



Elective Handbook

International MBA Program

2019 – 2020

22.11.2019



Dear MBA Exchange Participants,

Welcome to our emlyon International MBA Electives.

We have put together an exciting and challenging set of electives that we hope will attract you to coming to visit us in Lyon. The electives offer you the chance to go into more depth on some of the typical MBA core courses or to experience other aspects of business which are important and relevant in today's business climate.

Our MBAs are looking forward to meeting you and showing you our beautiful city.

Looking forward to welcoming you to Lyon.

A handwritten signature in black ink that reads "Rhoda Davidson".

Rhoda Davidson
MBA Program Director

1- Complete List of Electives

- Big Data & Social Media Analytic (IEBIG)
- Blockchain for Entrepreneurs (IEBFE)
- Branding (IEGBM)
- Construction of Taste (IECT)
- Consumer Behavior (IELCB)
- Corporate Entrepreneurship (IECE)
- Corporate Governance (IECG)
- Digital Marketing (CIEMDI)
- Digital Strategy & New Business Models (IESBM)
- Disruptive Information Technology (IEDIT)
- Entrepreneurial Finance (IEEF)
- Finance for Strategic Agility & Innovation (IESAI)
- Global Supply Chain Management (IEGSM)
- Information Technology's link to Strategy (IEITS)
- Innovation & Competition in the Bio-pharmaceutical Industry (CEBHP)
- Intellectual Property Management (IENVG)
- International Strategy (IEUIIS)
- Lifestyle & Markets (IELM)
- Luxury Customer Experience (IELCE)
- Management Sciences (IEMS)
- Mergers & Acquisitions (IEMA)
- Multinational Enterprise Financing Strategy and Corporate control (IEMNEF)
- New Perspectives in Life-Science Businesses (CIEPLS)
- Performance Measurement & Evaluation (IEPME)
- Role of Sales in an International Environment (IESIE)
- Services Marketing (IESMK)
- Strategic Challenge of Disruptive Innovation (IESCDI)

2– Elective Schedule (provisional)

Where at all possible we will maintain this schedule but please be aware that from time to time there are changes due to events outside the control of the program.

It's important to check detailed scheduling on Brightspace.

Elective	Course Code	Dates
March:		
Branding	IEGBM	2 & 4
Role of Sales in an International Environment	IESIE	11, 12 & 13
Consumer Behavior	IELCB	11 & 18
Big Data & Social Media Analytics	IEBIG	19 & 20
Digital Strategy & New Business Models	IESBM	26 & 27
April:		
International Strategy	IEUIIS	14 & 16
Strategic Challenge of Disruptive Innovation	IESCDI	20 & 21
Services Marketing	IESMK	22 & 23
May:		
Crisis Management	IECM	4 & 5
Corporate Governance	IECG	6 & 7
Luxury Customer Experience	IELCE	7 & 15
New Perspectives in Life-Science Businesses	CIEPLS	11 & 12
Lifestyle and Markets	IELM	11 & 12
Corporate Entrepreneurship	IECE	13 & 14
Multinational Enterprise Financing Strategy & C control	IEMNEF	13 & 14
Performance Measurement & Evaluation	IEPME	27 april, may 05, 18, 25
Innovation & Competition in the Bio-pharmaceutical Industry	CEBHP	25 & 26
Entrepreneurial Finance	IEEF	27 & 28
June:		
Global Supply Chain Management	IEGSM	4 & 5
Blockchain for Entrepreneurs	IEBFE	8 & 9
Construction of Taste	IECT	9 & 10
Finance for Strategic Agility and Innovation	IESAI	17 & 18
Management Sciences	IEMS	19 & 22
Mergers & Acquisitions	IEMA	25 & 26
Digital Marketing	CIEMDI	29, 30 & 1 July
July:		
Disruptive Information Technology	IEDIT	6 & 7
Information Technology's Link to Strategy	IEITS	8 & 9
Intellectual Property Management	IEIPM	15 & 16

3– Elective Descriptions

Each of the electives are described below, together with the biography of the faculty member. The icons below are used to describe the main pedagogical activities for each elective.

Icon	Course feature	Icon	Course feature
	Case study		Learning visit
	Coaching		Live case
	Company project		Online exercises
	Guest speaker		Personal diagnostic
	Guest faculty		Role play
	In class presentation		Simulation
	Innovation project		

Big Data & Social Media Analytics IEBIG (12 contact hours- 1.5 ECTS) – Professor Massimo Airoidi

Big Data is one of the keywords of our contemporary, digitized world. The unprecedented velocity, variety, and veracity of the user-generated datasets “organically” produced by social media platforms and networked digital devices affect every single aspect of our society. This course is designed to equip students with a multidisciplinary knowledge about what Big Data are, why they matter, and how they can be used for business purposes. Both the opportunities and risks of the current digital transformation will be highlighted, thanks to real-life examples and practical exercises. By proposing an applied conceptual framework, the course also aims to provide participants with competences useful for the evaluation and problematization of social media analytics and digital marketing strategies.



Date	Schedule
19/03/2020	08:30 - 17:00
20/03/2020	08:30 - 17:00

Blockchain for Entrepreneurs IEBFE (12 contact hours- 1.5 ECTS) – Professor Corey Billington

In the first half of 2018, venture firms invested over \$1.5 billion in blockchain deals including investments in start-ups. Blockchain is set to revolutionize and transform many markets in a similar way to the internet revolution in the late 1990s. At this point in time it is not clear who will be the winners and losers and what the killer apps will be. This course provides you the ability to evaluate the business impact of this technology.

In this course you will receive a primer on blockchain. We will explain what it is, how it operates and the impact it will have on fundamental business structures. We will consider emerging applications and the consequences for industry and firm value chains. We will have discussions with block chain entrepreneurs and policy makers from forward-thinking economic zones.

You will develop a point of view of how blockchain will transform specific industries and marketplaces and where entrepreneurs might find the best business opportunities.



Date	Schedule
08/06/2020	08:30 - 17:00
09/06/2020	08:30 - 17:00

Branding IEGBM (12 contact hours – 1.5 ECTS) – Professor Lionel Sitz

You will learn how to construct new brands, how to manage existing brands and how to adapt the brand to ever changing markets. The course is built on the premise that brand are sociocultural constructions that are fed by the work of numerous actors, inside and outside the company.

- Concepts/theories will be applied to branding:
- Special focus on the creation on cultural meaning which is crucial for brands to have success
- Concepts of brand stretching and legitimation
- Cultural branding and cultural strategies
- Brand communities and creation of true brand loyalty



Date	Schedule
02/03/2020	08:30 - 17:00
04/03/2020	08:30 - 17:00

Construction of Taste IECT (12 contact hours- 1.5 ECTS) – Professor Lionel Sitz

Taste is a central element of our daily lives. From food to music, from clothes to cars, our tastes frame our consumption choices by separating what is desirable and what is not. This class will provide participants with a sociocultural approach of taste. Contrary to general beliefs, taste doesn't come naturally to people. On the contrary, it is constructed through a sociocultural process that becomes a black box with a self-evident appearance.

Participants will discover the engineering of taste and question the different ways taste can be constructed in our lifestyle. After this class, participants will apprehend the sociocultural construction of what is considered « good », « beautiful », « bad » or « ugly ». Hence the complex nature of markets will become clearer and participants will be more accustomed to the importance of taste engineering.



Date	Schedule
09/06/2020	08:30 - 17:00
10/06/2020	08:30 - 17:00

Consumer Behavior IELCB (12 contact hours – 1.5 ECTS) – Professor Joonas Rokka

Understanding how products and services are perceived, experienced, and used by consumers forms the foundation for any sustainable business practice.

The aim of this course is to introduce the basic skills, tools and approaches that companies can use in adopting a customer focus. These include, notably, a set of qualitative and quantitative market research techniques that are designed for examining different consumer behaviour aspects and how they link with building customer-centric market offerings, campaigns, and designs.



Date	Schedule
11/03/2020	08:30 - 17:00
18/03/2020	08:30 - 17:00

Corporate Entrepreneurship IECE (12 contact hours- 1.5 ECTS) – Professor Alan Brown

As the corporate landscape is constantly being redesigned by globalization and hyper competition, firms are being challenged to identify and launch new initiatives that will contribute to sustaining their existence and developing their performance. Whether it is pursuing new business opportunities or innovating existing operations, firms need to reinforce their existing revenue streams while embracing the uncertainty of new markets. In this course, participants will explore the challenges and models of Corporate Entrepreneurship / Intrapreneurship and building and leading entrepreneurial organizations.



Date	Schedule
13/05/2020	08:30 - 17:00
14/05/2020	08:30 - 17:00

Corporate Governance IECG (12 contact hours- 1.5 ECTS) – Professor Marc Van Essen

Within the broader context of globalization, liberalization and deregulation, all organizations – from private to public to non-governmental – are currently undergoing significant changes. One of the major dimensions of these changes pertains to the way organizations in general and firms in particular are “governed” and relate to their shareholders, bondholders, directors, managers, employees, suppliers, customers and communities.

This course aims to introduce students to key theoretical concepts in corporate governance. We analyze at the firm level the relationship between corporate governance, management practices firm strategy, and performance. Collaborative efforts as well as potential conflicts of interests of these various constituencies will be analyzed in the context of a changing legislative and regulatory environment. This enables us to evaluate the effectiveness of how corporate objectives are determined and achieved. Through class discussion and the group assignment, participants on the International MBA will be encouraged to reflect upon their own futures as executives, board members, and owners.



Date	Schedule
06/05/2020	08:30 - 17:00
07/05/2020	08:30 - 17:00

Crisis Management IECM (12 contact hours- 1.5 ECTS) - Blaise Agresti

Mountain rescue situations and role play in Serious Game are the cornerstone of this course. Being able to act quickly when faced with a crisis requires preparation and anticipation. Developing an in-house crisis management approach is key. This entails risk-mapping and implementing an efficient observation system for the early detection of warning signs. The management skills required to deal with a crisis involve leadership and an ability to enhance the organisation's resilience with emergency measures. This course also provides you with indications on how to develop the appropriate leadership skills required in an emergency situation. You will learn how to develop an iterative decision-making process by taking emergency measures, organizing the command structure and accurately allocating the missions within any company.



Date	Schedule
04/05/2020	08:30 - 17:00
05/05/2020	08:30 - 17:00

Digital Marketing CIEMDI (18 contact hours- 2.5 ECTS) – Professor Margherita Pagani

The purpose of the course is to investigate how digital marketing and social media fit within an overall Integrated Marketing Communications program. This course will examine the process of developing, implementing, and analysing strategies for marketing existing and potential products using electronic media. We will discuss established DIGITAL marketing tools such as e- mail, search engines, and display advertising, as well as understanding the role of Artificial Intelligence, social media and mobile how to analyse it and track its effectiveness.



Date	Schedule
29/06/2020	08:30 - 17:00
30/06/2020	08:30 - 17:00
01/07/2020	08:30 - 17:00

Digital Strategy & New Business Models IESBM (12 contact hours- 1.5 ECTS) – Xavier Maze-Colboc

New and frequently disruptive technologies and novel user behaviour lead to the emergence of new economic structures and new business models. Together these transformations challenge and change the creation, capture, and redistribution of value.

This elective addresses the need for executives to explore and exploit these changes to create value in existing companies/business units. Participants will be able to i) conduct a strategic reflection taking into account emerging business models and practices; ii) diagnose the potential added value of disruptive technologies or radical innovations in a company/business unit; iii) understand the pitfalls and good practices in developing proposed innovations.

These topics will be explored through a series of inputs, group discussions, casework, and through a team project completed for a client organization. Its aim is to have one foot in the library, learning about new ideas, and the other in the laboratory, testing new ideas in practice.



Date	Schedule
26/03/2020	08:30 - 17:00
27/03/2020	08:30 - 17:00

Disruptive Information Technology IEDIT (12 hours contact- 1.5 ECTS) – Jérémie Bourdoncle

In this course, we will explore concepts and challenges about the most important IT innovations that are reshaping organizations and businesses.

- Cloud computing is changing the paradigm of computation.
- Blockchain reshapes many sectors, from food traceability to company's finance with ICO and even democracy.
- Artificial Intelligence impacts how we will work tomorrow
- IoT redefine how companies are organized

These technologies, alone or combined together, are introducing radical change in many industries, like for example with autonomous vehicle.

These new technologies require higher level of security to ensure data privacy and protection against hackers. Moreover, faster pace of innovation is now possible thanks to new agile development processes.



Date	Schedule
06/07/2020	08:30 - 17:00
07/07/2020	08:30 - 17:00

Entrepreneurial Finance IEEF (12 contact hours- 1.5 ECTS) – Professor Alexander Groh

This course deals with the problem of how to secure funding for innovative ventures. We will develop the technique of how to assess the funding amount and where to raise the required capital. We also discuss the motivation for investors to back entrepreneurial ventures. We start with the determination of the cash burn rate and develop financing scenarios in a small case study.

We then elaborate on the choice of the most appropriate investor contingent on the funding requirements and a venture's characteristics. Outside investors have designed sophisticated financial instruments and contracts to secure their claims and to provide sufficient upside potential. It is very important for entrepreneurs to understand the particularities of these contracts for not being expropriated of their share of wealth created. Entrepreneurial finance contracting is therefore another important block of this course.



Date	Schedule
27/05/2020	08:30 - 17:00
28/05/2020	08:30 - 17:00

Finance for Strategic Agility and Innovation IESAI (12 contact hours- 1.5 ECTS) – Professor Claus Hirzmann

To remain competitive in an increasingly volatile and uncertain world, companies strive for creating strategic agility and innovation to protect their current business and to prepare for the future. While people may come up with ideas for agility and innovation, a suitable investment rational is instrumental for turning these ideas into reality. Otherwise, ideas just remain ideas.

This elective teaches the appropriate rational and method for investing in agility and innovation. Adopters will gain an outstanding access to these vital initiatives. They will know whether and how to invest and gain crucial speed in the decision-making process. This offers a clear competitive advantage over the traditional NPV based investment decision-making.

The objective of this class is to provide participants with concretely applicable know-how. Therefore, the teaching approach is based on multiple hands-on exercises and real industrial case studies, besides lecturing and some group exercise about the underlying managerial mindset.



Date	Schedule
17/06/2020	08:30 - 17:00
18/06/2020	08:30 - 17:00

Global Supply Chain Management IEGSM (12 contact hours- 1.5 ECTS) – Professor Corey Billington

The purpose of this elective is to go beyond the basics of supply chain introduced in the Operations Management course and to explore the strategic and operational opportunities and challenges involved with managing a global supply chain, including its procurement activities. You will use conceptual frameworks and a set of analytical tools to better understand why supply chains and procurement departments behave as they do. Given this understanding, you will be able to involve yourself in an organization's strategic decisions, particularly those relating to key processes affecting supply chain performance. We will also focus on procurement and prepare you to be more effective when working in or with a procurement function.

As we shall see, quantitative approaches are sometimes useful in leading supply chains toward possible solutions. Supply chain management and procurement are fundamentally human endeavours. As such, we will consider how people fit into supply chain structures, and develop skills for forming and developing collaborative, and valuable relationships.



Date	Schedule
04/06/2020	08:30 - 17:00
05/06/2020	08:30 - 17:00

Information Technology's link to Strategy IEITS (12 contact hours- 1.5 ECTS) – Mehdi Medjaoui

This course is important because today because in a world where software is eating the world, any executive manager needs to run their company strategy on 2 legs: business and IT.

The goal of the class is to give the actual elements for any executive manager to understand and plan a business strategy aligned with a modern actual IT strategy that can (really) enable it.

The activities which will be conducted will be including:

- Acculturation on new IT models to support new business models,
- Building and planning a Digital transformation roadmap, migrating from older systems to more agile ones that can deliver value aligned with business needs.
- Interactive workshops and activities to “engage actively” with new technologies and put yourself in IT people shoes.



Date	Schedule
08/07/2020	08:30 - 17:00
09/07/2020	08:30 - 17:00

Innovation & Competition in the Bio-pharmaceutical Industry: A Microeconomics Perspective CEBHP (12 contact hours- 1.5 ECTS) – Professor Bruno Versaevel

This course offers an overview of current issues in life sciences and implications relative to three business segments: medicinal drugs, prophylactic vaccines, and diagnostics. You will meet senior executives who will expose their own vision of the challenges they face in their specific industry context.

Typical topics addressed in this course include:

- Medicinal drugs: Will new types of alliances among biotech companies, contract research organizations, and manufacturers increase R&D productivity and restore profit margins?
- Prophylactic vaccines: Can “market-shaping” initiatives increase access to new vaccines against neglected diseases in developing economies?
- Diagnostics: How does NGS (“next-generation sequencing”) contribute to our understanding of diseases and lead the health system in the direction of personalized medicine?

You will learn how to gather up-to-date business information that can be used as an input in the complementary elective course on the Economics of the Biopharmaceutical Industry.



Date	Schedule
25/05/2020	08:30 - 17:00
26/05/2020	08:30 - 17:00

Intellectual Property Management IEIPM (12 contact hours- 1.5 ECTS) – Donal O’Connell

Intellectual Property (IP) is a term referring to several distinct types of creations of the mind for which a set of exclusive rights are recognized. It is most important to realize that there are multiple regimes of IP protection, such as patents, trademarks, designs, copyright, etc. It is also important to take a holistic view of IP rights because the premeditated use of multiple IP regimes can help achieve sustainable differentiation.

IP is more and more seen as a mark of innovation and creativity and a clear sign of a company’s competitiveness. The importance of intangible assets is growing, often equaling or surpassing the value of physical assets for a company.

However, some clear challenges exist. The world of IP is complex. It is not static. In addition to finding out how IP can be used to create competitive advantage, we will also be investigating a number of interesting debates about possible changes taking place in the world of IP at the present time.



Date	Schedule
15/07/2020	08:30 - 17:00
16/07/2020	08:30 - 17:00

International Strategy IEUIIS (12 contact hours – 1.5 ECTS) – Professor Rhoda Davidson

Business expansion abroad is fuelled by falling trade and investment barriers, advances in telecommunications, and reductions in transport costs. It is now estimated that the trade across nations exceeds the trade within nations.

In this environment, companies face the strategic imperative of expanding into new geographies. However, in practice, internationalization is frequently less about crafting a clear strategy and more about taking advantage of opportunities as they come along. In addition, managers working in large multi-national businesses face significant challenges in balancing the demands of head-office with the local realities of doing business in their own subsidiary.

The goal of this course is to make sense of why companies internationalize and how to increase the chances of success when expanding abroad and coordinating operations between multiple countries.



Date	Schedule
14/04/2020	08:30 - 17:00
16/04/2020	08:30 - 17:00

Lifestyle & Markets IELM (12 contact hours- 1.5 ECTS) – Professor Joonas Rokka

Contemporary markets are open, fluid, and complex systems that are constantly being destabilized by various market actors. This course contributes to developing a deep understanding of how companies and brands can analyze and connect with consumer markets through lifestyles. More specifically, it offers a comprehensive framework together with analytical tools for learning about the design of successful and holistic market offerings that resonate with contemporary consumer lifestyles, practices, and modes of being.

Emphasizing lifestyles as important and meaningful sources of value – including emotional, social, cultural, practical and economic value – and heterogeneous perspectives through which consumers essentially experience and engage with the world and conduct their lives, the course addresses how lifestyles are inherently intertwined with market emergence and transformation.

Given that digital platforms are principal devices circulating lifestyle and brand expressions across the world, we will run (1) an Instagram project in which lifestyle content is created and expressed during the course. It is based on (2) lifestyle research study and fieldwork using adapted methods. Overall, the objective of the course is to foster new strategic and critical thinking in branding and product/service design that leverages and is sensitive to lifestyles – crucial aspect of companies' success.



Date	Schedule
11/05/2020	08:30 - 17:00
12/05/2020	08:30 - 17:00

Luxury Customer Experience IELCE (12 contact hours 1.5 ECTS) – Sylvie Gomes

Either from the brand perspective or from an ever-more discerned customer, the future of luxury retail is all in the 'experience'. However, the Luxury industry is facing increased global economic & political uncertainty, major disruptions in demand, and intensifying rivalry among integrated conglomerates. These major trends create both opportunities and threats.

This course will point to the major challenges raised by changing customer profiles and expectations, as well as highlighting how proficient brands create immersive brand experiences which can be turned into new pools for growth. You will analyse how technology affects "customer experience" through the customer journey and how it questions the role of retail outlets. Finally, you will learn how

innovative and engaging experiences enable brands to build a sustainable competitive advantage and rethink luxury codes and experiences in the digital age.

In this two-day, highly interactive course, you will use case studies, concepts and top-line customer-experience metrics to help you understand what customers value and how to address their needs. You will practice a framework that can enable you to design successful luxury experiences.



Date	Schedule
07/05/2020	08:30 - 17:00
15/05/2020	08:30 - 17:00

Management Sciences IEMS (12 contact hours- 1.5 ECTS) – Professor Yacine Rekik

Management Sciences is a discipline that attempts to aid managerial decision making by applying a scientific approach to managerial problems that involve quantitative factors.

This course introduces some of the concepts and methods of Management Science (operations research, game theory, project management, simulation), which involves the application of mathematical modelling and analysis to management situations. The primary goal of the course is to help you become a more skilled builder and consumer of models and model-based analyses. Another important goal is to encourage a more disciplined thinking process in the way you approach management situations. As a result of this course you will become more confident in understanding and using models.



Date	Schedule
19/06/2020	08:30 - 17:00
22/06/2020	08:30 - 17:00

Mergers and Acquisitions IEMA (12 contact hours- 1.5 ECTS) – TBA

Despite the popularity of Mergers & Acquisitions (M&A), there is evidence to show that most deals fail to deliver value. Some researchers suggest that the failure rate may be as high as 70%, destroying huge amounts of shareholder value. The good news is that companies possessing strong M&A capabilities and regularly pursuing M&A opportunities can achieve much higher success rates. Building on these findings, it is essential for managers to understand why, when and how M&A activity can create value. As an outcome of this course, you will understand the challenges that executives are confronted with during mergers and acquisitions are confronted with. You will learn concepts and tools to manage the complex social dynamics in post-merger integration processes, and you will learn to plan and manage integration work.



Date	Schedule
25/06/2020	08:30 - 17:00
26/06/2020	08:30 - 17:00

Multinational Enterprise (MNE) Financing Strategy and Corporate Control IEMNEF (12 contact hours 1.5 ECTS) – Professor Alexander Groh

In this course you will learn how firms make strategic financing and investment decisions and how to evaluate proposed investment projects. We will derive and discuss the WACC, the APV and the FTE valuation techniques and apply the three approaches to a case study. A strong focus is given to linking investment and financing decision, for instance, in the case of a merger or leveraged buyout transaction where an investor gains corporate control.



Date	Schedule
13/05/2020	08:30 - 17:00
14/05/2020	08:30 - 17:00

New Perspectives in Life-Science Businesses: Contributing to the Medicine of Tomorrow CIEPLS (12 contact hours- 1.5 ECTS) – Professor Bruno Versaevel

This course focuses on the biopharmaceutical sector described as an innovation-based industry. It adopts a micro-economic approach (as studied in core courses) of the many business issues implied by the challenge of constantly investing in costly and risky R&D for the discovery of new processes and products in a regulated environment.

Among the questions we will discuss are the following: What is the basis of the incentive to innovate, and how is it impacted by changes in market structure? What are the drivers of dynamic competition for innovators and generics manufacturers? Can we connect a measure of risk and of R&D (discovery and clinical trials) costs to decisions to invest (or not) in the discovery of new therapies by competing firms? When can large industry players find it profitable to cooperate in R&D, or to outsource R&D to an external for-profit lab? Should competing firms involved in R&D projects be given the possibility to form a patent pool for the diffusion of related innovations? Why do pharmaceutical firms adopt “tiered pricing” strategies, and what are the implications for consumers/patients?

This course has been designed for students interested in business consulting or industry analysis, who have a taste for the application of formal models to real-world issues.



Date	Schedule
11/05/2020	08:30 - 17:00
12/05/2020	08:30 - 17:00

Performance Measurement and Evaluation IEPME (12 contact hours – 1.5 ECTS) – Professor Pascal Langevin

If you can't measure it, you can't improve it! (Peter Drucker).

For its strategy to be successful, an organization must execute it effectively. For that purpose, strategic performance measurement systems (SPMS) help managers ensure that their decisions and results are consistent and aligned with their organization's strategic objectives and key success factors.

Based on readings, lectures and case studies, participants will develop their ability to design an SPMS, which includes financial as well as non-financial key performance indicators (KPIs) all along the value chain.

More specifically, this course examines:

- Financial performance measurement and how variances analysis can help monitor operational as well as strategic decisions.
- Non-financial performance measurement. In particular, Kaplan's & Norton's strategy map and balanced scorecard frameworks will be used as a methodology to design an effective SPMS.
- The course will also address the issue of how performance evaluation affects managers' behaviors and motivation, highlighting possible side-effects.



Date	Schedule
27/04/2020	08:30 – 11 :45
05/05/2020	08:30 – 11 :45
18/05/2020	08:30 – 11 :45
25/05/2020	08:30 – 11 :45

Role of Sales in an International Environment IESIE (12 Contact hours- 2.5 ECTS) – Bill Payne

The success of any enterprise, company, organisation, charity and even public body is intrinsically linked to selling. Whether that be products, services, ideas, policies, or values, it's a process that requires competence, skill, and an understanding of the principle processes and techniques of selling and buying. The rules may be different depending on your size, scope, or scale and geographical coverage, but the skills in sales execution are the same. It's the complicity that changes as we look across borders to international selling.

Selling is a competence and skill that can be taught, learned, and practiced in exactly the same way as any other competence such as Marketing, HR, or Finance.

In this elective we will look at Selling, Buying and the integration of marketing and customer in both a regional and global/international environment. You will learn the core processes, strategies, technologies and organisation structures to execute. You will learn negotiation techniques and tactics,

and study what makes companies succeed and fail in their sales strategies, with many case study examples to discuss.

In our time together, you will learn through a combination of lectures, discussions and team work, and you will make a sales pitch at the end of the session to demonstrate that you have gained these important competencies.



Date	Schedule
11/03//2020	08:30 - 17:00
12/03/2020	08:30 - 17:00
13/03/2020	08:30 - 17:00

Services Marketing IESMK (12 contact hours- 1.5 ECTS) - Professor Handan Vicdan

Today much of the world economy is increasingly dominated by services and companies operating in various industries recognize the importance of service as a critical force for competitive advantage. This has led some researchers to state that “all businesses are in fact service businesses”.

Recognizing the importance of services in the global economy, this course aims to help participants understand the unique marketing needs and challenges faced by traditional service organizations and manufacturing firms that depend on ‘service’ as a competitive strategy.

The course is designed based on the well-known ‘Gap Model’, which is a key framework and a tool available to manage service brands, which includes listening to customer requirements, aligning strategy, service design and standards, delivering and performing service, and communicating effectively and managing promises to customers. The course is structured to include a mixture of lectures, analysis and discussion of case studies, and a service blueprinting team project.



Date	Schedule
22/04/2020	08:30 - 17:00
23/04/2020	08:30 - 17:00

Strategic Challenge of Disruptive Innovation IESCDI (12 contact hours- 1.5 ECTS) – Professor Philippe Silberzahn

Despite formidable developments in business strategy over the last fifty years, incumbent leaders keep being disrupted by events they should have seen coming, but didn’t, or by events they saw coming but were unable to avoid or take advantage of. As a result, they cede their leadership to new entrants. The names of Digital, Nokia and Kodak serve as a reminder that a strong historic performance can come to an abrupt end if the logic of disruptive innovation is not understood. How are incumbents unable to take advantage of disruptions in their environment, ceding their leadership to new entrants?

This course will look at this puzzle. It will take a strategic angle and highlight that incumbents face the so-called “innovator’s dilemma”, a term coined by Harvard innovation specialist Clayton Christensen. We will unravel the dilemma by pointing out the importance of the incumbent’s identity and business model as the source of the dilemma. We will then highlight some possible solutions that have been used by great firms to avoid the dilemma.



Date	Schedule
20/04/2020	08:30 - 17:00
21/04/2020	08:30 - 17:00

4– Biographies

Blaise AGRESTI

Blaise Agresti is known as an expert for Mountain Rescue and Crisis management. For 20 years, he was in charge of several operational units as the Mountain Rescue Platoon in Chamonix and the National Mountain Training Centre. Chief of operations during different disasters, he was a coordinator for emergency and medical support. Graduated from Saint-Cyr Military Academy and War College in Paris, he was also appointed as International Project Manager in charge of deploying a program to reinforce the Afghan National Police skills. He has also built different international mountain rescue co-operations (China, India, Nepal...). Global Sales Director for Petzl Brand for 2 years, he is now starting a new challenge as co-founder of Mountain Path, an experiential management school.

Massimo AIROLDI

Massimo Airoldi is Assistant Professor at emlyon business school, as well as member of the Lifestyle Research Centre and of the AIM research centre on Artificial Intelligence in Value Creation. He holds a PhD in Sociology and Methodology from the University of Milan. His doctoral dissertation – a digital analysis of musical taste on YouTube – was nominated for the 2018 ECSR Dissertation of the Year Award.

His main research interests are: digital methods, social media platforms, Big Data, quantitative text analysis, AI, consumer behaviour. He published several articles on these topics in journals such as Information, Communication & Society, Poetics, and International Journal of Social Research Methodology. Before starting his academic carrier, Massimo worked for two years as a data analyst and market researcher for a digital marketing company based in Milan.

Corey BILLINGTON

Over the last 40 years Corey Billington has successfully blended a career as a business leader, university professor, and entrepreneur. Corey spent 20 years at HP working in roles such as Corporate Head of Supply Chain Services and Executive Director of Strategic Planning and Modelling for the Product Processes Organization. He is most well-known during this time as being a key originator of the field of Supply Chain Management. As a leading thinker, he defined and implemented supply chain within the high-tech industry and has published many of the seminal papers that established this field of research and industrial application.

Corey spent 5 years as a Professor of Operations Management and Procurement at IMD in Lausanne, Switzerland, where he was also the Director of the CSR Forum. More recently he is Professor at the University of Wyoming where he has worked to introduce Blockchain technology into the local economy and has played a leading role in developing regulation to enable blockchain-based businesses.

Jérémie BOUDONCLE

Jérémie Bourdoncle, MSC Telecom Paristech, eMBA emLyon, is director of Cloud products at Altair Engineering, a global software company in the modelization and simulation industry.

Jérémie started his career as IT consultant for large industry companies a bank to optimise IT system. Then he moved to Senegal to manage the operation of Manobi, the most innovative start-up in Africa in mid 2000, with the objective to develop new technologies for farmers and fishermen. When back in France, he co-founded and lead two start-ups, No Rack, specialised in design low energy server and Hedera Tech, a software company focused in the cloud computing industry, bought by Altair Engineering in 2015.

In love with new technologies, Jérémie taught disruptive IT technologies like Blockchain, Cloud Computing and Artificial Intelligence at emlyon since 2016.

Alan BROWN

Alan W. Brown is a Professor in Digital Economy at the University of Exeter Business School where he helped to establish the London-based Initiative in Digital Economy at Exeter (INDEX). He is also a Fellow of the Alan Turing Institute, the UK's National research centre for AI and Data Science.

Alan's research is focused on agile approaches to digital transformation, and the relationship between technology and business innovation in today's rapidly evolving digital economy. Alan holds a PhD in Computer Science and has over 25 years' experience building businesses and delivering high-tech products and services across the world.

Rhoda DAVIDSON

Over the past 30 years Rhoda has been a business consultant, entrepreneur, and business professor. Starting her career at McKinsey & Company and then moving to business schools such as IMD, Duke Corporate Education and emlyon, her focus has been on building senior managers' leadership capabilities to take advantage of business opportunities. During this time, she has built a robust approach to addressing strategic innovation challenges within large multinational companies. This includes the use of open innovation and design thinking where participants bring in ideas from other industries and apply these to come up with exciting new approaches to hard-to-solve issues. Her business experience covers all aspects of strategic initiatives including governance, sponsorship, teamwork and team building, piloting, change management, and communication. Rhoda's research has appeared in academic and practitioner journals including the McKinsey Quarterly and MIT Sloan Management Review. She has a PhD from Oxford University and from University of Geneva, and an MBA from INSEAD.

Sylvie GOMES

Sylvie Gomes has more than 12 years' experience within the two major Luxury Conglomerates, LVMH and Richemont, where she assumed different managerial roles in Marketing, Client & Business development.

She graduated in humanities and after a Masters in Luxury Marketing at ESSEC, she started her career with Cartier, in the Middle East & Indian subcontinent subsidiary. The very specific context of Dubai in 2007, a booming tourist and luxury hub, gave her an in-depth insight on a wide diversities of customer profiles and a focal view of the changing trends in demand. She witnessed customers turning from elitist usage of luxury to pleasure experiences and built the Cartier Middle East High-end Client Business Unit in 2010 to develop immersive luxury experiences and personalised client treatment for HNWI.

Sylvie Gomes has assumed key roles both from headquarters global and strategic view and in operational roles in subsidiaries, and therefore developed an in-depth understanding of a turmoiled industry. In 2014, as head of the Jewellery Business Unit she faced the impact of digital and implemented the first digital social campaigns in the region. In 2017 she joined Bulgari headquarters, to develop marketing strategies addressing market specificities and enhance client experience, with a specific focus on the Chinese clientele.

Alexander GROH

Alexander Groh is Professor of Finance at EMLYON Business School, France. His research focuses on entrepreneurial finance, venture capital and private equity. His papers on performance measurement, the socio-economic drivers of vibrant venture capital markets, the role of government sponsored venture capital programs, and entrepreneurial finance contracting have been published in the European Economic Review, the Journal of Banking and Finance, the Journal of Corporate Finance, Research Policy, the Journal of Business Venturing, the Journal of International Money and Finance, the European Financial Management Journal, the Journal of Alternative Investments, the Journal of Real Estate Finance and Economics, the Emerging Markets Review, and in Venture Capital, among others. He was Visiting Scholar at the University of California, Berkeley, USA, the University of New South Wales, Sydney, Australia, IESE Business School, Barcelona, Spain, and INSEAD, Fontainebleau, France.

Alexander Groh was born in Frankfurt, Germany. He received a joint Master's degree of Mechanical Engineering and Business Administration from Darmstadt University of Technology, where he also gained his PhD degree in finance.

Klaus HIRZMANN

Claus is passionate about "competitive strategies for investing in innovation and enterprise agility – Real Options". He has studied Electrical Engineering at the RWTH Aachen (Dipl.-Ing.) and holds an MBA from the IAE Aix-en-Provence.

During 24 years of professional experience in innovative industries, like Hewlett-Packard, Mondi Business Paper and Amadeus, Claus has held roles in R&D, Project Management, New Business Development, Corporate Strategy and Finance.

For 10 years, he shares his passion by teaching Real Options in managerial and financial masters programmes at multiple business schools. For 2 years, Claus works as consultant and brings this valuable method to major international companies in various industries.

Pascal LANGEVIN

Pascal Langevin has taught Management Accounting & Control Systems, as well as Managerial Finance, since 1986. His teaching experience is mainly, in Graduate, MBA, and Executive programs. He has been instructor and/or project manager of In-house training programs in various sectors, where he also supervised many managerial and/or entrepreneurial projects.

He also served as the managing director of a small industrial firm and as the financial director of an outplacement company.

Pascal Langevin's main interests in research are in management control systems and their effects on decision-makers' motivation, behavior, and performance. Within this area, his recent research areas have focused on control in virtual teams, human capital measures, and the role of organizational justice in management control systems.

Xavier MAZE-COLBEC

Xavier Maze-Colboc has 22 years of professional experience in strategy consulting and business management. Founder of Generis, a firm specialized in corporate performance, he assists international executives from all sectors in steering their business and managing their major transformation projects. He is also co-founder of Enen, a company aimed at identifying employees' potential.

At the beginning of his career, Xavier supported more than 200 business creation and takeover projects. Previously head of the Alstom group's IT department, he supported the transformation of EDF's information system and also led numerous assignments on strategic issues, reorganization and change management in two consulting firms.

Mehdi MEDJAOUI

Mehdi Medjaoui is an entrepreneur, consultant, conference organizer, lecturer, author and investor in the IT industry.

Between San Francisco and Paris from 2010 to 2018, Mehdi has been successively the co-founder of an identity platform for developers (acquired in 2017), the founder of APIdays the main industry conference series on APIs, IT Strategy consultant to worldwide Fortune 1000 companies' CIO, and speaker at major business and IT conferences. His IT strategy book Continuous API Management (O'Reilly) published in 2018, enabled him to be designated H2020 European Commission expert on Governments APIs, and lecturer at several top-ranking business schools MBA programs.

Donal O'CONNELL

Donal is a former VP of R&D and a Director of IP at Nokia. I have had a long career at Nokia for 21 years and have wide and varied experience in the wireless telecoms industry, having worked for periods in The Netherlands, UK, USA, Finland, and HK. He is a Visiting Researcher at Imperial College Business School in London and teach about 'IP management'.

His first book "Inside the Patent Factory" was published by Wiley & Sons in 2008. His second book "Harvesting External Innovation" was published by Gower Publishing in mid-2011. I have also written a large number of papers on various aspects of innovation and IP which have been published in a number of magazines, web sites and blogs around the world. Since 2013, he has been included in the IAM 300 (the world's leading IP Strategists) an annual listing of those individuals identified as offering operating companies and other IP owners world-class advice on maximising the value of their intellectual property.

Together with some associates, he also coaches and mentors a number of start-up companies on innovation and entrepreneurship.

Margherita PAGANI

Margherita Pagani is Full Professor of Digital Marketing at EMLYON Business School, Academic Co-Director of the MSc in Digital Marketing and Data Science, Director of the Research Center on Artificial Intelligence in Value Creation. She is also Adjunct Professor of Digital Marketing at Bocconi University (Milan). She holds a Ph.D. in Management and the HDR (Habilitation à Diriger des Recherches). She was Visiting Professor at Redlands University, California (2004) and Visiting Scientist at MIT's Sloan School of Management (2008 and 2003). She was Affiliate at Massachusetts Institute of Technology and served as Associate Editor for the Journal of Information Science and Technology.

Her current research examines the impact of Artificial Intelligence on value creation, how AI and emergent technologies influence consumer experiential engagement and user behavior. She also studies dynamics of digital enabled business ecosystems.

She published several books (in US, Asia, Europe) two encyclopedias and articles in leading international journals. For her research activity and publications in the mobile marketing field, she won the 2009 Mobile Marketing Association Global Award "Academic of the Year". Her article published in MISQuarterly was selected as finalist "Best European Research Paper of the year 2014". She also got the award for distinctive academic research from Bocconi University for the results achieved during the periods 2004-2006.

Bill PAYNE

Bill Payne is a proven, successful international business leader with over 30 years of executive, non-executive, coaching, mentoring and management experience in both small, entrepreneurial and large company environments and cultures. A global career having lived and operated in US, Asia and Europe,

in strategic, sales, operational and client-facing roles across the Consulting, Business Services and Outsourcing. Has redefined business and technology models whilst driving considerable revenue and profit growth in highly transformational international markets. Deep expertise in digital transformation, and high growth in VC and PE environments, Bill is a NED, and NEC, a Venture Capitalist and a visiting Professor of several top business schools, as well as having his own successful executive advisory business

In a 17-year career in IBM his last role was as General Manager and Vice President of IBM's Global Customer Service Division with 52000 staff. He led the disposal of this division to Synnex/Concentrix in 2014

Bill obtained a Bachelor of Science Honours degree in Chemical Engineering from Leeds University and is a Chartered Engineer, a Euro Engineer and is a Fellow of both the Institution of Chemical Engineers and Royal Society of Arts and Manufacturing.

Yacine REKIK

Yacine Rekik is a Full Professor of Operations & Supply Chain Management at EMLYON Business School, France. He gained his PhD degree in Industrial Engineering at Ecole Centrale Paris. Before joining EMLYON, he occupied a Research Associate position at the Distributed Information & Automation Lab of the University of Cambridge (UK). The purpose of his research project is to develop a set of models that provides qualitative and quantitative insights on the impact of inventory inaccuracies and the benefits of the RFID technology on the performance of supply chains in terms of cost reduction and/or improvement of service levels. As a TOUPARGEL chair professor, he is also developing new and innovative Inventory and Routing policies taking into account the ecological footprint.

Patrick REINMOELLER

Dr Patrick Reinmoeller is Professor of Strategic Management at Cranfield School of Management, UK. He is Visiting Faculty at Rotterdam School of Management in the Netherlands. Before joining Cranfield he worked at Erasmus University, Japan Advanced Institute of Science and Technology and Hitotsubashi University, Tokyo and was Visiting Faculty in China, Italy, Japan, South Africa and Switzerland. His research has been published in leading US, European and Asian Journals. His research focuses on strategic leadership, innovation, resilience and internationalization. Patrick Reinmoeller has won multiple awards for excellence in teaching, academic reviews and best papers. He delivers customized executive programmes for leading organizations worldwide. Active in executive education and consulting, he works with senior executives of large multinationals to achieve profitable growth through competitive strategy and corporate transformation. Patrick was educated in Italy, Japan, Germany and the Netherlands. His newest book, with Marc Baaij, is entitled Mapping Winning Strategies (2018; Emerald).

Joonas ROOKA

Dr. Joonas Rooka is Associate Professor of Marketing and Director of Lifestyle Research Center at EMLYON business school. He is an expert on branding, consumer experience, lifestyle, digital media, and creative visual research methods. His research has been published in Journal of Consumer Research, Organization, Journal of Business Research, Journal of Marketing Management, European Journal of Marketing, Recherche et Applications en Marketing, and Consumption Markets and Culture. He is Associate Editor of European Journal of Marketing. In addition, he has professional experience in branding, digital marketing and marketing research in large international FMCG company (Valio Ltd.), and he is a consultant for several Nordic start-up companies.

Hans SCHLIERER

Since 2012 full-time professor at EM Lyon Business School for International Negotiation and Corporate Social Responsibility (permanent faculty member as associate professor since 1992), Hans-Jörg Schlierer has worked for over twenty years as a consultant for international business and Intercultural Management. Specialized in international negotiations, post-merger reorganizations and intercultural team-management, he consulted multinational companies (such as ABB, Airbus, Adidas, Renault, Siemens or Total). Hans Schlierer led also trainings about negotiations skills in various environments such as financial negotiation (M&A), sales trainings in industries, managerial negotiations for confirmed managers and collaborative negotiations designed for entrepreneurs and start-uppers.

His research interests are focused on Corporate Social Responsibility (CSR), and especially the communication of CSR topics. Using qualitative research methods, Hans-Jörg analyzes all kind of supports which are used by companies to communicate about their social and environmental impact. He is also interested in CSR education and the integration of CSR in educational curricula.

Philippe SILBERZAHN

Philippe Silberzahn is associate professor at EMLYON Business School and research fellow at Ecole Polytechnique. He is a recognized expert in innovation and entrepreneurship. His latest book, "A Manager's Guide to Disruptive Innovation" was published in January, 2018. As a consultant, keynote speaker and management educator, he works with companies confronted to disruptions in their markets

He has over twenty years of industry experience as an entrepreneur and CEO, having participated in the creation or acquisition of four technology firms, and as an international consultant. From 2004 till 2009, he was a Research Associate at INSEAD in Fontainebleau, France.

He holds an MSc in Computer Science, an MS in Management from the Sorbonne University, an MBA from the London Business School, and a PhD from Ecole Polytechnique.

Lionel SITZ

Lionel Sitz is associate professor of marketing and the coordinator of the marketing team. He holds a PhD in marketing and a Habilitation à Diriger des Recherches (HDR). Interested in consumption phenomena, his teaching revolves around branding, consumer behavior, sociology and anthropology of consumption. His research interests concern, brands and their status in our societies, lifestyles in a connected society, consumers' passions and the relationships between ethnicity and consumption. He is particularly interested in consumer social movements, the construction of collective consumer identity, sociology, anthropology, visual and qualitative methods. He consults with several companies on branding, market research practices and customer intelligence.

Marc VAN ESSEN

Marc van Essen is Professor at the University of South Carolina. He is also a permanent visiting professor at EMLYON Business School (France), University of St. Gallen (Switzerland) and Xi'an Jiaotong University (China). Marc van Essen's interests lie at the intersection of institutions, corporate governance and firm strategy. His work has received several distinctions and awards including Best Dissertation Award of the Academy of International Business (2012), Erasmus Research Institute of Management Best Dissertation Award (2012), Best Paper of the IM Division of AOM (2012, 2016 and 2019), Best Paper of Asia Pacific Journal of Management (2012), and Jürgen Hauschildt Best Paper in Innovation Management (2015). Finally, he frequently consults with multinationals and SMEs and works with RaboBank as well as BDO to produce an annual report on the topic of family firms and corporate governance.

Bruno VERSAEVEL

Bruno Versaevel is Professor of industrial economics at emlyon business school (France), where he was head of the 'Economics, Finance, Control' department from 2006 to 2010. He is also an affiliate researcher at GATE-CNRS since 1999, and an adjunct faculty at Sciences Po Paris since 2009. He holds an MSc (University of Manchester, UK), a doctorate (European University Institute, Italy), and the 'habilitation à diriger des recherches' (Ecole Normale Supérieure de Lyon, France) in economics. In both his teaching and his research he concentrates on industrial organization, with a special interest in the economics of research and development in the biopharmaceutical industry. He published notably on inter-firm cooperation, R&D outsourcing, and patent pooling in various journals including *Economics Letters*, the *Journal of Economic Theory*, and the *International Review of Law and Economics*. He has been a consultant to several large companies active in life-science businesses. In 2012 with biologists he co-founded ViroScan3D, a contract research unit that specializes in genomics of infectious diseases.

Handan VICDAN

Handan Vicdan (PhD) is an Associate Professor of Marketing at EMLYON Business School, Ecully, France. She obtained her MBA and PHD in Business Administration from the University of Texas, and has worked in the U.S. as an Assistant Professor of Marketing. Her research focuses on the sociology

of consumption and consumer culture, as well as transformative consumer research, including topics such as sustainable consumption/production, sustainable lifestyles in alternative communities, alternative food consumption, and implications on consumer well-being. Her work has appeared in international journals such as *Journal of Consumer Culture*, *Marketing Theory*, *Journal of Business Research*, *Consumption, Markets & Culture*, *Journal of Customer Behaviour*, *Journal of Macro-Marketing*, and *Journal of International Consumer Marketing*, and in books such as *The Digital Consumer* and *Digital Virtual Consumption*. She also presented her research in top conferences in consumer research, such as *Transformative Consumer Research*, *Association for Consumer Research*, and *Consumer Culture Theory*. Her teaching includes consumer behavior, critical courses such as *rethinking marketing and sustainable consumption*, *services marketing*, and *foundations of marketing*. She has worked in the pharmaceutical industry as a sales executive before joining academia.