

# Service Management & Service Innovation Program



*A Holistic View of Services:  
Strategy, Innovation, Operations,  
and Implementation*

Benefit from the expertise of two leading European Business Schools  
Earn a certificate in Service Management & Service Innovation



# The Program

In most of the developed economies around the world between 60 - 80% of the workforce are employed within services. And the share is only increasing! This increase does not only derive from “traditional” services but as more traditional manufacturing companies move from selling pure products to product solutions.



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In order to stay ahead in this increasingly competitive market space we need to excel in service management. To continuously stay ahead of the competition requires more than just being excellent at service management, it requires that we constantly innovate the way we deliver services to our customers. But it must never be at the expense of excellent service management.

That is why Vlerick Business School and DTU Executive School of Business have developed this new Service Management & Service Innovation Program, which aims at providing senior managers within the service industry a holistic view of services from strategy over innovation, operations to implementation.



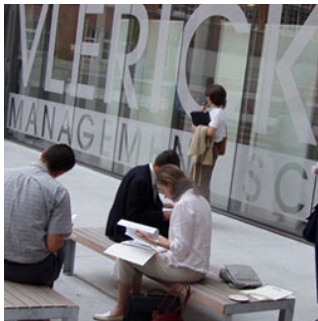
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Many of the “rules of management” established in the industrial sector either do not apply or must be applied differently in the service sector. Over the last 30 years research indicates that this is the case because of the importance of labor as both a cost and as an important element of differentiation for the majority of services (and for product-producing organizations looking to services to increase their margins). Importantly, the rise of the Internet and what are called “technology-intermediated” services have not changed this in either business-to-business or business-to-consumer settings.

At the heart of the program are the findings of cutting edge research from Harvard Business School, INSEAD, HEC Paris, Vlerick Business School, DTU, and ASU’s Center for Services Leadership, in addition to work from other distinguished universities and practitioners. Seminal to this work are the concepts of the “Economics of Customer Loyalty” and the “Economics of Employee Loyalty” which, when combined, create the Value Profit Chain, a framework that has been empirically tested and has become the basis for a philosophy of leadership at a number of progressive and highly-successful service organizations around the world.

# European Business Schools

Upon successful completion of the program participants are awarded a certificate in Service Management & Service Innovation by two leading business schools.



[www.vlerick.com](http://www.vlerick.com)

## Vlerick Business School

Vlerick Business School, with campuses in Ghent, Leuven, Brussels and St. Petersburg, is a prominent international business school where people and organisations come together to shape the future of global business.

Each year, the School admits about 800 students to its MBA and Masters programs and develops over 180 executive programs for about 6,000 executives.

Beyond our presence in the heart of Europe, Vlerick Business School has forged alliances with over 40 other international business schools and established partnerships with over 400 companies worldwide, giving the school a truly global presence.



[www.dtu.dk](http://www.dtu.dk)

## DTU – Technical University of Denmark

For almost two centuries DTU, Technical University of Denmark, has been dedicated to fulfilling the vision of H.C. Ørsted – the father of electromagnetism – who founded the university in 1829 to develop and create value using the natural sciences and the technical sciences to benefit society.

Today, DTU is ranked as one of the foremost technical universities in Europe, continues to set new records in the number of publications, and persistently increase and develop our partnerships with industry

DTU has international educational exchange programs with over 200 universities around the globe.

DTU Executive School of Business is a separate entity within the university focusing entirely on executive education.

# Action-learning

The program follows an action-learning approach, in which the participants play an active role in their own learning and contribute to the learning of others. Each of the four modules includes pre-reading, analysis of cases and discussions to illustrate the application of tools and frameworks, interactive lectures, multi-company group work, participant presentations, and “Home Company Project” tutoring by faculty.

Perhaps most important, a “Home Company Project” requires the participants to apply the learning to their organization, both reinforcing that learning in a real-world context, and helping to deliver a project of immediate value to their company. Some companies allow their participants to freely determine the topic of their “Home Company Project”. In contrast, others are quite specific in assigning topics. The staff and faculty will work closely with the participant’s company representatives to determine what’s best for the company, while still being achievable for the participants.

The “Home Company Project” is worked on following each module, with coaching available from the faculty during the modules and between them.

This action-learning format is both more effective and more engaging for participants. However, **its success depends on each participant’s thorough preparation before, during and after the modules.**



# Learning Model

## Putting ideas into action

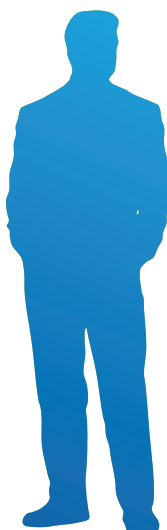
We will encourage you to capture ideas every day and develop them into concrete plans for your company. These techniques will help you to view the whole of your career as a continuous learning opportunity.

## We're on your side, all the way

Continuous learning is a way of life at Vlerick and DTU. Our teams have an open door policy and they're always keen to share their vast experience.

## Live it, learn it, do it

Academic tools & frameworks are only valuable if they can be applied in real life. As well as traditional learning, you will take part in discussions, simulations & group projects. You will also be able to interact with faculty and course participants via our online platforms.



## Group power

You will work alongside experienced people from diverse backgrounds. You will be sharing, learning and benefitting from the buzz of group energy.



## Company project

Throughout the program, you will channel your learning into addressing a challenge in your own business. It's an approach that proves real ROI to you and your company.



## The big picture

Participating in the program gives you a great opportunity to step back from daily business and let us help you take a more strategic view.



## A network for life

You will meet interesting and inspiring people you will want to keep in touch with for the rest of your professional life. In addition you will find our alumni in more than 100 countries worldwide.

# Participant Profile

The program is designed for high potential senior managers who want to be fully prepared for playing an important role in shaping the future direction of the company by broadening their strategic and change management skills.

Participants should be open, willing to learn and share experiences with both teammates and the other participants.

We recommended that teams of 2-4 people from the same organization join the program in order to stimulate discussions in the home company groups and to facilitate an optimal anchoring for the learning.



# Program Design

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## Module 1

Module 1 is designed to help organizations set a rigorous and ‘living’ business-unit strategy under the conditions that apply in their industry. The module provides a set of tools and frameworks for evaluating the industry and competition, for identifying possible value propositions, and for managing the process of capability development – while assuming that the future is not easily predictable.



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Using these concepts and frameworks, the faculty lead discussions of strategy in a variety of industries. Case discussions provide practice in applying these frameworks and in understanding their implications. Coaching during the module ensures that the learning is applied and not purely theoretical.

95% of the teams will leave module 1 having selected a topic, or focused the topic they have been assigned, and the chosen or modified topic will have been approved by their company.

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## Module 2

Module 2 introduces best practices and frameworks around innovation and service operations. In the service sector, innovation can be thought of as either doing different things, or doing similar things considerably better. The human element of differentiation for services enables organizations to sustain competitive advantage on the latter, while in manufacturing such advantage rarely lasts more than a few years at most. We explore the tools available to organizations in order to deliver superior value through their people.



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We study both service operations and marketing perspectives. Frameworks such as the “Frontstage-Backstage” approach, and the Gaps Model of Service Quality are introduced and frequently appear as analysis tools in Home Company Projects.

# Program Design

## Module 3

Module 3 focuses on how to implement the recommendations made in the first two Home Company Projects by exposing participants to several of the leading approaches to change management that have proven particularly effective in service contexts.



*Campus Ghent*

Change efforts leave much to be desired. Know-how on change dynamics can make a world of difference – if you are able to access it and assess it. Additionally, organizations' change efforts are often internally focused and the spent effort does not necessarily translate into value added to the outside world. Many workers feel burdened by too much restructuring, mergers or leadership change that all seems to have little positive impact on the quality of their day-to-day work.

Therefore we deal with the managerial dilemma of the irrational realities of getting change to occur or implementing a project. The importance of having a process of change (a **how** of change) in addition to a strong objective of change (a **what** of change) is discussed using some of the research conducted during the past two/three decades. In addition, we contrast different approaches to change and discuss under what circumstances they are typically used and most effective.

## Module 4

Participants in this program are senior executives who will make a difference in the future of the company. Therefore a lot of attention is given to getting the most out of the action approach of this program by strengthening the presentation and selling skills of the company teams, ensuring that the optimal impact of the Home Company Project is guaranteed. This involves faculty coaching, advance team preparation, and a formal presentation of each team's findings to faculty, an outside observer who sits on a number of boards, and representatives from the Home Company whenever possible.

<p><b>1</b> Industry and competition dynamics, and identification of value propositions</p>	<p><b>2</b> Best practices and frameworks for innovation and operations for services</p>	<p><b>3</b> Implementation of change</p>	<p><b>4</b> Home company presentations</p>
<p style="text-align: center;"><b>In-company project coached by faculty and finally presented in front of sponsoring company executives and faculty</b></p>			
<p>Copenhagen 11 – 15 November, 2013</p>	<p>Bruxelles 16 – 20 December, 2013</p>	<p>Bruxelles 2 – 6 February, 2014</p>	<p>Copenhagen 30 March – 3 April, 2014</p>



# Core Faculty



*Roger Hallowell*

## Roger Hallowell

Roger Hallowell, a former Harvard Business School professor and managing partner of the Center for Executive Development, has designed and delivered dozens of customized executive education programs and seminars throughout North America, Central America, and Europe, and is on a regular basis teaching at Vlerick Business School and DTU Executive School of Business.

A facilitator of strategy meetings, his focus lies in the intersection of strategy, marketing, operations and human resources.

Roger's other academic interests are in the leadership of organizations wanting to increase the value they deliver to customers, often through service. As such, his projects are designed to help executives and senior managers enhance their leadership abilities, including their ability to design and implement change. He is an authority on strategic initiatives with the goal of simultaneous cost reduction and quality improvement.

Recent organizations Roger has worked with include Blue Cross Blue Shield, Four Seasons Hotels and Resorts, Grupo IMSA (Mexico), IBM, Jyske Bank (Denmark), Merrill Lynch, The National Library Board of Singapore, NISH (National Industries for People with Disabilities), Promostudio (Italy), Prudential Securities, Raytheon, The Royal Bank of Scotland, and State Street Corporation.

Roger obtained his AB from Harvard College and an MBA and Doctorate from Harvard Business School.



*Kurt Verweire*

## Kurt Verweire

Kurt Verweire is a specialist in helping companies to formulate and implement winning business strategies. He has developed great frameworks that give people sharp insights how to boost performance with a clear winning strategy.

Kurt has obtained his PhD at Erasmus University Rotterdam in 1999 and he is now a Strategy Professor and Partner at Vlerick Business School. Kurt has significant experience, both with MBA students and with executives. He has done work for BNP Paribas Fortis, Rabobank, Belfius Bank and Belfius Insurance, KPMG, Deloitte, Orangina Schweppes, Aliaxis, AGC Europe and many other companies.

# Core Faculty



*Marion Debruyne*

## Marion Debruyne

Marion is passionate about the strategic side of innovation and the innovative side of strategy. She helps companies think about how to respond to changing markets and escape commoditization by adapting their product line, marketing strategy and ultimately, their business model.

Marion is Associate Professor and Partner at Vlerick Business School. She is Director of the school's Master programs and Program Director of its Product Management executive course.

She has ample experience with multiple industries ranging from pharma & healthcare (J&J, Merck, UCB, Agfa, Abbott) to industry (Umicore, ETEX, Aliaxis, Taminco etc.) to financial services (BNP Paribas, KBC, ING, Optima etc.) to consumers and others (Macintosh, Securitas).

She has spent 5 years in the US as Faculty Member and Visiting Scholar at the Wharton School, Kellogg Graduate School of Management and Goizueta Business School.



*James Teboul*

## James Teboul

James Teboul started his career as a group leader responsible for new product development at Schlumberger. After obtaining his MBA at Sherbrooke University in Canada, he became a professor at INSEAD. His main areas of research are quality management and management of services and innovation. Professor Teboul has been the director of the International Executive Program at INSEAD for many years. He has taught in many executive programs in several countries and has been a consultant to industrial and service organizations. He is a member of the editorial board of the International Journal of Service Management and published amongst others, the book "Managing Quality Dynamics (Prentice Hall)".



*Hans Vermaak*

## Hans Vermaak

Hans Vermaak is an independent consultant, lecturer and researcher. His principle area of consulting concerns change management related to complex issues in organizations both in private sector and in public sector, mainly in an international context. He is associate partner of Twynstra Gudde Management Consultants where he heads a knowledge center on 'change management'. An overall goal is to professionalize change agents. As a researcher he received honors for PhD research on innovation around complex issues and he frequently lectures and publishes, adding up to over a hundred publications on subjects like change, learning, systems thinking and research, including the handbook 'Learning to Change; A Guide for Organization Change Agents'.

# Core Faculty



*Deva Rangarajan*

## Deva Rangarajan

Deva Rangarajan build up a passion for sharing his experiences, gained while working with over 30 companies, about how companies that are transitioning through a change process manage their sales and service organisations to ensure maximum effectiveness while continuing to be efficient. He is Associate Professor, Director of the Sales Excellence Centre and Partner at Vlerick Business School and holds a PhD in Marketing (C. T. Bauer College of Business, University of Houston). His research and teaching are mainly focused on the areas of sales force management and customer experience management. Deva has experience in offering customised programs for Atlas Copco, AGC, Vesuvius, KBC, BNP Paribas, Belfius, SWIFT, 3M, Umicore, Electrabel, Johnson Controls, Doosan, Daikin and Eandis among others.

In 2012 Deva was granted the IBM Faculty Award in the expertise domain of Sales and Marketing for his work on sales especially focusing on solution selling.



*Stijn Viaene*

## Stijn Viaene

Stijn is passionate about what it means to successfully create a digital enterprise, capturing the value that comes with big data, analytics, social and the cloud.

He is Associate Professor & partner at Vlerick Business School & a tenured Professor in the Department Decision Sciences and Information Management at KU Leuven. His research focuses on managerial issues in business-IT alignment, governance and business process management (BPM). His research has been published in renowned research outlets such as MIT Sloan Management Review, Communications of the ACM, Information and Management, Journal of Information Technology, IEEE Transactions on Knowledge and Data Engineering, European Journal of Operational Research and Expert Systems with Applications.

# Dates and Venues

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## 4 modules of 4 days

11 – 15 November, 2013 (Kongens Lyngby, Copenhagen, Denmark)

16 – 20 December, 2013 (Bruxelles, Belgium)

2 – 6 February, 2014 (Bruxelles, Belgium)

30 March – 3 April, 2014 (Kongens Lyngby, Copenhagen, Denmark)

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## Fee

The program fee is €13,840 (excluding VAT) per participant. This fee includes all tuition and learning materials, dinner series, catering, seminar facilities and extra-curricular and networking activities. Travel and accommodation costs are not included.

Hotel costs for 16 nights will be approximately €2,000 and Vlerick Business School and DTU Executive School of Business will assist with hotel reservations and bookings upon request.

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## Information & registration

### **Vlerick Business School**

Contact

Hannelore Waterschoot

T: +32 9 210 97 30

[Hannelore.waterschoot@vlerick.com](mailto:Hannelore.waterschoot@vlerick.com)

### **DTU Executive School of Business**

Contact

Jesper Christiansen

T: +45 45 25 61 10

[jescr@business.dtu.dk](mailto:jescr@business.dtu.dk)