Senior Executive Program for the Travel and Tourism Industry

2017
NEW YORK
HONG KONG
MALLORCA

www.iese.edu/SEPTravel-Tourism
A New Understanding of Leadership in the Travel and Tourism Industry

As a leader in the travel and tourism industry facing geopolitical uncertainty, a globalized economy, evolving customer behavior and digitalization, how do you drive competitive advantage?

The Senior Executive Program for the Travel and Tourism Industry equips you with the insight, mindset and leadership capabilities to set your company’s strategic direction and navigate uncertainty.

SEP for Travel and Tourism is a transformational learning journey — one that brings together leaders from your industry and some of the finest minds in management innovation in an environment of collaboration and open dialogue.

You will examine the global trends shaping your industry. And you will be challenged to adopt new approaches, reassess your leadership, explore new concepts and broaden your perspective.

The result is a strengthened capacity to drive performance, deliver excellence in strategy and execution, and build alignment and a shared commitment to sustain competitive advantage today and tomorrow.

Over the course of three modules, three continents and five months, you will work within a cohort of fellow industry leaders: CEOs, owners, presidents, board members and senior executives from a diversity of organizations. These include hospitality and accommodation, travel and transport, tour operators, tourism services, rent-a-car, OTAs, DMCs, tourism institutions and associations, and many more.

Each participant contributes unique perspective, experience and insight. The exchange of ideas is central to the learning experience and builds a solid and enduring business network.

The SEP for the Travel and Tourism Industry is structured around three modules in strategic global hubs: Hong Kong, New York and Mallorca.

The modular format means you can invest in your leadership without compromising professional responsibilities. And between modules you have a chance to implement new ideas and concepts. The impact is immediate, as well as enduring.
Gain a deep, holistic understanding of the travel and tourism value chain while exchanging ideas and experiences and experimenting with new concepts. You will challenge others and be challenged in turn and build deep bonds and ties with your peers and faculty. SEP for the Travel and Tourism Industry empowers you to lead with vision, identify opportunities and build a culture of innovation and collaboration to drive your company – and your career – to new levels of success.

**Why Choose this Program?**

**1. Action Focus**

   - You will quickly notice an impact on your performance as the program increases your awareness of the internal and external forces affecting your company. The emphasis on hands-on learning will develop skills you can apply immediately. The program accelerates your leadership skills and empowers you to deliver an improved experience for your customers.

**2. Present Challenges**

   - By analyzing real problems from a general management perspective, you will enhance your knowledge of different business areas and how they interconnect. Most importantly, you’ll learn how to cope with these kinds of challenges in the future and how to best manage change through innovation. You will also identify challenges facing your organization and develop an action plan to address them.

**3. Global Teamwork and International Perspective**

   - The program will further develop your cross-cultural collaboration and communication skills as you work closely with people from different countries and cultures. You will find new ways to approach problems and seek solutions.
SEP for Travel and Tourism

The SEP for the Travel and Tourism Industry delivers a transformational and immersive learning journey.

The program helps industry leaders strengthen business skills while expanding knowledge of the latest management research and the challenges most relevant to the travel and tourism industry.

Each module includes expert advice on doing business on that particular continent. This takes the form of leadership forums, roundtables and talks from guest speakers.

In addition, you will work on the individual challenge action plan throughout the three modules. This strategic action plan is designed around a particular business challenge that each participant has identified before the program begins.

A Curriculum for Growth and Strategy Execution

Module 1

Understanding the Business Landscape

New York City – February 6-10, 2017

- Distribution and Customer Strategies
- Global Strategy
- Management Control and Business Problems
- Managing High-Performance Teams
- The Global Economy: Implications for the Industry

Module 2

Improving Business Performance

Hong Kong – April 3-7, 2017

- Corporate Finance
- Cross-Cultural Management
- Decision Making in a VUCA World
- Leading Innovation and Mission-Critical Leadership
- Operations Excellence and Innovation

Module 3

Shaping the Future

Mallorca – June 5-9, 2017

In the final module, you will cover the following topics in addition to working on your action plan:

- Advanced Topics in Finance
- Digital Marketing
- Digital Transformation
- Driving and Managing Change
- Entrepreneurial Leadership
- M&A and Strategic Alliances
- Organizational Structures and Strategy Implementation
A Transformational Learning Experience

Active Learning
At IESE we believe that learning should be experiential. Through workshops, simulations, role plays and projects, you will practice concepts and develop competencies that can be implemented immediately.

Case Method
The case method presents you with real-life business challenges to analyze. You work as a team to develop a practical framework for effective decision making. Industry-specific case studies spark discussions that will broaden your perspectives and expand your understanding of key business areas.

Admissions Process
The Admission Committee of the SEP for the Travel and Tourism Industry thoroughly reviews all applications and seeks a balanced mixture of backgrounds among qualified applicants.

To apply to the program, please visit our website: www.iese.edu/SEPTravel-Tourism

Program Fee
The program fee of €26,500 includes tuition, teaching materials and lunches. Travel expenses and accommodation are not included.

Upon admission, 20% of the fee must be paid. Full payment is due 45 days prior to the start of the program. Should admission take place within 45 days of the start of the program, payment will be due upon receipt of invoice.

If you need to cancel or defer participation, you must submit your request by email more than 30 days prior to the start of the program to receive a full refund.

Due to anticipated program demand and the volume of preparation requirements, cancellations and deferrals received within 30 days of the start of the program will be subject to a 20% cancellation fee.

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Locations
The SEP for the Travel and Tourism Industry will take place in three non-consecutive modules in New York, Hong Kong and Mallorca.

“At a time when the tourism industry is facing great challenges and opportunities, this program aims to help senior executives lead their organizations successfully for years to come.”

Philip Moscoso
Academic Director
Professor of Production, Technology and Operations Management

New York Hong Kong Mallorca

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A World-Class Faculty

At IESE, you will have open-door access to some of the finest minds in business. With PhDs from many of the world’s leading universities and deep global business experience, IESE professors are at the forefront of business innovation.

Faculty expertise is built on deep experience – in consultancy, on boards and at the helm of their own enterprises.

Our professors teach at IESE campuses and centers all over the world, across borders and cultures, and across the full spread of our program portfolios.

31
NATIONALITIES IN FACULTY

104
FULL-TIME FACULTY

50+
ALLIANCES AROUND WORLD
Since 1958, IESE Business School has been committed to developing exceptional leaders who aspire to have a deep, positive and lasting impact on people, firms and society. At IESE, you will hone your strategic leadership competencies within a global framework. Our top-ranked programs and world-class international faculty will help you craft strategies for sustainable growth and profitability, and acquire the vision to drive meaningful change across your organization.

On completing your IESE program, you will join a thriving alumni community of more than 45,000 executives and entrepreneurs who work in more than 100 countries.

IESE is the graduate business school of the University of Navarra. The University of Navarra is an initiative of Opus Dei, a personal Prelature of the Roman Catholic Church.

JSF Travel and Tourism School’s mission is to attract and nurture talent for the industry. This statement is developed within a framework of social responsibility, ethical motivation, cooperation and commitment while making a positive impact on people, companies and society.

JSF Travel and Tourism School is promoted by a select group of leading companies in the travel and tourism industry with connections in different sectors and geographic areas.