



**ESSEC**  
BUSINESS SCHOOL

Enlighten. Lead. Change.



# ESSEC EXECUTIVE EDUCATION

ENGLISH TAUGHT PROGRAMS CATALOGUE

# ESSEC BUSINESS SCHOOL



**Vincenzo Vinzi**  
Dean and President  
of ESSEC Business School

CREATED IN 1907, ESSEC BUSINESS SCHOOL IS A WORLD-SCHOOL WITH FRENCH ROOTS. ITS PURPOSE IS TO INFUSE TOMORROW'S LEADERSHIP WITH MEANING.

ESSEC is a **business school** with programs ranging from Bachelor to PhD, a wide range of Masters programs including our flagship **Master in Management** and **Global MBA** programs. ESSEC also offers executive education and custom training designed and developed on-demand for our partners from the private sector. ESSEC holds the “**Triple crown**” of accreditations for global business education: **EQUIS, AACSB** and **AMBA**.

At the core of the ESSEC learning experience is a combination of **excellence and distinctiveness**. ESSEC's **unique educational model** is based on education by experiences, that foster the acquisition of **cutting-edge knowledge** with the development of **know-how** and **life skills**. At ESSEC, we aim to **empower** students and give them the keys to imagine, create, lead and have a **positive impact** in the business world of tomorrow that will be more complex and changing ever more rapidly.

ESSEC is a world-school. Our International campuses in **Asia-Pacific** and **Africa** are **dual gateways** that allow students to really immerse themselves into **different cultures** worldwide and develop **genuine expertise** about business in those regions. They allow our school to build deeper alliances with academic, private and public partners in those regions that are growing at an accelerated pace and will be leaders of economic growth in tomorrow's world. ESSEC has built a network of alliances with **academic partners worldwide** so that its students' learning journey is a true international one.

ESSEC is a school with **French Roots** that trains **responsible leaders**. Being a responsible leader means being able to see beyond *business as usual*. Responsible leaders are able to value **long-term benefits** over short-term profits; they are able to blend corporate performance with **employees' well-being**. To prepare its students for the world of tomorrow, ESSEC's pedagogy seeks to awaken and develop **creative and critical thinking**, together with **the learning-by-doing** method. Responsible leaders are those who can see the broader picture.

ESSEC is a **full ecosystem** at the crossroad of rigorous and relevant research, innovation, business and society. At ESSEC we believe in bringing research and companies into the classroom, we also believe that learning doesn't end with a degree: learning at ESSEC means becoming a **life-long learner** and joining a close-knit **community** of more than **69,000 Alumni** all across the globe. ■

## Key figures

69,000  
graduates worldwide

4 — +1  
campuses in Cergy, Paris-La Défense, Singapore and Rabat augmented digital campus

220 partner universities in 46 countries

31 double degree programs (24 international, 7 national)

169 permanent faculty of 37 nationalities including 23 Emeriti professors

24 learning and research chairs

+ 1000 partner companies

7,407

students in full-time undergraduate and graduate programs

40.75% — +100  
international students nationalities represented

86 +100  
PhD students student organizations

5,000

managers in executive education

**#9**  
European  
Business School  
*Financial Times, 2022*

**#9**  
Executive Education  
*Financial Times, 2023*

**#5**  
Customized Programs  
*Financial Times, 2022*

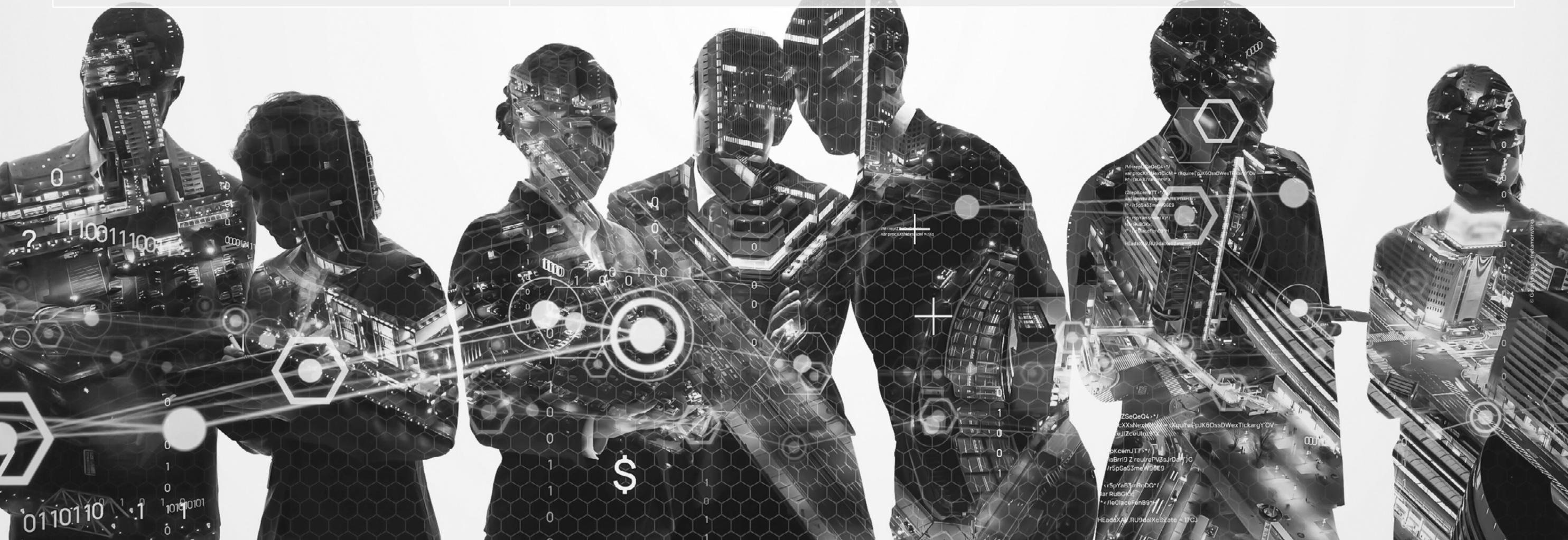
**3 CAMPUSES**  
Cergy, Paris-La Défense,  
Singapore and Rabat

**69,000**  
Alumni worldwide

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PROGRAMS	LANGUAGE	FORMAT	TYPE	DURATION	INTAKE	MINIMUM WORK EXPERIENCE REQUIRED
<b>MBA &amp; EXECUTIVE MBA</b>						
Global MBA		Full-time	In-person	12 months	Autumn	3 years
ESSEC & Mannheim Executive MBA		Part-time/Modular	In-person	18 months	Autumn	8 years
ESSEC Executive MBA		Part-time/Weekend	In-person	18 months	Spring	7 years
<b>SPECIALIZED PROGRAMS</b>						
Executive Master in Luxury Management and Design Innovation - EMILUX (ESSEC & Parsons)		Part-time/Modular	Hybrid	12 months	Autumn	6 years
Global Executive Master in Hospitality Leadership (ESSEC & Glion)		Part-time/Modular	Hybrid	12 months	Autumn	6 years
Online Executive Master in Digital Transformation		Part-time/Modular	Online	18 months	Spring/Autumn	3 years
<b>SHORT EXECUTIVE PROGRAMS AND EXECUTIVE CERTIFICATES</b>						
Executive Certificates		Part-time	In-person/Online	9 to 31 days	Spring/Autumn	From 3 to 10 months
Short Programs		Part-time	In-person/Online	2 to 9 days	Spring/Autumn	2 to 6 days
<b>PROGRAMS FOR ORGANIZATIONS</b>						
Programs from our catalogue		Part-time/Full-time	In-person/Hybrid/Online	2 days to 18 months	Spring/Autumn	-
Custom programs	<b>All customized training programs are designed in collaboration with organizations to meet their specific needs</b>					





# MBA & EXECUTIVE MBA

## CLASS PROFILE

30

AVERAGE AGE

16

NATIONALITIES

55%

WOMEN

6

AVERAGE WORK EXPERIENCE

## GLOBAL MBA

### IS THIS PROGRAM FOR YOU?

You are an open-minded, ambitious, passionate, international profile and are looking to take your career to the next level? Are you looking to become an innovative, responsible and digital savvy leader with excellent leadership skills and networking abilities? Then this Global MBA is made for you!

### 5 REASONS WHY

- 1** BUILD YOUR CUSTOMIZED MBA
- 2** BECOME A RESPONSIBLE BUSINESS LEADER
- 3** UNLOCK BOUNDLESS OPPORTUNITIES IN EUROPE
- 4** REACH BEYOND YOUR CAREER ASPIRATIONS
- 5** EXPERIENCE THE POWER OF A BOUTIQUE-SIZED MBA

### CAREER

OUR GRADUATES ARE EMPLOYED WITHIN 3 MONTHS OF GRADUATION



OUR GRADUATES HAVE A JOB WITH AN INTERNATIONAL EXPOSURE



OUR GRADUATES CHANGED COUNTRY POST-GRADUATION



### #ESSECGMBAEXPERIENCE

 ESSEC Global MBA

 Global MBA, ESSEC Business School



### GET IN TOUCH

Global MBA Team

Email: [global-mba@essec.edu](mailto:global-mba@essec.edu)



### KEY FACTS

- 12 month full-time MBA- Intake: September
- 3 Key topics of choice: Sustainability | Digital Leadership | Innovation & Entrepreneurship
- 4 Career Learning Labs: Consulting | Finance | Luxury | Product management
- 2 Career & networking study trips in key European business hubs
- 3 Career accelerator options: Internship | Global Field Project | Venturing project

### REQUIREMENTS

- 4-year Bachelor's Degree.
- International experience.
- At least 25 years of age.
- At least 3 years work-experience.
- GMAT/GRE or TAGE-MAGE score.
- Advanced English level.

\*24 month apprenticeship option available



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## CLASS PROFILE

40

AVERAGE AGE

20

NATIONALITIES

40%

WOMEN

17

AVERAGE WORK EXPERIENCE

80.000

ESSEC + MANNHEIM ALUMNI

ESSEC & MANNHEIM  
EXECUTIVE MBA



© Simon LAMBERT/HAYTHAM+REA

# ESSEC & MANNHEIM EXECUTIVE MBA

## IS THIS PROGRAM FOR YOU?

You are a senior executive interested in finding a fast-track solution to **career advancement**. You're also looking to acquire globally applicable **business know-how** and an effective framework for **leadership development** in order to successfully meet tomorrow's business challenges head-on... then this program is made for you!

## 5 REASONS WHY



FLEXIBLE  
MODULAR  
FORMAT



INTERNATIONAL  
EXPERIENCE



GROUP WORK  
PHILOSOPHY



INTEGRATED  
LEADERSHIP  
DEVELOPMENT



VALUABLE  
AND LASTING  
NETWORK

## PROGRAM HIGHLIGHTS

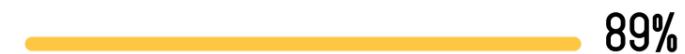
- › **Career Advancement:** Workshops, Networking, Individual and group coaching sessions.
- › **Cross-cultural Experience:** International residencies in the USA and Asia.
- › **Social Class Project:** A social or environmental project led with the entire cohort and contributing to the betterment of society.

## CAREER

GRADUATES WHO HAVE TAKEN ON ADDITIONAL RESPONSIBILITIES



GRADUATES WHO HOLD POSITIONS WITH GLOBAL EXPOSURE



AVERAGE SALARY INCREASE 3 YEARS POST DEGREE



#BELIEVE

#LEAD

#SUCCEED



## KEYS FACTS

**Duration:** 18 months.

**Intake:** October.

**Rolling applications.**

**Format:** 6 day modules every 6 weeks from Tuesday to Sunday noon.

## REQUIREMENTS

- › A 4-year higher education degree.
- › 8 years of work experience.
- › Including 5 years of managerial experience.
- › International work experience.
- › Employer's consent.

## GET IN TOUCH

**Executive MBA Team**

**Email:** [executivemba@essec.edu](mailto:executivemba@essec.edu)

**Follow us on LinkedIn:**

 ESSEC EMBA Programs



## CLASS PROFILE

37

AVERAGE AGE

40

PARTICIPANTS

40%

WOMEN

12

AVERAGE WORK EXPERIENCE



© DORIS ALLARD/REA

# ESSEC EXECUTIVE MBA

## IS THIS PROGRAM FOR YOU?

If you wish to expand your **general management knowledge**, gain **international experience**, launch your own business, develop an **intrapreneurial project** or simply grow as an effective leader in the digital age, then this program is made for you!

## 5 REASONS WHY



1 MONTHLY WEEK-END FORMAT



2 INTERNATIONAL EXPERIENCE



3 GROUP WORK PHILOSOPHY



4 INTEGRATED LEADERSHIP DEVELOPMENT



5 VALUABLE AND LASTING NETWORK

## PROGRAM HIGHLIGHTS

- › **Career Advancement:** Workshops, Networking, Individualized Coaching Programs.
- › **Cross-Culture Experience:** International residencies in Europe, the USA and Asia.
- › **Social class project:** A social or environmental project led with the entire cohort and contributing to the betterment of society.

## CAREER

GRADUATES WHO HAVE TAKEN ON ADDITIONAL RESPONSIBILITIES



AVERAGE INCREASE IN SALARY 3 YEARS POST DEGREE



GRADUATES WHO HOLD POSITIONS WITH GLOBAL EXPOSURE



#EXPERTISE

#EXPLORATION

#ENTREPRENEURSHIP

## KEY FACTS

**Duration:** 18 months.

**Intake:** March/April.

**Rolling Applications.**

**Format:** 66 days, 3.5 days per month (long weekends).

## REQUIREMENTS

- › An academic degree.
- › 7 years of work experience including 3 years of managerial experience.
- › Advanced level in International work experience à la ligne

## GET IN TOUCH

The Executive MBA Team

Email: [executivemba@essec.edu](mailto:executivemba@essec.edu)

Follow us on LinkedIn:

 ESSEC EMBA Programs





# SPECIALIZED PROGRAMS

## CLASS PROFILE

37

AVERAGE AGE

20+

NATIONALITIES

20

CLASS SIZE

12

AVERAGE WORK EXPERIENCE



PARTNERS



© Julia Savchenko



# EMiLUX

EXECUTIVE MASTER IN LUXURY MANAGEMENT & DESIGN INNOVATION

# EXECUTIVE MASTER IN LUXURY MANAGEMENT & DESIGN INNOVATION (EMiLUX)

## IS THIS PROGRAM FOR YOU?

Are you looking to expand your knowledge of **luxury markets**, delve into **design & innovation**, sharpen your **entrepreneurial skills** and gain **international experience**? Then the EMiLUX program is made for you!

## 7 RESIDENCY MODULES ACROSS THE WORLD



FRANCE | USA | UAE | ASIA | SWITZERLAND | ITALY

## DEGREES & CERTIFICATIONS

- › A degree from **ESSEC Business School**.
- › A certificate from **Parsons Executive Education**.
- › A certificate in "Made in Italy Case Study Analysis" from **Accademia Costume & Moda**.

## CAREER

GRADUATES WHO HAVE TAKEN ON ADDITIONAL RESPONSIBILITIES



GRADUATES WHO ATTRIBUTE THEIR PROGRESS TO THE SKILLS ACQUIRED DURING THE PROGRAM



GRADUATES WHO HOLD POSITIONS WITH GLOBAL EXPOSURE



#EMiLUX

## 6 REASONS WHY

- 1 EXECUTIVE FRIENDLY FORMAT
- 2 FACE-TO-FACE & DISTANCE LEARNING
- 3 7 RESIDENCIES IN 6+ COUNTRIES
- 4 INTERNATIONAL LUXURY EXPERIENCE
- 5 A NETWORK OF EXCELLENCE
- 6 ENTREPRENEURIAL PROJECT

## KEY FACTS

**Duration:** 12 month part time modular & hybrid program.

**Rolling applications.**

## REQUIREMENTS

- › Minimum age: 27 years.
- › University degree.
- › Minimum 6 years of work experience.
- › Advanced level of English
- › International experience.

## GET IN TOUCH

The EMiLUX Team  
Email: [emilux@essec.edu](mailto:emilux@essec.edu)

## CLASS PROFILE

27

AVERAGE AGE

5

AVERAGE WORK EXPERIENCE

# GLOBAL EXECUTIVE MASTER IN HOSPITALITY LEADERSHIP

## IS THIS PROGRAM FOR YOU?

Do you want to develop your leadership skills and access strategic positions in the hospitality sector? Are you interested in understanding and analyzing the major trends in the hospitality industry, market opportunities, and potential action plans to develop your strategic vision? Then this program is for you!

## 5 REASONS TO CHOOSE THIS PROGRAM

- 1 A PARTNERSHIP OF EXCELLENCE
- 2 HYBRID LEARNING
- 3 4 MODULES ACROSS 4 CITIES
- 4 AN ENTREPRENEURIAL PROJECT
- 5 A STRONG NETWORK

<b>MODULE 1</b> Online delivery + 1 week residential in Glion Montreux	<b>MODULE 2</b> Online delivery + 1 week residential in ESSEC Singapore	<b>MODULE 3</b> Online delivery + 1 week residential in Glion London	<b>MODULE 4</b> Online delivery + 1 week residential in ESSEC Paris	Capstone or Applied Business Project	<b>EXECUTIVE MASTER</b> 12-month program
<b>New frontiers in hospitality</b>	<b>Driving financial performance</b>	<b>Delivering operational excellence</b>	<b>Leading the transformation</b>	Can be completed up to 15 months from the start of your program	

## A PARTNERSHIP OF EXCELLENCE

- › Offers luxury & hospitality **business education.**
- › Accredited by the **New England Commission of Higher Education (NECHE).**
- › **Ranked #3 Institution worldwide** for employer reputation (2022) (QS World University Rankings, 2022).

## GET IN TOUCH

**The ESSEC x Glion team:**  
**e-mail:** info@glion.edu  
**Tel.** +41 (0)21 966 35 35

## KEY FACTS

**Duration:** 12 month part time modular & hybrid program.  
**Rolling applications.**

## REQUIREMENTS

- › Minimum Age: **27** Years.
- › University degree.
- › Minimum **5** years of work experience.
- › Advanced level of English.





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# ONLINE EXECUTIVE MASTER IN DIGITAL TRANSFORMATION

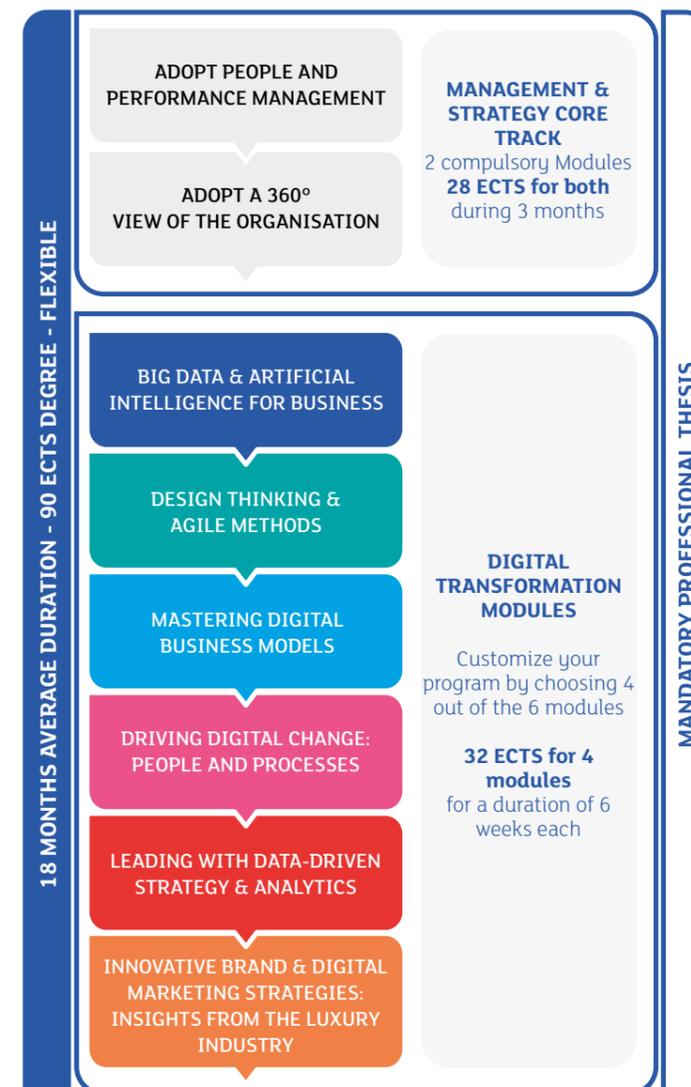
## IS THIS PROGRAM FOR YOU?

Are you looking to lead the digital transformation of your organization, thrive in a global and digital world, and enhance your employability? Are you interested in enrolling in an executive program or joining a degree course alongside international participants? If so, this program is the perfect fit for you!

## 5 REASONS WHY

-  **1 FLEXIBLE**  
100% ONLINE
-  **2 TEAM**  
WORK  
APPROACH
-  **3 INDIVIDUAL**  
COACHING  
SESSIONS
-  **4 ACCESS TO**  
CONFERENCES
-  **5 100%**  
IN ENGLISH

## BUILD YOUR OWN ONLINE TRACK



## KEY FACTS

**Duration:** 18 months  
(2 hours per day on average).  
**Candidatures ouvertes en continu.**

## REQUIREMENTS

- › **English:** A TOEIC score of at least **785** or **B2** on the Common European Framework of Reference.
- › Candidates must have some notions and/or experience with digital technologies.
- › Minimum **3** years of working experience For *Leading with Data-driven Strategies & Analytics*.
- › Minimum Bachelor's degree For *Leading with Data-driven Strategies & Analytics*.

## GET IN TOUCH

**The ESSEC OnlineTeam**  
**Email:** [execed.online@essec.edu](mailto:execed.online@essec.edu)  
**Tel.** +33(0)1 46 92 41 75





**EXECUTIVE  
CERTIFICATE AND  
SHORT PROGRAMS**



### IS THIS PROGRAM FOR YOU?

If you are an established professional looking to gain additional skills and expertise in a specific field that is relevant in today's competitive job market, then one of these Advanced Certificates might be made for you!

# EXECUTIVE CERTIFICATES

## 8 EXECUTIVE CERTIFICATES

	DIRECTION FINANCIÈRE ET CONTRÔLE	DIRECTION MARKETING ET DIGITAL	COACHING, LEADERSHIP AND CHANGE	WOMEN BOARD READY	DIGITAL LEADERSHIP	DIGITAL TRANSFORMATION	DIRECTION DES RESSOURCES HUMAINES	"GENERATION AFRICA UNE VISION TRANSVERSALE DU CONTINENT AFRICAIN, CIBLÉE ET SUR MESURE"
<b>DURATION</b>	31 days over 7 months	31 days over 10 months	18 days over 8 months	<10 days over 6 months	23,5 days over 7 months	4 x 6 weeks	18 days over 7 months	12 days over 3 months
<b>CAMPUS</b>	Paris - la Defense	Paris - la Defense	Paris - la Defense	Paris - la Defense	Paris - la Defense	Online	Paris - la Defense	"Rabat (Marocco) - Online"
<b>LANGUAGE</b>								
<b>START DATE</b>	January	January	Autumn	Spring	Spring	Variable	Spring/Autumn	spring / Autumn
<b>OBJECTIVE(S)</b>	To develop skills in strategic financial management and leadership, while integrating principles of ethics and sustainability.	Develop the ability to create a comprehensive marketing strategy in the digital economy, master marketing tools, understand industry dynamics, propose solutions, and manage interactions with other functions of the company.	Train experienced business coaches to understand organizations and their transformation challenges through three stages: Coaching Learner, Coaching Master, and Advanced Leadership & Coaching.	"Prepare women for executive roles and board positions, offering networking opportunities and fostering gender-specific value creation through partnerships with women's networks and HR experts."	Enhance skills in digital strategy and steering tools to create value, as well as promote digital transformation management and agile leadership in constantly evolving environments.	Prepare managers for digitalization by providing them with tools for digital transformation and specializations such as big data, artificial intelligence, design thinking, digital business models, and innovative digital marketing.	Reassess HR practices, align with the social context, develop strategies for evolving organizations, and improve skills in recruitment, training, talent management, engagement, and digitalization.	Explore African business opportunities via economic, cultural, and geopolitical developments, expert advice, and case studies for a stronger professional impact in Africa.
<b>ELIGIBLE TO CPF</b>	YES	YES	YES	NO	YES	YES	YES	NO

### GET IN TOUCH

The Executive Certificate team

Email: [acertificate@essec.edu](mailto:acertificate@essec.edu) | Tel. +33 (0)1 46 92 49 09



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# SHORT PROGRAMS

## 5 REASONS WHY

-  **1 DIVERSE THEMES AVAILABLE**
-  **2 70% OF OUR PROGRAMS ARE ELIGIBLE CPF**
-  **3 SHORT EXECUTIVE FRIENDLY PROGRAMS**
-  **4 BUILD YOUR OWN TRACK**
-  **5 FOCUSED ON ENTREPRENEURSHIP, ARTIFICIAL INTELLIGENCE AND CSR**

## CHOOSE ONE OF OUR EXECUTIVE SHORT PROGRAMS AND DEVELOP KEY SKILLS IN LESS THAN 6 DAYS!

### MANAGEMENT, LEADERSHIP & HR

- › Managers, tous leaders
- › Construire une stratégie de transformation RH
- › Déployer sa stratégie de transformation RH
- › Manager en situation incertaine et complexe
- › Management transversal
- › Faire adhérer grâce au dialogue social et sociétal

### FINANCIAL MANAGEMENT & CONTROL

- › Piloter la performance globale et accompagner les transformations des entreprises (blended)
- › Gérer les risques et financer l'entreprise
- › Gestion stratégique des coûts et analyse prédictive
- › Gestion et finance - Les fondamentaux pour les non spécialistes

### MARKETING & BUSINESS DEVELOPMENT

- › Key Account Management
- › Expérience clients: comment la mettre en œuvre concrètement dans votre entreprise ?
- › Définir et déployer sa stratégie marketing et commerciale (Online)
- › Construire et mettre en œuvre le marketing digital
- › Définir une stratégie marketing centrée sur l'expérience client
- › Définir et mettre en œuvre une stratégie commerciale à l'ère du digital

### PURCHASING & SUPPLY CHAIN

- › Concevoir, planifier et maîtriser les opérations de supply chain à l'ère du digital
- › Concevoir et mettre en œuvre une stratégie d'achats globale

### DATA, AI & DIGITAL

- › Big data, analytics et IA
- › Conduire le changement numérique: personnes et processus (Online)
- › Transformer les métiers avec le digital
- › Driving Digital Change – People & Processes (Online)
- › Mastering Digital Business Models (Online)
- › Big Data and Artificial Intelligence for Business (Online)
- › Leading with Data-Driven Strategies and Analytics (Online)
- › Maîtriser les business models numériques (Online)

### CHANGE & NEGOTIATION

- › Parcours certifiant - Négociation, Médiation et Résolution de Conflits
- › Les fondamentaux de la négociation
- › Médiation et résolution de conflits
- › Négociation et Conduite du changement
- › Négociation et dialogue social
- › Parcours Change management expert (learner + maker)
- › Change Learner
- › Change Maker
- › Change Master

### STRATEGY, CSR, INNOVATION & ENTREPRENEURSHIP

- › Développement durable et responsabilité sociale des entreprises (Blended)
- › Innovation, responsabilité et design thinking
- › Entreprendre: créer une entreprise
- › Définir et accompagner le déploiement de la stratégie
- › Design Thinking & Agile Methods

### SECTORIELLE

- › Expertise Immobilière
- › Innovative Brand and Digital Marketing Strategies: Insights from the Luxury Industry (Online)
- › European Sports Business Program

## PROGRAM INFORMATION

**Duration:** 2-6 days

## GET IN TOUCH

**Email:** formationcourte@essec.edu

**Tel.** +33(0)1 46 92 35 99



# DRIVING DIGITAL CHANGE: PEOPLE & PROCESSES

100% online – 60 to 90 min weekly synchronous webinars



Given that most companies are taking their business processes digital, it is our duty as a pioneering and leading business school to provide a selection of courses and genuine case studies on digital transformation.

This certificate is the fourth in a series of eight that make up the Executive Master in Digital Transformation.

The business world is changing. As digitisation picks up its pace, managing that change is a bigger challenge. Securing buy-in from employees can be difficult, and as business managers, it's important that your employees see the bigger picture. We have designed this executive certificate in order to help you weather this storm. The programme will provide the tools you need to design, manage and lead digital transformation in your business. Working with real-life case studies and a capstone project, you'll learn how to pitch change to your organisation, manage pain points and blockers, and integrate a change programme into your long-term goals, no matter how far along your company is in its digitisation process. People are the drivers of your business. Choose a certificate that puts them first and implement processes that make digital change work for everyone.

## PUBLIC

This certificate is best suited to the following profiles:

- Managers who aim to initiate or take part in a digital transformation project.
- Managers responsible for innovative projects.
- Managers who are looking to gain digital skills to progress further in their career.

## PRE-REQUISITES

- English: A TOEIC score of at least 785 or B2 on the Common European Framework of Reference.
- Candidates must have some experience with digital technologies.

## CONTACT

**The ESSEC Online Team**  
execed.online@essec.edu  
+33(0)1 46 92 41 75

## TEACHING METHODS

- 100% Online Conferences.
- Teamwork (top-level peer-learning).
- Academic coach.

## EVALUATION & FEEDBACK

- Self-assessment.
- Evaluation & feedback.
- Video projects.
- Activity files & materials.

## ACADEMIC CONTENT

### Part 1 - Mastering the levels and dimensions of Digital Change

- Understand the digital revolution.
- Focus on the 4 stages of digital transformation.
- Identify the drivers of digital transformation.
- Start-ups and entrepreneurship.
- Learn the major mechanisms of change: manage resistance to change, understand the phenomena of inertia.
- Understand the fundamentals of Change Management.

### Part 2 - Tools and methods for driving and installing Digital Change

- Master the tools and techniques of digital transformation (personas, MVP, test & learn).
- Learn how to successfully bring project stakeholders on board using different tools and techniques (Design Thinking, Agile Method, teamwork and collaborative methods).
- Understand the co-construction method: define and master the change process.
- Learn how to run collaborative sessions (interactive workshops and meetings).

### Part 3 - Leading Digital Transformation

- Create the right tools to monitor and manage digital change.
- Develop a digital culture.
- Master the three levels of digital change management.
- Measure the implementation of digital change.

CAPSTONE PROJECT

## LECTURERS

### Julien Malaurent

Julien Malaurent is a professor of Information Systems at ESSEC since 2013. He obtained his PhD at ESSEC in 2011 by analyzing the circumvention of information systems developed by users of major international firms. His research is regularly published in the best journals of the discipline such as Journal of Management Information Systems, European Journal of Information Systems, Journal of Information Technology. He is also editor of the journal Information Systems Journal. Julien teaches in many programs of initial training and executive education on the theme of digital transformation.

### David Autissier

After several years as an auditor and project manager in information technologies, David Autissier became a lecturer at Paris Est Créteil University in 1998, received his PhD in Management Science from Paris I Panthéon-Sorbonne University in 1997. In 2011, David acquired his H.D.R. (authorisation to lead research) from Paris Est Créteil University.

### Christophe Derumez

Christophe Derumez is an entrepreneur as well as a researcher in the ESSEC Change Management Department. For more than 20 years Christophe occupied senior managerial positions in large multinational groups, first as Financial Director then as Sales and Marketing Director. In 2008 he founded his own company in the B2B sector (150 employees, 15M€ in revenue). Christophe now accompanies senior managers from various firms through major change and reorganisation projects.

 6 weeks  
2 hours per day on average

 Online

 2900 € (excl.VAT)

 Skill set 6 of information sheet n°36418: Manage and measure performance.

**FT #9**  
Executive Education, 2023

# MASTERING DIGITAL BUSINESS MODELS

100% online – 60 to 90 min weekly synchronous webinars



During a period when most companies are digitizing their business procedures, it is our duty as a pioneering and leading business school to provide a bundle of courses and real case studies on the topic of digital transformation.

This certificate is the third in a series of eight composing the Digital Transformation track. ESSEC professors have designed this Online Executive Certificate that will teach you how to master digital business models. You'll explore the impact of digital technology on society at large, as well as the essentials of a platform-based approach, for learning how your business and its employees stay ahead of the curve.

The advent of AI and uberization, GAFAM and BATX growing socio-economic power will bring both challenge and opportunity to the business you work for. Such change also calls for strong business models along with responsible leadership. Through this certificate we provide solid strategic foundations along with operational skills for managers whose businesses are undergoing a digital transformation.

## PUBLIC

This certificate is best suited to the following profiles:

- Managers who aim to initiate/or take part in a digital transformation project.
- Managers in charge of innovative projects.
- Managers who aim at gaining digital skills to reach higher positions.

## PRE-REQUISITES

- English: minimum TOEIC SCORE 785 or B2 on Common European Framework of Reference.
- Candidates must have some notions of digital technologies.

6 weeks  
2 hours per day on average

Online

2 900 € (excl.VAT)

Skill set 4 of information sheet n°36418: Organize an activity according to the functional domains targeted by a company.

**FT #9**  
Executive Education, 2023

## CONTACT

**The ESSEC Online Team**  
execed.online@essec.edu  
+33(0)1 46 92 41 75

## TEACHING METHODS

- Online Conferences.
- Teamwork (peer-learning).
- Academic coach.

## FOLLOW-UP & EVALUATION

- Self-assessment.
- Evaluation & Feedback.
- Video projects.
- Activity files.

## ACADEMIC CONTENT

### Part 1 - Master the fundamentals of technology innovation

- Focus on the fourth technological revolution and its consequences.
- Define the different steps of a technological innovation from a macro and micro perspective.
- Position your business and activities to go successfully through the hype curve.

### Part 2 - Understand digital ecosystems and their opportunities

- Define a digital platform and a digital ecosystem.
- Analyze different platforms: one-sided and multi-sided platforms.  
Elaborate a business model canvas in a digital environment.
- How to successfully monetize a digital platform (understanding the importance of the network effect and value co-creation).
- Understanding how to efficiently govern and manage a platform.

### Part 3 - Learn how to be a responsible leader in a digital economy

- Understand AI and Big Data related technologies. Find the right balance between humans and machines.
- Be a responsible manager: stop the quest for simplicity to tackle complexity.
- Question and understand the scope of the socio-economic power of the GAFAM and BATX.

CAPSTONE PROJECT

## LECTURERS

### Julien Malaurent

Julien Malaurent is a professor of Information Systems at ESSEC since 2013. He obtained his PhD at ESSEC in 2011 by analyzing the circumvention of information systems developed by users of major international firms. His research is regularly published in the best journals of the discipline such as Journal of Management Information Systems, European Journal of Information Systems, Journal of Information Technology. He is also editor of the journal Information Systems Journal. Julien teaches in many programs of initial training and executive education on the theme of digital transformation.

### Thomas Kude

Thomas Kude is an associate professor of Information Systems at ESSEC Business School. He received his PhD from the University of Mannheim. In his current research, Thomas is studying the management of digital innovation, in particular Agile methods and practices, and digital platforms. He regularly publishes his work in top-tier academic journals. Thomas teaches in various programmes covering digital business and IT management.

### Laurent Bibard

PhD in Socio-Economics (EHESS) and PhD in Philosophy (Université Paris IV Sorbonne). Laurent Bibard teaches in all of ESSEC's programmes and his research focuses on ethics, CSR, sustainable development, and project management. He is particularly concerned by the evolution of management in the uncertain context of globalisation. Laurent is director of the Edgar Morin Complexity Chair. He holds double certification to direct doctoral research in both Socio-Economics and Philosophy.

# BIG DATA AND ARTIFICIAL INTELLIGENCE FOR BUSINESS

100% online – 60 to 90 min weekly synchronous webinars



DATA, IA ET DIGITAL

During a period when most companies are digitizing their business procedures, it is our duty as a pioneering and leading business school to provide a bundle of courses and real case studies on the topic of digital transformation.

This certificate is the first in a series of eight composing the Executive Master in Digital Transformation. It aims to explore different technologies for capturing their characteristics before thinking about their applications in your industry.

ESSEC Professors have designed this certificate to explore the ongoing developments of Artificial Intelligence, Big Data, Internet of Things, Blockchain, but also GDPR and Quantum computing. Through this certificate, we provide you solid foundations on those existing and forthcoming technologies.

## PUBLIC

This certificate is dedicated to the following profiles:

- Managers who aim to initiate/or take part in a digital transformation project.
- Managers in charge of innovative projects.
- Managers who aim at gaining digital skills to reach higher positions.

## PRE-REQUISITES

- English: minimum TOEIC SCORE 785 or B2 on Common European Framework of Reference.
- Candidates must have some notions of digital technologies.

## CONTACT

**The ESSEC Online Team**  
execed.online@essec.edu  
+33(0)1 46 92 41 75

 6 weeks  
2 hours per day on average

 Online

 2 900 € (exclu.VAT)

 Skill set 4 of sheet n°36418: Organize an activity according to the functional domains targeted by a company.

**FT #9**  
Executive Education, 2023

## TEACHING METHODS

- 100% Online Conferences.
- Teamwork (top-level peer-learning).
- Academic coach.

## FOLLOW-UP & EVALUATION

- Self-assessment.
- Evaluation & feedback.
- Video projects.
- Activity files & materials.

## ACADEMIC CONTENT

### Part 1 - Understand features and challenges of Big Data and Open Data

- Understand why data is now being regarded as the 'oil' of the companies. New paradigm: data is at the center of all strategic decisions. No data no smart decisions.
- Understand what is a big data system: Being able to characterize/assess a dataset following the 3 criteria: volume, velocity, variety.
- Understand data heterogeneity: data can be non-structured or multi-structured which make them difficult to interpret or manipulate in a systemic way.
- Data processing is not only about automatic data analysis: In many cases data have still to be handled manually by humans in order to feed machines with our own interpretation schemes.
- Understand what is the job of a data scientist.
- Understand precisely how the 3Vs rule can create business value.
- Understand how big data systems can help to design predictive analytics.
- Identify the main components of GDPR: main articles, scope of application.
- Identify the current status of its application.

### Part 2 - Understand features and challenges of AI, Machine Learning and IoT

- Understand the basics of IoT: Machine To Machine specifications, Heterogeneity of data and protocols (software) and sensors (hardware).
- Who are the main actors of IoT: Telcos, Gafa, Protocol start-ups.
- Understand the basics of Machine Learning: Being able to describe how it works in simple terms.
- Understand/Identify the flow that goes from data collection to AI: Capturing Data, Organizing Data, Crunching Data, Building Predictive Models/Patterns, Design AI autonomous systems.

### Part 3 - Navigate through a programming software, interpret basic coding and write a short coding program, and understand the basics and opportunities of data visualization

- Understand basic programming functionalities: open a basic coding, run it, perform basic debugging tasks.
- Understand basic algorithm functions: CONDITIONAL TESTS (IF, ELSE IF), LOOPS (FOR, WHILE).
- Read/write a basic code and run it.
- Call Libraries (Stat functions).

## LECTURERS

### Julien Malaurent

Julien Malaurent is a professor of Information Systems at ESSEC since 2013. He obtained his PhD at ESSEC in 2011 by analyzing the circumvention of information systems developed by users of major international firms. His research is regularly published in the best journals of the discipline such as Journal of Management Information Systems, European Journal of Information Systems, Journal of Information Technology. He is also editor of the journal Information Systems Journal. Julien teaches in many programs of initial training and executive education on the theme of digital transformation.

### Hugues Bouthinon-Dumas

With a Ph.D. in Law, Dr. Hugues Bouthinon-Dumas is an associate professor in the Public and Private Policy Department at ESSEC. His research topics cover fields such as company law, corporate governance and market regulation.

### Jeroen Rombouts

Jeroen Rombouts holds a Ph.D. in Econometrics. He is a professor in the IDS Department at ESSEC Business School, and also has a doctorate in Econometrics from the Catholic University of Louvain in Belgium. His research includes econometrics, finance, statistics and forecasting applications.

# LEADING WITH DATA-DRIVEN STRATEGIES & ANALYTICS

100% online – 60 to 90 min weekly synchronous webinars



Given that most companies are taking their business processes digital it is our duty as a pioneering and leading business school to provide a selection of courses and genuine case studies on digital transformation.

This certificate is part of the eight online Executive certificates that make up our fully online Executive Master in Digital Transformation. Its aim is to explore the power of data and analytics to make you understand how to lead with data-driven strategies and master analytics as a competitive advantage.

You will be taught online by ESSEC data academic experts as well as by highly qualified team members of two start-ups that have put data at the very heart of their strategies.

During 8 weeks of deep immersion into data and analytics, you will gain the skills to put in place a data-fueled organisation and act as a data digital leader to lead and contribute to digital transformation actions.

## PUBLIC

This certificate is best suited to the following profiles:

- Managers who aim to initiate or take part in a digital transformation project.
- Managers responsible for innovative projects.
- Managers who are looking to gain digital skills to progress further in their career.

## PRE-REQUISITES

- English: minimum TOEIC SCORE 785 or B2 on Common European Framework of Reference.
- Candidates must have some basic knowledge about data.

## CONTACT

The ESSEC Online Team  
 execed.online@essec.edu  
 +33(0)1 46 92 41 75

 6 weeks  
 2 hours per day on average

 Online

 2 900 € (excl.VAT)

 Skill set 4 of information sheet n°36418: Organize an activity according to the functional domains targeted by a company.

**FT #9**  
 Executive Education, 2023

## TEACHING METHODS

- 100% Online Conferences.
- Teamwork (top-level peer-learning).
- Academic coach.

## EVALUATION & FEEDBACK

- Self-assessment.
- Evaluation & feedback.
- Video projects.
- Activity files & materials.

## ACADEMIC CONTENT

### Part 1 - Mastering data-powered strategy to build a data-fueled powerful organisation

- Understanding what is strategy, what is value & what is competitive advantage. Focusing on analytics and data.
- Using data for strategy creation and implementation (customers and data as critical assets for competitive advantage).
- The introduction of the SOLD model: Strategy, Organization, Leadership, Data Building an organisation as a data processing system.

### Part 2 - Developing data-powered business with AI & data at core

- Identifying the types of data that can be a source of value and how: understand your customer, understand your competition, understand your company.
- Understanding that everything starts with data governance Mastering Data footprint.
- Discovering the different types of analytics.
- Implementing new KPIs from new data sources and use them to predict business success.
- Experimentation and testing, AB testing techniques.

### Part 3 - Discovering data-fueled start-ups and acquiring data leadership

- Foxtelligence inception: market intelligence on online consumers.
- How to avoid crashing when scaling: why you should consider data as a product, data processing as a factory.
- Data science project management: how to plan and organize an ML project.
- Same data, different usages: building KPIs and methodologies to address different problem.

CAPSTONE PROJECT

## LECTURERS

### Maciej Workiewicz

Maciej Workiewicz is an associate professor of Management at ESSEC, where he teaches strategy and strategic management courses in the school's Masters in Management, GMBA, and Executive Programs as well as strategy, organization theory, computational modeling, and machine learning in the school's doctoral program. His research focuses on how organizational structure influences the way companies adapt to industry changes and innovate and his work has been published in the leading scientific journals like Strategic Management Journal, Organization Science, Journal of Organization Design and the Journal of Management Inquiry. Before joining ESSEC in 2016, Maciej completed his MBA at INSEAD, and later earned a PhD in Management (Strategy) from the same school. Prior to INSEAD, Maciej worked at Deloitte in Canada and at Siemens AG in Germany.

### Jeroen Rombouts

Jeroen Rombouts is a professor at ESSEC Business School since 2013 and is affiliated to ENSAE-CREST. He is holder of the strategic business analytics chair sponsored by Accenture. He obtained his PhD in econometrics in 2004 at CORE, and as a full Professor of statistics and econometrics, he teaches big data analytics and data science courses at the MBA and master programs at ESSEC in Paris and Singapore. His research topic is predictive analytics, in particular time series analysis and forecasting. He published numerous scientific articles, organizes frequently workshops and is an associate editor of several quantitative scientific journals. His research is funded by the European Commission and the French national research agency. He intervenes frequently as an expert consultant on strategic business analytics and data science topics. Prior to joining ESSEC Business School, Jeroen was associate professor at HEC Montreal (2004-2012).

### Fabrice Marque

Fabrice Marque is the Executive Director of the Strategic Business Analytics Chair at ESSEC. He has been working as a consultant for more than 25 years now, leading Accenture's Customer Strategy practice till 2019, and helping organisations to drive growth through marketing, sales and customer experience. Working with more than 100 customers, he had the opportunity to lead projects spanning from pure strategy assignments to managing ad interim his clients' business. Most of them used data, advanced analytics or AI as a strategic differentiator. Fabrice continues to work with leaders from start-ups and large organizations to accelerate their data & customer agenda. Fabrice graduated from ESSEC in 1995 and holds an Engineering degree with a specialization in Neural Networks.

# DESIGN THINKING & AGILE METHODS

100% online – 60 to 90 min weekly synchronous webinars



STRATEGIE, RSE, INNOVATION ET ENTREPRENEURIAT

During a period when most companies are digitizing their business procedures, it is our duty as a pioneering and leading business school to provide a bundle of courses and real case studies on the topic of digital transformation.

This certificate is the second in a series of eight composing the Digital Transformation track. ESSEC professors have designed this Executive Certificate involving practical training, to achieve the depth of focus you need in areas like design and agile thinking. You'll learn how to transform your organization thanks to methods like Design Thinking and Scrum which combined together offer a perfect framework to introduce and orchestrate ideation, as well as agility through transformative processes with all your collaborators on board. Through this certificate we provide you solid foundations on those existing and forthcoming technologies.

## PUBLIC

This certificate is dedicated to the following profiles:

- Managers who aim to initiate/or take part in a digital transformation project.
- Managers in charge of innovative projects.
- Managers who aim at gaining digital skills to reach higher positions.

## PRE-REQUISITES

- English: minimum TOEIC SCORE 785 or B2 on Common European Framework of Reference.
- Candidates must have some notions of digital technologies.

## CONTACT

The ESSEC Online Team  
 execed.online@essec.edu  
 +33(0)1 46 92 41 75

## TEACHING METHODS

- 100% Online Conferences.
- Teamwork (top-level peer-learning).
- Academic coach.

## FOLLOW-UP & EVALUATION

- Self-assessment.
- Evaluation & feedback.
- Video projects.
- Activity files & materials.

## ACADEMIC CONTENT

### Part 1 - Understand and drive a design thinking approach

- Define what is the design thinking method and its 5-stage process.
- Drive the empathize stage of design thinking method.
- Drive the define stage of design thinking method.
- Drive the ideate stage of design thinking method.
- Drive the prototype stage of design thinking method.
- Drive the test stage of design thinking method.
- Use the design thinking tools.
- Explain when and where the design thinking method can be used.
- Be able to implement a design thinking strategy.

### Part 2 - Understand and drive an agile approach

- Explain and integrate the mechanisms that underlie the agile approach.
- Describe and apply agile methods and practices.
- Lead the agile transformation of an organization.
- Scrum continued, Kanban/lean startup.
- Extreme programming practices (pair programming, code reviews, testing, continuous integration).
- Pair programming effects (direct and team-level): when to apply it, how it interacts with other practices.
- Addressing tensions between stable, dynamic/flexible, alignment.
- Frameworks for scaling Scrum (e.g., Scrum-of-Scrums).

CAPSTONE PROJECT

## LECTURERS

### Julien Malaurent

Julien Malaurent is a professor of Information Systems at ESSEC since 2013. He obtained his PhD at ESSEC in 2011 by analyzing the circumvention of information systems developed by users of major international firms. His research is regularly published in the best journals of the discipline such as Journal of Management Information Systems, European Journal of Information Systems, Journal of Information Technology. He is also editor of the journal Information Systems Journal. Julien teaches in many programs of initial training and executive education on the theme of digital transformation.

### Thomas Kude

Thomas Kude is an associate professor of Information Systems at ESSEC Business School. He received his PhD from the University of Mannheim. In his current research Thomas is studying the management of digital innovation, in particular Agile methods and practices, and digital platforms. He regularly publishes his work in top-tier academic journals. Thomas teaches in various programmes covering digital business and IT management.

### Sen Chai

Sen Chai is an associate professor in the Management Department of ESSEC Business School. Her research topics cover the entire developmental course of creative innovations from idea conception to commercialisation, with the goal of helping managers and policymakers avoid failures, better support innovation and increase their organisation's chances of creating and financing commercially successful ideas.

 6 weeks  
2 hours per day on average

 Online

 2 900 € (excl.VAT)

 Skill set 2 of information sheet n°36418: Implement management tools.

**FT #9**  
Executive Education, 2023



Given that most companies are taking their business processes digital, it is our duty as a pioneering and leading business school to provide a selection of courses and genuine case studies on digital transformation. This certificate is included in the eight modules that make up our fully online Executive Master in Digital Transformation.

By exploring key insights from the luxury industry, you will grow your skills in brand and digital marketing strategies and learn how to establish a strong brand position focusing on innovation and a strong customer-centric approach supported by digital.

The luxury sector is being particularly smart about digital! You will be taught by ESSEC digital marketing academic experts as well as highly qualified marketing executives with expertise in European and Asian markets.

During eight weeks of deep immersion into brand and digital marketing strategies, you will acquire the digital skills you need to lead marketing innovation in your organisation.

## PUBLIC

This certificate is best suited to the following profiles:

- Managers who aim to initiate or take part in a digital transformation project.
- Managers responsible for innovative projects.
- Managers who are looking to gain digital skills to progress further in their career.

## PRE-REQUISITES

- English: a TOEIC score of at least 785 or B2 on the Common European Framework of Reference (or equivalent).
- Candidates must have some experience with digital technologies.

## CONTACT

**The ESSEC Online Team**  
execed.online@essec.edu  
+33(0)1 46 92 41 75

## TEACHING METHODS

- 100% Online Conferences.
- Teamwork (top-level peer-learning).
- Individual academic coach.

## EVALUATION & FEEDBACK

- Self-assessment.
- Evaluation & feedback.
- Video projects, team projects.
- Activity files & materials.

## ACADEMIC CONTENT

### Part 1 - Decoding and understanding strategies for luxury consumers

- Who is the luxury consumer and how does s/he behave?
- Millennials and the upcoming Generation Z – what do we need to know?
- Key luxury markets and how they differ.
- Future trends in the luxury industry.

### Part 2 - Mastering the fundamentals of luxury brand and digital marketing strategies

- Pillars of luxury brand management – creating a brand's DNA and codes.
- Power of storytelling – online and offline.
- Importance of the customer experience: from digital to physical.
- Understanding the consumer's online and offline journey.
- Differences between Asian and Western consumers in terms of content and device consumption.
- From e-commerce to mobile and social commerce.
- Understanding digital marketing strategies for all stages of the customer journey.
- Retention (loyalty programme & CRM): managing qualitative and quantitative data.

### Part 3 - Leading your brand transformation with marketing innovations

- Focus on clienteling 2.0.
- Focus on personalisation & relevance.
- Focus on sustainability.
- Focus on supply chain.
- How to integrate the global ecosystem of a luxury brand (suppliers, artisans, etc.) into a circular strategy.

CAPSTONE PROJECT

## LECTURERS

### ■ Sonja Prokopec

Sonja Prokopec is the ESSEC LVMH Chair professor of Luxury Brand Management. Her research explores consumer judgment and decision-making. She is also interested in understanding the factors that affect how luxury brands are perceived. Outside of teaching and research, she actively advises companies from the luxury, fashion and lifestyle and automotive industries regarding consumer behavior trends, consumer research and marketing and brand management issues. Prof. Prokopec received her PhD in Marketing from the University of Houston in 2007.

### ■ Bérengère de Villepin

Bérengère de Villepin has been working on Digital Marketing for more than 12 years. She has been leading corporate digital marketing strategies in Asia, Europe and the Middle East. Based in Singapore since 2013, she was VP Client Services in an agency specializing in luxury brands including Hermes, Four Seasons Hotels & Resorts, Langham Hotels & Resorts and others. Involved in every step of the digital marketing strategy, Bérengère de Villepin enjoys nurturing her clients' knowledge of the fascinating subject of digital.

### ■ Pierre-Emmanuel Saint-Esprit

Pierre-Emmanuel Saint-Esprit co-founded ZACK, the leading French company in the second life of electronic products, at the age of 22 while studying at ESSEC. Pierre-Emmanuel is a Lecturer in Circular Economy at ESSEC. He is also involved with the Ellen MacArthur Foundation for the Circular Economy, a mentor at Antropia ESSEC, and ambassador of the Impact France Movement.

### ■ Alexis de La Tour du Pin

Alexis de La Tour du Pin has been teaching Digital Marketing Strategy at ESSEC since 2013. He pursued a career at Google for 11 years before becoming a startup advisor specializing in the field of environmental transition and sustainable digital. In 2019 he created an ESSEC course entitled Digital Humanism, to re-adjust the place we give to digital in our societies. He is the Executive Director of the Sustainability Chair at ESSEC.

 6 weeks  
2 hours per day on average

 Online

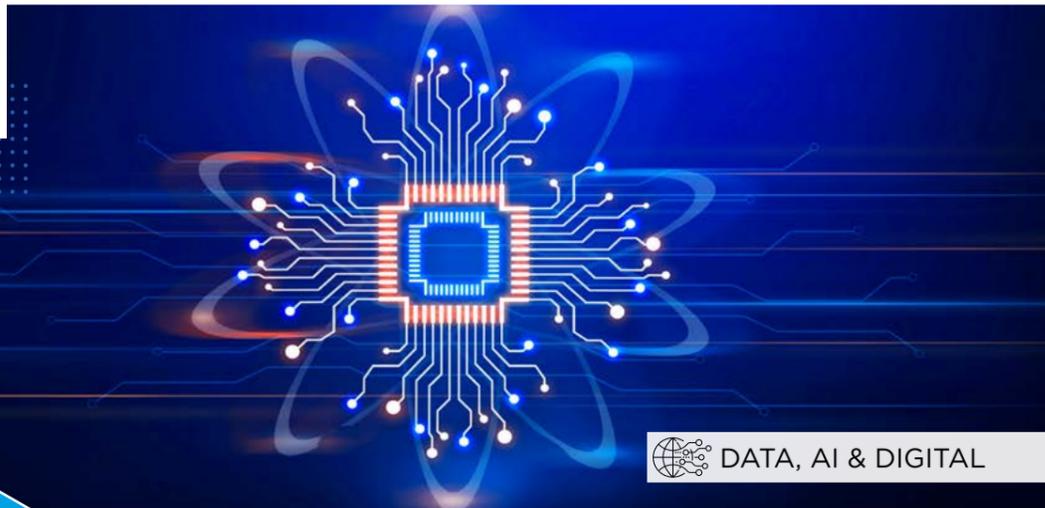
 2 900 € (excl.VAT)

 Skill set 5 of information sheet n°36418: Coordinate activities of a functional segment of the organization.

**FT #9**  
Executive Education, 2023

# ARTIFICIAL INTELLIGENCE & LEADERSHIP: IMPACT ON STRATEGY AND INNOVATION

**TRENDING TOPIC**



DATA, AI & DIGITAL

## ARTIFICIAL INTELLIGENCE & LEADERSHIP: IMPACT ON STRATEGY AND INNOVATION

In response to the increasing demand for technically savvy managers brought on by the latest developments in Artificial Intelligence (AI), **our short program offers business leaders, managers, and executives a unique opportunity to deepen their understanding of AI and address the managerial challenges associated with its ever-growing prevalence.** Exposed to proven methods used by leading consulting companies and C-level executives, participants will gain valuable insights into dealing with unstructured problems. **By focusing on AI competencies like classification, prediction, and AI-enabled recommendations, participants gain the ability to lead transformative initiatives and make informed decisions that create value and optimize outcomes.**

### WHO IS THIS FOR?

This program is designed for a range of professionals, including business leaders, managers, executives, and entrepreneurs, who are interested in exploring the impact of Artificial Intelligence. The minimum work experience required for participation is 5 years.

### TAKEAWAYS

- **Lead with AI Strategy:** Acquire the skills to spearhead AI initiatives, fostering innovation and transformative change within your organization.
- **Solve Complex Challenges:** Develop confidence in addressing intricate AI issues using dynamic problem-solving techniques.
- **Integrate for Value:** Strategically incorporate AI into your business, making informed decisions and optimizing outcomes for enhanced performance.

### GET IN TOUCH WITH A PROGRAM ADVISOR



**Program Advisor**  
Nibal El-Kadi  
shortprograms@essec.edu

**Book and appointment here:**



### LEARNING APPROACH

- Active learning through case studies, workshops, and simulations.
- Practical application of AI methods in various business contexts.
- Engaging debates and networking with experienced professionals.

### PROGRAM HIGHLIGHTS

DAY 1	<b>Managing in the Age of AI</b> by Prof. Harris Kyriakou	<ul style="list-style-type: none"> <li>■ Understand the impact of AI on management practices &amp; decision-making.</li> <li>■ Learn how to leverage AI technologies to improve operational efficiency &amp; productivity.</li> <li>■ Develop strategies to navigate the challenges &amp; opportunities presented by AI in the workplace.</li> </ul>	<b>Responsible Implementation of AI</b> by Prof. Lauren Waardenburg	<ul style="list-style-type: none"> <li>■ Explore ethical considerations in AI implementation &amp; decision-making.</li> <li>■ Learn best practices for ensuring fairness, transparency, &amp; accountability in AI systems.</li> <li>■ Develop guidelines for responsible &amp; sustainable AI adoption in the organization.</li> </ul>
	<b>Developing in the Era of AI</b> by Prof. Harris Kyriakou	<ul style="list-style-type: none"> <li>■ Acquire essential AI competencies, such as classification, prediction, &amp; AI-enabled recommendations.</li> <li>■ Discover how AI generates personal &amp; professional development opportunities.</li> <li>■ Cultivate a growth mindset to embrace AI-driven changes &amp; continuous learning.</li> </ul>	<b>Strategy in the Age of AI</b> by Prof. Maciej Workiewicz	<ul style="list-style-type: none"> <li>■ Analyze how AI is reshaping business strategies &amp; competitive landscapes.</li> <li>■ Develop strategic frameworks to leverage AI for market advantage &amp; growth.</li> <li>■ Identify new business opportunities &amp; models enabled by AI technologies.</li> </ul>
DAY 3	<b>Leading Digital Change</b> by Prof. David Sluss	<ul style="list-style-type: none"> <li>■ Understand the role of leadership in driving successful digital transformation.</li> <li>■ Learn how to effectively communicate &amp; inspire teams during digital change initiatives.</li> <li>■ Develop change management skills to navigate organizational shifts in the AI era.</li> </ul>	<b>Emerging Technologies &amp; Disruption</b> by Prof. Harris Kyriakou	<ul style="list-style-type: none"> <li>■ Explore cutting-edge technologies &amp; their potential impact on industries &amp; markets.</li> <li>■ Analyze disruptive trends &amp; their implications for business strategies.</li> <li>■ Identify opportunities for innovation &amp; growth through emerging technologies.</li> </ul>

(\*) The order of the sessions is subject to change.

### FACULTY

**Unparalleled Expertise: Learn Directly from ESSEC's Best Faculty Professors and International Leaders**



**Prof. Harris Kyriakou**  
Academic Director  
Holder of the ESSEC Media & Digital Chair  
Associate Professor of Information Systems, Decision Sciences & Statistics  
Best 40 Under 40 MBA Professors by Poets & Quants  
■ **Research Interests:** • Artificial & Collective Intelligence • Product Development • Open Innovation & Crowdfunding • Computer-Supported Cooperative Work • 3D Printing & Open Source Hardware



**Prof. David Sluss**  
Holder of the "Leading a Scale-Up" Chair Professor of Management - Academic Director of the Global MBA  
Collaborates with organizations throughout the U.S., Latin America, and Europe including: Abbott Laboratories (U.S. and Puerto Rico), Cisco Systems, Clorox, Coca-Cola, Google, IBM (U.S. & Ireland), McKesson, Rohlig (Germany)  
■ **Research Interests:** • Leadership • Organizational Behavior • Relational Identity & Identification



**Prof. Lauren Waardenburg**  
Assistant Professor of Information Systems, Decision Sciences & Statistics  
Best paper awards from the Academy of Management, - Finalist for the Grigor McClelland doctoral dissertation award, and Outstanding associate editor award from the Academy of Management.  
■ **Research Interests:** • Future of Work • Organizing for Artificial Intelligence • Responsible Digital Transformation



**Prof. Maciej Workiewicz**  
Associate Professor of Management  
Research published in the Strategic Management Journal, Organization Science, Journal of Organization Design, and the Journal of Management Inquiry.  
■ **Research Interests:** • Organizational Learning & Design • Organizational Adaptation • Complexity Theory

**FT #6**  
Executive Education, 2022

100% taught in English

In-person classes  
3 Days  
7.5 hours per day

ESSEC Executive Education  
CNIT- la Défense

**Including:**  
- Personalized expert coaching sessions  
- 3 luncheons  
- 2 dinners

€3,000 excl. VAT  
€3,600 incl. VAT

Eligible for CPF\*  
\*French personal training account

# LEADING CHANGE: CHALLENGE AND REDEFINE THE WAY YOU DO BUSINESS

TRENDING TOPIC



MANAGEMENT, LEADERSHIP AND HR

## LEADING CHANGE: CHALLENGE AND REDEFINE THE WAY YOU DO BUSINESS

**Do you feel confident about your strategic and managerial skills? Get ready to be surprised!**

80% of executives believe their companies are managed perfectly, but the reality is different. Only 5% of businesses truly excel in essential management techniques, while most remain trapped in misconceptions. Presenting "Leading Change" a thought-provoking program led by Prof. Jérôme Barthélemy. This eye-opening course challenges common myths and beliefs about management. **Whether you're an experienced leader or an aspiring manager, this program provides valuable knowledge to enhance your performance and unleash your true potential. Challenge the norms and embrace a new era of management excellence!**

### WHO IS THIS FOR?

This program is open to individuals with strong experience in leadership, who are eager to drive change and transformation within their companies. Participants should have a solid background in leadership roles to make the most of this transformative journey.

### TAKEAWAYS

- **Challenge Conventional Beliefs:** Embrace a more agile and profitable management approach, irrespective of your business size.
- **Boost Team and Company Performance:** Learn innovative practices to enhance your team's performance and drive success.
- **Gain Fresh Perspectives:** Explore cutting-edge insights for informed decision-making and positive workplace impact.

### GET IN TOUCH WITH A PROGRAM ADVISOR



**Program Advisor**  
Morgane GERTZ  
shortprograms@essec.edu

Book and appointment here:



### LEARNING APPROACH

- Evidence-based presentations to provide reliable insights.
- Interactive discussions for knowledge-sharing and learning from peers. Real-world examples to illustrate practical applications.
- Fostering critical thinking by challenging conventional beliefs.
- One-on-one support from an experienced executive coach to ensure that learning objectives are attained

### PROGRAM HIGHLIGHTS



DAY 1 - MORNING
Finding the path to success
What is strategy?
Paradox of strategy
Serendipity
A method to develop a winning strategy "step-by-step"
Innovating under the radar

DAY 1 - AFTERNOON
Putting a company in motion
Setting objectives
Motivating employees
Coordinating activities
Making decisions
Insights from military strategy

DAY 2 - MORNING
Staying on the success path
Identifying and overcoming the four hurdles that prevent companies from transitioning to new businesses
A simple and effective method to transform companies

DAY 2 - AFTERNOON
Resisting the traps and temptations of management
"Three traps and how to avoid them:
■ Unfounded beliefs
■ Fear of failure
■ Permanent change"
"Three temptations and how to resist them:
■ Cost cutting
■ Adopting management fads
■ Hiring consultants and various types of experts"

(\*) The order of the sessions is subject to change.

### FACULTY

Unparalleled Expertise: Learn Directly from ESSEC's Best Faculty Professors and International Leaders



**Prof. Jérôme Barthélemy** is Executive Vice-President, Dean for Post Experience Programs, Corporate Programs and Relations and Professor of strategy and management at ESSEC Business School.

He holds a Ph.D from HEC Paris and has been a visiting professor and visiting research scholar at New York University (NYU), Stanford University and Cambridge University.

His research has appeared in top academic journals (Strategic Management Journal, Journal of Business Venturing, Journal of Management Studies...) and practitioner-oriented outlets (Harvard Business Review, MIT Sloan Management Review...).

He is also the author of Myths of strategy (Kogan Page, 2022), a book in which he debunks the most common strategy myths. His book Libérer la compétitivité (Unleash your company's competitive spirit) (Pearson, 2016) received France's best management book award in 2017.

FT #6 Executive Education, 2022

100% taught in English

In-person classes

2 Days  
7.5 hours per day

ESSEC Executive Education  
Paris - La Défense

**Including:**

- Personalized expert coaching sessions
- 2 luncheons
- 1 dinner

€2,000 excl. VAT  
€2,400 incl. VAT

Eligible for CPF\*  
\*French personal training account



**PROGRAMS FOR  
COMPANIES AND  
ORGANIZATIONS**

# PROGRAMS FOR COMPANIES AND ORGANIZATIONS (1/2)

VOTRE PARTENAIRE POUR LE DÉVELOPPEMENT DES TALENTS DANS VOTRE ORGANISATION

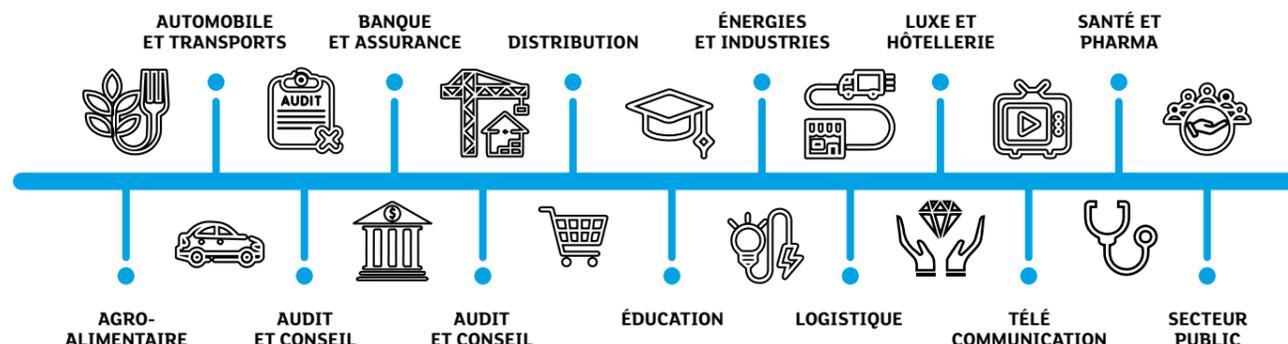
## CUSTOMIZED PROGRAMS

### 5 REASONS TO CHOOSE CUSTOM PROGRAMS

- 1 TAILORED CONTENT
- 2 FLEXIBLE FORMATS
- 3 ALL SECTORS AND INDUSTRIES
- 4 ALL LEVELS OF MANAGEMENT AND LEADERSHIP
- 5 ALL DISCIPLINES AND EXPERTISE

### THE BEST OF ACADEMIC AND PROFESSIONAL KNOWLEDGE

Our tailor-made training programs are perfectly aligned with the objectives, culture, and challenges of each organization. Our team of experts actively ensures the achievement of your aspirations and strategic goals.



100  
PARTNER COMPANIES

3 000  
PARTICIPANTS ANNUALLY

120  
PROGRAMS DEVELOPED ANNUALLY

### OUR METHODOLOGY IN THREE STEPS

#### OBJECTIVES AND ORGANIZATION

Our training programs are developed in close collaboration with your company, tailored to your needs and your environment.

#### PARTICIPANTS AND CULTURE

We take into account the diversity of profiles (COMEX members, high potentials, senior executives, and experts), as well as international and multicultural challenges.

#### SECTORAL EXPERTISE

Regardless of your sector, we have diverse expertise to tailor the training to your specific needs.

#### NEEDS ASSESSMENT

We ensure to understand your specific challenges and how to best assist you in leveraging ESSEC's expertise to achieve your goals.

#### DESIGN AND ENGINEERING

We synthesize your needs to craft a personalized program leveraging the excellence of ESSEC (research, teaching, coaching, mentoring, ecosystem, network).

#### DEVELOPMENT AND IMPACT

We create unique learning experiences, evaluating participant satisfaction and the impact of our programs to ensure their quality.

**CONTACT US:**  
Stéphane Grand-Chavin Director of Custom Programs [stephane.grandchavin@essec.edu](mailto:stephane.grandchavin@essec.edu)

# PROGRAMS FOR COMPANIES AND ORGANIZATIONS (2/2)

## YOUR ORGANIZATION'S ASSOCIATE FOR TALENTS' GROWTH.

At ESSEC, we design tailored learning experiences that help organizations and their executives to become leaders of change. Through innovation and comprehensive support, we ensure that their learning experience has a real impact.

### OPEN PROGRAMS

**Targeted Professional Development:** Train your collaborators with our Degree programs, Certificates and Short-Term Programs.

Enhance your employees' skill sets with our comprehensive selection programs including diploma courses for a deep and specialized understanding, accredited certifications to strengthen specific competencies, as well as short courses for swift skills enhancement.



### REFERENCING

**Integration into Your Training Portfolio: Showcase ESSEC Programs.**

Extend your organization's training portfolio by integrating ESSEC's programs. In this way, you can offer your employees unique development opportunities that will stimulate their professional growth.

Select from our catalog the programs that best match the needs of your employees and your development strategy.

#### CONTACT FOR OPEN PROGRAMS, REFERENCING AND FRAMEWORK AGREEMENT

Matias Gonano  
Marketing and Business Development Director  
gonano@essec.edu

### FRAMEWORK AGREEMENT

**Strategic Partnership: Benefit from our Framework Agreement**

Establish a long-term partnership with our Framework Agreement. Benefit from special rates and personalized support for your employees' professional development. Here's how you can benefit from it:

- 1. Needs Assessment:** We assess your needs in order to create a tailor-made agreement in line with your objectives.
- 2. Customized rates:** Prices are adjusted according to your choice of programs and the number of participants, ensuring excellent value for money.
- 3. Continuing assistance:** Our team will support you throughout the implementation of the Framework Agreement, answering your questions and ensuring effective follow-up.
- 4. Exclusive benefits:** As a special partner, you also benefit from additional advantages to strengthen our partnership.

### SOME ESSEC REFERENCES AND PARTNERS



# HOW TO FINANCE YOUR PROGRAM?

Our commitment is to nurture and guide diverse generations of talents, empowering them to become the responsible leaders who will shape tomorrow's society. Enter a world that values openness, leadership, diversity and social responsibility - join ESSEC Executive Education!

To support our future leaders, we offer an extensive array of scholarships. Our dedicated admissions team is here to assist you in exploring the various financing options available, tailored to your individual needs and professional situation, as well as the program you choose.

## SCHOLARSHIPS

ESSEC offers a comprehensive range of scholarships, designed to support high-potential senior executives and leaders on their professional journey to success.

### ENTREPRENEURSHIP

For candidates who have been involved in an entrepreneurial project or start-up, or have plans to create one.

### FUTURE WOMEN LEADERS

For women who are driven to pursue positions of leadership in the future.

### HIGH POTENTIALS

For candidates who have demonstrated exceptional career advancement, in any function or sector.

### DIVERSITY AND INTERNATIONAL EXPERIENCE

For candidates with international experience, having worked in multiple countries and possessing a profound understanding of intercultural business environments, as well as proficiency in multiple languages.

### EMERGING MARKETS

For candidates from an emerging or developing country, who can demonstrate their significant positive impact on the local economy of their respective country.

### NEW BUSINESS TRENDS

For candidates who have shown their contribution in Digital Transformation, Sustainability, Entrepreneurship & Intrapreneurship.

### SMALL BUSINESSES

For candidates working in a small company that contributes to the French economy.



## EMPLOYER SPONSORSHIP

At ESSEC Executive Education, many participants receive sponsorship from their employers, which can include flexible work arrangements, tuition coverage, or full financial support for program and travel expenses. Our recruitment team is here to provide helpful tips on securing employer sponsorship.

## PRODIGY LOAN

Some of our programs are eligible for the Prodigy Finance International Loan Program. Unlike banks in France, Prodigy Finance does not require collateral or a co-signer. These loans are based on the participant's future earning potential and do not consider credit history. If you're interested, you can apply online on the Prodigy Finance website.

## BANK LOAN

ESSEC participants may be eligible for a preferential bank loan rate through our banking partners, covering full tuition and repayable starting at the end of the first year of work. Please note that loan applicants must have a guarantor residing in France, with sufficient income to cover monthly payments. The guarantor can be a French citizen, a close family member, or both. Additional fees and expenses are the responsibility of the participant.

## PERSONAL FINANCING

Self funded candidates have the possibility to pay their tuition fee in termly instalments, depending on the program and can apply to preferential rates depending on the program. For more details, please reach out to our Admissions team.

## FOR MORE INFORMATION

Email: [exed@essec.edu](mailto:exed@essec.edu)



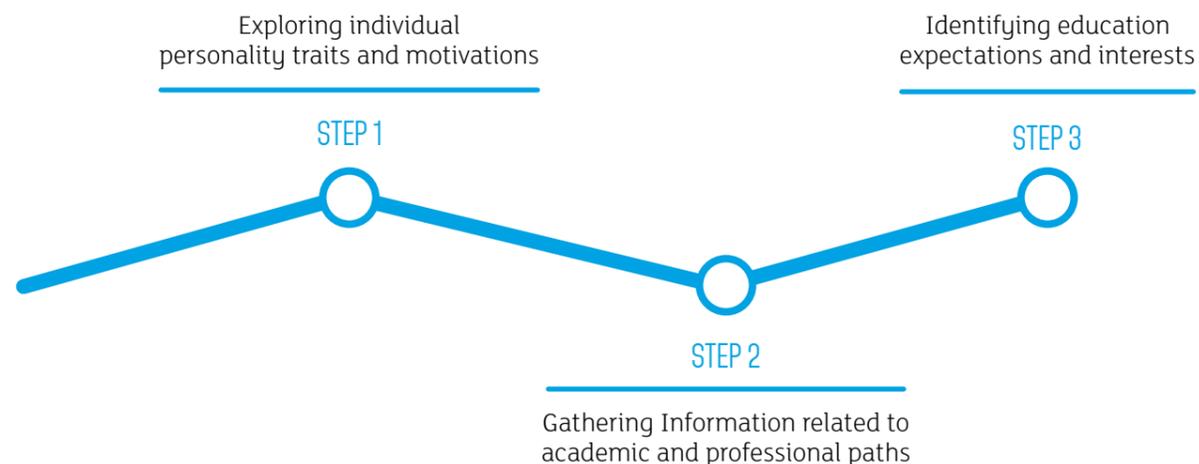
# HOW TO ADVANCE YOUR CAREER BEFORE AND AFTER THE PROGRAM?

From choosing the right program to finding the right job for you, the ESSEC Executive Education teams support you throughout your journey.

## BEFORE THE PROGRAM - CAREER MAPPING

The Career Mapping is a premium, digital platform which was especially conceived for ESSEC Executive Education. It offers complete, personalized guidance from an advisor Advisor to candidates who wish to build an education path which not only fits their profile, but also their personality and motivation.

This digital experience consists of 3 steps - made of a questionnaire designed for a specific goal per step:



## DURING THE PROGRAM - THE TALENT CENTER

Once you have selected and enrolled in the suitable program, the Talent Center team is committed to supporting all participants in the degree programs to achieve their career development goals. They receive personalized career assistance until the completion of their program, ensuring a tailored approach to their professional growth.

### INDIVIDUAL SUPPORT

- › 4 coaching sessions to guide you through your professional transition and repositioning, project construction, or leadership development.
- › 3 Flash counseling sessions for expert advice on specific topics like LinkedIn, salary negotiation, or strategic relooking.
- › 1 kick-off session to discuss your project and assist you in defining a concrete action plan.

### CAREER WORKSHOPS AND JOURNEYS

- › Crafting your professional project: assessment, collective reflection, action plan.
- › Job search strategies: CV preparation, job interviews, and more.
- › Expanding your network: networking strategy, LinkedIn, navigating workplace politics.
- › Enhancing your skills: leadership, public speaking, conflict management.

### EVENTS

- › Networking opportunities at inter-promotional and alumni evenings.
- › Participation in thematic conferences.

### CAREER TOOLS

- › MBTI, questionnaires, and debriefing for motivation and personality indicators.
- › CaseCoach, a platform for interview preparation through case studies.

### AN INCUBATION PROGRAM

- › Receive support for your business creation project.
- › Interact with experts, resident alumni, and the entrepreneurial community.

### K-LAB RESOURCES AND WORKSHOPS

- › Enhance your digital and literacy skills.
- › Access a wide range of documentary resources.

# JOIN OUR ALUMNI NETWORK

69K

ALUMNI

+125

CLUBS & CHAPTERS

900

INTERVIEWS & COACHING

50K

JOB OFFERS IN JOB BOARDS

1,000

EVENTS



**Mercedes ABRAMO**

President & CEO,  
Cartier North America  
Global MBA



**François QI**

Management Control  
Director, PwC  
Executive MS in Financial  
Management & Control

**Motsem AL AMOUR**

Strategic Executive IT  
& Security Expert, Aruba  
(Hewlett Packard)  
ESSEC & Mannheim  
Executive MBA



**Aygyun AGAEVA**

Head of Content Supply  
Chain, DAVV  
Productions  
Executive Master in Luxury  
Management (EMiLUX)



**Olivier MARECHAL**

Partner, Ernst & Young  
(EY) Luxembourg  
Global MBA



**Charles BLANDIGNÈRES**

Real Estate Project Director,  
PIMCO  
Executive Master in Real  
Estate Management



**Paola URSO-CASOLARI**

Marketing & Commercial  
Director, Open Tour  
Paris  
Management & Gestion  
des Organisations



**Mehdi SEBTI**

Digital Transformation &  
Value Advisory Leader,  
ServiceNow  
ESSEC Executive MBA



**Rukayyat KOLAWOLE**

Founder  
PaceUP Invest GmbH  
ESSEC & Mannheim  
Executive MBA



**Nicolas LÉVY**

Co-CEO, Le Lit National  
Goldman Sachs: 10,000  
Small Businesses



**Gilles RONEY**

Deputy General Manager in  
charge of implementation,  
Majorelle  
Management & Gestion  
des Organisations



**Ana DIAZ ESPINOSA**

Head of Logistics  
& Transport at the  
Information Systems  
Direction, Louis Vuitton  
ESSEC Executive MBA





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*Don't wait to learn again.*  
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**#9**  
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ESSEC | CPE Registration number 200511927D  
Period of registration: 30 June 2023 - 29 June 2029  
Committee of Private Education (CPE) is part of SkillsFuture Singapore (SSG)

**ESSEC Africa**

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Route de Kénitra - Sidi Bouknadel (Rabat-Salé)  
Morocco  
Tel. +212 (0)5 37 82 40 00  
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