

Senior Business Management Skills

IESE Custom Program
HENKEL

Executive Education



Senior Business Management Skills Program

IESE Program for senior
HENKEL Executives

Henkel is a €20bn company headquartered in Düsseldorf, Germany. The company holds leading positions with its three business units in both industrial and consumer businesses thanks to strong brands, innovations and technologies.

Founded in 1876, Henkel looks back on more than 140 years of success. The company now employs more than 53,000 people globally and is a recognized leader in sustainability.

Henkel Adhesive Technologies is the global leader in the adhesives market – across all industry segments worldwide and its Laundry & Home Care and Beauty Care businesses hold leading positions in many markets and categories around the world. Its priorities for the future are fourfold:

1. **To drive growth** – through targeted initiatives to create superior customer and consumer engagement, strengthening its leading brands and technologies, developing exciting innovations and services and capturing new sources of growth.
2. **To accelerate digitalization** – to successfully grow its business, strengthen the relationships with customers and consumers, optimize processes and transform the entire company. By 2020, Henkel hopes to implement a range of initiatives to drive its digital business, leverage Industry 4.0 and e-transform the organization.
3. **To increase agility** – to cope with a highly volatile and dynamic business environment – requiring energized and empowered teams, fastest time to market as well as smart and simplified processes.
4. **To fund growth** – by implementing new approaches to optimize resource allocation, focusing on net revenue management, further increasing efficiency in structures and continuing to expand the Global Supply Chain operation – with the goal of increasing profitability.

“The Senior Business Management Skills program is exceptional in its highly crafted blended approach. We go out of our way to accompany participants on their six week on-line learning journey and then welcome them to Barcelona for their residential learning where we not only follow through on the on-line learning but also integrate them into the vibrant life of this extraordinary Spanish city.”

Neil Selby
Program Director

“Creating sustainable value is the purpose that unites all of us at Henkel.”

Hans van Bylen
CEO



The Strategic Business Management Skills Program

The Strategic Business Management Skills program is one of the longest running programs in Executive Education, boasting twenty years of partnership between Henkel and IESE. Participants are nominated by their country or functional operations to be considered for the program – and, as a considerable investment for Henkel, it is considered a sign of future high potential.

The program begins with a kick-off webinar – introducing the Henkel and IESE team that has made the program possible, and then outlining what is to be expected during the six weeks of on-line learning and three and a half days of residential attendance in Barcelona. During the on-line element of the learning journey, participants log on to a specially created platform that outlines all the materials that they will need to complete the on-line part of the program. The subjects of sustainability, globalization, digitalization and VUCA are presented first through synchronous, interactive e-sessions and are enriched by accompanying videos, opportunities for discussion and assignments. A feature of the platform is the “Leaderboard” by which participants can see how they are faring in pursuing the program.

At the end of the six weeks, participants arrive in Barcelona where they are hosted by IESE for three and a half days of intensive interactive debate around the key themes of digitalization, leadership and Industry 4.0. Scenario Planning identifies what are the critical actions Henkel will need to take in the future to achieve its digitalization goals. A visit to Gaudi’s spectacular Sagrada Familia acts as a platform to discuss distributive, agile and inspirational leadership. And the opportunity to review how Industry 4.0 will hugely affect the profit and loss gives salutatory lessons on how Henkel’s future is changing with digitalization and Industry 4.0.

“This program is a flagship program for Henkel. Not only does it correspond to our Strategy 2020+ challenges, it also drives the most talented Henkel employees to prepare themselves for future leadership challenges.”

Mona Zons

Corporate Manager, Learning, Henkel

The hallmark of this program is the Henkel Strategy 2020+. We want participants to understand fully the new context in which they are operating and, during the residential, to come together to discuss further what implications this has for Henkel... and to network with each other.



One of the challenges of the program is incorporating the differing agendas of those from the three discrete business units:

1. **Adhesives:** Henkel is the world's number one adhesives producer - from smartphones to food packaging, from cars to airplanes, from construction to industrial plants. The Business Unit accounts for 50% of Henkel's revenues.

2. **Beauty Care:** Schwarzkopf, a 120 year old brand with Schwarzkopf Professional working with over 500,000 clients globally.

3. **Laundry & Homecare:** considerably strengthened by the acquisition of the Sun Products Corp in 2016. Its most famous brands are Persil, Purex, All and Wipp. Now Henkel is 2nd largest laundry products supplier in North America.

The area in which this comes together best is the Executive Challenge.

Participants are required to prepare a current business challenge which preoccupies them and on which they would like advice from their peers.

The presentation is prepared and fine-tuned with support from IESE during the on-line part of the program and then discussed openly with peers from different business units during the residential part in a highly structured format with professional facilitators.



Previous
six weeks

On-Line Learning

The six week on-line learning element begins with a kick-off webinar, after which there are four synchronous interactive professor-led e-sessions on the subjects of Sustainability, Globalization, Digitalization and VUCA, all contextual imperatives identified by Henkel as part of its Strategy 2020+.

The specially designed platform also contains a suite of videos created for Henkel by Professor Evgeny Kaganer explaining the How, Why and What of Digitalization.

The platform offers opportunities for discussion amongst the participants relating to their challenges in these areas.

During the on-line element, the Executive Challenge is also prepared with support from IESE.



Day
1

Residential Learning

Following arrival and a chance to get to know each other over a welcome cocktail in a venue close to IESE, participants dive immediately on the first day into a case outlining the successful digitalization of a company.

Participants are then encouraged, in a moderated workshop, to scenario plan the future of Henkel's successful digitalization and what actions may be necessary to do so.

Following the group photo and lunch, they embark on the first two sessions of the Executive Challenge peer exchange.

The day ends with a Red Thread review to draw together the implications of the learning for them personally and a free evening.



Day
2

Residential Learning

The second day begins with the second set of Executive Challenge peer exchanges, after which participants review a case regarding agile leadership.

After lunch, the curator of the Sagrada Familia recounts the history of one of the world's most visited monuments – the vision and mission of its creator, Antoni Gaudi, and the passions that led him to create it.

We then set off on a guided tour of the basilica, gaining insights into the facades and interior.

The debrief of the experience then takes place at IESE, with reference to Henkel's new values of leadership, followed by a networking dinner at one of Barcelona's famous restaurants.



Day
3

Residential Learning

The third day reviews, through a specially prepared case study, how additive manufacturing is changing both customer experience and P&L.

Participants are then invited, in teams, to discuss the implications of Industry 4.0 for Henkel and to prepare presentations as to how Henkel could best embrace the new technologies identified in Strategy 2020+.

The day concludes with the presentation of certificates and a light lunch.

Conclusion

For Henkel, the Senior Business Management Skills has proven to be a great success and is now on its 38th edition.

It is estimated that over 2,000 employees currently within Henkel are alumni of the program.

Previous participants of the program even provide advice to upcoming participants in the kick-off webinar, emphasizing Henkel's collegiate and collaborative nature.

“What I enjoy about the program is the high level of cultural awareness amongst the participants. They are all high achievers, and as such, competitive, but all understand the importance of collaboration with and respect for their fellow colleagues. The program is truly international on every edition, often with over 20 nationalities present.”

Neil Selby
Program Director

IESE

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.

IESE's humanistic approach puts the participant at the center of the learning experience with a focus on their personal and professional development.

At IESE participants hone their strategic leadership competencies within a global framework. With a thriving alumni community of more than 50,000 executives and entrepreneurs who work in more than 100 countries, IESE delivers cutting edge business programs designed around today's critical and emerging business needs and challenges.

IESE has been ranked No. 1 in the world in Executive Education and Custom Programs for the last four years.

HENKEL

Henkel's story began in 1876 with Fritz Henkel, a twenty-eight-year-old merchant.

On September 26, 1876, Fritz and two partners founded the company Henkel & Cie in Aachen, Germany and marketed their first product, a universal detergent based on silicate.

Henkel is now a €20bn global company with world class expertise in adhesives, laundry & homecare and beauty.

In order to generate sustainable profitable growth through to 2020 and beyond, the company wishes to become more customer-focused, more innovative, agile and digital. In addition, Henkel is a world leader in the promotion of sustainability in all its business activities.

The Senior Business Management Skills program is designed to reflect all these priorities in the rapidly changing context in which it operates around the globe.

SENIOR BUSINESS MANAGEMENT SKILLS PROGRAM

The Henkel/IESE Senior Business Management Skills program is one of the company's most prestigious programs.

Participants are required to be nominated for attendance on the program.

As well as addressing the challenges of Henkel's 2020+ Strategy, it also incorporates the new leadership values of Henkel of entrepreneurialism, teamwork, people development and ownership of results.

In the words of one of the participants from SBMS 36: "I loved everything about this program. Wonderful way to present the topics of digitalization, leadership and Industry 4.0 in a meaningful and memorable way".



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A Mark to Make
A World to Change

