

Executive MBA: Intensive

EY Academy of Business
Caucasus and Central Asia

5 days | 40 academic hours
30 CPD units | 30 CPE hours



Comprehensive program for the development of key management skills & competencies

Training can be conducted in Russian / English*

*The training is conducted in English only in a corporate format with a minimum of 20 participants.

Module I. Turbulent business environment, strategy & strategic drift

Module I objectives

- ▶ Understand the role of strategy & strategic planning
- ▶ Understand how to analyze business environment & determine competitive advantage
- ▶ Understand what strategic drift is & what can signify strategic drift
- ▶ Discuss methods to overcome strategic drift

Module I program

- ▶ Strategic planning in rapidly changing business environment
- ▶ Decomposing the strategy
- ▶ Analyzing business environment
 - ▶ PESTEL & SWOT analyses
 - ▶ Porter's 5 forces model
 - ▶ Porter's diamond model
- ▶ Attributes of successful strategies
 - ▶ BCG matrix as a tool for strategic analysis & planning
 - ▶ Bowman's strategy clock as a tool to understand how companies compete in the marketplace
 - ▶ Intrapreneurship & Entrepreneurship in the context of strategic opportunities & innovations. Adhocracy
- ▶ Strategic drift
 - ▶ Definition & early indicators
 - ▶ How to prevent strategic drift?
 - ▶ The role of transformational leaders

Practice question. Early strategic drift indicators & mitigation measures

Module II. Strategic risk management: scenario planning & turbulent business environment

Module II objectives

- ▶ Get familiar with 2017 COSO ERM model
- ▶ Distinguish between risk & uncertainty
- ▶ Understand what is meant by "black swans" & "grey rhinos"
- ▶ Get familiar with distinctive risk management strategies

Module II program

- ▶ What is strategic risk management?
 - ▶ Definition & objectives. 2017 COSO ERM model
 - ▶ How to identify risks?
- Business case.** Risks identification & root cause analysis (RCA) using "bowtie"
- ▶ How to evaluate risks?
 - ▶ Risk map
 - ▶ Black swans & grey rhinos
- ▶ Risk mitigating strategies
 - ▶ "TARA (SARA) + P" model
 - ▶ Risk management recommendations. "ALARP" principle
- ▶ Scenario planning in turbulent business environment
 - ▶ Scenario analysis as a basis for scenario planning
 - ▶ Tornado diagram
 - ▶ Best practice examples & crisis simulations
- ▶ How planning can help remove uncertainty during crisis? EY recommendations



Module III. Finance in planning & decision making

Module III objectives

- ▶ Get familiar with the concept of creating value for shareholders & stakeholders
- ▶ Get familiar with the elements & types of financial statements
- ▶ Distinguish between profitability & liquidity

Module III program

- ▶ Connecting business finance with corporate strategy
- ▶ Sources of financing
- ▶ Shareholders & stakeholders
- ▶ Elements & types of financial statements
- ▶ Key financial ratios
- ▶ Liquidity & profitability
- ▶ Financial implications of strategic drift
- ▶ Finance & BCG matrix

Practice question

Module IV. Digital Marketing and Power BI for Managers

Module IV objectives

- ▶ Gain a deep understanding of digital marketing
- ▶ Understand how to effectively track and measure marketing initiatives to evaluate effectiveness and make data-driven decisions
- ▶ Develop strategies to create customized marketing campaigns targeted to specific audiences for better engagement and higher conversion rates
- ▶ Learn what makes a successful digital content strategy that delivers higher engagement and ROI
- ▶ Take advantage of artificial intelligence (AI) tools for marketing decisions, such as natural language processing and machine learning algorithms to create an optimized marketing campaign

Module IV program

Digital Marketing Overview

- ▶ Importance of digital marketing in today's business environment
- ▶ Review of available online digital marketing channels
- ▶ Latest digital marketing trends

Practice. Brainstorm on how digital marketing can be used to promote a company's product or service

Analytics and data measurement

- ▶ Overview of metrics and analytics used to measure marketing initiatives
- ▶ Data analysis methods in digital marketing
- ▶ Understanding ROI and different ROI models

Practice. Working in Power BI to create an ROI report



Module IV. Digital marketing and Power BI for Managers (continued)

Practice. Testing personalization and targeting methods using Customer Journey Map framework

Content marketing

- Overview and different purposes of content in marketing
- Techniques for creating effective content that drives engagement
- Understanding the buyer journey

Practice. Developing a content marketing plan

Social media marketing (SMM)

- An overview of social media channels that can be optimized for marketing
- Techniques for creating effective social media campaigns and content
- How to measure the success of social media campaigns

Practice. Creating different types of social media content on popular social media platforms

Artificial Intelligence

- An overview of AI and how it can be used in marketing
- Understanding machine learning algorithms used in marketing
- How generative AI works to create automated data-driven decisions

Practice. Application of AI for creating and training a chatbot based on the GPT-4o model

Module V. Development of leadership competencies through the DISC®

Module V objectives

- Better understand people, to know your own strengths & areas for development
- Know how to communicate with colleagues, subordinates, clients, management, partners, relatives to make it easier to negotiate, persuade & prevent conflicts
- Know how to build effective team, distribute roles & prevent conflicts
- Confidently communicate with different types of people

Module V program

Introduction to DISC®

- DISC® behavioral styles. Different approaches to
 - Problem solving & complex tasks
 - Interacting with & influencing others
 - Demonstrating calmness & consistency
 - Following rules & procedures
- Benefits & limitations of different behavioral styles
- Behavioral indicators of different styles: how to identify interlocutor

Introduction to individual DISC® report. Determining your behavioral style & areas for development

Using DISC®

- Improving communication
- Interacting with colleagues
- Preventing potential conflicts



Training outcomes

- ▶ 6+ models for strategic analysis & planning
- ▶ 5 risk management strategies
- ▶ Your DISC® style report based on the comprehensive DISC® behavioral assessment
- ▶ Advertising campaign template for digital channels
- ▶ A guide to implementing AI in digital marketing campaigns
- ▶ A guide to using Power BI in marketing
- ▶ The agile team manifesto guide, tailored for marketing departments
- ▶ Training materials in electronic form
- ▶ Professional recommendations from an expert trainer
- ▶ EY Academy of Business certificate

Training process

- ▶ Interactive format with practical exercises
- ▶ Participation in group assignments, brainstorming sessions, voting, etc.
- ▶ Completion of practical tasks assisted by a tutor
- ▶ Analysis of assignment results, step-by-step monitoring of task completion

Trainers

The training is conducted by the team of business trainers from EY Academy of Business. Trainers possess rich practical experience and international qualifications such as ACCA, ACCA DipIFR(Rus), CFA®, CIA®, CIMA®, DipIPSAS, IPMA®, MBA, MBTI®, PMP®, and others.

To request the trainer's CV and ask questions about the training, email: academy@kz.ey.com

Target audience

- ▶ Executives and managers involved in strategy development
- ▶ Managers who do not have special knowledge in the five sections of the program: strategy, strategic risk management, finance, digital marketing, Power BI, behavioral styles
- ▶ Business owners

Participation options

Open Format

The training is conducted according to the schedule of EY Academy of Business from 10:00 to 17:00 with a lunch break and two coffee breaks.

Corporate Format

The program can be adapted and conducted specifically for your company.

- ▶ Preliminary analysis of training needs, goal setting, and task definition
- ▶ Flexible approach to choosing the venue, dates, and times of training sessions
- ▶ Adaptation of training considering industry specifics
- ▶ Training results report available upon client's request

