

**Day 1: INCREASING CUSTOMER VALUE & MARKET EQUITY**

Lecturer: Drs. Rein J. Willemsen

*The statement "The customer comes first" is one of the biggest lies of modern organizations. Although there is a strong correlation between business performance and customer management, only a few companies have the courage to invest in customer loyalties. We will discuss the market value and brand strategies. Increasing the commercial power in your company!*

09.00 - 09.30      Arrival & check-in

09.30 – 13.00      **UNDERSTANDING CUSTOMER VALUE**

- Understanding Ahold's Customer Propositions
- Ahold's Competitive Strategies, Product Portfolio and Branding Strategies
- Ahold's CRM

13.00 - 14.00      Lunch

14.00 - 18.00      **CREATING CUSTOMER VALUE**

- Case: "The Corporate Brand: Help or Hindrance"
- Managing Market en Brand equity
- Business Channel Management & Strengthening Reseller Performance

**DELIVERING CUSTOMER VALUE**

- Ahold's Customer (Management) Activities assessed with his competitors.

18.00 – 19.00      Break

19.00                  Dinner

**Day 2: SUPPLY CHAIN PERFORMANCE**

Lecturer: Ing. Marc van Straten

*Business Performance is highly determined by Supply Chain Performance. However in complex value chains and organizations business improvements are considered a sum of departmental approaches. Dissect it to sub-systems is the way to manage! An integrated supply chain approach will synchronize all elements in the value chain and so maximize performance.*

08.30 – 09.30 **INTRODUCTION & (GROUP) PRESENTATIONS**

- Retrospective view on previous day
- (Group) presentations of the assignments of the previous day

09.30 – 12.30 **INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**

- What is Supply Chain Management?
- Why is Supply Chain Management important?
- How does Supply Chain Management contribute to the business strategy and daily operations?

12.30 - 13.30 Lunch

13.30 – 15.30 **FIVE STEP APPROACH OF BUSINESS IMPROVEMENTS BY SUPPLY CHAIN (SCA METHODOLOGY)**

- Introduction of the five step approach analyses, making choices and act!

**BUSINESS POSITION (STEP 1)**

- Market, customers, competition, differentiators, qualifiers, value proposition, GAPS.

15.30 – 17.00 **SUPPLY CHAIN POSITION (STEP 2)**

- Flow schemes, costs, capital, chain design, organization, processes
- Exercise in a role game

17.00 - 17.30 Break

17.30 – 18.30 **GAP ANALYSIS (STEP 3)**

- Gap analyses, root causes, route to solution
- Exercise the role game
- Assignment

18.30 - 19.00 Break

19.00 Dinner

**Day 3: MANAGING GLOBAL RESOURCES: SMALL TALK ABOUT BIG DEALS**

**Lecturer: Edwin Kennedy**

*Economies have become increasingly globalized as firms engage in international trade and investment. The resources of personnel, information and communication technology, e-business, finance will be discussed using the experience cases of the lecturer. Concepts as Outsourcing, off-sourcing, multicultural approaches and financial resources in the period after the Credit Crisis are evaluated. A further integrated approach for the globalization of the World.*

**09.00 – 13.00 INTRODUCTION TO THE GLOBALIZATION**

- Global Teams & Strategic Value Selling
- Outsourcing and Branding: Transforming processes in the Global World (Daimler Chrysler / Deutsche Telekom)

**ORGANIZATION OF THE GLOBAL RESOURCES (I)**

- Off-sourcing IT: a Global Company and the meaning of multi cultural management
- HCL and Deutsche Bank: Divesting Joint Ventures

13.00 - 14.00 Lunch

**14.00 – 17.00 ORGANIZATION OF THE GLOBAL RESOURCES (II)**

- Financial instruments in the global environment
- Overall overview of Annual Report of Royal Ahold N.V. in terms of Global Resources

**FINANCIAL RESOURCES IN THE RETAIL AND STRUCTURING**

- Overview of the Retail Market in terms of Global Finance
- AHOLD's Merger and Acquisition Strategy: Cees van der Hoeven's Approach

17.00 - 18.00 Break

18.00 Dinner

**Recommended reading list:**

Geert Hofstede: cultures & organizations. ISBN: 0006377408

Gary Hamel & C.K. Prahalad: Competing for the Future. ISBN: 0-87584-416-2

Heiman: The new strategic selling. ISBN: 0749428333

Sun Tzu: the art of war. ISBN: 0-87773-452-6

John Mole: Mind your Manners. ISBN: 1857880854

**Day 4: VALUE BASED BUSINESS STEERING, ENTREPRENEURSHIP & CORPORATE GOVERNANCE**

**Lecturer: Drs. Peter Doeve PhD**

*During this seminar day the participants will learn about successful entrepreneurship in relation to the traditional systems of control. The Value Based Business Steering concept is presented as successful innovative value based management initiative. Through the Retail Business Case of Royal Ahold the Corporate Recovery and Restructuring process of Royal Ahold N.V. is evaluated using a business case. Corporate Governance is a topic which is integrated with successful entrepreneurship and sustainable business approaches. We will if Corporate Governance and entrepreneurship are two sides of the same coin or competitive approaches.*

**08.30 – 09.30 INTRODUCTION & (GROUP) PRESENTATIONS**

- Retrospective view on previous day
- (Group) presentations of the assignments of the previous day

**09.30 – 13.00 FINANCIAL FRAUD AT ROYAL AYOLD**

- Turn-around management and supply chain disruptions and corporate performance
- Business Case: Financial Fraud at Royal Ahold N.V.

**VALUE BASED BUSINESS STEERING**

- The approach for Value Based Business Steering in relation to traditional financial management: an approach for successful entrepreneurship?
- Business Case: Turn-around strategy with Re-Engineering the value chain

13.00 - 14.00 Lunch

**14.00 – 15.30 AHOLD'S STRATEGY FOR PROFITABLE GROWTH**

- Discussion with students about the results and the approach for Value Based Steering

**CORPORATE GOVERNANCE AND ENTREPRENEURSHIP**

- Corporate Governance Compliance in the international arena: will entrepreneurship proceed after Sarbanes Oxley and Tabaksblatt?

15.30 – 16.00 Break

**16.00 – 16.30 WRAP-UP & CONCLUSIONS OF THE SEMINAR**