

Opportunity Case

Why should the MicroMBA MB be implemented at SuperSwissBank

1. SuperSwissBank training objectives

SuperSwissBank wants to :

- Promote innovation as well as proactive behavior (intrapreneurship)
- Develop internal skills in leadership and project management
- Support horizontal cooperation (avoid silo fragmentation)
- Attract talent by being a preferred employer

2. Staff training needs

Employees are looking for training allowing them to grow, show what they are capable of and concretely practice newly acquired skills.

Employees' expectations that should be satisfied are:

- Boost their career
- Learn in a stimulating and entertaining manner
- Improve their management skills, including project management
- Acquire new leadership and business skills
- Increase their ability to identify and seize opportunities
- Develop their network inside the company

Catalog training programs currently available, even if they are very complete, do not always address all these expectations in a holistic manner.

3. The proposed MicroMBA MB training program

MicroMBA MBTM training program has been designed by the academic director of the Diploma of Entrepreneurship & Business Development of the University of Geneva who is also a seasoned entrepreneur. Its objective is to address both the employers' and employees' needs identified above. The content is tailored to take into account the company's objectives and culture.

Having been successfully implemented¹ in different environments such as Nestlé, Sanofi-aventis, Microsoft, banks and public institutions (Geneva University Hospital, Hospice général, City of Geneva), the MicroMBA MB has a convincing track record.

It includes a series of modules over about 15 training days spread over several months, which bring practical tools that can immediately be used in participants' daily life. The trainers are experienced entrepreneurs and executives who are also teaching on a regular basis in prestigious MBA business schools. They use real life examples to teach the fundamentals of how to seize opportunities that support the corporate strategy and implement them. Using the art of seizing opportunities as a red thread throughout the program has a very motivating effect on the participants which helps them learn many useful skills with a proactive mindset.

¹ by Management Boosters - www.ManagementBoosters.com

The program takes advantage of the IpOp Model in order to focus participants on opportunities that bring competitive advantages for the benefit of their company (cost reduction, new products, improved processes, operational excellence, better service, etc.)

Because it includes the implementation of real innovation projects that benefit the company the total duration of the MicroMBA MB is about 15 to 18 months. These group projects translate into cost savings or increased revenues that are substantially higher than the cost of the program. In some companies the net return on investment is more than 20 times the cost of the MicroMBA MB.

Since the MicroMBA MB brings together during a long period employees from different functions and with a diversified experience, it contributes to breaking silos and encouraging cross-functional and cross-division collaboration. It also helps participants develop their network within the company. Since the program lasts several months, it allows participants to bond in such way that they create peer support groups that last beyond the duration of the program.

Thanks to the IpOp Model, the MicroMBA MB is the only program, which turns executive education into a profit center instead of a cost center, like other talent development programs currently available on the market. It has been developed for the company's high potentials who want to boost their career and develop their management skills with a customized tool-based curriculum, which at the same time encourages cross-unit collaboration and leads to concretely implement a real innovation identified by the participants. The projects bring a real-life application of the concepts and tools learned during the training sessions.

4. MicroMBA MB characteristics

What makes this program unique:

- Each cohort delivers several innovation projects that translate into a measurable return on investment and the acquisition of concrete competitive advantages ;
- Because they come with both academic credentials and solid business experience the external trainers act as role models while demonstrating that what they teach is based on real life situations;
- MBA level trainers who adapt the content to the participants' level;
- A holistic approach that connects all the different dimensions of a company;
- The content of the training modules are tailored to fit the industry as well as the company culture, specific management tools;
- Participants become proactive change agents equipped with leadership and project management skills;
- It brings together high potentials from different functions/areas of the company, which boosts performance, cross unit collaboration as well as networking;
- The program academic director manages group dynamics in order to develop long lasting relationships between the participants;
- The program and particularly the innovation projects contribute to reveal (sometimes hidden) talents;
- Outsourcing the academic content relieves the company Training Center while remaining in control of the process and deliverables.

With this proven formula the company can effectively improve its staff's management and leadership skills with a modern and motivating approach that also contributes to staff retention.

5. Selection of modules for the SuperSwissBank MicroMBA MB program

Team building

Maximizing team output by capitalizing on diversity and effective communication, and developing the aptitude to work in groups. Removing mental barriers and limiting beliefs.

Presentation skills

The benefits of effective communication. Making clear presentations that are tailored to different target audiences. Body language and voice. Using visuals for maximum impact. Smooth, confident and persuasive delivery. Exercising presentation skills.

Market analysis & marketing strategy

The essentials of marketing. Identifying market needs, product/service positioning, acceptable pricing, channels of distribution and the most viable client segments. Marketing plans.

Seizing business opportunities

Introduction to the IpOp Model, a step by step toolbox: from the identification of a business opportunity to its implementation. Defining a viable business model. Product life cycle. Key factors of success and failure. Writing intrapreneurial proposals (Business Plan, Business Case, etc.)

Leadership and personal effectiveness

Leading and guiding individuals as well as teams. Motivating and developing individuals with diverse profiles. Emotional intelligence. Understanding the basics of group dynamics. Optional self-evaluation of knowledge/skills gap.

Strategy

Basic principles of strategic reflection. Strategic diagnostic. SWOT, PESTEL, Porter's 5 forces model, and the value chain analyses. Identifying competitive advantages and elaborating strategic positions for success.

Change management

Tools and key factors for successfully implementing important changes. Tools to anticipate and deal with the obstacles to change.

Human resources

Recruiting and interviewing techniques. Appraisals. Job description. Training and development.

Managing teams

Various hands-on tools for managing more effectively, including the management of expectations, facilitating meetings, managing group work, communicating decisions and providing constructive feedback. The role of values.

Communication & PR

Understanding critical issues in communication. Image and identity management. Internal and external communication. Press releases and PR. Effective collaboration with the communication department.

Accounting & budgeting

Fundamentals of accounting,. Understanding and interpreting financial statements and ratios. The balanced score card as a monitoring and management tool .

Forecasting budgeting and cash flow preparation. Methodology to follow in order to elaborate a robust and well documented budget for a new project. The importance and benefits of budget monitoring.

Negotiation

Negotiation strategies and techniques. Key factors of success.

Project management

Goal Directed Project Management (GDPM), a simple tool to run human-size projects. Effective project management to ensure projects are completed on time, on target and within budget. Avoiding classical mistakes and pitfalls.

Process management

Tools to analyze and map processes allowing cost reduction. Managing process improvement and evolution. The GE "workout" method to improve processes.

Work-life balance (Stress management)

Identifying stress factors. Physiological reactions to stress. Stress management techniques for yourself and your team.

Field reality

Participants present to other participants the findings obtained while investigating the characteristics of different company activities. Highly appreciated and very effective departmentalization method.

Business intelligence

Internet research techniques. Access to extranets (data bases). Competitive analyses.

Cultural diversity

Understanding cultural differences and risks of misunderstanding. Managing diversity. Decoding tools. Mistakes to avoid.

Virtual teams

Managing projects in multiple locations. Rules and tools for distant collaboration. Overcoming physical separation.

Meet the CEO

Q&A session with the CEO or another senior executive. It gives participants the opportunity to obtain answers to their concerns, in particular those concerning the deployment of the strategy (about 2-3 hours).

Final group work debriefing

Presentation of all the group innovation assignments in front of the other groups (the audience) and a jury. Questions/Answers followed by each presentation evaluation by the audience and the jury.

6. Key stakeholders benefits

SuperSwissBank benefits:

- Reap the benefits of real innovation projects (competitive advantages, cost reduction, increased income, etc.) = measurable return on investment;
- Develop the skill level of its staff, particularly in project management and implementation;
- Give future leaders the management toolbox they will need to act as change agents
- Thanks to a holistic approach let participants understand the links that connect the different functions
- A tailored content that addresses the specific needs of the company
- More horizontal cooperation
- Promote participants' proactive behavior and intrapreneurial skills
- Improve retention of high potentials by providing a very attractive development opportunity (MBA level)
- Become an even more attractive employer to recruit more talents
- Externalization of the training, which does not require additional internal resources

Participants' benefits:

- Boost their career by improving their employability (particularly for internal job opportunities);
- Possibility to capitalize on the MicroMBA to obtain a full executive MBA;
- Acquire new business and personal skills
- Learn a series of essential tools that prepare them for more managerial responsibilities
- Understand how they can seize opportunities that can boost their career
- Show what they are capable of thanks to the innovation project they will implement to support the company strategy;
- Better understand what others are doing in the company;
- Grow their internal network and make new friends;
- Learn in a fun and stimulating manner.

7. MicroMBA MB Definition of Success and Failure

Key indicators of success	Yearly objective	Minimum requirement
Profit generated by the innovation projects	Higher than the cost of the program	50% of the cost of training
Level of satisfaction of the participants	80%	60%
Level of satisfaction of the participants managers	80%	60%

8. Risk analysis

Possible risks affecting the MicroMBA MB	Consequences	Probability	Preemptive moves	Contingency move
Not enough participants	Too high cost per participant	Low	Top management support	Cancel the program
Internal training coordinators resistances	Logistics issues and reduced cooperation	Medium	Make sure that the MicroMBA MB is complementing existing offering without competition	Not involve reluctant coordinators
Poor quality of the content	Reduced attendance	Low	Adapt the content according to the participants' feedback	Stop after the first cohort
Direct line managers resistance: too much time allocated to training purposes	Not enough participants	Medium	Convince management of the benefits brought by a more engaged and better educated staff	Cancel the program
Weak projects presented by the participants	Management disappointment and participant's reduced motivation	Low	Proper and demanding early stage evaluation of the projects potential	Stop after the first cohort

9. Unknowns

- Number of participants who could be interested by a program that requires real a personal effort but which increases their employability?
- How receptive is the company management to bottom-up innovation projects?
- Budget/resources available for convincing innovative projects?

10. Cost of the program

On the basis of about EUR XXX.- per participant and per training day the cost is in line with other training sessions, particularly since this amount includes:

- Design, organization and supervision of the program
- Mentoring of the participants during the project part of the program
- One academic coordinator attending all the sessions
- Management of the group dynamics during the whole program
- Talent identification
- Continuous monitoring of the quality of the program

The total cost is estimated at EUR XXXXXX.-

11. Conclusion

The MicroMBA MB allows SuperSwissBank to take advantage of the many benefits outlined in above point 6, with a very affordable investment with the unique characteristic: a training program with a measurable return on investment that increases employees' motivation and retention.

Since this program turns participants into proactive change agents who bring competitive advantage to the company, it has a real impact on operational excellence. The innovation projects are effective testimonials for the rest of the employees that everyone can contribute to the company's success.

Because the program management is outsourced (except for the administration part) to a reliable provider with a solid track record, no additional internal human resources will be needed to implement this MicroMBA MB.

12. Next steps to launch the MicroMBA MB training program

1. Authorization to proceed ;
2. Detailed analysis of the program content and the recommended trainers;
3. Fine tuning of the program (place, schedule, time allocation, participants selection, number of participants, internal communication, etc.);
4. Plan participants enrollment campaign and launch communication campaign
5. Select participants.