Prepare to CONQUER NEW WORLDS.

MANAGING INTERNATIONALLY
Learn how your company will conquer new worlds.
ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS UNIVERSITY

RSM Erasmus has over 40 years of experience in business and management education. RSM ranks amongst Europe's top 10 business schools and belongs to the 1% of business schools worldwide that have the Triple Crown accreditation. The school provides education for over 1,200 executives every year and 7,500 undergraduate and postgraduate students. It has over 16,000 alumni active in 30 regions around the world. Like the Netherlands, one of the world's renowned international trading nations, RSM is a global business school. RSM has established itself as one of Europe's most international and innovative business schools that brings together industry leaders and the brightest minds from the academic community to exchange ideas on how to solve the biggest challenges facing the business world today.

EGP-UNIVERSITY OF PORTO BUSINESS SCHOOL

EGP-UPBS has dedicated more than 20 years to teaching graduate courses and advanced executive management training, as well as applied research and consultancy in management. Both the full-time and executive MBA are accredited by AMBA and EPAS. Every year, more than 1,500 students attend EGP-UPBS various programmes. Over 8,000 alumni belong to the EGP-UPBS alumni network. EGP-UPBS is closely linked to the business community through the school's General Board appointed by 25 corporate partners that are also the stakeholders of the school.

EGP-UPBS and RSM enjoy a reciprocal, supportive relationship with the corporate world and encourage a flexible, broad mind-set in business practice and research.
The Managing Internationally programme, that we develop and deliver with EGP -University of Porto Business School, is a good example of an effective partnership. We bring different perspectives and a joint ambition. Participants and organisations benefit from our combined strength and commitment.

Professor Dr. Steef van de Velde
Dean of Rotterdam School of Management, Erasmus University

More and more, Portuguese companies are accepting the new reality: internationalisation will be their main source of growth in the future. However, while conquering new markets can be an opportunity, it can also be a costly and unsuccessful process if the company does not have the right mix of competencies or if the process is not well planned. EGP-UPBS partners with one of the most qualified business schools in the world, the Rotterdam School of Business, to deliver a programme that combines the most advanced knowledge with a hands-on approach to help companies prepare for successfully entering new markets.

Professor Nuno de Sousa Pereira
Dean of EGP-University of Porto Business School
Companies today manage in a global world. Internationalising a company involves taking into account multiple factors and variables. It exponentially increases the risks and complexity of managing operations, people, and other resources. It is a demanding and resource-intensive activity that implies competencies that go far beyond those required to manage a domestic firm.

Managing Internationally programme, jointly organised by EGP-University of Porto Business School and Rotterdam School of Management, Erasmus University, offers an integrated yet multidisciplinary approach to managing the challenges of doing business abroad.
PARTICIPANT PROFILE & MAIN BENEFITS

An increasing number of executives are involved in conducting business abroad, which requires global managerial skills. The Managing Internationally programme will mostly benefit senior and mid-level executives in companies preparing, launching and deepening internationalisation processes. Hence, the programme is ideal for mid-sized and large companies in Portugal, particularly those wishing to internationalise their operations, explore new markets, and operate in a more strategic way.

The innovative features of the programme rely on the strong partnership between two prestigious business schools. The programme combines exposure to the insights from the business and academic worlds with a “hands-on” project. It provides the opportunity for team work and connects the learning to the participants' workplace.

MAIN BENEFITS

> EXPOSURE TO EXPERT FACULTY FROM EGP-UPBS AND RSM
> TOOLS AND KNOWLEDGE OF INTERNATIONAL MANAGEMENT
> FACULTY SUPPORT AND TEAM WORK TO FACILITATE APPLICATION OF LEARNING
> TAKE-AWAY PLANS TO IMPLEMENT BACK AT COMPANIES
> INTERNATIONAL EXPERIENCE THROUGH A WEEK IN THE NETHERLANDS, INCLUDING CLASSES AND COMPANY VISITS AND NETWORKING WITH EXECUTIVES.
> OPPORTUNITY TO EXPAND NETWORK WITH PEOPLE FACING SIMILAR CHALLENGES
> AWARD OF THE INTERNATIONAL MANAGEMENT DIPLOMA
Managing Internationally is a unique and highly innovative executive training programme. When designing it, we tried to get the best of two worlds: to endow Participants with deep knowledge of internationalisation issues, simultaneously developing a truly hands-on and practical solution to a relevant internationalisation challenge selected by the companies involved. Here, the companies rule: after 10 weeks, Participants will have an action plan to implement. The two very successful past editions have proved how useful the programme has been to the participating teams. Several internationalisation processes are well under way, led by our alumni. Some of them are already living abroad.

For several alumni, it has been a transforming experience, having reoriented their careers to the international arena. Nowadays, no company can afford to ignore international markets – but attacking them is not an easy task. The programme tries to add significant value to the Participants’ core competencies and to be a differentiating factor in how they can develop future projects with a relevant international dimension.

Managing Internationally exposes Participants’ to a variety of formats, contexts, cultures and opportunities. All of this highly focused and packed in just about two months. Two months that will make a huge difference in your future professional career. Embark on this trip with EGP-UPBS and RSM.

Ana Teresa T. Lehmann, Programme Director and Project Coordinator
PREPARE TO CONQUER NEW WORLDS.
LEADERSHIP: LEADING ACROSS BORDERS
Dealing with complexity in leading international business projects: Leading internationally and across country borders; Leading organisationally and across functional borders; Leading individually and across hierarchical borders.

INTERNATIONAL STRATEGY
Globalisation: development of the global economy; multinationals; Strategic Management: fundamentals and principles; key concepts and tools; processes and implementation; Internationalisation strategies; The challenge of uncertainty; International corporate development.

PROJECTS* are chosen by companies and developed by participants under guidance of faculty and should represent a real, relevant business challenge.

PROJECTS*
The projects aim at helping participants to put the knowledge, skills and tools acquired during the course to test. The project addresses an issue related to internationalisation.

From the perspective chosen, e.g. supply chain management, strategy, leadership, participants work on understanding how to solve the issue, develop strategic options and propose a solution.

WELCOME EVENT
Brainstorming meeting with tutors to discuss project proposals.

Including three weekly evenings sessions with tutors and seminars with guest speakers.

PREP // PORTO
27 APR - 4 MAY
APRIL-MAY

GATE 01 // ROTTERDAM
27 APR - 11 MAY
FULL IMMERSION WEEK

GATE 02 // PROJECT-WORK WEEKS* // PORTO
14 - 18 MAY
21 - 25 MAY
28 MAY - 1 JUNE
MAY

PLENARY SESSION
HALFWAY with tutors and Programme Director for preliminary Project discussion.
CONQUER NEW WORLDS!

INTERNATIONAL MARKETING
International marketing: similarities and differences versus domestic marketing // Knowledge and skills needed for the administration of the international marketing function // Evaluating the impact of recent environmental changes on international marketing // Key marketing strategies and tactics in international marketing situations

INTERNATIONAL FINANCIAL MANAGEMENT
Assessing new projects and raising finance in international markets // Managing currency exposure // The particular challenge of emerging markets // Organisational designs in an international context // Risk management // Reporting and control management

GLOBAL SUPPLY CHAIN MANAGEMENT
The linkage between a firm supply chain strategy and business strategy; How to utilize firm resources more effectively; How to coordinate the movement of goods and services through different global regions and echelons of supply chains in order to create a competitive advantage in the global marketplace.

Including three weekly evenings sessions with tutors and seminars with guest speakers

PLENARY SESSION
with tutors and programme Director for Final Project Feedback.

CELEBRATION DAY
Final Project Presentation and Diploma Award Ceremony.
PROGRAMME DESIGN

The programme lasts 10 weeks, between the end of April and the end of July 2012. It includes two full immersion weeks held in Rotterdam and Porto respectively, and 8 weeks of project work.

The programme begins with the kick-off of the projects in Porto by the end of April, involving brainstorming with specialised tutors that will coach participants throughout the programme.

This is followed by a full immersion week at RSM in Rotterdam. Two modules will be offered, on International Strategy and Leadership: Leading Across Borders, as well as a meeting with CEOs of Dutch companies and networking events with other RSM Erasmus executive education students.

The subsequent 3 weeks involve project-based work in Porto, at EGP-UPBS. Each week involves an afternoon of interactive sessions with EGP-UPBS experts, coordinated by EGP-UPBS director of the programme. Halfway through the programme, by the first week of June, participants, tutors, and the programme director meet to discuss and give feedback on preliminary versions of the projects.

The programme continues with the Porto immersion week, at EGP-UPBS. Participants are offered intensive modules on International Marketing, International Financial Management and Global Supply Chain Management. This week is followed again by 4 weeks of project-based work including one-to-one meetings with tutors. The last week involves team work incorporating feedback from faculty.

Final projects are assessed by faculty and successful completion of the programme is based on the appropriate application of tools and knowledge learned in the programme.

The programme includes, in Rotterdam and Porto, other components such as meetings with CEOs, visits to companies and seminars with leading experts in themes related to internationalisation.

Seminars at EGP-UPBS are open to all executives from participating companies providing extended network opportunities.
# IMMERSION WEEK SCHEDULES

## ROTTERDAM
7-11 MAY 2012

### MONDAY

**MORNING**
- Kick off at RSM
- International Strategy 1

### TUESDAY

**MORNING**
- International Strategy 3

**AFTERNOON**
- Business Game: Creativity in the Organisational Context
- Panel Discussion with Executives

### WEDNESDAY

**MORNING**
- Project Work // Formulating the Internationalisation Strategy

**AFTERNOON**
- Leadership: Leading Across Borders 1
- Seminar: Cross-Border Culture

### THURSDAY

**MORNING**
- Leadership: Leading Across Borders 2
- Leadership: Leading Across Borders 3

**AFTERNOON**
- Linking Insights to Future Action

**EVENING**
- CLOSING REMARKS

### FRIDAY

**MORNING**
- Leadership Across Borders 4

**AFTERNOON**
- Seminar

**EVENING**
- DINNER

## PORTO
11-15 JUNE 2012

### MONDAY

**MORNING**
- International Marketing 1

**AFTERNOON**
- International Marketing 2
- Company Visit

### TUESDAY

**MORNING**
- International Marketing 3

**AFTERNOON**
- International Financial Management 1
- Seminar

### WEDNESDAY

**MORNING**
- International Financial Management 2

**AFTERNOON**
- International Financial Management 3
- Global Supply Chain Management 1

### THURSDAY

**MORNING**
- Global Supply Chain Management 2

**AFTERNOON**
- Global Supply Chain Management 3

### FRIDAY

**MORNING**
- Global Supply Chain Management 4

**AFTERNOON**
- CLOSING REMARKS

**EVENING**
- DINNER
WE HELP THEM GET PREPARED TO CONQUER NEW WORLDS.
WE HELP THEM GET PREPARED TO CONQUER NEW WORLDS

Managing Internationally Programme joins together two distinguished European business schools - EGP-UPBS and RSM Erasmus University. It allows, certainly, participants to achieve new key concepts on international business, particularly important nowadays. I believe this programme will also enable participants to successfully face potential hardships in their companies during their internationalization processes, through innovative knowledge, methods and practice.
Luís Filipe Reis

ANÀ TERESA LEHMANN
(Programme Director and Project Coordinator)
Professor of International Business at EGP-UPBS.
Former Vice-President of CCDR-N, the Regional Government Agency for the North of Portugal.
She is a Professor at FEP and former Pro-Vice Chancellor at the University of Porto and Advisor to the Chairman at the Portuguese Investment Agency. She was Visiting Professor in several European and American universities.
She served as President of EIBA (European International Business Academy) in 2009-2010. She has vast experience in consultancy to leading international institutions, and Portuguese private and public entities.
Ana Teresa Lehmann has a degree in Management, a MSc., Ph.D and post-doctoral studies in International Business and has published widely in this field.

PATRICK REINMOELLER
(International Strategy)
Professor of Strategic Management at RSM.
Prior to that, Patrick Reinmoeller taught in Japan and was Visiting Professor at several European universities.
He has considerable experience in executive education, and taught programmes at companies such as GlaxoSmithKline and Schlumberger.
Educated in Germany, Italy and Japan, with a Ph.D. and post-doc in Strategy, Patrick Reinmoeller has published widely on strategy, innovation, and knowledge creation.

MARTIN SUTTON
(Leadership: Leading Across Borders)
Adjunct Professor at RSM Erasmus University, lecturing on the Executive MBA.
Martin A. Sutton cooperates with Gdansk Foundation for Management Development (GFKM) in Poland, facilitating leadership and change management programmes.
As a leadership consultant Martin Sutton works with diverse management teams at all levels. Development initiatives have been completed in a wide variety of international businesses including: ING, Heineken, International Paper, LOT Polish Airlines, Fiat, DSM, Flextronics, Nordea Bank and General Motors.
He worked in consulting businesses before starting a 18-year career with GFKM.
Martin A. Sutton graduated from the University of Coventry (England) and he obtained an MBA from the Graduate Business School, University of Strathclyde, Scotland.
This is no doubt a world-class international management programme. Jointly developed, taught and managed by two of the most prestigious business schools in the world, I believe the Managing Internationally programme meets the current and future needs of executives and managers who have to lead and make well informed decisions in a fast-pace, globalized and connected world. The high caliber and vast experience of both professors and participants ensure a rich and multiple learning environment. Participants leave the programme prepared to better their careers and to make a positive contribution to their institutions and society as a whole. I am very proud to be part of this innovative programme.

Henrique Corrêa

HENRIQUE CORRÊA
(Global Supply Chain Management)

Visiting Professor of Operations Management at EGP-UPBS.
Professor of Operations Management and Supply Chain Management at Rollins College - Crummer Graduate School of Business, since 2006. Prior to that, Henrique Corrêa taught at Fundação Getúlio Vargas and at the University of São Paulo. Visiting Professor in several universities in Latin America, USA, Spain and UK.
Henrique Corrêa has been a consultant to multinationals such as 3M, Unilever, General Motors, Hewlett-Packard, Embraer, Pepsico, among others.
Henrique Corrêa has a BS, MSc and PhD in Operations and has published extensively in leading academic journals.

LUÍS FILIPE REIS
(International Marketing)

Professor of Marketing at EGP-UPBS.
Luis Filipe Reis is Chief Corporate Centre Officer at Sonae, with coordination responsibilities within this leading Portuguese business group.
He has held various top management posts at Sonae, in different areas, since 1989.
He has a strong background in Marketing, Operations and Technological roles and relevant experience in the pharmaceutical industry, media, public administration and financial sector.
Currently, he is also Member of the Supervisory Boards of Público Newspaper and of Coimbra University, as well as Vice Chairman of ECTA (European Competitive Telecommunications Association).
Luis Filipe Reis has a degree in Medicine, an MBA and a Ph.D. in Economics.

JOAQUIM RIBEIRO
(International Financial Management)

Joaquim Ribeiro is Head of Finance, Planning and Control at Sonae Sierra, a leading international shopping centre specialist.
Joaquim Ribeiro joined Sonae Sierra in 1995, and was involved in the international expansion of the company.
Prior to that, and since 1985, he held various positions in the Sonae group, notably in Sonae Indústria and Sonae Internacional.
Joaquim Ribeiro has a degree in Economics, MBA, and a post-graduate degree in Property Investment.
The present context has already shown that there is a key national objective on which we must focus our efforts and that is to deepen the integration of our economy with the global economy. Portugal needs to increase its presence in international markets, be it the markets for goods and services, the markets for knowledge, the markets for people or the markets for capital. This is obviously a challenge for the managers who will be called by their companies to lead those efforts.

My experience of lecturing at this programme has been extremely enriching. My key objective is to share both practical and theoretical knowledge that I have accumulated over the years of working, both abroad and in Portugal, for a company with international business. The participants have sufficient seniority and diversity of backgrounds to allow for an open and frank debate about the challenges and some of the solutions that experience has shown to work, or not, in this area.

I thoroughly recommend the programme to any company that is seriously committed to developing a presence in international markets.

Joaquim Ribeiro

In today’s international business environment it is pivotal for executives to develop the necessary skills and practices. Spotting opportunities for internationalising, entering and operating in foreign markets - this is what is required from organizational leaders. Which countries do you want to enter? How do you seek access to foreign demand and resources? How do you ensure smooth operations abroad? Working together on international strategy can provide you with insights and skills in working with advanced tools to succeed.

Patrick Reinmoeller
THEY ARE PREPARED TO CONQUER NEW WORLDS
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This programme is, undoubtedly, an excellent vehicle to get familiarized with different international markets. It helped us, not only, to define the best internationalisation strategy, but also, to reposition our organisations and our products in the global market. With the contribution of renowned and experienced faculty and speakers, the programme allowed us to expand our knowledge but, above all, it forced us to open our eyes to the world.

Vasco Ribeiro
Brand Manager / Unicer

The programme helped us redefine the way we were approaching a new project. We start looking at the business variables in a more comprehensive, exhaustive, structured, incorporated and long term perspective. Thus, we have increased dramatically the chances for it to succeed.

António Cardona
Comercial Director / Probos Plásticos S.A.
The Managing Internationally programme was well thought over, engaging and informative. The instructors were knowledgeable, approachable, enthusiastic and dedicated to deliver a thought-provoking and inspiring programme.

I can certainly state that it will further allow me to develop my international leadership capacities, to strengthen my business acumen, and to be more effective in diverse business contexts.

Bernardo Mota Veiga  
Business Developer / Martifer

This programme offers a multidisciplinary and practical approach to the global management challenges, while also supporting the development and validation of the company internationalisation project.

I must highlight the high quality of faculty and speakers, as well as the care devoted to each participating company project development, which makes this a valuable program contributing to the achievement of immediate results.

Luís Pinto Leite  
Managing Director / Alcance - Business Development, Lda.

The immersion week in Rotterdam, the opportunity to interact with high quality faculty and the feedback we receive from the tutors have proved out to be an excellent teaching method, compatible with a demanding work schedule.

António Gil Machado  
Managing Director / Confidencial Imobliário

A highly practical internationalisation programme, developed in a scientific environment, where the strategies to succeed in new markets are rehearsed.

The possibility to interact with different participants provides a unique learning experience enhanced by the guidance of experienced faculty, focused on achieving results in a short period of time.

Jóni Barroso  
Business Development Manager / VISAQUA - Gestão de Infra-estruturas e Serviços Ambientais SA
LOGISTICS

WHEN

27 APRIL 2012
WELCOME EVENT: Participants and company sponsors

27 APRIL-4 MAY
Brainstorming session with participants and tutors on project proposals

FULL IMMERSION WEEKS

ROTTERDAM
7-11 MAY 2012

PORTO
11-15 JUNE 2012

PROJECT-WORK WEEKS

14 MAY-8 JUNE 2012
3 weekly sessions with tutors and seminars

8 JUNE 2012
Plenary session halfway

11 JUNE-13 JULY 2012
3 weekly sessions with tutors and seminars

17 JULY 2012
Plenary session at end

20 JULY 2012
GRADUATION CEREMONY

APPLY

Please return a complete application form to the address below before April 10. All application forms can be found online at www.egp-upbs.up.pt

2012 Fee
> € 9,000 + VAT
Special conditions for companies sending three or more participants

The fee does not include travelling or accommodation.

DETAILED INFORMATION & ENQUIRIES

For details visit www.egp-upbs.up.pt
or contact Isabel Pinho at manint@egp-upbs.up.pt