

Elective Handbook Exchanges
International MBA Program
2022 – 2023

As of 14.10.2022



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 International MBA students are looking forward to meeting you and showing you our beautiful city.

Looking forward to welcoming you to Lyon.

A handwritten signature in blue ink, appearing to read "Phan".

Pr. Michel Phan
International MBA Program
Academic Director

Provisional List of Electives for MBA Exchanges

Course Title	No of F2F Hours	ECTS
• Advanced Project Management (8IEAPM)	18 hours	3
• Big Data Analytics & Business Intelligence (8IEBIG)	12 hours	3
• Blockchain & Industry Transformation (8IEBFE)	18 hours	3
• Branding & Media Communication (8IEBMC)	18 hours	3
• Cracking the Consulting Case (8IECCC)	18 hours	3
• Customer Experience Management (8IEMCE)	18 hours	3
• Digital Marketing & Omnichannel (8IEDMI)	18 hours	3
• Digital Strategy & New Business Models (8IESBM)	12 hours	2
• Financing Strategy & Corporate Control (8IEFS)	12 hours	2
• Global Supply Chain Management (8IESCM)	18 hours	3
• International Strategy (8IEINS)	12 hours	2
• Key Account Management (8IEKAM)	18 hours	3
• Leading Digital Business Transformation (8IEDT)	12 hours	2
• Negotiation Skills (8IENEG)	18 hours	3
• Product & Service Innovation (8IEPSI)	18 hours	3
• Social Media Marketing (8IESMM)	18 hours	3
• Strategic Growth & M&A (8IEMA)	18 hours	3

Elective Schedule














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.

Electives	Course code	Dates
March		
Financing Strategy & Corporate Control	8IEFS	17, 24 & 30 March & 6 April
Digital Strategy & New Business Models	8IESBM	22 & 23
Big Data Analytics & Business Intelligence	8IEBIG	27 & 31
Cracking the Consulting Case	8IECCC	20 (Zoom 30 min kick off), 29 & 3 & 7 April
April		
Product & Service Innovation	8IEPSI	17, 18 & 21
Strategic Growth & M&A	8IESMA	19, 20 & 28
May		
Negotiation Skills	8IENEG	3, 4 & 5
Branding & Media Communication	8IEBMC	15, 16 & 17
Digital Marketing & Omnichannel	8IEDMI	22, 23 & 24
International Strategy	8IEINS	25 & 26
Global Supply Chain Management	8IESCM	31 May & 1 & 6 June
June		
Customer Experience Management	8IEMCE	5, 9 & 14
Leading Digital Business Transformation	8IEDT	12 & 26
Social Media Marketing	8IESMM	15, 16 & 19 June
Blockchain & Industry Transformation	8IEBFE	21, 22 & 23
Key Account Management	8IEKAM	28, 29 June & 4 July
July		
Advanced Project Management	8IEAPM	10, 11 & 12

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		

Advanced Project Management 8IEAPM (18 contact hours) – Professor Ralph Geiger

A survey by consultants McKinsey & Company found that nearly 60 percent of senior executives said building a strong project management discipline is a top-three priority for their companies as they look to the future. Project management brings a focus to strategic decisions and implementation, and it enables resources to be effectively and efficiently managed to deliver value. In a sense, most of an organization's work today is delivered through collaborative projects.

This course is designed for managers who already know the basics of project management but would like to go further. It will allow you to:

- Investigate how strategic projects are organized in organizations, including project selection and funding processes, project governance, and project office management structures,
- Analyze how different project methodologies can be matched to different project types e.g. waterfall, agile methods, open innovation and crowd sourcing
- Learn and deploy project tools which are fit-for-purpose in today's collaborative work environment



Big Data Analytics & Business Intelligence 8IEBIG (12 contact hours) – Professor Delphine Billouard-Fuentes

Data is more and more abundant in our digital world. This brings a lot of new opportunities for companies and gives new input for decision making. Knowing how to handle data is a high value competency.

This course will examine the concepts of data and Business Intelligence. Students will learn how to exploit data, from the cleaning tasks to data visualization. Each step of this process will be presented and put into practice. The following software will be used during the course: Microsoft Excel, Orange software and Tableau software.

The evaluation of the course will be composed of two parts: participants' engagement and a group work. In this group work, students will apply the different methods seen during the course by performing all the cycle from data cleaning to data visualization on a predetermined topic.



Blockchain for Entrepreneurs & Industry Transformation 8IEBFE (18 contact hours) – Professor Corey Billington

By 2025, the blockchain applications in industry are expected to reach \$75 billion. 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 industries and firm ecosystems. We will discuss with blockchain entrepreneurs and policy makers from forward-thinking economic zones.

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



Branding & Media Communication 8IEBMC (18 contact hours) – Professor Lionel Sitz

Brands and communication are ubiquitous in our society. They are so present that we tend to grasp their actual complexity.

In this elective, you will discover what brands really are. We will discover 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.

Branding is intertwined with media communications since brands cannot exist and create value without clear communication. Hence, we will discuss the processes and concepts behind media communication to clarify the process.

- 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



Cracking the Consulting Case 8IECCC (18 contact hours) – Professor Christian Friedemann

With a value of around \$250 billion the global consulting market is one of the largest and most mature markets within the professional services industry. It is also a favorite for MBA graduates who can use several years of on-the-job-training at a consultancy to further boost their employability. It is, however, notoriously difficult to pass through the interviews. All consulting interviews require an ability to solve business cases on the spot and to impress the interviewers with basic business acumen.

In this course you will learn how to structure different types of business problems and to come up with a range of ideas that make business sense. You will learn how to communicate the key components of a given business problem, and how to analyze those key components in order to suggest solution. Finally, you will learn how to justify your assumption, and show your thinking process. A key deliverable for the course is demonstrating that you can put all this learning into practice through entry into a case competition or through interviewing for consulting jobs.



Customer Experience Management 8IEMCE (18 contact hours) – Professor Brigitte Auriacombe

The marketing landscape is changing dramatically through the effect of servitization of the economy, digitalization of interactions, and increased transparency of markets. In this context, managing customer experiences has emerged since the mid 2010's as a promising new approach to address these challenges. The goal of this course is to introduce the concept of customer experience and to present methods to study experiences. It is also to introduce customer experience management as a strategic approach and to discuss what it entails in terms of organizational culture (ability to think like a customer throughout the organization), strategic orientations (adopt an outside-in perspective to adapt the internal organization) and operational capabilities (customer journey mapping, analysis and design; customer experience KPIs). Learning will be based on lectures, discussions of academic readings and a guest-speaker, and participants will have the opportunity to put their competencies in practice through in-class group work as well as case study preparation and presentation.



Digital Marketing & Omnichannel 8IEDMI (18 contact hours) – Professor Danny Abramovich

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.



Digital Strategy & New Business Models 8IESBM (12 contact hours) – Professor Xavier Maze-Colboc

New and frequently disruptive technologies and novel user behavior 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 considering 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.



Financing Strategy and Corporate Control 8IEFS (12 contact hours) – Professor Owen Williams

This course is designed to teach the methods used to evaluate projects and firms, as well as to make strategic financing and investment decisions adding value to a firm. The basic principles were laid down by Nobel-Prize winners Franco Modigliani and Merton Miller in 1958. Since their seminal work, much research has focused on the topic and we now differentiate three major capital budgeting and valuation methods: the WACC, the APV, and the FTE approach.

Capital budgeting is important because it creates accountability and measurability. Valuation analysis is essential for maximizing firm value. The final block covered, strategic financing decisions, will give participants an awareness of the intricacies in sourcing firm capital.

We will illustrate all these topics in detail in class, then apply each of them in real-world settings via two Harvard Business School case studies. A strong focus in these cases is for participants to understand the linkage of the investment and financing decision for the firm.



Global Supply Chain Management 8IESCM (18 contact hours) – 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 and sustainability.

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.



International Strategy 8IEINS (12 contact hours) – 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.



Key Account Management 8IEKAM (18 contact hours) – Professor Florian de Joannes

To be a Key Account Manager is to be a professional in the cross-functional management of multi-disciplinary and cross-cultural teams. It means being an ambassador for the company to the client, capable of addressing C-level executives with the aim of developing a beneficial business for all parties. Well organised, methodical and able to unite dynamic teams to ensure growth and profitability objectives. This elective will take into account all the facets necessary to become an excellent Key Account Manager, capable of understanding and managing commercial aspects, legal negotiations, financial impacts and CSR in a cross-functional management context.

In order to follow this course, you will need a strong desire to be involved in a multi-disciplinary role as well as a good sales acumen. The course will be a mix of theory, case studies and role play where there will be room to step back and reflect on your own cases.



Leading Successful Digital Transformation 8IEDT (12 contact hours) – Professor Didier Rouillard

Under the alibi of “innovation”, CDOs may feel that their job definition is not clear. They are struggling with no allocated budget, limited HR resources and unclear objectives. Root cause: misunderstanding or misconceptions about digital transformation at C- level. Based on field experience, we see that organisations may have (very) different understandings of what is Digital Transformations (DT). The course provides a structured model on what are the 4 different directions DT can take. It is composed of academic contents, assignment/research in group, concluded by a summary of best practices and examples. After this course, participants will have the ability to drive and explain to an organization, what Digital Transformation is and is not, and what it needs to succeed with clear actionable KPIs, stakeholders to consider, C-level sponsors and resources needed to succeed.



Management Sciences 8IEMS (12 contact hours) – 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.



Negotiation Skills 8IENEG (18 contact hours) – Professor Hans Schlierer

People negotiate all the time. Businesses negotiate to purchase materials and to sell their products. Employees negotiate with their colleagues, their bosses, or with external or internal customers. Human resources negotiate salary increases or work conditions. Lawyers negotiate to settle legal claims before they go to court. Regardless our function or position, negotiations are inevitably part of our daily business life.

Sometimes people fail to negotiate because they do not recognize that they are in a negotiation situation. By choosing other options than negotiation, they may fail to identify a good opportunity and fail to achieve their goals. Other people may recognize the need for negotiating but do poorly because they misunderstand the process or do not have good negotiation skills.

This elective prepares you to understand the process of a negotiation and to know how to analyse, plan and implement successful negotiations. Through a negotiation simulation in groups, you will be an active part of the learning process. The negotiations are filmed and analysed together with the trainer. This active approach enables all participants to obtain better negotiation outcomes after the class than before.



Product & Service Innovation 8Iepsi (18 contact hours) – Professor Remi Edart

This product & service innovation elective helps you to develop some of the skills of a product manager, one of the key positions within a company for creating competitive advantage. Product management is an art based on insights, data, and intuition.

Your assignment in a team setting will be to prepare for the scaling up of a new value proposition within an existing product portfolio. You will learn how to bridge the gap between a smartly validated idea and digital marketing in a sprint mode. You will follow the example of innovative companies to quickly find a game-changing product-market fit. You will identify and test the most critical hypothesis with landing pages. You will analyze your online tests to decide upon the next action. You will be assessing the potential market and iteratively create a product roadmap. And you will be assessing the extent to which this new value proposition minimizes cannibalization with existing products.

As an integrative course, you will be provided with an opportunity to integrate many competencies together and to experiment using the lean startup and UX design methods.



Social Media Marketing 8IESMM (18 contact hours) – Professor Joonas Rokka

Social media marketing and online brand management are increasingly important areas of strategic marketing and crucial for business success. Today's complex and rapidly changing business environment is significantly influenced by the changing consumer behavior due to digital and social media platforms. As a response, companies and brands are adopting new media as a key part of their marketing and branding channels trying to engage with their customers, develop effective online content strategies, and build customer relationships and loyalty online.

Through lectures, course readings, real-life business cases, and assignments, the purpose of this module is to advance participants' understanding of the social media marketing landscape by introducing key challenges and opportunities of social media marketing as well as by providing insights, frameworks and practical tools for effective social media marketing management. Overall, the objective of the course is to foster reflexive strategic thinking about social media marketing and help students to develop their own personalized view on how brands succeed in social media environments.



Strategic Growth & M&A 8IESMA (18 contact hours) – Professor TBD

Growth in revenues and profits is essential for long term company performance. However, studies show that only 1 in 4 firms around the world show sustainable profitable growth over any consecutive 5-year period.

Firstly, we consider the main choices and challenges that companies face when finding and using strategic resources to grow. Using tangible case examples, we will be investigating alternatives such as i) growing through internal development, ii) sourcing resources through contracts or through forming alliances, or iii) acquiring resources by mergers and acquisitions (M&A). When should companies choose one method over another? How can these growth methods be combined successfully?

Secondly, despite the popularity of 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. Through cases and discussions with industry experts, we will investigate the factors that can create M&A success before, during and after the deal.



Advanced Project Management 8IEAPM (18 contact hours) – Professor Ralph GEIGER

A survey by consultants McKinsey & Company found that nearly 60 percent of senior executives said building a strong project management discipline is a top-three priority for their companies as they look to the future. Project management brings a focus to strategic decisions and implementation, and it enables resources to be effectively and efficiently managed to deliver value. In a sense, most of an organization's work today is delivered through collaborative projects.

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NB: During the elective week you will be in class for 3 days and working on a project for the other 2 days



Big Data Analytics & Business Intelligence 8IEBIG (12 contact hours) – Professor Delphine Billouard-Fuentes

Data is more and more abundant in our digital world. This brings a lot of new opportunities for companies and gives new input for decision making. Knowing how to handle data is a high value competency.

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Blockchain for Entrepreneurs & Industry Transformation 8IEBFE (12 contact hours) – Professor Corey Billington

In 2019, \$3.7 billion was invested 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.

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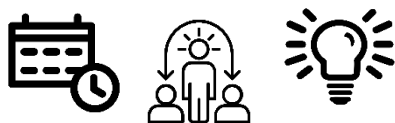


Cracking the Consulting Case 8IECCC (18 contact hours) – Professor TBD

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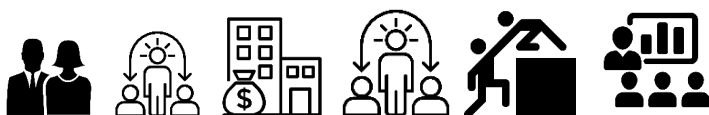
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Digital Marketing & Omnichannel 8IEDMI (18 contact hours) – Professor Danny Abramovich

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Digital Strategy & New Business Models 8IESBM (12 contact hours) – Professor Xavier Maze-Colboc

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Financing Strategy and Corporate Control 8IEFS (12 contact hours) – Professor Owen WILLIAMS

This course is designed to teach the methods used to evaluate projects and firms, as well as to make strategic financing and investment decisions adding value to a firm. The basic principles were laid down by Nobel-Prize winners Franco Modigliani and Merton Miller in 1958. Since their seminal work, much research has focused on the topic and we now differentiate three major capital budgeting and valuation methods: the WACC, the APV, and the FTE approach.

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Global Supply Chain Management 8IESM (18 contact hours) – Professor Corey Billington

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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.

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International Strategy 8IEINS (12 contact hours) – Professor Jean-Paul David

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.



Leading Successful Digital Transformation 8IEDT (12 contact hours) – Professor Didier Rouillard

Under the alibi of “innovation”, CDOs may feel that their job definition is not clear. They are struggling with no allocated budget, limited HR resources and unclear objectives. Root cause: misunderstanding or misconceptions about digital transformation at C- level. Based on field experience, we see that organizations may have (very) different understandings of what is Digital Transformations (DT). The course provides a structured model on what are the 4 different directions DT can take. It is composed of academic contents, assignment/research in group, concluded by a summary of best practices and examples. After this course, participants will have the ability to drive and explain to an organization, what Digital Transformation is and is not, and what it needs to succeed with clear actionable KPIs, stakeholders to consider, C-level sponsors and resources needed to succeed. **Product & Service**



Innovation 8IEPSI (18 contact hours) – Professor Remi Edart

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As an integrative course, you will be provided with an opportunity to integrate many competencies together and to experiment using the lean startup and UX design methods.

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Strategic Growth & M&A 8IEMA (18 contact hours) – Professor Jean-Paul DAVID

Growth in revenues and profits is essential for long term company performance. However, studies show that only 1 in 4 firms around the world show sustainable profitable growth over any consecutive 5-year period.

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Secondly, despite the popularity of 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. Through cases and discussions with industry experts, we will investigate the factors that can create M&A success before, during and after the deal.



Biographies

Danny ABRAMOVICH

Danny graduated from Lausanne Hotel School, Switzerland, and achieved his MBA, specialized in marketing, in EMLYON, France. He has founded Marketing 2 Go Ltd. (2000), a marketing consultancy firm specialized in the service industries and digital transformation of SMEs. As a digital marketing lecturer and facilitator, regarded as Instructional Practitioner Faculty, Danny delivers his practical approach to business professionals as well as Master/ MBA students in 30 business schools, in eleven EMEA countries so far. Danny is the co-founder of a pre-seed marketing-technological venture designed to serve as a web-based marketing plan application. This pre-seed venture is under development.

Alexander BELL

Alexander BELL is an associate professor of entrepreneurship and strategic management of innovation. He is also the director of the incubator of emlyon business school. Alexander has more than twelve years of experience in the development of start-ups and regularly participates in strategic boards of growing companies. His research focuses on the organizational aspects of innovation, particularly in the context of the coexistence of a firm's core business with new exploration/innovation initiatives. He is also interested in the management of hyper-growth in start-ups.

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.

Delphine BILLOUARD-FUENTES

Delphine Billouard-Fuentes is an associate professor in information systems and data management at emlyon business school. She has almost 20 years of experience in the fields of Information Systems, Accounting and Management. During these years, she carried out teaching activities at Université Lyon 3 and Ecole Centrale de Lyon.

She holds a PhD from Université Lyon 3, and her doctoral thesis was focused on the integration of a centralized software in a university. Her research deals with the integration of digital tools in organizations and the impact of digitalization on teaching. Her main teaching topics are: Information Systems, Data Management and VBA Programming.

Jean-Paul DAVID

Born in Vancouver (CANADA), Jean-Paul has more than 30 years of experience in marketing, finance and internationalization strategy. In 1994 he founded Mercadex International (Canada) which is dedicated to assisting companies in the development of their activities in the global marketplace. He also founded Mercadex Europe (France) in 2016. He holds an MBA in International Management from HEC Montréal and is a graduate of UQTR. He also teaches international business at EM-Lyon and TBS, and had taught at HEC Montréal from 1998 to 2015. He is also a board member of the French Export Think Tank and a member of the France-Canada Chamber of Commerce. He is the author of articles published in international business journals including The Expansion Management Review (Paris), Comercio Exterior (Mexico), the International Journal of Business and Management (Toronto) and is the author of the book "Comment développer les marchés internationaux". Jean-Paul is fluent in French, English and Spanish.

Remi EDART

Experience in the European B2B « Google high tech » (asml.com) as a product manager & innovation lead. Founder of D+HINKING, innovation practitioners' network. EMBA from Erasmus Business School.

Enjoying facilitating and coaching teams with human-centered mindset and approaches to co-design value-driven solutions in complex cross-functional, multicultural, entrepreneurial, technological & fun environments. Supporting the managerial transformation at the individual, team and organization levels with tailored creative leadership programs. Designing & facilitating top management workshops.

Specialties: ● product management ● design thinking ● service design ● sustainable design ● customer journey mapping ● leadership ● agile team coaching ● governance innovation ● managerial transformation ● business model creation ● value proposition ● lean startup ● workshop design & facilitation ● digital

High energy | enthusiast | open minded | entrepreneurial | human centered | supportive | out of the box | conceptual thinking | divergent-convergent | see-connections | problem solver | result-driven | perspectives seeker | persistent | business acument | engaging | authentic | fun

Ralph GEIGER

Experienced Transformation Leader with 25+ years' experience setting data-driven strategies and executing global transformation programmes in Industrial.

Skilled in managing a transformation portfolio delivering profitable growth and optimising operational performance. Built a data science team which is turning data into value.

Distinct ability to tackle complex issues and to deliver pragmatic innovative solutions and results.

Xavier MAZE-COLBOC

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.

Didier ROUILLIARD

Didier Rouillard is Vice-President Digital NOW at Quadient, based in Paris. After several years in senior management roles with Quadient in Chile, Brazil and Switzerland, he is now running Quadient Digital NOW program. Digital Now is the Digital transformation consulting program of Quadient specialised in Digital customer experience. Working on digital transformation processes that happening in Enterprises. Didier Rouillard holds a Master in Engineering from INSA (France), a MBA from EM Lyon (2003) and a specialization in Digital Transformation from INSEAD.

Owen WILLIAMS

Owen Williams is a professor of Corporate Finance and Quantitative Finance at emlyon business school since 2020. He brings over 20 years of experience in the financial industry. He previously worked as an Economist/Financial Analyst at a leading market research firm, a portfolio manager in Geneva, before founding a financial consultancy firm.

His research and teaching interests include firm valuation, international financial management, asset pricing, and portfolio theory. He earned a Doctorate in finance from the Grenoble Ecole de Management, and I am a CFA charter holder.