a personal and collaborative team perspective, as a system of values, motivations and goals that all managers can adopt, whether as the founder of a start-up or a leader within an established organization. We will explore the identification of innovative opportunities (new customer needs and wants) through a creative process, and how to find alignment between value propositions and customer insights.

The course will have a special focus on:

- Creativity models for creating and building business opportunities, from conceptualization to detail
- The Lean Startup methodology and its effective application in uncertain and innovative projects

This module consists of:

1. Design Thinking Workshop

Design Thinking is a methodology used by designers to solve complex problems, and find desirable solutions for clients. The purpose of this workshop is to break your business into components and to ensure you know where the value is, so that you place the emphasis there.

2. Lean Startup Tools

The Lean Startup Methodology has revolutionized entrepreneurship. We will introduce a number of tools that can aid you in mapping your business and creating a plan to maximize where the business opportunities lie.

3. Disruptive Innovation

"Disruptive Innovation" is a very specific theory that comes from the work of Clayton Christensen. This class looks at a number of cases where disruption has occurred. Are you a disruptive company? Are you vulnerable to disruption?

4. Business Model Innovation

We examine how to review and change your current business model in order to enable/support your scale-up strategy.

ACCOUNTING AND FINANCE

The Accounting and Finance course is designed to emphasize the necessity of getting a flow of accurate and timely data about the company's financial status and using the data to design and manage growth. The sessions focus on empowering you to identify the level of growth your company can achieve by tapping into the cash generation potential that may exist in the company. You will learn to examine the operating cash cycle and how to improve it through concrete tactics.

Throughout the course, you will learn to understand organizational finance in relationship to growth with a focus on:

- Understanding Financial Statements
- Cash Management for Growth
- Managerial Accounting
- "Power of One" – Critical KPI
- The 7 Levers of Cash
- Valuing Your Business

OPERATIONS

Overcoming operational challenges is critical for successful and sustainable growth. For a company to grow profitably, the operational processes must be understood and strategically managed. The core of getting scaling right is the company operations and their adaptation to a new type of organization. The main learning objectives of this module are:

- Understand differences between startup, growth, and scale from an operational perspective
- Learn what an exponential organization is and how it differs from other companies
- Implication and use of logistics in the scaling company
- Documenting, systemizing existing processes and developing new ones
- Putting in place mechanisms for scaling up

This module consists of 3 parts:

1. Scale & Scaleups

Exactly what is different about starting something versus scaling it? What is the difference between taking something that is small and making it much bigger? These sessions look at what scaling is and what is it not. In particular, we will look at what nature can teach us about why some species get bigger and why some don't.

2. Exponentiality & Growth

How can an organization that is less than 10 years old have a market capitalization of several million dollars? Welcome to the world of the Exponential Organization. In these sessions we will look at what these companies do that is different from longer established companies. Even if you do not plan to be an exponential organization, you need to understand what they do in order to compete against them.

3. Super Scale Me – Introduction and Workshop

Operations is about how to match Supply and Demand, making those funny diagrams that economists draw to be a reality. These sessions are about learning from 50 years of logistics theory and using it as secret weapon to scaling your business.



GOVERNANCE FOR SCALING UP

Leaders need a variety of skills to lead growing organizations. Their funders and investors want assurance that the organization will be supervised, that investor goals are met, and that reporting will meet high standards. As the leadership team, what must you do to meet those investor expectations?

The module is made up of 2 parts:

1) Governance Basics

We will show you how to create robust and professional governance systems that can achieve investor expectations while assuring them that their funds are in good hands. At the end of the class, you will be able to:

- Understand the systems of governance your investors will require, and why
- Understand how governance systems must evolve as the company grows and becomes more complex
- Know what good board governance looks like, and how to implement it in your own organization

2) Family Business

This class will enable you to:

- Develop an in-depth understanding of what makes families-in-business unique
- Learn the importance of innovation and entrepreneurship for the success of enterprising families
- Understand the interdisciplinary field of family business (accounting, finance, law, family therapy, behavioural science, management, organizational development, governance, etc.)
- Develop the critical analytical thinking skills that help inside managers/executives and outside professional service advisors understand the whole family business system
- Gain insight into ownership, business management, and family dynamics issues that impact the performance of family businesses

MARKETING AND SALES

With countless ways to sell your products to different markets, how do you choose what is the best way for your growth strategy? Understanding how to shift the marketing focus quickly and efficiently to scaling up the repeatable sales or customer acquisition model is key to growing the business.

Throughout the course, you will learn to understand the-state-of-the-art models and methods of selling and marketing and the implications pricing strategies have on growth. The sales and marketing sessions will enable you to:

- Provide context and best practices to improve your marketing efforts
- Understand how to adapt your sales and marketing to drive revenues significantly up
- Estimate the company's addressable market share to identify growth opportunities
- Recognize the critical role of pricing and different pricing strategies for each market
- Increase your sales through a systematic approach focusing on the pillars of successful selling

HUMAN RESOURCES

Even in steady, predictable times, recruiting, training, onboarding and planning for your human capital requirements are not straightforward. Couple this now with the challenge of growing your business and the need to scale up your personnel. How do you successfully plan for staff growth?

The Human Resources course is directly linked to the operations of a company as an increase in (or lack of) personnel is directly linked to operational performance. Throughout the Human Resources course, you will learn to understand how the operations and HR functions interact and influence each other, with specific focus on:

- Systematizing recruitment process and onboarding
- Detecting and fixing overlapping and missing functions and processes
- Managing personnel in high-growth scaling operations
- Developing high performing teams to sustain scale
- Multicultural and multi-skilled teams as a feature for scaling

PROGRAM FEATURES



BLENDED METHODOLOGY

The program has a blended methodology—a combination of face-to-face in-class sessions and online sessions.

Online Sessions

The IE Online Campus provides an exceptional communication platform, bringing together peers, professors, and school staff anytime of the day, regardless of their location. This virtual campus is the basic web platform which supports the program's online activities.

Through the Campus, each participant can access videoconferences, forums, readings, slides, technical notes, multimedia documents, and any other files needed for the program. They can also use the Campus to conduct forums for group work or class discussion.

The online sessions are in the form of a live videoconference -- a virtual class where professors and students interact in real time via video and audio connection using webcams. Sessions are a mix of interactive lectures, case or exercise discussions, and group presentations. Each session lasts 90 minutes.

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SCALING UP READINESS SELF-ASSESSMENT TOOL

Prior to the start of the program, you will be asked to complete and submit an online Scaling Up Readiness Self-Assessment Tool. This will enable you to get a better sense of what your business scale-up challenges and opportunities are.

Composed of financial status, operations, strategy, environment, human resources and company culture questions, the tool prepares you for your scaleup efforts.



GROWTH PLAN & MENTORING

Throughout the program, you will work on your organization's Growth Plan. You will walk through a recommended Summary Growth Plan at the program start. You can then build and complete your own Growth Plan as you go through the program courses.

Each firm will have the opportunity to hold two (2) one-to-one structured check-in sessions with an assigned mentor during the blended portion of the program to further guide you in the development of your Growth Plan.



NETWORKING EVENTS

Networking events in Beirut and Madrid will help you build business relationships with fellow participants and guest experts and businesspersons.

PROGRAM CALENDAR

FEBRUARY 2019

Su	M	Tu	W	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH 2019

Su	M	Tu	W	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

APRIL 2019

Su	M	Tu	W	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

■ Face-to-face period in Beirut
 ■ Online
 ■ Face-to-face period in Madrid

PROGRAM ACADEMIC DIRECTORS



DR. BIJAN AZAD

Academic Director

Bijan is an Associate Professor at the Olayan School of Business (OSB), American University of Beirut and the Director of Samih Darwazah Center for Innovation Management and Entrepreneurship.

Bijan pioneered the popular experiential Entrepreneurship Practicum graduate course at AUB, and designed AUB's Scale-Up Readiness Program. He is also very active in the startup ecosystem serving as an affiliated instructor at Flat6Labs accelerator, and a Coach and Mentor at the IM-Capital Venture Mentoring Service (mentoring fledgling startups).

Bijan earned his Ph.D. and Master's degrees from Massachusetts Institute of Technology, Cambridge, Massachusetts, USA.



MR. JOE HASLAM

Academic Director

Joe has more than 20 years of experience from the start-up phase to the scale-up phase and beyond. He is the cofounder of five companies and an investor in several more as well as a board member. Marrakech, the first company he cofounded, raised over \$75m in Venture Capital and scaled up to 250 employees. He is now the cofounder and Chairman of Hot Hotels, the first company from Spain to be accelerated by the Techstars program in the USA (Boston, summer 2015). At IE, Joe was first appointed Executive Director of the Owners Scale-up Program in 2013. He also teaches an elective called "Scaleup Your Startup" in the International MBA Program and a High Impact Online Program "Scaleup: How to Successfully Manage Growth" for IE Exponential Learning. He is currently writing a book "The Scale-up Checklist" along with Professor Daniel Corsten.



"Most businesses are surprised to see that past practices do not work well when going for 1x to 2x and 3x. That is because scaling up a business is qualitatively different from starting it. Scaling up needs a growth mindset and the requisite management know-how. That is why AUB and IE have joined hands to bring you the state-of-the-art in tools, knowledge and skills to enable you to scale up your company."



"Fast-growing scaling companies are a particular type of organisation. They are neither a startup nor a corporation but a management team that faces important decisions in areas such as purpose, product, process and people. The Global Scaleup Program is the program where you will meet and learn from the participants who are undergoing the same challenges as you. Along with faculty who have closely studied what are the right actions for you to take."

**MR. ANDRES SAN JOSÉ**

Academic Director

Andres is a Visiting Professor at IE and has been working in the digital business for the last 14 years. He has extensive international experience in Europe and LATAM regions and his main areas of expertise are startup growth, business innovation and internationalization. He has served at eBay in several product-related positions, and in International Business Development at XING, the leading German professional network, and at Eventim, the second largest ticketing company in the world. He was also the Director for Business Development at Ticketea, one of the main ticketing companies in Spain, currently serves as Regional Director LATAM at SubHub. He is a graduate of the Executive MBA at IE and Master in Political Analysis at the Universitat Oberta de Catalunya.



"In the last ten years, most of the focus went to startups; while the next stage in a company, scaling, has been neglected. This program will provide you with tools to assess if your company is ready to grow to the next level and a framework in order to do it successfully: from preparing your operations for scale, to understanding the main challenges of internationalization and how to overcome these."



PROGRAM FACULTY



DR. CRISTINA CRUZ

Family Business

Born into a family business, Cristina dedicates most of her teaching and research to studying organizations in which a family group is present and has an influence in strategic decision making. The results of her research have been published in leading international academic journals including the Academy of Management Journal. In recognition of this research work, IE awarded Cristina with the Research Excellence Award. Poets & Quants also included her in the "40 Best Business School professors under 40" list. Cristina Cruz holds a PhD in Economics and Quantitative Methods from Carlos III University, an Executive Development program in Family Business from IE Business School, a BA in International Economics from Manchester University and a degree in Economics from Murcia University. She is the Director of the IE Center for Families in Business, a networking & research center dedicated to support families in business in their way to create wealth across generations.



DR. G. NICOLAS KFURI

Marketing

Dr. Kfuri is a global expert executive trainer, professor, and consultant. His areas of expertise are Corporate Global Strategy, Marketing and Branding, and Internationalization Processes. He lead projects in the private sector (MNC's, medium and small-sized enterprises, and family-run businesses) as well as in the public sector. He has worked with executives from more than 400 companies, representing more than 75 countries. Dr. Kfuri acts as Advisory Board Member of different organizations. He has been teaching executives for more than 15 years at undergraduate, graduate and e-Learning programs in universities in Asia, Europe, Latin and North America. He has been an Academic member of Marketing Science Institute, Academy of Marketing Science, Decision Sciences Institute, as well as the Review Board of Journal of Business Management. He contributes permanently with articles and as guest speaker to the media. Dr. Kfuri is a frequent Key Note Speaker in conferences around the world.



DR. DANIEL CORSTEN

Operations/Super Scale Me

Daniel is the founding academic of the Efficient Consumer Response initiative, where he researched and consulted for retail and consumer goods organizations such as Procter & Gamble, Unilever, Metro Group, and Sainsbury's to help them lower costs, understand shoppers, reduce out-of-stock, and create overall sustainable supply chains. Prior to his academic career, he worked for Bayer Leverkusen and AGFA in Germany and the United States. His corporate experience includes supply chain management, marketing and finance, and has worked in the automotive and retail software industries. Daniel has been Member of Board of Advisors for Profitect Inc. since 2013. He has also taught and researched at St. Gallen in Switzerland, London Business School and the Wharton School.



DR. JUAN PABLO VAZQUEZ

Disruptive Innovation

Juan Pablo holds a business administration degree and an MBA (IE Business School), a PhD (Complutense University) and a diploma in Management Research (Harvard University). He is an authority in Disruptive Innovation. He is the co-founder of two companies and an Advisory Board member at RVE.SOL and Craft. co. Is a mentor at Techstars (Berlin program) and a member of Netexplo (UNESCO's observatory that studies the impact of digital technology on society and business), and writes for the Harvard Business Review, MIT Sloan and Thompson Reuters. Dr. Vazquez Sampere has deep expertise in a variety of industries. His research is focused on using innovation to increase the success rate of both entrepreneurs and corporate ventures.



MS. MARTA WILLIAMS

HR/Managing Multicultural Teams

Marta has taken part in hundreds of workshops, seminars and courses on leadership, feedback, coaching and executive development in the US and Europe. She co-founded The Washington Quality Group, in order to help Spanish executives develop their leadership skills. She also founded The Institute of Coaching in 2001.

As a journalist, Marta represented ABC News and U.S. News & World Report as their Spanish correspondent for many years. She was a member of the founding editorial team of EL PAÍS, Spain's most important newspaper. In 2001 she was given Honorable Mention by the Spanish Federation of Women Entrepreneurs as "Business Woman of the Year." She is also a collaborator of the Peter Drucker Foundation.



MS. LINA TANNIR

Finance

Lina has been teaching finance and accounting at the OSB for over a decade. She holds an MBA from AUB and has been a Chartered Financial Analyst since 2008.

Lina has published research papers on micro finance, and teaching case studies on women-owned businesses. She also serves on the board of various NGOs and a local company in the retail industry, and is a co-owner of high-end natural cosmetics stores.

She has worked as a financial consultant for the Lebanese Ministry of Finance and the Beiteddine International Festival. She has also worked with startups and SMEs through the MIT Arab Enterprise Forum, BADER Young Entrepreneurs Program, and the Darwazah Center for Innovation Management and Entrepreneurship.



PROGRAM FACULTY



MR. MICHAEL C. WENDEROTH

Power & Politics

Using research-based methods, Professor Wenderoth helps executives rethink their assumptions about power and authenticity to become more effective at work. His writing and contrarian views have been featured at: Harvard Business Review, Forbes, Stanford Business School, IE Business School and top companies and media worldwide.

In addition to teaching at IE Business School, he serves as a Coach and Facilitator in Stanford Business School's executive education. Prior to becoming a professional trainer and educator, Michael served 20 years in senior roles at high growth companies in China, the US (Silicon Valley) and Europe. He holds an MBA from Stanford's Graduate School of Business and a BA from Carleton College.



MR. STEPHEN ADAMSON

Corporate Culture

Stephen is currently the Director of General Management and Leadership programs at IE Executive Education where he has worked in different roles for the past 12 years. In this position he designs and runs programs for many Spanish and international business executives focusing on delivering education that responds to the needs of this profile. For this reason he was instrumental in designing and introducing the revolutionary Leadership Development Plan into almost 20 executive and MBA programs. Stephen is also an Associate Professor of leadership & Corporate Culture at IE and is a Certified Marshall Goldsmith and CDR Executive Coach.

Before joining IE, Stephen was a senior manager at several food and beverage companies both in Spain and in the UK. He holds a BA in Economics and French from the University of Durham and an International MBA from IE Business School. Stephen has lived and worked in the UK, France and Spain.



MR. ROY RICHARDS JR.

Governance

For seventeen years Roy Richards Jr. was Chief Executive of Southwire Company, the largest manufacturer of power cables in America. He is an Outstanding Engineering Alumnus of the Georgia Institute of Technology and has served on nearly two dozen academic, social service, and public and private company boards, including the South Carolina Coastal Conservation League, the national board of the Trust for Public Land, and CARE. In 1999 he was elected Georgia's 'Most Respected CEO.' He is currently an adjunct professor at the IE.



MORE INFORMATION



DATES AND VENUE

The program has two face-to-face periods: 1) February 18-22, 2019, Monday-Friday at the OSB Campus in Beirut, and 2) April 8-12, 2019, Monday-Friday at the IE Business School campus in Madrid; from 9am to 6pm. In between the two face-to-face periods are online sessions: one live videoconference per week plus recorded online sessions.



PROGRAM FEE

The program fee is US\$ 14,900 per participant. This fee covers tuition, course materials, and coffee breaks and lunches during the face-to-face periods of the program. There is a special company package fee for companies sending more than one participant. Please inquire below for more about the package.



REGISTRATION

You may register online by going to the program webpage: www.ie.edu/executive-education/programs/global-scaleup-program/.

Once your registration is received, you will be contacted by AUB or IE staff to confirm the receipt of your registration and inform you of the assessment process.



ADDITIONAL INFORMATION

For more details, you may visit the program webpage: www.ie.edu/executive-education/programs/global-scaleup-program/



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