



ESA

EXECUTIVE
EDUCATION

**OPEN
ENROLLMENT
WORKSHOPS
CATALOGUE
2013**



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WORKSHOPS AND CERTIFICATE PROGRAMS CALENDAR 2013

	Business Planning	Supply Chain	Finance	Personal Development	Marketing	Food Safety	Certificate Programs
To be determined		Operational and Strategic Challenges in Retailing		The Power of Persuasion			Human Resources Development Program Luxury Management Advanced Certificate in Financial Markets
January							
February			18-19 Technical Analysis (Elliott Wave Principle)				
March						12-13 Food Safety Management System Principals - Introduction to Implementing ISO 22000 Requirements	
April			18-19 Set Up a Project Finance	25-26 The Human Factor in Business			9-10-11-12 Certified Professional Sales Management 3 → 29 ESA-Thomson Reuters
May	27-28-29 Business Planning		20-21 Client Relationship Management				8 → 27 Project Management Fundamentals
June			3-4-5 Technical Analysis (General Accelerated Courses)	18-19 Improving your public speaking skills	10-11 Customer Service		
July		4-5 Supply Chain					
August							
September				30-1 Stress and time Management	16-17 The fundamentals of successful Brand Management		
October			28-29 Finance for non Financials	22-23 Effective Leadership			
November			11-12 The Fundamentals of Financial Markets		11-12 Marketing and retailing in the digital age (Focus Premium Brands)		
December							

BUSINESS PLANNING FOR STARTUPS

EXPERT

MR. ANTOINE EL HAGE

Antoine EL HAGE holds an MBA.

International Business Developer and university professor.

In charge of planning, teaching and grading Business Planning and International Business Development courses for graduate programs at: Novancia and HEC Business Schools (CCIP); ESC Reims and ESC Troyes.

Business Associate at INFONATION/MDI: International consulting company, in charge of International Business Development Strategies for French companies in different industries.

Business planning for startups is an integrative workshop; one that combines principles and theories in finance, managerial economics, marketing, operations management and organization behavior introduced to participants in core courses and applies it to the evaluation and design of new business ideas or projects in an international context.

We will be concerned with content and process questions as well as with formulation and implementation issues that relate to conceptualizing, developing and managing successful new businesses.

AUDIENCE

Individuals who have a strong desire to become managers/entrepreneurs, as well as to those who consider joining start-up companies to work as a project manager

DURATION

3 days (9 AM – 5 PM)

DATE

27th-28th-29th of May 2013

LANGUAGE

English

OBJECTIVES

- “Experience the process”: identify and pursue a business opportunity in either an independent or corporate setting with a team of motivated classmates.
- “Analyze the problems”: ponder some fundamental issues related to venturing and learn to assess the risks, challenges and rewards involved in the venturing process.
- “Bridge the gap between theory and practice”: learn to transform ideas into action, learn from your peers and role models on how to be both thoughtful and effective.
- “Write a plan”: develop a business plan for a new venture.

PROGRAM

The first task is to select a new venture concept; it should require careful examination and definition of, among other things, customer needs, product and service offering, markets and financials. In addition, it should have the potential for wealth creation beyond the prospect of providing a “normal” salary for its founders.

The content and organization of the Business Plan (BP) will be discussed in class. The following presentations and submissions are expected:

1. Venturing ideas: Informal 5-minute presentation, class participants will be given an opportunity to introduce themselves and share with other students their venture ideas.
2. Venture concept submission: A brief explanation of the unfulfilled need that will be satisfied, the product/service concept, the business and revenue models and the rundown of the key concerns or risks.
3. Company, products and services: including estimated size of market targeted by the product/service; an overview of how the entrepreneur will create and deliver value (e.g., features, benefits, technologies, current stage of development, proprietary position, distribution channels); and a brief rundown of the key obstacles to success (and how to address them).
4. Markets and strategy: Description of market opportunities: detailed descriptions of the business and revenue models, customer and competitor analyses, industry and competitive analysis. State and justify the overall business strategy and the competitive advantage.
5. Marketing and operations: Plans for production/delivery of product or services, product costs, operating complexity, required resources, and a marketing/sales strategy.
6. Management and organization: Backgrounds of key individuals, ability to execute strategy, personnel needs, Type of business, summaries of staffing requirements; organizational chart.
7. Financial section: Complete analyses of financial plan, financing plan and evaluation.
8. Milestone events and key risks: Present realistic schedule of events, their anticipated timing and interrelationships between the major events necessary to launch and grow the venture. Identify and discuss critical events and their impact on your plan.

BIBLIOGRAPHY

- Anatomy of a Business Plan: A Step-By-Step Guide to Starting Smart, Building the Business, and Securing Your Company’s Future. Authors: Linda Pinson and Jerry Jinnett.
- www.bplans.com: Get inspired with our gallery of 500+ business plans.
- www.startupoverseas.com: Your resource for starting or expanding a business overseas.

IMPROVE YOUR SUPPLY CHAIN

EXPERT



MS. IRÈNE FOGLIERINI

Irène Foglierini is Professor of Supply Chain and Purchasing at ESCP Europe She also teaches in EHESP (Ecole des Hautes Etudes en Santé Publique). She has an experience in teaching in the great universities in Morocco and Brazil.

She has also an experience as consultant in supply chain management (Healthcare organizations, Industries and Transports).

She has a Ph.D in industrial management from Université de Paris I (Sorbonne). She has authored more than 25 papers, two books and the first e-learning in Europe in Purchasing Management.

AUDIENCE

- Supply Chain Managers
- Demand Managers
- Logistics Managers
- Purchasing Managers

DURATION

2 days (9 AM – 5 PM)

DATE

4th-5th of July 2013

LANGUAGE

English

OBJECTIVES

Participants will be able to evaluate a supply chain network and identify the drivers to improve the global performance

PREREQUISITE

The courses presume prior knowledge in supply chain.

METHODOLOGY

Business cases

PROGRAM

DAY 1

- Supply chain? What is it?
- The objective of a supply chain
- The two levels in a supply chain : strategic and operational
- The 8 key process in a supply chain
- Push or pull process?
- In-house or outsource?
- Design your supply chain: what is the problem? Who is the guilty? You, your clients or your suppliers? How to improve your supply chain?
- Lack of supply chain coordination and the bullwhip effect

First conclusions

DAY 2

- The role of IT in a supply chain
- The supply chain metrics
- Drivers of supply chain performance
- Business case
- Discussion
- Conclusion
- Evaluation

OPERATIONAL AND STRATEGIC CHALLENGES IN RETAILING

EXPERT

DR. GERALD LANG

PROFESSOR KEDGE BUSINESS SCHOOL FRANCE
ASSOCIATED RESEARCHER ECOLE POLYTECHNIQUE PARIS

Dr. Gerald Lang is Professor of Marketing and Supply Chain Management at Kedge Business School (former BEM Bordeaux Management School) since 2008 and associated Researcher at the Management Research Center of Ecole Polytechnique (PREG-CRG) in Paris. Prior to this, he held various positions as Strategy and Development Director as well as Project Director within different companies (Bertelsmann, PPR...), responsible for international operational improvement as well as strategic marketing repositioning in the retail sector. He is responsible professor for the teaching module «Retail and Distribution» at Kedge and teaches as well international management and marketing. His current research is focusing on the organizational impacts of multi-channel retailing, supply chain management in multi-channel retailing and innovation in the retail sector as well as the key success factors in small and medium enterprise (SME) development in Germany. He is a frequent lecturer and guest speaker on these subjects.

AUDIENCE

Managers of retail chains

- General Managers
- Senior Managers
- Marketing Managers
- Operations Managers
- Franchisors

DURATION

2 days (9 AM – 5 PM)

DATE

To be determined

LANGUAGE

English

OBJECTIVES

The objective of this two-day seminar is to provide participants with the skills and knowledge to optimize the performance of their retail business. Marketing related elements (the concept, the product mix and the branding) are the most visible success factors of a retail business. Strategic and operational aspects (supply chain, logistics, e-commerce, m-commerce) are decisive for the performance of the business and its strategy implementation.

PREREQUISITE

Participants should have operational experience in retail business.

METHODOLOGY

The course requires active participation of the participants. Concepts, examples and case-studies shall be confronted with the experiences of the participants to ensure the learning and applicability.

PROGRAM

DAY 1

The Retail Strategy Mix

- Identifying and defining retail strategy

Supply Chain Management in Retailing - A key success factor

- Product availability and economic performance
- Optimizing In-store Logistics
- Transport & Delivery
- Collaboration between suppliers and retailers

DAY 2

e-Commerce

- Development of e-commerce
- Business development opportunities

Multi-channel retail & m-commerce

- Defining a multi-channel retail strategy
- Actual retail trends and competitive advantage
- Operational challenges of multi-channel retailing

TECHNICAL ANALYSIS

(Elliott Wave Principle)

EXPERT



MR. GRÉGOIRE AZAR

Economy Studies in NANTES - France. Followed a 35-year banking carrier (Commercial and Investment Banking), mainly in Paris, and in Beirut. Acquiring experience in France for 18years (Banque de l'Union Européenne, Al Saudi Bank, SNBSL and Banque Banorabe- Paris) and then in Lebanon (BLOM Bank- Head of the International Dept and Financial Markets from 1998 to 2011).

Chief-Dealer/Treasurer, Fund Manager in France, and an active member at the AFATE (Association Française des Analystes Techniques). Performed Chart Analysis and Technical Research on all types of marketable Products such as Currencies, Equities, Commodities etc.., Analyzing their price action and Forecasting their future trends and price development.

Mr. AZAR delivered many Open and In-house trainings to Commercial/Investment Bankers, Private Bankers, Asset Managers, Traders/Dealers; and he organized or took part in several Conferences, Seminars and Market-Presentations on Technical Analysis in many Lebanese Universities.

In 2010, Mr. AZAR created An Association called the "Lebanese Society of Technical Analysts (LSTA)", which is a "Developing Society" within IFTA (International Federation of Technical Analysts) USA. LSTA was created to promote Technical Analysis in Lebanon, to explain to Lebanese Dealers/Traders/ Investors that Technical Analysis is a "Must" for trading, and to teach them this discipline for their daily positioning with transactions in different markets; all this in active coordination with the École Supérieure des Affaires (ESA), preparing Candidates to sit for IFTA's Exams - (CFTe) - Certificate of Financial Technician (Level-I & Level II).

AUDIENCE

- Portfolio Managers
- Relationship Managers
- Private Investors
- Private Bankers
- Dealers/Traders of Forex Markets, Futures, Equities & Commodities
- Treasurers & Financial Analysts
- Other Interested Individuals (Students, Graduates, etc.)

DURATION

2 days (9 AM – 5 PM)

DATE

18th-19th of February 2013

LANGUAGE

English

OBJECTIVES

- By combining their knowledge in Fundamental Analysis Techniques with the Technical Analysis Methods which they will acquire, Participants will get important tools that will help them as Fund/ Portfolio Managers / Treasurers/ Chief Dealers / Investors optimize their profits.
- Participants will be able to advise their Clients on building and following up their portfolios. They will have enough education to Enter and Exit different financial markets, with proper tools to detect Initiation and Stop-Loss signals on due time.

PREREQUISITE

The courses presume (preferably) prior basic knowledge in Technical Analysis.

METHODOLOGY

The courses are highly interactive. Examples on real-time charts from Thomson Reuters will be opening the door for discussions and analysis.

PROGRAM

DAY 1

- Generalities
- History of this Principle
- Elliott's Theory on Nature's law
- Fundamental Rules
- Impulsive Waves
- Corrective Waves
- The Waves Explained
- The irregular Waves
- Learn how to Count the Waves

DAY 2

- Fibonacci Numbers
- Correction Targets
- Exceptional Correction Irregularities
- Projection Targets
- Exceptional Projection Irregularities
- Elliott's / Fibonacci Time Targets
(ALL ON LIVE CHART EXAMPLES)

TECHNICAL ANALYSIS

(General Accelerated Courses)

EXPERT



MR. GRÉGOIRE AZAR

Economy Studies in NANTES - France. Followed a 35-year banking carrier (Commercial and Investment Banking), mainly in Paris, and in Beirut. Acquiring experience in France for 18years (Banque de l'Union Européenne, Al Saudi Bank, SNBSL and Banque Banorabe- Paris) and then in Lebanon (BLOM Bank-Head of the International Dept and Financial Markets from 1998 to 2011).

Chief-Dealer/Treasurer, Fund Manager in France, and an active member at the AFATE (Association Française des Analystes Techniques). Performed Chart Analysis and Technical Research on all types of marketable Products such as Currencies, Equities, Commodities etc.., Analyzing their price action and Forecasting their future trends and price development.

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AUDIENCE

- Portfolio Managers
- Relationship Managers
- Private Investors
- Private Bankers
- Dealers/Traders of Forex Markets, Futures, Equities & Commodities
- Treasurers & Financial Analysts
- Other Interested Individuals (Students, Graduates, etc.)

DURATION

3 days (9 AM – 5 PM)

DATE

3rd-4th-5th of June 2013

LANGUAGE

English

OBJECTIVES

- By combining the Fundamental Analysis Techniques with the Technical Analysis Methods, participants will get important tools that will help Fund/ Portfolio Managers optimize their profits.
- Participants will be able to advise their clients on building and following up their portfolios. They will have enough education to Enter and Exit markets, with proper tools to detect Initiation and Stop-Loss signals on due time.

PREREQUISITE

The Courses do not presume any prior knowledge in Technical Analysis.

METHODOLOGY

The courses are highly interactive. Examples on real-time charts from Thomson Reuters will be opening the door for discussions and analysis.

PROGRAM

DAY 1

- Generalities & Chart Construction

A- Classical Methods

- Continuation Patterns
- Reversal Patterns
- Other Formations
- Moving Averages as efficient forecasting tool

Introduction to Point & Figures Charting

DAY 2

B- Scientific Methods

- General Characteristics
- Important Uses & Accurate Signals
- Momentum
- Oscillator
- Relative strength Index (RSI)
- MACD
- Stochastics
- Bollinger Bands
- Parabolics
- Ichimoku Kinko Hyo
- Directional Movement Index (DMI)
- Percent R

DAY 3

C- Esoteric Methods

- Gann's Theory
- Elliott Wave Principle

THE FUNDAMENTALS OF FINANCIAL MARKETS

EXPERT



MR. CAMILLE MOUSSA

Camille Moussa has had extensive experience in the financial markets, for over 15 years. He had been employed with both Morgan Stanley and UBS for numerous years in the United States. He holds several U.S. Securities Certifications along with other U.S. and international professional qualifications. He is the Academic Director of Financial Markets Programs at École Supérieure des Affaires in Beirut and teaches courses in financial markets in ESA's Masters in Finance and Executive MBA programs. He also teaches at ESCP Europe in London in the Masters in Finance program, and has been invited to teach in three additional Masters Programs (Masters in Management – ranked 1st globally, Masters in Law, and Masters in Financial Engineering) at ESCP Europe London's and Madrid's campuses. He created a program in Financial Markets at ESA that was co-branded with Thomson Reuters and is based on the book "A Practical Interpretation of Investments and Analysis", written by him. He created the course "Investments and Risks", which was added to the BDL circular 245 (amendment to circular 103), requesting bankers to meet certain qualifications. The book "Investments and Risks" is also written by Camille.

AUDIENCE

- Newly recruited investment professionals
- Non-investment professionals
- Those seeking to develop a basic knowledge and understanding of the financial markets
- Bankers not involved in investment activities
 - Audit
 - Risk management
 - Human resources
 - IT
 - Branch employees
 - Compliance
 - Finance & accounting
 - Operations staff

DURATION

2 days (9 AM – 5 PM)

DATE

11th-12th of November 2013

LANGUAGE

English

INTRODUCTION AND OBJECTIVES

This course covers the fundamentals of the financial markets, the scale and breadth of these markets, and the dynamic nature of each market's characteristics.

Discussions of the foreign currency and money markets, the bond markets, and the equities markets will be detailed.

With these fundamentals at hand, following will be an overview of the derivatives' markets, covering in brief details options, forwards, futures, and swaps.

At the end of the course, students should have an essential understanding of the nature of the broad financial markets.

PREREQUISITE

None

PROGRAM

I. FINANCIAL MARKETS – AN INTRODUCTION

The course begins with a discussion of the major financial markets; what they offer, who are their participants, how they function, and where they are. In other words, it identifies the people involved (such as investors or borrowers) in these markets, the products offered (such as bonds or shares) and where the markets for the products exist.

• An Introduction to Money Markets

The money markets provide for short-term borrowing and lending. The features and roles of the money markets are detailed in this section, along with their evolution, development, and identification of the players, contributors, and investors.

• An Introduction to FX

Being the most liquid and largest market in the world, with average daily volume of above USD 6 trillion, it is essential to examine the sheer virtuosity of this market, the major FX trading centers, the most actively traded currencies, and the major participants.

• An introduction to Bonds

One of the main sources of finance for governments, corporations, municipalities, sovereign entities, supranational entities, among the few, this section details the basics of a bond, the functions of the bond markets, and the different types of bonds issued in the markets.

• An Introduction to Equities

One way or another, all of us have been exposed to equities. Perhaps one of the most exciting markets, this section provides the fundamentals of common and preferred shares, how stocks are bought and sold, and the functions of the stock markets.

II. AN OVERVIEW OF DERIVATIVES

... "Financial weapons of mass destruction"..., as put by Warren Buffet.

Having existed for hundreds of years, the derivatives markets have grown exponentially over the past few decades. Considered by some as the perfect hedging instruments, and by others speculative, these markets continue to evolve, with more complex and exotic products being created. This portion of the course examines the different derivatives' types, instruments and markets; and the participants, uses, and applications

• An introduction to forwards and futures

Pricing an asset in the future today is the cornerstone of the derivatives' world. This section describes the concepts of forwards and futures, similarities, differences, advantages, disadvantages; and the key participants and roles in these markets.

• An introduction to Swaps

To exchange a flow of cash for another is the basic concept of a swap. What are they? Who uses them? What are their benefits? This section outlines the basics of a swap, and identifies the key characteristic of the swaps markets.

• An introduction to Options

Traced back to ancient history, options were used because they were straightforward and fundamental. This section describes the basic terminologies associated with options, how they are essential in the financial markets, and the different markets and forms of options.

SET UP A PROJECT FINANCE

EXPERT



MR. CHRISTOPHE CUSSON

A graduate from the "Institut d'Études Politiques de Paris". Was Member of the "Association des Banques Françaises" – currently Foreign Trade Advisor to the French government since 2004. Has been specialised in international finance field for the last 20 years during which he held top executive positions in international investment and commercial banking.

AUDIENCE

- Managers/officers in the Banking sector
- Commercial company officers involved in international business
- Company Developers
- Lawyers in charge of project finance
- Auditors

DURATION

2 days (9 AM – 5 PM)

DATE

18th-19th of April 2013

LANGUAGE

English

OBJECTIVES

To apprehend the standards of the various types of project financing
Optimize the return and set up the adequate security package in order to mitigate the risks
Understand the rationale of banks and develop analysis instruments

PROGRAM

DAY 1

I - Introduction

II – Project Finance ("PF") structure and risks

- Particularity of a non recourse Project Finance structure
- Risk analysis
- Exercise: RAROC PF calculation
- Banks' organisation covering PF and Basel III new standards
- Transaction instruction process

III – How to set up a business plan and a financial model

- Example of a small scale project : solar power plant
- What kind of model
- Selection of assumptions
- Main results and ratio

IV – Set up PF credit documentation

- Main terms and conditions of a PF documentation
- General undertakings
- Cash waterfall mechanism

DAY 2

V - Set up an appropriate security package

- Money laundering surveillance
- When, why and how to offer a financing with a collateral?
- Various types of guaranties
- Prevent and cure default cases

VI – Syndication process of a PF

- Banks ranks and roles
- Exercise: Fee calculation according to role and final take
- The Agency role

VII - Case: Financing of a mobile phone network in a developing country

- Transaction genesis
- Transaction structuring
- Funding sources
- Project follow up

VIII - Conclusion

CLIENT RELATIONSHIP MANAGEMENT

EXPERT



MR. CAMILLE MOUSSA

Camille Moussa has had extensive experience in the financial markets, for over 15 years. He had been employed with both Morgan Stanley and UBS for numerous years in the United States. He holds several U.S. Securities Certifications along with other U.S. and international professional qualifications. He is the Academic Director of Financial Markets Programs at École Supérieure des Affaires in Beirut and teaches courses in financial markets in ESA's Masters in Finance and Executive MBA programs. He also teaches at ESCP Europe in London in the Masters in Finance program, and has been invited to teach in three additional Masters Programs (Masters in Management – ranked 1st globally, Masters in Law, and Masters in Financial Engineering) at ESCP Europe London's and Madrid's campuses. He created a program in Financial Markets at ESA that was co-branded with Thomson Reuters and is based on the book "A Practical Interpretation of Investments and Analysis", written by him. He created the course "Investments and Risks", which was added to the BDL circular 245 (amendment to circular 103), requesting bankers to meet certain qualifications. The book "Investments and Risks" is also written by Camille.

AUDIENCE

- Wealth managers
- Private bankers
- Relationship managers
- Branch managers, assistant branch managers
- All persons dealing and managing client relationships

DURATION

2 days (9 AM – 5 PM)

DATE

20th-21st of May 2013

LANGUAGE

English

OUTLINE

The banking industry more than ever has become amalgamated. Private banking, wealth management, brokerage services, advisory business and related services, all form responsibilities of the banker, along with traditional banking services. Competition, particularly, has become fierce. Retail banks have increased their standards while traditional private banks have lowered their requirements to attract and compete for business.

What separates bankers in the industry today are not the products or services offered, merely because they are available by everyone, for everyone; nor is it the brand name of the institution that backs a banker. It is simply the banker.

This program is designed to assist bankers in identifying the true role of a client manager, to properly assess needs, to design and build relationships, and most importantly, to sustain them. Technical knowledge, as important as it may be, is not the sole factor in maintaining successful relationships.

The objective is to have candidates be subject to different client roles, needs, objectives, complaints, and all potential scenarios that may arise from a client relationship. This will provide participants with the client management relationship skills that will be acquired through role-playing and simulation tests. The result is that bankers will possess the ability to enhance their skills and better manage their client relationships.

Participants will be subject to real client scenarios. They will be required to present solutions and deal with concerns presented by clients. The instructor and peers will assess every participant. This process is very practical and the technique has proven very valuable.

PROGRAM

DAY 1

Detailed discussion of the sales process, client development and management, client retention; covering all aspects of the client cycle, from acquisition, to service and relationship.

DAYS 2 & 3 (AS APPLICABLE)

Four role play simulations in formal and informal settings to make best use of opportunities to attract and generate business, and develop and sustain client relationships.

EFFECTIVE LEADERSHIP FUNDAMENTALS AND PRACTICES

EXPERT



MR. JEAN-GUY CREBESSEGUES

Graduate CPA Paris / Consulting Professor ESCP MBA Paris, IAE Nantes, CPA Lyon.

Currently involved in Consultant activity in Lebanon.

Professional cursus:

General Manager, FURTHER

Director of Development, SANOFI AVENTIS

President, CEO, MEDIC CONSEIL MERCK, SHARP and DOHME

Coaching Activity for executive management

AUDIENCE

Executives who wish to enhance their leadership skills

DURATION

2 days (9 AM – 5 PM)

DATE

22nd-23rd of October 2013

LANGUAGE

English

OBJECTIVES

Hone your leadership skills to enhance your overall performance in managing various situations.

Sticking to the Leadership definition: Process whereby an individual influences a group of individuals to achieve a common goal:

- Consider any individual and situation as unique.
- Deliver the fundamentals, and adjust them to each individual requirement.
- Make it clear that leadership is not a linear, one-way action, but rather an interactive one.
- Leadership is available to EVERYONE, not restricted to only the designated leader in a group.
- Pinpoint that leadership occurs in groups.
- Leadership is intimately linked with GOALS.
- Insist on evaluating the PERFORMANCE of leadership development.
- Seminar facilitation treated with fresh insight.

PROGRAM

DAY 1

LEADERSHIP SKILLS: As J. Welch CEO of GE put it: Don't manage! Lead!

What is a leader?

The Leader as day-to-day manager:

- As communicator
- As "Stratège"
- As problem-solver
- As team-developer
- As power-transmitter
- As visionary

DIFFERENT STYLES OF LEADERS

- Concern for people
- Concern for results
- Balance of both concerns.

DAY 2

TEAM LEADERSHIP

- Team-Building
- Leader mediations
- Task & Relational
- Environmental
- Team effectiveness
- Team development

TRANSFORMATIONAL LEADERSHIP

- "Laissez-faire" leadership stipulates for: "Hands-off, let things ride"
- Transactional leadership focuses exchanges between leaders & followers
- Transformational one is attentive to the motivations of collaborators to help them reach their fullest potential
- Personality / Adequate behaviors / Effects on collaborators
- Crisis Management

EVALUATING THE PERFORMANCE OF LEADERSHIP

- Checklist
- How to conduct an evaluation
- Reliability and validity
- Various examples of evaluation

INDIVIDUAL WORKSHOP

Each participant evaluates his leadership area, and establishes its own development program.

IMPROVING YOUR PUBLIC SPEAKING SKILLS

EXPERT



MR. JEAN-GUY CREBESSEGUES

Graduate CPA Paris / Consulting Professor ESCP MBA Paris, IAE Nantes, CPA Lyon.

Currently involved in Consultant activity in Lebanon.

Professional cursus:

General Manager, FURTHER

Director of Development, SANOFI AVENTIS

President, CEO, MEDIC CONSEIL MERCK, SHARP and DOHME

Coaching Activity for executive management

AUDIENCE

Managers (max. 15 participants)

DURATION

2 days (9 AM – 5 PM)

DATE

18th-19th of June 2013

LANGUAGE

English

OBJECTIVES

Help participants to improve their speech and facilitation capabilities by:

- Making participants think about their specific difficulties, so that they will work on their own development.
- Delivering the fundamentals, and adjust them to each individual requirement.
- Making it clear that delivering a speech means transmitting and sharing a message.
- Audiences have to be managed.

METHODOLOGY

At least 60% of total workshop time dedicated to individual practice.
Workshop facilitation treated with fresh insight.

PROGRAM

DAY 1

Improving vocal parameters
How to make a real sound with your voice
Make your diction better.
Add rhythm to your music.
Improve the quality of your tone.
Avoiding a rapid or monotonous delivery

Improving verbal parameters
Be strict with your wording
Put negative words in the trash can!
Provide your speech with opportune silences

Non-prepared practice
Introducing a brand-new reading technique which allows everybody to be efficient while facing an unknown text

Improving visual parameters
Control your breathing.
How to overcome stage fright
Bet on your face.
Move your expression in your eye: hard to tender / fixed to penetrating stare

DAY 2

Improving body movements
Avoid closed gestures.
Give greater place to open gestures.
Take up a firm stance.
Ensure positive attitudes.
Move, move! Don't be stuck between the screen and the paper-board...

Individual prepared practice
Taking advantage of all the improvements, and regarding his own development plan, each participant makes a presentation.
Constructive criticism by the group
Expert recommendations by the facilitator

7 behavioral techniques which lead to success
How to manage a meeting
Pragmatic check-up of material conditions
Strategic reflexion, o.s.t .
Basic conditions for efficient opening.
Five rules for a proper facilitation of every debate.
How to ensure a suitable close.

STRESS, TIME & COMPLEXITY MANAGEMENT

EXPERT



MR. FRANÇOIS LAFAYE

- AMP 98 (E-MBA) Harvard Business School, Master & D.E.S. Economics Paris University & Graduate of Sciences Po
- General Manager FLR Consulting Alliance & Chairman ABExperts Ltd , London UK
- Ex-Air France Group VP Marketing & Customer Service
- Professor ESCP-Europe 75543 Paris: Seminars, EMS Master Marketing & Communication
- Professor ESA, MSM (Services Quality, Yield, Marketing)
- ESA Service Quality, ISO certification and Sigma 6 Workshops Expert

Experienced serious Stress & Time Management situations in:

- Change Management in the Airline and Tourism Industries
- Team Managing throughout severe crisis situations
- Airline Operations from subsonic Jets to Concorde in the USA
- Harsh negotiations with Unions in France, the UK, the USA, etc.
- Downsizing a UK organization by 2/3d without a strike
- Crisis, warlike situations in South American countries
- Coping with death threats following firing of corrupt executives

AUDIENCE

- Chairpersons
- CEOs
- HR Managers
- Top Training executives
- All Managers under pressure
- Other Interested Individuals (Students, Graduates, etc.)

DURATION

2 days (9 AM – 5 PM)

DATE

30th of September – 1st of October 2013

LANGUAGE

English

OBJECTIVES

The World's growing complexity and accelerated change are affecting all High Executives, hampering their efficiency and at times ruining their lives with the burn-out syndrome.

What can be done, if the World can't be changed?

Is Stress is a symptom or a sickness in itself? How exactly does it affect body and behavior?

Is Time mismanagement one of the key Stress Factors?

What are the Do's and Don'ts in fighting Stress and Mastering Time?

In times of globalization and tougher international competition, this advanced Workshop will:

- Provide participants with a clearer view of the Management priorities in the current times
- Do away with some wrong ideas and myths
- Point out the main tools and techniques to master Executive Stress and Time
- Enable participants to make substantial progress on what are some of the most worrying concerns for the 2013 High Executive.

PREREQUISITE

The Courses presume (preferably) prior experience in Top Management under pressure.

METHODOLOGY

On-screen presentations, Hand-out notebook for each Participant, Q & A, group discussions, participants experience sharing and conclusions. Case Study and joint analysis. The Courses are highly interactive & will be opening the door for discussions and analysis.

PROGRAM

DAY 1

- Today's World impact on Management : the 4 driving forces & 4 Power transfers
- Complexity Management and Stress: the big crunch
- Myths and realities about Stress & Time management
- The three Health Key Success Factors in Stress control
- The Manager's toolbox : useful and useless techniques
- The Jumbo jet Captain Safety & smooth flight Key Process
- Mastering time under Stressful situations
- Winning the bureaucratic guerrilla

DAY 2

- Managing change successfully in a few principles
- Stop losing time & nerves at a meeting – get the 4 key people on board
- Reducing by 50% internal e-mails in a week time
- Mastering the Team's Stress: Do's and don'ts
- The 6- W tool to protect yourself from burnout
- Getting two subordinates in-conflict to work together
- The Cross-cultural generated stress
- Case Study: Mastering a road-to disaster-situation: Stress in a Call Center

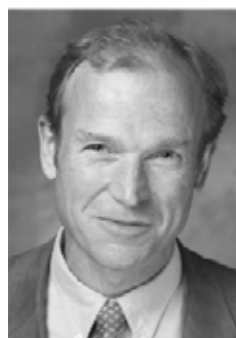
STRUCTURING THE CONCLUSIONS:

Workshop Report, with participants' contributions, sent by mail right after completion

THE POWER OF PERSUASION

The art and science of getting your own way – most of the time

EXPERT



MR. PETER SPIER

Peter Spier is a seasoned negotiator, communicator and trainer, and a faculty member at SKEMA Business School. After a career negotiating in the photographic business, he teaches negotiation and communication skills to students and professionals from a range of backgrounds. Peter Spier has a doctorate from the University of Oxford and an MBA from ESCP-EAP in Paris. Former clients include Auchan, Air Liquide, ABN Amro, Renault, Groupe Chalhoub, EDF Suez, GrDF.

Ever come away frustrated from an exchange with your colleague, your client, your teenage son or daughter...? How often have you come away from a meeting feeling that you didn't make the impact that you wanted to make? How often do you wish things could go just a little more the way you want them? This seminar is for you.

Participants will learn how to 'get the point across', 'make ideas stick', and influence others' decisions and thinking.

There's a good deal of art to this, but also some science. We will:

- Explore how the mind processes information, deals with perception and creates memory.
- Look at how decisions are made and opinions formed.
- Understand how we can apply this science to the art of persuasion.

AUDIENCE

Do you want to capture your audience?

Do you want to know how to get your point across quickly?

Do you want to challenge your creativity?

Do you want to perfect your sales pitch?

If so, join us for this two day workshop. The course will be hands-on and active. Participants will be expected to work on communication projects, do pitches and negotiations, and try new things.

DURATION

2 days (9 AM – 5 PM)

DATE

To be determined

LANGUAGE

English

METHODOLOGY

Group activities, active learning, story telling.

PROGRAM

Get to the point

- work out what you really want to say
- focus on points, not words
- draw a picture

Make it stick

- Brain-based communication
- Successful communication
- Who's receiving and how?

Make it short

- The pyramid principle
- Paring it down
- Throwing stuff out

Make it sweet

- Grabbing the audience
- Great beginnings

Influence opinion

- Make it concrete
- Illustration, anecdote and example
- Memory and perception

Get them to believe

- Authority: yours and someone else's
- Why we believe
- Learning from confidence tricksters and magicians

Frame for success

- The power of framing
- Biases and techniques

Make them feel

- Use and abuse of emotion
- Thinking about thinking: systems one and two

Tell stories

- Everybody has a story to tell
- A story for every occasion
- Every picture tells a story

THE HUMAN FACTOR IN BUSINESS

Master personality types and crosscultural preferences to drive business with stronger efficiency

EXPERT



MR. FRÉDÉRIC AUNIS

Mr. Aunis graduated from Rouen Business School and CEDEP (INSEAD Campus).

He is a coach in negotiation, inter-cultural and inter-generational management in organizations and operational teams.

Mr. Aunis is a speaker and lecturer at EM Lyon, ESCP-SEM, as well as in the Executive cycles of HR Management in ESSEC and the University of Dauphine. He has conducted a number of strategic consulting and business development in retail (Japan, China, South Korea, India, South Africa, France, Italy, Great Europe).

AUDIENCE

- Steering Committee
- Operational Managers, including middle management and proximity managers
- Commercial Teams (sales, telemarketing, customer service,)

DURATION

2 days (9 AM – 5 PM)

DATE

25th-26th of April 2013

LANGUAGE

English

OBJECTIVES

- Participants will be able to develop their self awareness on personality types, culture and their impact on management and business relations. Participants will train on self-regulation in different types of business situations.
- The combination of operational insights and tools with key concepts made easy to understand and digest will procure basis for a genuine operational change in the days, weeks, months following the seminar.

PREREQUISITE

Pework on self-awareness sent 10 days prior to seminar

METHODOLOGY

Interactivity based on individual & group self awareness exercises & creative workshops to enhance personalized solutions, benchmark on key situations highlighting the human factor at stake, videos, visuals, storytelling.

PROGRAM

DAY 1

- Defining the human factor in management & sales
- Defining the personal identity through 4 colors personality types & culture preferences
- Self assessment on one's personality type
- Role plays around key management or sales situations (according to group profile)
- Key learning on one to one relations or team facilitation
- Key insight on Managing one's self in professional situations

DAY 2

- Key issues in critical or crisis situations
- Mastering the 5C personal strategy in a crisis negotiation or management relation
- The rules & tools of assertivity in a crisis negotiation or management relation
- Role plays around typical management or sales crisis relations
- Key issues in remote teams: distance, technologies, power distance & communication in project teams or international teams
- The key learnings of successful remote teams
- How to prepare & negotiate management & communication protocols in remote teams

THE FUNDAMENTALS OF SUCCESSFUL BRAND MANAGEMENT

EXPERT



DR. MICHAELA MERK

Dr. Michaela Merk is a Brand and Retail-Management expert with profound international experience in the luxury-, cosmetics and fashion sector. She has worked for international Groups such as L'Oréal Luxury Divisions, Marionnaud /AS Watson, Estée Lauder Companies etc. in operational and international Marketing functions up to senior management level (Marketing Director / General Manager). She acquired her work experiences in France, Germany and Asia.

Today, she is the founder and CEO of Merk Vision & Partners, an international consultancy and training company in strategic marketing & management for luxury, cosmetics- and fashion brands. One particular expertise is the set up and project management of e-commerce sites for premium and luxury brands. The company's clients are highly renowned companies such as Lacoste, L'Oréal, Hermès, the Group DBApparel and many more.

Thanks to her top level work and academic experience, Michaela Merk successfully transfers her secrets of efficient offline and online marketing, retailing and management in the world of premium and luxury brands to top executives, young professionals, MBA students in International top business schools such as

- *ESA, ESSEC Business School, IFM (Institut Francais de la Mode), Paris Dauphine, Sorbonne in Paris, Universities in Beijing and Shanghai,*
- *Munich Business School. Germany*
- *Monaco Business School of Luxury*

She is guest speaker in numerous international conferences with focus on luxury and international marketing/ retailing issues. Speakers Excellence, the biggest European speakers agency, counts her among the top 100 Trainers and awarded her with the Trainers Excellence Award 2012.

Dr. Michaela Merk has accomplished her Ph.D on sales force – brand relationships in the field of marketing/ retailing at the Doctoral School of Paris (Sorbonne & HEC).

AUDIENCE

Are you planning to launch a new brand?
Do you want to improve your skills in marketing and launching new products and brands?
Are you in a brand manager, marketing director or brand creator and want to improve your current practices?
If you can answer one of these questions with yes, the seminar is perfect for you.

DURATION

2 days (9 AM – 5 PM)

DATE

16th-17th of September 2013

LANGUAGE

English

OBJECTIVES

This seminar introduces into the world of consumer brands, showing why we need brands, which brand categories exist and how brands can be linked among each other.

The participants should learn the process of successful branding, from the target group definition to final market introduction. The goal is to become familiar with all the marketing steps that are required for an efficient brand positioning and market launch aiming at a maximum life span of the brand.

The participants will get to know the complete marketing mix including Communication, Promotion politics, Packaging, Pricing, Merchandising, Direct Marketing, Distribution, up to Brand controlling.

PROGRAM

DAY 1: STRATEGIC BRAND MANAGEMENT

The first day will introduce you into the secrets of product and brand development from a strategic perspective. You will learn how to build a strong brand concept.

- The importance of good brand management
- Defining brands, brand types, co-branding, brand extensions
- Types of brand architecture
- The process of branding from the consumer to the branded product
- The concept of brand equity
- How to develop a strong brand identity?

DAY 2: OPERATIONAL BRAND MANAGEMENT

This day will allow the participants to learn how to apply the right marketing mix and tools for successfully launching new brands and products

- Logo conception
- Product & Packaging
- Pricing strategies
- Communication tools online and offline including merchandising, trade marketing, CRM, PR

MARKETING & RETAILING STRATEGIES IN THE DIGITAL AGE

(Focus Premium Brands)

EXPERT



DR. MICHAELA MERK

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Thanks to her top level work and academic experience, Michaela Merk successfully transfers her secrets of efficient offline and online marketing, retailing and management in the world of premium and luxury brands to top executives, young professionals, MBA students in International top business schools such as

- *ESA, ESSEC Business School, IFM (Institut Francais de la Mode), Paris Dauphine, Sorbonne in Paris,*
- *Universities in Beijing and Shanghai,*
- *Munich Business School. Germany*
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She is guest speaker in numerous international conferences with focus on luxury and international marketing/ retailing issues. Speakers Excellence, the biggest European speakers agency, counts her among the top 100 Trainers and awarded her with the Trainers Excellence Award 2012.

Dr. Michaela Merk has accomplished her Ph.D on sales force – brand relationships in the field of marketing/ retailing at the Doctoral School of Paris (Sorbonne & HEC).

AUDIENCE

Are you planning to sell your brand and products online?
Do you want to know how digital tools can enhance the value of your brand?
Do you want to know how online and offline retail channels can be combined to enhance overall brand sales?
This seminar fits your profile if you can answer one of these questions with yes.

DURATION

2 days (9 AM – 5 PM)

DATE

11th-12th of November 2013

LANGUAGE

English

OBJECTIVES

This seminar allows the participants to fully dive into the digital world with a strong focus on digital best-practices for premium brands.

The objective is to provide a real insight into the global e-business and social media world, its tools and strategies. The seminar should allow you understand the potential digital tools can bring along in order to enhance your brand value and service level.

Concrete case studies of successful e-commerce and multi-channel projects will allow the participant to get familiar with the development of e-commerce platforms and the way to manage them in order to build real cross-channel advantages for your brand or retail environment.

FOCUS

Premium brands

PROGRAM

DAY 1: DIGITAL STRATEGIES TO ENHANCE YOUR BRAND VALUE

This day will introduce into the digital world, its tools, challenges, opportunities in order to help brands increase their overall awareness and popularity

- The global e-luxury market: facts and figures
- New opportunities for luxury brands when selling online
- 10 golden rules to strengthen your brand value and service level through digital tools
- Social media and e-reputation strategies

DAY 2: DIGITAL STRATEGIES TO SUCCESSFULLY SELL YOUR BRAND ONLINE

Today we focus on the commercial aspect of the digital world. You will learn about ...

- Steps and challenges for setting up an e-commerce project: from Web design to Data-management
- How to successfully launch your e-business
- Customer behaviors online
- The secrets of efficient multi-channel retailing: the link between the online and offline world

CUSTOMER SERVICE & QUALITY MANAGEMENT

EXPERT



MR. FRANÇOIS LAFAYE

- AMP 98 (E-MBA) Harvard Business School, Master & D.E.S. Economics Paris University & Graduate of Sciences Po
- General Manager FLR Consulting Alliance & Chairman ABExperts Ltd, London UK
- Ex-Air France Group VP Marketing & Customer Service
- Professor ESCP-Europe 75543 Paris: Seminars, EMS Master Marketing & Communication
- Professor ESA, MSM (Services Quality, Yield, Marketing)
- ESA Service Quality, ISO certification and Sigma 6 Workshops Expert

AUDIENCE

- CEOs
- Marketing & Customer Service Top Managers
- Customer Relationship Managers
- HR Managers
- Other Interested Individuals (Students, Graduates, etc.)

DURATION

2 days (9 AM – 5 PM)

DATE

10th – 11th of June 2013

LANGUAGE

English

OBJECTIVES

The 2013 ever-changing Customer is a seasoned consumer, e-customer, used to compare, negotiate, appreciate, complain, recommend more than ever. The changes are so drastic, so quickly happening that using a few hours to check where we are, where we go, has become a «Must» to make sure we get back full control of what is Excellence in Customer Service.

- By combining their experience in Customer Service with the latest Techniques, Participants will get important tools that will help them as Service Companies CEOs, Marketing Managers in Service Industries, Customer Service Managers, CRM Managers, to optimize their Service Quality, Customer Loyalty policies and profits.
- By applying the proper tools, Participants will be able to improve their Teams efficiency, getting better Customer retention, save on unnecessary non-quality costs and succeed in one of the most challenging management fields.

PREREQUISITE

The Courses presume (preferably) prior basic experience in Customer Service and Quality Management.

METHODOLOGY

On-screen presentations, Hand-out notebook for each Participant, Q & A, group discussions, participants experience sharing and conclusions. Case Study and joint analysis. The Courses are highly interactive & will be opening the door for discussions and analysis.

PROGRAM

- Welcome to the real world: building up a sustainable competitive position with affordable Service Quality
- Finding the right way through the maze of Quality buzzwords & gimmicks
- Working together to define convenient solutions to local and international markets

DAY 1

- Today's World impact on Service Management & the Customer : the 4 driving forces & 4 Power transfers
- Marketing, Sales & Customer Service relationship: a love / hate affair
- The Customer Service components: winning the Customer 's heart & mind
- Assessing Customer Service & Training for Quality
- Which personnel & Management? The Training Challenge
- The success Pyramid & the CS. Team Managing
- Standards & Customer Services
- Expected & Perceived Quality: expectations & Referral
- Assessing the Customer Experience: measuring the Value Chain
- Quality & Self-assessment Practices
- Gaps between expected Service & Delivery: causes analysis & actions

DAY 2

- Customer retention: an efficient but costly strategy?
- Quality Standards & Economics
- Determining the cost of Quality
- Evaluating Price of non-conformance (PONC): how much is it?
- Building up a Customer retention system while saving on costs
- The road to Certification
- ISO 9000 & TQM. When, why to go after TQM, when, why not to go.
- The 8 management TQM principles
- «Six Sigma» in Services Industries: what to take, what to leave out.
- TQM vs. Six Sigma: Opportunities & Threats

STRUCTURING THE CONCLUSIONS:

Workshop Report, with participants' contributions, sent by mail right after completion

FOOD SAFETY MANAGEMENT SYSTEM PRINCIPLES

Introduction to Implementing ISO 22000 Requirements Aligned with the International Standards

In partnership with Align Management Solutions s.a.r.l

EXPERT



MR. BASHAR KHALIL, MBA

KEY QUALITY EXPERT AT ALIGN MANAGEMENT SOLUTIONS, CERTIFIED LEAD INSTRUCTOR OF ACLASS – AFFILIATED WITH THE AMERICAN NATIONAL STANDARD INSTITUTE (ANSI) AND THE AMERICAN SOCIETY FOR QUALITY (ASQ)

Mr. Khalil has more than 15 years of professional experience in developing and implementing quality management systems for different organizations in the region such as Ministry of Health-Jordan, Water Authority-Jordan, Camp Dresser and McKee-USA, University of Jordan-Jordan, Different water utilities-Iraq, Jordan Atomic Energy Commission, Chamber of Commerce laboratories in Tripoli, Zahleh and Saida. Mr.Khalil led and supervised audit teams to assess the effectiveness of implementing quality management systems. Mr. Khalil is a certified assessor for King Abdullah II for Excellence in Jordan, which is considered one of the prestigious Excellence Awards in the Middle East region based on EFQM Excellence Model.

Mr. Khalil conducted different training courses in quality management, team building, data statistical analysis, change management, and management skills. Mr. Khalil led the efforts for drafting the first national emergency response plan for water borne disease outbreaks.

AUDIENCE

- Food producers, Importers and Exporters
- Suppliers of food producers
- Restaurants
- Hotels
- Hypermarkets
- Any industry that handles food, raw materials to be used in food industry or serves food (member of the food supply chain)
- Regulators, academic and governmental institutes concerned with food safety
- CEOs and General Managers
- Production Managers
- Operation Managers
- Quality Control supervisors and inspectors
- QA/QC team members
- Professionals interested in pursuing jobs in food safety sector
- University graduates from relevant specializations

DURATION

2 days (9 AM – 5 PM)

DATE

12th-13th of March 2013

LANGUAGE

English

METHODOLOGY

Training objectives will be delivered to participants by utilizing different methodologies including:

- Visual presentation using PowerPoint presentation and white board
- Interactive brainstorming sessions
- Practical cases presentation
- Group activities
- Role plays especially for internal auditing, and management review

OBJECTIVES

- Understand the fundamental principles of food safety management system according to international standards
- Understand principles and techniques used for the assessment and control of food safety hazards aligned with international standard ISO 22000
- Understand the inter-relationships between food safety quality system management, HACCAP and other related quality systems
- Recognize management role in supporting the implementation of food safety management system
- Understand the role of an auditor to plan, conduct, report and follow-up on food safety management system audits

PROGRAM

DAY 1

- Overview and introduction about food safety and ISO 22000. Provide historical and technical background of the development of quality management systems for food safety.
- Reviewing Relevant concepts for food safety management systems such as, Good Manufacturing Practices (GMP), Hazards Analysis and Critical Control Points (HACCP) and its relation to ISO 22000
- Understanding Management requirements including:
 - Define Management responsibilities, authorities and commitment for implementing food safety quality management system
 - Understanding the importance and establishment of Communication channels with customers, suppliers, regulators and other stakeholders; Type of communication channels (internal and external) etc.
 - Develop Emergency preparedness and response plans for any concerns regarding food safety in the food chain
 - Understand the process of conducting management review meetings
 - Review meeting inputs
 - Review meeting outputs

Group work activity will be used for understanding the emergency preparedness response plans.

- Managing resources needed for the implementation of food safety quality management system. The characteristics of the resources needed for establishment, implementation, maintenance and updating of the food safety management system. The main resources will be discussed in this part are:
 - Human resources requirements, qualifications and responsibilities
 - Infrastructure requirements and specifications
 - Work environment specification and monitoring requirements

DAY 2

- Planning and realization of safe products. This part provides information about the tools commonly used for understanding and defining hazards in the food chain.
 - Prerequisite programs (PRPs)
 - Hazard analysis
 - Establishing the HACCP plan
 - Verification and traceability
 - Control of nonconformities

Run case study about the planning and realization of safe products.

- Using tools and techniques for validating and improving the food safety management system. In this module the participants will be introduced to the methods used for validating the control measures applied to the food safety management system, control the monitoring activities, and verifying the implementation of the food management system using internal auditing.

The trainer will use simulation exercise and role play for this section.

- Understanding the continuous Improvement concept. This part will discuss the role of the top management in ensuring the continual suitability of the food safety management system. Tools and resources for continuous improvement of the system.

Participants will involve in group work activities to practice the continuous improvement concept.



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