"On 3 May 2006, a partnership agreement was signed between the Toulouse Business School (TBS) and Pierre Fabre Laboratories. Our two companies have of course worked in close collaboration for quite some time in a variety of ways:

- serving on entrance boards
- tutored projects assigned to students
- welcoming of TBS trainees in the Pierre Fabre company
- periodical involvement of Pierre Fabre employees in the teaching context
- participation in the TBS forum
- student recruitment

This partnership is taking on a new dimension with the creation of the Graduate Marketing Program in Sorèze.

This program draws on the expertise of TBS to provide practical training tailored to the specific corporate culture and professions of the Pierre Fabre Group, with the purpose of offering the acquisition and transmission of knowledge over the course of the program.

Such an ambitious and strategic project is unique in the profession. It is the perfect illustration of close collaboration between the education system and business with a view to adapting the training offer to business needs and promoting the professional integration of young people in the workplace."

Gilles Vaillant
Training Assistant-Director for Pierre Fabre Laboratories

François Bonvalet
Director of the Toulouse Business School
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE PROGRAM DIRECTORS</td>
<td>p. 4</td>
</tr>
<tr>
<td>TRAINING PROGRAM OBJECTIVES</td>
<td>p. 5</td>
</tr>
<tr>
<td>TRAINING PROGRAM ADVANTAGES</td>
<td>p. 5</td>
</tr>
<tr>
<td>1. The Toulouse Business School / Pierre Fabre Laboratories partnership</td>
<td></td>
</tr>
<tr>
<td>2. An original training approach</td>
<td></td>
</tr>
<tr>
<td>TARGET AUDIENCE</td>
<td>p. 5</td>
</tr>
<tr>
<td>TRAINING CONTENT</td>
<td>p. 6</td>
</tr>
<tr>
<td>1. Teaching objectives</td>
<td>p. 6</td>
</tr>
<tr>
<td>2. General organization of training</td>
<td>p. 6</td>
</tr>
<tr>
<td>3. Personalized assistance</td>
<td>p. 7</td>
</tr>
<tr>
<td>4. Preliminary calendar</td>
<td>p. 7</td>
</tr>
<tr>
<td>5. Assessment methods</td>
<td>p. 7</td>
</tr>
<tr>
<td>6. Terms of graduation</td>
<td>p. 7</td>
</tr>
<tr>
<td>THE PROGRAM</td>
<td>p. 8</td>
</tr>
</tbody>
</table>
Françoise Le Deist: Teacher and Director of the Specialized Master's in Health Management at the Toulouse Business School

Françoise Le Deist, an economist with a DEA in Industrial Management and a DESS in Adult Training Strategy and Engineering, started her career as a Training Manager at INFAC. A few years later, she joined the Rennes University Hospital as an Organizational Engineer, then became an independent consultant for companies operating in the health industry sector. In 1993, she joined the Toulouse Business School as a teacher and was in charge of the Specialized Master's Programs in Health Management. She graduated from the Doctoral School of the HEC in 2001, with a specialization in Human Resources. On the strength of her skills, she helped create the Specialized Master's in Health Management: Health Industries and Biotechnology.

Nicole Miquel-Belaud: Professor of Marketing at the Toulouse Business School

Nicole Miquel-Belaud is a graduate of the Paris Institute of Political Studies and also holds a doctorate degree (DES) in Economics. She worked in the L'Oréal marketing department for over 10 years before becoming a marketing consultant. In 1987, she joined the Toulouse Business School as a Professor of marketing and was head of the Marketing Department for almost 10 years. She is also the Founding President of ENVIE-TMP, a company for economic integration. She has been a major contributor to the Toulouse Business School's Health Master's Programs from the very beginning, with the creation of the School of International Marketing, and later the Graduate Program Marketing for Pierre Fabre Laboratories, for which she continues to teach the majority of the marketing courses in addition to supervising professional theses.
TRAINING PROGRAM OBJECTIVES

The Specialized Master’s (SM) in Health Management / Health Industries and Biotechnology aims to provide marketing executives working for Pierre Fabre Laboratories with the expertise necessary for their profession, and thereby contribute to their professional development.

Its organization is based on close collaboration between the Toulouse Business School (TBS) and Pierre Fabre Laboratories.

To meet its objective, this Specialized Master’s program aims on the one hand to expand the theoretical and practical knowledge of marketing executives, and on the other to develop and analyze this knowledge specifically within the scope of Pierre Fabre Laboratories to optimize individual career prospects within the Group.

TRAINING PROGRAM ADVANTAGES

1. The Toulouse Business School / Pierre Fabre Laboratories partnership

This training, accredited with a postgraduate diploma, is original and innovative in that it fosters exchange between a company and a business school. Its organization and management is therefore based on close collaboration between the teaching staff of TBS and the senior executives of Pierre Fabre Laboratories.

2. An original training approach

This training addresses not only marketing-related aspects, but also all of the management-related aspects of the health and beauty business, and more particularly within Pierre Fabre Laboratories. It truly maximizes potential.

TARGET AUDIENCE

The Specialized Master’s (SM) in Health Management / Health Industries and Biotechnology is intended for future product managers completing their internship or with a fixed-term contract in all Group subsidiaries, and medical marketing executives recently recruited by Pierre Fabre Laboratories with a permanent contract from a career management perspective. These people are the company’s “business incubators.”
1. **Teaching objectives**

The Specialized Master's (SM) in Health Management / Health Industries and Biotechnology has the following objectives:

- To present a comprehensive overview of the many cultural, strategic and organizational aspects of the health and beauty business and the challenges faced by companies operating in this sector
- To identify the different careers and functions within these industries
- To position marketing careers, and develop and analyze their various missions and their relationship with the other positions in the company
- To provide the personal development and management tools necessary for the performance of marketing functions and to better manage and maximize individual potential

2. **General organization of training**

This Master's program employs a variety of complementary learning methods:

- Theoretical academic training
- Practical training
- Sessions with professionals
- Company field assignments

The 10-week training program consists of lectures, conferences, tutorials and site visits. It is organized into six complementary topics broken down into modules, each offering a perspective of the reality of the business environment.

Over the course of the 10 weeks of training, the product managers will be required to organize a **product launch, the central guiding project of the training program**. They will choose the product they wish to launch, and will be provided support from a marketing professor. They will organize a marketing meeting and will finally present their project to a jury of marketing professors and Pierre Fabre marketing directors.

An in-company assignment, usually lasting about one year, will provide hands-on experience to apply the skills they have acquired during the training. This assignment can be completed in France or internationally and is followed by the development of a marketing research project in a subsidiary.
3. **Personalized assistance**

Personalized assistance is offered throughout the training. This enables participants to identify from the outset those areas they need to work particularly hard on to progress, and then to regularly assess their acquisition of knowledge and skills. It also makes it possible to monitor the progress of the professional thesis that each participant is required to submit and present upon completing the training.

4. **Preliminary calendar**

*Organization and program*

The overall schedule is as follows:

- February to March: 2 months of full-time training, personalized assessments and follow-up of participants, plus a one-week follow-up in May.
- From April: In-company or international assignment, preparation and writing of professional thesis.
- January the following year: presentation of the professional thesis.

5. **Assessment methods**

Participants are evaluated for each of the modules of this Master's program. Some modules are subject to individual or group review (written exam, oral presentation, role play, etc.), and others are assessed on the basis of individual participation.

6. **Terms of graduation**

Attendance is mandatory for every training module. Absences must be justified, and reported to those in charge of the program.

The different program modules are expressed as a percentage, 40% being assigned to the professional thesis.

An overall average of 10/20 is required to obtain the diploma.

A panel will meet at the end of the training program to decide the awarding of diplomas.
Strategic analysis of the health and beauty sector: overview of the company and of marketing careers

Environment of the health and biotechnology industries
Environment of the health and beauty markets
Market maintenance

Project management: overview of the product manager’s role

From marketing strategy development to product launch

Brand management
Marketing positioning tools
From the marketing plan to product launch
Packaging, creative agency, media relations
Merchandising
E-Visual aid
Market access

Tools for marketing and product managers

Market studies
Regulations
Economic and financial management
CRM
Applied digital strategy and Digital marketing
Trade Marketing

Personal development tools specific to marketing

Communication and public speaking
Self-assertion
Applied creativity

Management skills specific to marketing

Hosting and conducting meetings
International expansion
Intercultural management
Strategic analysis of the health and beauty sector: Overview of the company and of marketing careers

This introductory module is aimed at presenting an overview of the health and beauty sector, in which all the participants work, so that they can better situate their company within this environment and more fully understand the contextual factors affecting their company and consequently its requirements. It focuses on the marketing business and on the product manager function in particular, and explores the issues affecting this business as well as future prospects.

Environment of the Health and Biotechnology Industries

| OBJECTIVES | Analyze the environment of the Health and Biotechnology Industries  
Use strategy matrices to identify the key factors for success  
Conduct sector diagnostics on the company  
Understand the sector determinants and trends to anticipate changes |
| --- | --- |
| CONTENTS | Introduction to strategy matrices (primarily PORTER) and their usefulness for gaining industry insight  
Application of these matrices to the health and biotechnology industries to identify challenges: the business fundamentals, public policies, demographics, etc. both in France and internationally  
Study of the market forces: the drug sector, the drug development stages, distribution, the hospital industry, self-medication, generic brands, etc.  
Discovering the global markets: importing, exporting, the weight of the industry, evolution  
Analysis of industry players' strategies through a few examples adaptation and development features: R&D, mergers/acquisitions, restructuring, co-development, etc. |

Environment of the Health and Beauty Markets

| OBJECTIVES | Situate the company in its international context by analyzing the various industry players and market developments  
Identify key corporate values and analyze their role within this sector |
| --- | --- |
| CONTENT | The international drug market  
The international health and beauty market  
Primary and secondary stakeholders  
Challenges |
# Market Maintenance

## OBJECTIVES

Introduction to economic assessment and quality of life

## CONTENT

<table>
<thead>
<tr>
<th>After the first module, everyone should have a firm understanding of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The vocabulary used</td>
</tr>
<tr>
<td>The different analytical perspectives</td>
</tr>
<tr>
<td>How to benefit from conducting a study on a mature product</td>
</tr>
<tr>
<td>Project implementation methods for an innovative product</td>
</tr>
<tr>
<td>The role of EA in pricing and reimbursement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>After the second module, everyone should have a better understanding of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The definition, relevance, and the different types of questionnaires</td>
</tr>
<tr>
<td>The vocabulary used</td>
</tr>
<tr>
<td>The methods of creating and validating a questionnaire</td>
</tr>
<tr>
<td>The usefulness of QALYs: quality-adjusted life year</td>
</tr>
</tbody>
</table>
Product managers play a crucial role in the value chain covering the creative process, design, development and marketing of new products. To perform these activities, they will need to communicate with numerous other divisions of the company: initially with marketing, research and corporate strategy and intelligence teams, and then with development, finance, regulatory, quality, production and logistics teams. They must therefore be capable of analyzing the value they bring to their role.

In addition, each new product triggers a number of specific activities determined by particular needs, the target market, technical solutions, context, or pressure from managers and deadlines. Project managers must be capable of managing all of the files in their portfolio, much in the same way as a project.

**Project management**

| OBJECTIVES | Know and understand the project management methodology  
|            | Master the tools and methods necessary to steer a project  
|            | Steer projects in a structured and effective manner  
|            | Share the common methods for successful project management  
|            | Foster a shared project culture within Project Management at Pierre Fabre |
| CONTENT    | The foundations of project management  
|            | Managing project content and performance  
|            | Managing deadlines  
|            | Managing costs  
|            | Managing risks  
|            | Working in a project team  
|            | Steering the project |
“Health & Beauty” product managers are in charge of numerous different, but complementary, activities. This calls for the acquisition and ongoing development of multiple skills.

To carry out their function, they must be proficient in the use of a set of specific tools tailored to their world of work so as to be able to effectively complete all of the tasks they are assigned.

They must be able to devise a business strategy adapted to market realities, and to their company’s marketing strategy priorities and values. These tactical measures will lay the groundwork for an operational plan, which requires an understanding of communication and marketing tools both in France and abroad.

### Brand management

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Understand and analyze the role of brands, and learn to manage them effectively</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTENT</td>
<td>Brand components</td>
</tr>
<tr>
<td></td>
<td>Brand policies</td>
</tr>
<tr>
<td></td>
<td>Brand management</td>
</tr>
<tr>
<td></td>
<td>Brand portfolio management</td>
</tr>
<tr>
<td></td>
<td>Brand assessment and audit</td>
</tr>
</tbody>
</table>

### Marketing positioning tools

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Analyze the various tools available to the product manager</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Identify those that are best adapted to the company’s overall business objectives</td>
</tr>
<tr>
<td>CONTENT</td>
<td>The different marketing positioning tools</td>
</tr>
<tr>
<td></td>
<td>Choosing the right tool</td>
</tr>
<tr>
<td></td>
<td>Effective product summaries</td>
</tr>
<tr>
<td></td>
<td>Tools for Health and Beauty products</td>
</tr>
</tbody>
</table>

### From the marketing plan to product launch

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Prepare a 5-year marketing plan and a 1-year operational marketing plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Devise a marketing strategy in line with the product positioning as well as the brand and company strategy</td>
</tr>
<tr>
<td>CONTENT</td>
<td>Development of an operational marketing plan, budget approach</td>
</tr>
<tr>
<td></td>
<td>Definition of network objectives</td>
</tr>
<tr>
<td></td>
<td>In France and abroad</td>
</tr>
<tr>
<td></td>
<td>Case study</td>
</tr>
<tr>
<td></td>
<td>Proposal of a marketing strategy, a marketing plan and budget, and the network objectives established</td>
</tr>
</tbody>
</table>
Packaging, creative agency and media relations

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Know the key elements of product advertising: packaging, creative agency, media relations</th>
</tr>
</thead>
</table>
| CONTENT    | Working with a communications agency  
The various roles in the creative industry  
The media campaign and relationships with journalists |

Merchandising

| OBJECTIVES | Consider the importance of merchandising  
Know the basic principles and use in different channels  
Know the company’s merchandising structures to integrate merchandising strategy from product design, and use a merchandising tool to stimulate product sales |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CONTENT    | General: Definitions and scope; History  
General merchandising to specific merchandising  
Merchandising and pharmacies  
Merchandising in practice:  
Example of pharmaceutical merchandising, merchandising in other channels, influence of merchandising on sales  
Merchandising and the role of project managers:  
Choice of container, primary packaging, design of secondary packaging (box)  
Promotional formats  
Ranges and segmentation  
Signage and information  
Specific accessories and material  
Public offering/brand interaction  
Public offering: areas of intervention  
Key collaboration dates and deadlines |


### E-Visual aid

| **OBJECTIVES** | Define e-visual aid and know its role and limitations  
Manage the creation and implementation of an e-visual aid in synergy with all the partners involved |
|---------------|-------------------------------------------------------------------------------|
| **CONTENT**   | The definition of e-visual aid  
The different types of e-visual aids  
PCs vs. tablets  
Advantages  
Time and cost savings  
Rich content  
Quick and easy to update  
Monitoring and downloading information  
Creating an e-visual aid  
Questions to consider  
Steps  
Websites vs. apps  
Costs  
Project management  
Selecting and working with a communications agency  
Design, Content, Storyboard, Ergonomics  
Certification test, Deployment and Training  
ROI analysis |

### Market access

| **OBJECTIVES** | Know and understand the concept of market access  
Have a firm grasp on the different international pricing and reimbursement systems, their environment and the increasing demands on payers  
Foster a culture of market access at Pierre Fabre  
Develop the necessary reflexes to achieve market access and integration through a marketing approach |
|---------------|---------------------------------------------------------------------------------------------------------------|
| **CONTENT**   | Introduction to Market Access, its key players and its environment  
Overview of the different pricing and reimbursement systems around the world and their evolution  
Definition of the Payer Value Proposition  
Demands on payers regarding clinical and pharmaco-economic data  
Integration of these demands in the product’s clinical development plan and its entire lifecycle  
Pricing systems and control mechanisms established by payers (International Reference Pricing, Risk-sharing agreement, etc.) |
In the exercise of their profession, product managers are in permanent contact with a variety of departments, forging partnerships that play a crucial role in helping them carry out their work effectively. Collaboration will prove most effective if the project manager is capable of understanding the workings and difficulties of each line of business, and of putting this knowledge to effective use on a day-to-day basis.

**Market studies**

| OBJECTIVES | Present the field of market studies and demonstrate their importance for product managers
|            | Understand the factors that affect the quality of a study, and whether or not it is possible to rely on a given study
|            | Show how the results of market studies can be used to make the most appropriate decisions
|            | Learn to organize thoughts, whatever the area explored

| CONTENT | Introduction to studies
|         | Definition / Players / Main methods / Specifications and study proposals / Quality control and study ethics / Study price components
|         | Qualitative studies
|         | In-depth interviews (writing the interview guide, role of the investigator) / Group techniques / Semiotic approach / Observation techniques / Creative techniques / Content analysis
|         | Quantitative studies
|         | Study implementation (choice of protocol and method of conduct) / Sampling / Sample size / Questionnaire design (formulation and processing of questions, choice of scales) / Results analysis (presentation of some types of analysis and of the influence of reliability criteria)
|         | Examples and special cases: product development
|         | Sensory analysis and mapping of preferences: studies designed for product optimization / Case studies / Test markets
|         | Transfer to pharmaceutical laboratories

**Regulations**

| OBJECTIVES | Present EU regulations on cosmetics, drugs, and medical devices as well as regulations specific to France, and offer an overview of international regulations
|            | Learn to differentiate the regulatory statuses of different products; the case of "border" products
|            | Know how to apply regulations throughout the product design, development and marketing processes
|            | Prepare labels and claims adapted to the product's status

| CONTENT | Part 1 (morning):
|         | Theoretical training on the regulations concerning cosmetics, drugs and medical devices
|         | Part 2 (afternoon):
|         | Case studies: practical group work on product development and the regulatory aspects to be observed during the design and throughout the lifecycle of a product
## Economic and financial management

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present the calculation and analysis methods for determining the profitability of a project</td>
</tr>
<tr>
<td>Learn to establish a profit and loss account taking into consideration the Group's various sectors of activity: Drugs, Health, Cosmetics</td>
</tr>
<tr>
<td>Introduce the financial structures of the different branches, and the extent to which and how they interact with the marketing department</td>
</tr>
<tr>
<td>Understand international launches from a financial perspective: transfer price policy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness of economic trade</td>
</tr>
<tr>
<td>Analysis of the company's economic performance</td>
</tr>
<tr>
<td>Analysis of financial needs for conducting business (WCR)</td>
</tr>
<tr>
<td>Analysis of cash flow from activity</td>
</tr>
<tr>
<td>Analysis of a product's profitability (NPV, IRR)</td>
</tr>
<tr>
<td>Drug and cosmetic profitability</td>
</tr>
<tr>
<td>Presentation and analysis of financial structures</td>
</tr>
<tr>
<td>Health financial structures</td>
</tr>
<tr>
<td>Dermo-cosmetic financial structures</td>
</tr>
<tr>
<td>Transfer price</td>
</tr>
</tbody>
</table>

## CRM

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the function and the challenges of a CRM program</td>
</tr>
<tr>
<td>Recognize the conditions for implementing a CRM program</td>
</tr>
<tr>
<td>Identify CRM best practices</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transaction marketing to relationship marketing</td>
</tr>
<tr>
<td>Defining CRM, relationship and one-to-one marketing</td>
</tr>
<tr>
<td>CRM strategies and applications</td>
</tr>
<tr>
<td>Social CRM</td>
</tr>
<tr>
<td>The Big Data revolution</td>
</tr>
</tbody>
</table>
# Applied digital strategy and Digital marketing

## OBJECTIVES
- Understand the definition and the specific nature of digital marketing
- Master the foundations of digital marketing
- Build a digital marketing action plan
- Integrate the Digital aspect into the multichannel marketing strategy
- Identify the key points of operational digital marketing

## CONTENT
- Digital marketing beyond just the Web
- Progressing from Web 1.0 and 2.0 to 3.0
- The digital impact on marketing practices
- The customer’s journey through marketing campaigns
- The levers of digital marketing
  - Website, mobile and applications, SEM, SEA, E-mailing, SMO, Display, Affiliation, Videos, WebTV, Games, Analytics
- The tools available (Alexa, Google trends...)
- The Digital marketing action plan
- Trends: making connections

# Trade Marketing

## OBJECTIVES
- Establish a privileged relationship with distributors in order to increase sales
- Adopt the Trade-Marketing culture
- Develop Trade-marketer reflexes
- Master the promotional tools, processes, and techniques
- Define, establish and follow Trade marketing operations

## CONTENT
- Context and fundamentals
- Creating tools
- The operational levers
- The process
- Measurement tools
Personal development tools specific to marketing

Product managers rely heavily on interpersonal relationships in their line of work. They need to master the techniques that will help cement these relationships. The tools outlined in this module are intended to mobilize personal resources to enable product managers to deal calmly with difficult situations and thereby reinforce their professional attitude.

Communication and public speaking

| OBJECTIVES | Master the mental and physical aspects of public speaking  
Communicate effortlessly and effectively  
Develop more influential oral communication skills |
|---|---|
| CONTENT | Analysis of resources and challenges  
Improving fluency of expression: voice, gestures, presence, etc.  
Mobilizing physical and mental energy: management of stress and emotions  
The power of body language  
The essential speaking tools: preparation, aids, etc.  
Adapting to your audience  
Preparing an impactful and convincing speech  
Listening, sympathizing, and empathizing... |

Self-assertion

| OBJECTIVES | Recognize different forms of behavior: passive, aggressive, manipulative, etc.  
Learn to identify emotions and their triggers  
Draw on individual resources to cope with all situations  
Anticipate conflicts, manage aggressive or difficult people |
|---|---|
| CONTENT | Understanding our own assertiveness profile: investigating how we each work, presentation and comparison of behavior patterns (passivity, aggression, manipulation, etc.)  
Defining our own personality, skills and projects, verbal and nonverbal characteristics of assertive behavior  
Self-diagnosis of everyday situations: the five rules for communicating well with others  
Defining objectives, building professional authority and keys to success  
Managing difficult situations and people: living in an aggressive environment, voicing criticism, receiving criticism, handling disagreements |
Applied creativity

| OBJECTIVES | Master the creative process (accessible to all): from analyzing the actual problem to discovering relevant and shared solutions  
|            | Understand and choose the best creative methods in the face of a problem  
|            | Integrate creativity into day-to-day tasks in order to inspire new ideas in all domains (marketing, service, management, change management, etc.)  
|            | Master at least 4 applied creativity techniques and use them correctly in daily business activities  
| CONTENT    | Gaining a new perspective when analyzing a situation  
|            | Launching a motivational challenge to identify all possible solutions  
|            | Suspending judgment from oneself and others during the creative process  
|            | Discovering and testing creative tools to "create a distinction" and innovate...  
|            | Identifying and consolidating the most promising ideas  

Management skills specific to marketing

Product managers have to be able to manage teams of people. They must be capable of optimizing individual resources within a group in such a way as to develop bonds between the members of their team. They must also be able to identify the key aspects of a “strong” relationship between the manager, the company and the working environment, and be able to manage cultural differences, particularly in an international context.

Hosting and conducting meetings

| OBJECTIVES | Run meetings more productively and save everyone time  
|            | Affirm oneself as the host/leader of various types of meetings  
|            | Master the range of techniques for conducting meetings that take into account the challenges, objectives and participants  
|            | Defuse and manage difficult interpersonal relationship situations  
| CONTENT    | Working as a group, participants' roles and positions  
|            | Preparing for a meeting: topic, objective, agenda, time management  
|            | Conducting a meeting: taking questions, refocusing and controlling the discussion  
|            | Typology of participants and their contribution to the discussion  
|            | Role of the host: facilitating and maintaining control  
|            | Conclusion and planning of follow-up  

# International expansion

| OBJECTIVES | Understand the challenges associated with internationally expanding a company or product  
|            | Analyze the new market appeal  
|            | Choose a method for breaking into a new international market  
|            | Manage relations between the head office and internationally-based offices  
|            | Anticipate and manage the risks involved with international expansion |
| CONTENT    | The challenges of international expansion:  
|            | Identifying the importance of international expansion for the company or product  
|            | Deciding whether it is the right time to expand internationally  
|            | The economic environment for internationalization:  
|            | Identifying the best markets for the product  
|            | Recognizing the appeal of these markets  
|            | First steps for entering the international market:  
|            | Choosing a method for breaking into a new international market  
|            | Identifying criteria for selecting a market infiltration method  
|            | Organizing on an international level:  
|            | Managing relations between the head office and the international offices  
|            | Centralizing and decentralizing operations  
|            | The risks of going international:  
|            | Identifying unanticipated risks of international expansion (cultural, political, and commercial structures, among others)  
|            | Managing these risks |
## Intercultural management

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>Explore cultural differences</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Resolve difficulties encountered, particularly involving intercultural negotiations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercultural management</td>
</tr>
<tr>
<td>Introduction and definitions:</td>
</tr>
<tr>
<td>Culture / Business culture</td>
</tr>
<tr>
<td>Management style:</td>
</tr>
<tr>
<td>Hofstede model / Temporal</td>
</tr>
<tr>
<td>theories of E.T. Hall</td>
</tr>
<tr>
<td>Intercultural negotiation</td>
</tr>
<tr>
<td>The fundamentals of intercultural negotiation: cultural codes; key phases</td>
</tr>
<tr>
<td>Negotiating in the workplace with Germans, Japanese, Hungarians, Australians, Americans, and Spaniards</td>
</tr>
<tr>
<td>Conclusion: Expanding your interculturalism</td>
</tr>
</tbody>
</table>