

**SPECIFIC  
INDUSTRY**

**DURATION** 6 MONTHS  
FROM JANUARY TO JUNE

**LANGUAGE**  
EN

# EXECUTIVE MASTER IN INTERNATIONAL ASSOCIATION MANAGEMENT

**MASTER THE  
INTERNATIONAL  
ASSOCIATION  
MANAGEMENT  
KNOWLEDGE**





“ For non-profit organisations and membership-based associations, Solvay’s Executive Master in International Association Management (EMIAM) is the ideal way to train their personnel and strengthen their managerial muscle. Furthermore, in a context of the growing war for talent, this Master programme is a very relevant way to attract good people and to provide a better working environment. Better and sharper managerial capabilities lead to increased efficiency and effectiveness in running often demanding operations.

Through this Master participants develop into efficient and effective leaders with a keen understanding of the economic, managerial and political landscape as well as practical skills in the management of international associations. They strengthen their ability to deal with increased competition in a context of economic crisis and a steady decrease in available financial resources. Leading a membership-based association today requires a constant balancing of current needs, external demands, and long-term vision.”

**Philippe Biltiau  
& Alessandro Cortese**  
Co-Academic Directors

## THE PROGRAMME AT A GLANCE

- ➔ From January to June, training in English.
- ➔ 16 days, 9am-5.30pm
- ➔ For senior personnel and executives of international associations, Solvay’s Executive Master in International Association Management provides a targeted, pragmatic and action-oriented curriculum focusing on the specific challenges facing the association sector in today’s economy.

## IN BRIEF

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## PRACTICAL INFO AND REGISTRATION

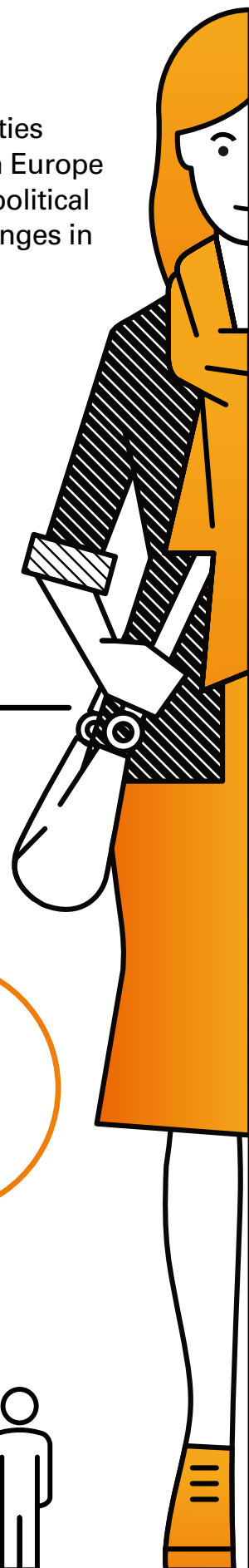
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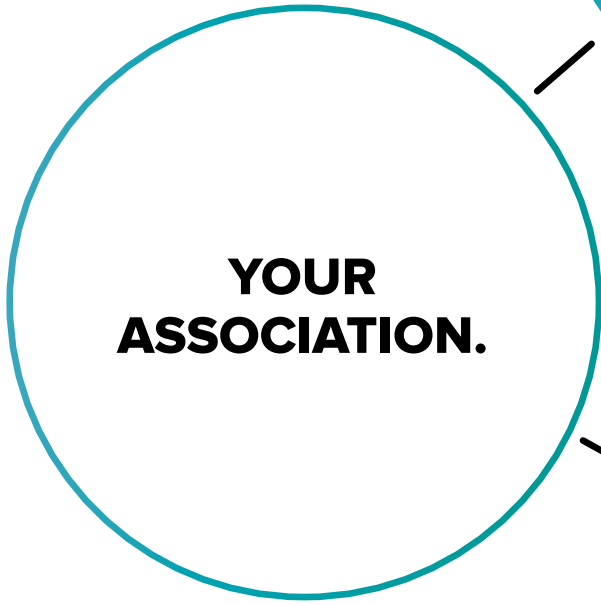
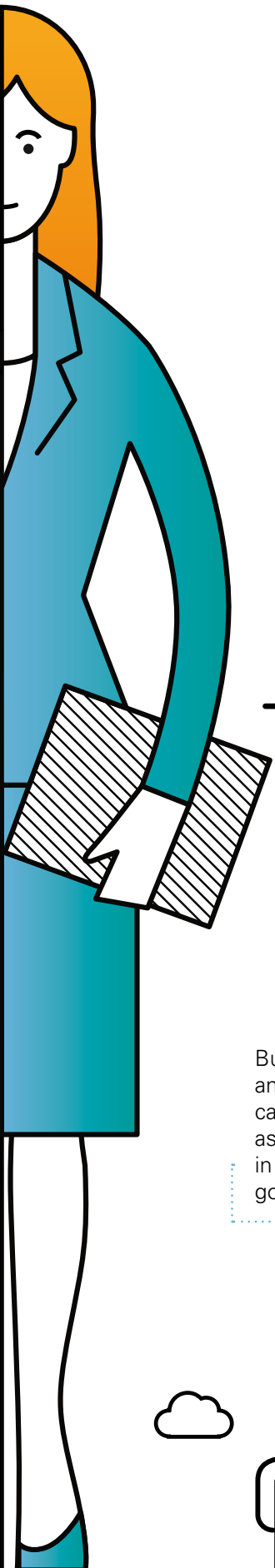
The programme is organised in partnership with AcForum, the Federation of European and International Associations (FAIB), Visit.Brussels, Visit Flanders, European Society of Association Executives (ESAE), Union of International Associations (UIA) and Wonderful Copenhagen.



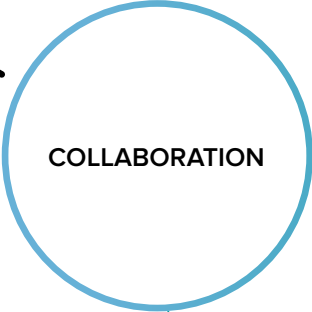
# YOUR BENEFITS

Association Executives need perspective and skills in core managerial activities but also the soft skills to continue to play the important socio-political role in Europe and to understand its continuously changing (global) economic, social and political environment. To efficiently manage the association means facing new challenges in the wake of increasing competition, resources crunch and economic crisis.





Motivate personnel and help them reach higher levels of excellence to the benefit of the association.



Establish a platform for knowledge-sharing, showcasing experiences and cooperation.






Build managerial and hands-on capabilities as well as internal proficiency in association governance.



# PROGRAMME CONTENT

Solvay's Executive Master in International Association Management provides a targeted, pragmatic and action-oriented curriculum focusing on the specific challenges facing the association sector in today's economy. Participants develop into efficient and effective leaders with a keen understanding of the economic, managerial and political landscape as well as practical skills in management of international associations. The master is spread in 6 modules, each dedicated to a specific aspect of the association management.

	J JANUARY	F FEBRUARY	M MARCH
<b>MODULE 1</b> <b>LEADERSHIP AND CHANGE</b> (Susan J. West)	 18, 19, 20 janvier 2024		
<b>MODULE 2</b> <b>STRATEGY &amp; CHANGE MANAGEMENT</b> (Alessandro Cortese)		 22, 23, 24 février 2024	
<b>MODULE 3</b> <b>STRATEGIC MARKETING AND COMMUNICATION</b> (Hugues Rey)			 15, 16 & 22, 23 mars 2024
<b>MODULE 4</b> <b>PROJECT MANAGEMENT</b> (Frédéric Hoffmann)			
<b>MODULE 5</b> <b>FINANCE</b> (Hugues Pirotte)			
<b>MODULE 6</b> <b>GOVERNANCE &amp; SUSTAINABILITY</b> (Alessandro Cortese)			

## FINAL PAPER

The paper is the final stage of the Executive Master and provides the participant with the opportunity to show that the participant has gained the necessary skills and knowledge in order to apply one or more concepts within the professional context. It should demonstrate his/her skills in identifying an area, or areas, suitable for observing the impact of a specific idea or concept on an organisation/association. The final paper will have to be completed by March 2024.

A	M	J
APRIL	MAY	JUNE
26, 27 avril 2024		
	24, 25 mai 2024	
		21, 22 juin 2024

## FACULTY PROFESSIONALS DEDICATED TO YOUR GOALS

The Master is delivered by academics and experts in their field through a wide variety of learning practices such as self-awareness, interactive lectures, short classroom exercises, case-studies, group discussions, re-enactments and many practical examples. Throughout the programme, they team up with qualified international association specialists, allowing for a bottom-up approach in defining the module content. Real-world perspective thus complements the academic study throughout the programme.

### GUEST SPECIALISTS INCLUDE LEADERS FROM

- Association for Financial Markets in Europe (AFME)
- Eurofinas / Leaseurope
- European CanCer Organisation (ECCO)
- European College of Neuropsychopharmacology (ECNP)
- European Society for Radiation and Oncology (ESTRO)
- European Society of Cardiology (ESC)
- European VAT Desk
- Executive Director European Association of Nuclear Medicine (EANM)
- International Association of Public Transport (UITP)
- International Sport and Culture Association (ISCA)
- Kellen Europe
- MCI
- Society for Worldwide Interbank Transactions (SWIFT)/Sibos
- Swiss Finance Council
- Teach for Belgium
- World Obesity Federation

**DISCOVER THE DETAILED CONTENT  
FOR EACH MODULE IN THE  
FOLLOWING PAGES! >**

# THE CONTENT OF THE PROGRAMME

## MODULE 1 LEADERSHIP & CHANGE

**MODULE DURATION:** 3 DAYS • **LECTURER:** SUSAN J. WEST

**GUEST SPEAKER:** SILKE SCHLINNERTZ, Head of Growth, Euroheat and Power

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### OBJECTIVES

The most powerful form of leadership is one in which a person takes the privilege in finding the best in others and puts it to good use. The realization that leadership is a causal relationship and not solely based on a job title is very relevant in associations where you are often expected to exercise leadership up, down, across and outside the organization without always having formal authority. This can be especially true during times of change. Most associations these days are experiencing a change in leadership, a new strategy, a change in organization design or some combination. This module aims to help participants gain self-insight, new perspectives and practical tools to help them manage themselves and their organizations during times of change.

To support participants through this journey, they will be invited during the 3-day module to:

- increase their self-awareness to better understand how they impact other people
- practice new interpersonal/ influencing skills through practical and energizing role plays
- learn and apply assessment techniques to understand and better manage change impacting them and their professional environment.

Most topics will be taught by means of lectures/ discussion, interactive role plays, application of practical tools and work on examples related to the professional context of the participants.

**SUSAN J. WEST** holds a Bachelors degree in Romance Languages from Princeton University (USA) and a Masters in Organizational Psychology from Columbia University (USA). Her passion for the human side of business led her to an international career in human resources where, during the past 20 years, she worked with some of the Fortune 500's top global executives. In 2006 she established a consulting practice in Brussels, Belgium dedicated to helping leaders in associations, SMEs and start-ups develop the leadership capabilities needed to meet today's business challenges. She was recognized in 2020 as one of the Top 20 Women Advancing Associations. She is a member of the Lifelong Learning adjunct faculty at Solvay Brussels School of Economics & Management.

### DAY 1

#### LEADING YOURSELF

- Individual differences
  - Motivation of self and others
  - Fit to Lead: personal resilience & change
- 

### DAY 2

#### LEADING OTHERS I

- Teams & group dynamics
  - Interpersonal awareness
  - Leading without authority
- 

### DAY 3

#### LEADING OTHERS II

- Diagnosing the change
- Assessing your organization's culture
- Assessing your association's change risks
- Taking your leadership stand



# MODULE 2

## STRATEGY AND CHANGE MANAGEMENT

**MODULE DURATION:** 3 DAYS • **LECTURER:** ALESSANDRO CORTESE

**GUEST PROFESSOR:** PAUL VERDIN, Professor and Chair in Strategy and Organisation and Director of the Baillet-Latour Chair in Error Management at SBS-EM (ULB) and Professor of Strategy and International Management at KULeuven (Belgium)

**GUEST SPEAKERS** (to be confirmed): Mohamed MEZGHANI, Secretary General, International union of Public Transport – UITP ; Oliver Wykes – COO Wind Europe.

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### OBJECTIVES

International associations have specific challenges to plan strategic objectives and govern change: differently than corporations, the “shareholders” of the association, the members, are also the primary group of “customers”. This implies specific consequences on both the strategy and the ability to drive change.

Designed as a strategy retreat of an association, the module aims at designing a complete organisational and strategic model for an international association, looking at its mission and vision, its strategic value creation and capture (covering the main business model alternatives), and its business model.

The participants of the module will understand the strategic scenarios that an international association can face and review the possible managerial options, analysed through case studies. The participants will learn, through both theoretical concepts, case studies and practical exercises, to analyse the key change processes that their organisation could apply to best meet its mission and strategic objectives.

**ALESSANDRO CORTESE** is since 2009 the Chief Executive Officer of ESTRO, the European Society for Radiotherapy and Oncology and the Chairman of the ESTRO Cancer Foundation, and was, until June 2015, President of ESAE, the European Society of Association Executives, of which he is today Honorary President.

Alessandro has gained significant experience as Director of the Association Management practice at the MCI Group, working with international associations, such as the Project Management Institute (PMI), IAEE (International Association of Exhibitions and Events), DMAI (Destination Marketing Association International), CIC (Convention Industry Council) and APICS (The Association for Operations Management).

Alessandro, MBA, is a PhD candidate in Management Sciences at the University of Antwerp, and, in 2014, co-founded the Executive Master in International Association Management at the Solvay Business School in Brussels, where he also serves as Lecturer in Strategy and as Co-Academic Director.

Alessandro is a member of several Advisory Boards and is regularly invited to give talks to industry events and congresses, focusing on strategy for International Associations.

### DAY 1

#### CHALLENGES

- Understanding change and its drivers
- Introducing organisational models

#### MISSION AND VISION

- Defining the environmental forces
- Defining relevance, outcomes, and long-term objectives

### DAY 2

#### STRATEGY

#### > VALUE IN INTERNATIONAL ASSOCIATIONS

- Value capture
- Value creation
- Business models review

### DAY 3

#### IMPLEMENTING CHANGE

- Aligning business plans to strategy
- Analysing strategic scenarios and reviewing business models

# MODULE 3

## STRATEGIC MARKETING & COMMUNICATION

**MODULE DURATION:** 4 DAYS • **LECTURER:** HUGUES REY  
**GUEST SPEAKERS** TANGUY VAN DE WERVE, Director General at the European Fund and Asset Management Association (EFAMA)

### OBJECTIVES

The objectives of the marketing module is to make participants aware of the importance of marketing in today's economy and to understand the contemporary approach and culture of "value-focused" marketing. Participants will learn key marketing concepts and basic tools. In addition, the module will address sector-specific stakeholder needs and advocacy. Through interactive teaching and class participants will be able to:

- Understand major concepts underlying the notion of 'valuefocused' marketing.
- Be aware of the content and methods of marketing strategies.
- Grasp complexities of customers' behaviours.
- Make the link between customers' behaviours and segmentation analyses.
- Know the main targeting, positioning & differentiation approaches.
- Structure a marketing information system.
- Boost advocacy on the basis of stakeholders' management.

**HUGUES REY** is a Commercial Engineer from the Solvay Brussels School of Economics and Management (ULB). He currently holds the position of CEO at Havas Media Group Belux. Previously, he held positions as Managing Director of FastBridge (IPG) and Digital Director Initiative Europe Middle-East Africa. He is a Marketing and Communication Teacher at Solvay Brussels School of Economics and Management. Hugues is Chairman of the board of the Belgian Management and Marketing Association. He is a member of the Board of CIM (Centre d'Information sur les Media) and UMA (United Media Agencies); President of CIM Pluri-media Study Committee. In the past, he was President of the CIM TV and Internet Commission as well as President and Founder of Interactive Advertising Bureau. He was awarded a Life-Time Achievement Award at the IAB Mixx Awards 2010. He has 25 years' experience in media agency development through digital & data infusion.

**TANGUY VAN DE WERVE** is the Director General of the Brussels-based European Fund and Asset Management Association (EFAMA) since December 2018. In that capacity, he leads in the formulation of industry positions on the main policy developments and engages with relevant EU and international authorities. Before joining EFAMA, he was Head of the Brussels office of AFME (European investment banking industry - 2015-2018), Director General of Leaseurope and Eurofinas (European leasing and consumer credit industries – 2006-2015), and Head of Banking Supervision and Capital Markets at the European Banking Federation (2001-2006). Other relevant roles include positions at Euroclear and Dexia as well as non-Executive Director of Belgium-domiciled UCITS (2006-2018).

### DAY 1

#### MARKETING FUNDMENTALS (HUGUES REY)

##### Topics covered

- Mission & Vision are part of the Marketing process
- Marketing & Board of Director: from cost to investments
- Meaningful and Purpose Marketing – multi-stakeholders model
- STP: Segmentation /Targeting / Positioning
- New "customer" Journey
- From the traditional 4P Marketing Mix Model to the SAVEEE Model

### DAY 2

#### MARKETING MIX FOR ASSOCIATION (HUGUES REY)

##### Topics covered

- How to move from Product to Service
- From Place to Access
- How to generate Value and define the right price
- 3 options for promotional communication adapted to associations: Education / Engagement / Entertainment
- Experience sharing: Luc Suykens (United Brands Belgium) – How the 3 "E" and an organisation "member centric" leads to great value generation and a profitable association

### DAY 3

#### COMMUNICATION TOOL KIT (HUGUES REY + GUEST)

##### Topics Covered

- SOSTAC Methodology
- Focus on Social Media • Optimization

### DAY 4

#### ADVOCACY IN THE EU - THE ROLE OF TRADE ASSOCIATIONS

- Structure and components of dialogue between EU institutions and outside stakeholders
- Forms of corporate interest representation
- Use made by EU institutions of interest organisations
- How EU decision making shapes interest intermediation
- Trade association advocacy

Best practices

Tools

Strategy

How to measure effectiveness

# MODULE 4

## PROJECT MANAGEMENT

**MODULE DURATION:** 2 DAYS • **LECTURER:** FRÉDÉRIC HOFFMANN

**GUEST SPEAKER** (to be confirmed): SVEN BOSSU, Head of Innovation, European Society for Radiotherapy and Oncology (ESTRO); Philippe HENSMANS, Directeur général Amnesty International

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### OBJECTIVES

Organisations start to realise that to execute their strategy, they need to be successful in the implementation and adoption of their project, whether it is about transforming and digitalising their organisation, launching new services or setting up major events.

The course provides a structured setting in which the participants can familiarise themselves with the most important concepts in transformation programmes, projects and change management. They will learn how to set up a project management office (PMO) to steer their organisation strategy execution, to break down their strategic initiatives into programmes and projects, to define their objectives, to prioritise them, to follow up their implementation and to measure their key results (OKR).

Participants will also learn to master project management techniques such as project scoping, estimating, scheduling and controlling and to ensure business or digital transformation success through appropriate change management process support.

The teaching will focus on:

- Developing participants' programme, project and change management skills through greater theoretical understanding and practical application of principles, tools & techniques to manage portfolios of complex projects in a traditional, adaptive or agile way.
- Implementing risk management strategies to navigate uncertainty and change.
- Evaluating their project performance to achieve business objectives (OKR).
- Explaining the essential skills required to be an excellent project and/or change manager.
- Leveraging their leadership skills to build an efficient PMO to drive innovation in complex projects.

The methods in this course will include a balanced mix of interactive lectures, group work, simulations and case studies on project and change concepts, including transformation challenges.

**FREDERIC HOFFMANN** has gained extensive expertise in Project & Portfolio Management (PPM) and in business & digital transformations through 25 years of experience, including 12 years of consulting. He has implemented PPM best practices, methods and tools for international private and public organisations and took part in several major transformation programs. He is now the product owner of the agile collaborative tooling within the Agile Center of Excellence of BNP Paribas Fortis.

He is also professor and executive coach at the Solvay Brussels School of Economics & Management for the Masters, Executive Programs and for the MBA in Brussels and in Vietnam. He holds a master degree in Economics and a postgraduate master degree in Management of Information Technology.

### DAY 1

#### FROM STRATEGY EXECUTION TO PORTFOLIO MANAGEMENT

- Defining, prioritising, planning and measuring portfolios
- Setting up a PMO to steer your portfolios

#### FROM PORTFOLIO TO PROJECT MANAGEMENT

- Project management frameworks (traditional, adaptive, agile)
  - Initiating, planning, executing and monitoring projects
  - Risk management strategies in projects
- .....

### DAY 2

#### TRANSFORMATION PROGRAMMES

- Managing transformation programmes in your portfolio
- Change vs project management
- Harvard simulation on project execution
- Case studies (association business transformation)

# MODULE 5

## FINANCE

MODULE DURATION: 2 DAYS • LECTURER: HUGUES PIROTTE

### OBJECTIVES

The first objective of the Finance module is to provide a pedagogical and fruitful journey in dedramatising the finance discipline and more importantly, making it an asset to you for your day-to-day management. From the fundamental concepts to their practical applications, you will discover, refresh and/or enhance your integration of finance into your decision-making. Additionally, there are a series of challenges in the World today that deserve some attention. In that sense, a dive into impact finance will be part of the module as well.

Through interactive teaching and real-life cases, participants will be able to:

- Master the fundamental concepts and tools of financial management
- Understand the financial reasoning behind them to allow you to integrate it into your financial and investment decisions.
- Improve the communication with financial stakeholders in and out the association, and learn how to ask the right questions.
- Understand the current challenges and developments in Impact Finance & Investing.

Each theme is developed in an interactive way, with practical illustrations, press reviews, real-life cases and in-class working groups.

### DAY 1

#### USING FINANCIAL INFORMATION FOR AWARENESS AND TO ANALYSE BUSINESS DECISIONS

- Understanding the information contained in financial statements, and ratio analysis
- Returns and value creation
- Cash flow management
- Sustainable growth.

### DAY 2

#### TAKING INVESTMENT DECISIONS

- Criteria & their evaluation
- Decision-making for general managers

#### PRINCIPLES OF ASSET MANAGEMENT, FOR YOU, AND FOR YOUR STAKEHOLDERS

- Stocks and bonds
- Portfolio management
- ESG criteria vs. Impact investing

**End-of-the-day:** Fireside chat on the impact of associations

# MODULE 6

## GOVERNANCE & SUSTAINABILITY

**MODULE DURATION:** 2 DAYS • **LECTURER:** ALESSANDRO CORTESE

**GUEST PROFESSOR** JAMAL SHAHIN is the Programme Director of the Advanced Master European Integration and Chair in Digital Sovereignty at the Brussels School of Governance. He is also a Senior Lecturer at the University of Amsterdam and Professorial Fellow at the United Nations University-CRIS in Bruges.

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### OBJECTIVES

The module consists of two parts, the first about governance and the second about sustainability in international associations.

#### 1. GOVERNANCE

Efficient governance enables organisations to best meet their mission and strategic objectives. The participants will learn, through both theoretical concepts and practical, to analyse the key governance processes and needs of their organisation and how they impact on the ability to govern change and strategic implementation.

Also, in a role play, the participants will understand how the board of an international association functions, to develop tools to identify inefficiencies and the appropriate corrections.

#### 2. SUSTAINABILITY

Associations plan for strategic growth to best meet their mission and vision and reinvest the profit into services and benefits for the members. But what about outcomes beyond the primary beneficiaries of an association? And what about impact?

The participants will learn how to blend organisational strategic objectives with impact perspectives and will determine how to plan for outcomes. Using the case of congresses and events, particular attention will be given to the opportunities to engage with countries, regions and cities to plan for outcomes and socio-economic change.

**ALESSANDRO JACQUES CORTESE** is since 2009 the Chief Executive Officer of ESTRO, the European Society for Radiotherapy and Oncology and the Chairman of the ESTRO Cancer Foundation, and was, until June 2015, President of ESAE, the European Society of Association Executives, of which he is today Honorary President. Alessandro has gained significant experience as Director of the Association Management practice at the MCI Group, working with international associations, such as the Project Management Institute (PMI), IAEE (International Association of Exhibitions and Events), DMAI (Destination Marketing Association International), CIC (Convention Industry Council) and APICS (The Association for Operations Management).

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Alessandro is a member of several Advisory Boards and is regularly invited to give talks to industry events and congresses, focusing on strategy for International Associations.

### DAY 1

#### GOVERNANCE

- Government or governance?
  - Linking governance and strategy
  - Examples in Board management
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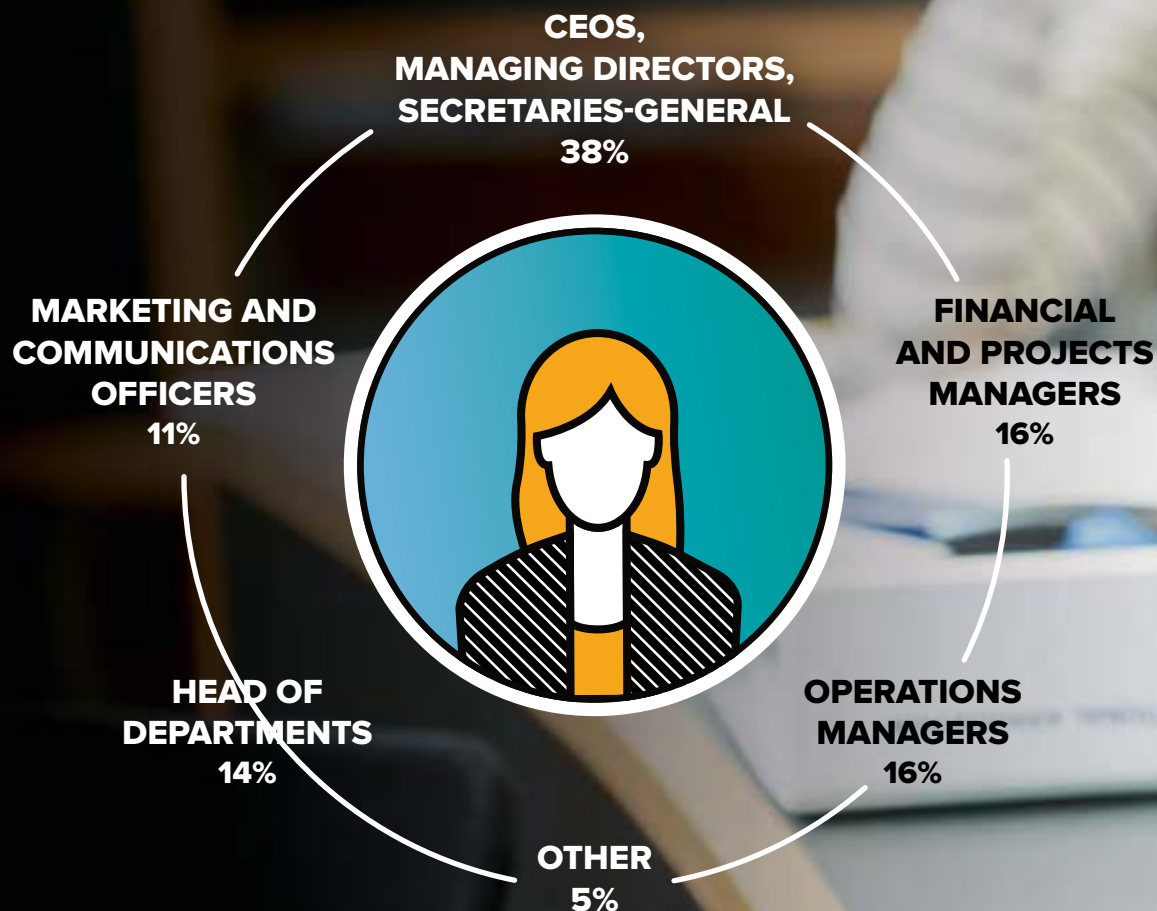
### DAY 2

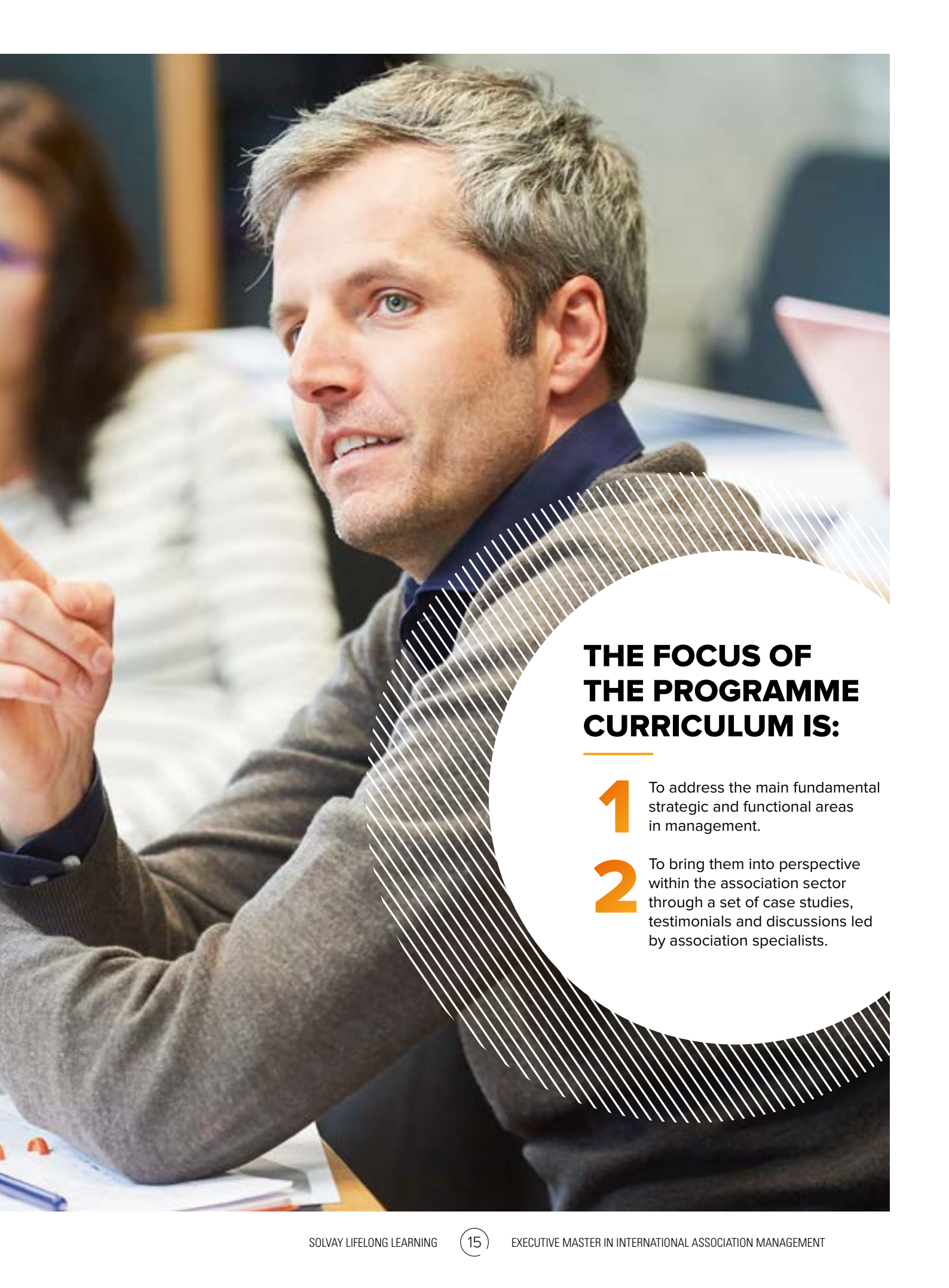
#### SUSTAINABILITY

- Planning for sustainability strategically
- From vision to outcomes
- Comparing cases on events/congresses legacy

# PARTICIPANTS WITH THE AMBITION TO GROW

The programme is specifically designed for association professionals expected to take on wider responsibilities, grow within their respective organisation or to lead and ensure sustainable growth of their associations. Typical participants are senior leaders and executives of international associations and professional societies:





## THE FOCUS OF THE PROGRAMME CURRICULUM IS:

- 1** To address the main fundamental strategic and functional areas in management.
- 2** To bring them into perspective within the association sector through a set of case studies, testimonials and discussions led by association specialists.

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**After almost 3 years in a managerial position within an association, I was looking to learn something new but also gather feedback on my way of working and identify ways of doing things better. The EMIAM provided the perfect fit with my professional situation. Our association is relatively small in size and I am involved in a large number of projects therein, from governance to finance, as well as in event organisation. The programme successfully covers all these bases in a truly comprehensive manner.”**

**Raquel Izquierdo de Santiago**  
Secretary General  
Europatat - European Potato Trade Association

“

Thanks to the Executive Master in International Association Management, I learned and put in practice key theoretical concepts which make the foundation of a strong management of associations. The case studies covering important topics offered me the possibility to transfer the knowledge into my daily work. Also, the master is a unique opportunity to meet peers and build strong connections with leaders from various disciplines and sectors in the world of nonprofit associations.”



**Loredana Simulescu**  
Executive Manager  
Biomedical Alliance in Europe

“

A very useful helicopter view on many complex and articulated topics, a precious benchmarking tool for current knowledge, a very helpful networking opportunity to exchange peer-to-peer experience in state-of-the-art association management.”



**Michael Delle Selve**  
Senior Communications  
Manager  
The European Container Glass  
Federation (FEVE)

“

This Master offers a unique combination of theoretical concepts widely supported by practical case studies. The Solvay professors bring their invaluable insight (and sense of humour), and join forces with association experts. Together, they cover all the key elements of international association management, and help you bring this deep strategic knowledge to the practical field.”



**Adline Lewuillon**  
Association & Events Professional  
Previously The European Cancer  
Organisation (ECCO)

“

As a young professional about to take on his first leadership challenges in an international association, joining EMIAM proved to be a very valuable experience. This Executive Master provided me with a solid theoretical underpinning in association governance through a combination of theoretical concepts and practical case studies. Also, it allowed me to exchange views and perspectives with association leaders from all over Europe, which accounted for a unique learning opportunity.”



**Simone De Ioanna**  
Governance and Education  
Project Manager European  
Society for Radiotherapy and  
Oncology (ESTRO)





## WHY DO PARTICIPANTS CHOOSE SOLVAY BRUSSELS SCHOOL

### **1** The Business School made in Europe, in the heart of Brussels

Solvay Brussels School of Economics and Management attracts the best Belgian and European candidates because it is the only business school attached to a university – the ULB – to offer Lifelong Learning programmes in Brussels.

### **2** Business education connected to the professional world

The EMIAM, like all of Solvay Business School's programmes, follows the evolution of the market year after year to respond to the problems that you face in your daily work.

### **3** First-person learning

Case studies, debating sessions, visits, rich media, simulations ... At the Solvay Brussels School of Economics and Management, we like to place you at the heart of learning – utilising the immersive approach to make the content of the training more stimulating and directly applicable to real conditions.

# PRACTICAL INFO



This course is organised in partnership with AcForum, the Federation of European and International Associations (FAIB), Visit.Brussels and Visit Flanders.

## DURATION

6 months, from January to June 2024

## SCHEDULE

2 or 3 days/week  
(Thursday), Friday and Saturday

## LANGUAGE

English

## LOCATION

Solvay Brussels School (ULB, campus Solbosch)  
Avenue F.D. Roosevelt 42  
1050 Brussels

## PRICE

€ 9,450 not VAT, including registration, tuition, study materials and catering.

### Special Conditions (cumulative):

- -10 % and -15 % respectively for the 2<sup>nd</sup> and the 3<sup>rd</sup> registration from the same association
- Applications from one of the supporting partners (FAIB, UIA, ESAE): 10% discount

## CERTIFICATE

Participants must fulfil 85% class attendance and submit a final paper to be awarded a Certificate for Executive Master in International Association Management. Participants may choose not to submit a final paper in which case they receive a Certificate for Executive Programme in International Association Management.

## ACCEPTANCE CONDITIONS

The programme is designed for association executives holding a university diploma and with at least 3 years of professional experience from any sector. Candidates with no university credentials but with substantial professional experience are also considered.

## CONTACT US

### YIXIA XIA

Programme Manager

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[yixia.xia@solvay.edu](mailto:yixia.xia@solvay.edu)

## HOW TO REGISTER?

Surf to [www.solvay.edu/emiam](http://www.solvay.edu/emiam)

# A PORTFOLIO OF PROGRAMMES TAILORED TO YOUR TRAINING NEEDS

## COMPANY SPECIFIC PROGRAMMES

We can tailor the content of each programme and offer it as specific training organised within your company. We adapt it to the demands of your teams and your specific sector of activity.

**More info?**  
[csp@solway.edu](mailto:csp@solway.edu)

The Solway Brussels School of Economics & Management offers a full range of programmes to meet your needs throughout your professional career: general management, strategy, finance, taxation, marketing, innovation, entrepreneurship... Discover our complete range below.

## LIFELONG LEARNING

Short, medium and long courses in various fields, in English and French. For professionals seeking to upgrade their skills, advance their career and successfully manage businesses of all sizes.

### General Management

- > Executive Programme in Enterprise Risk Management
- > Executive Master in Management
- > Accelerated Management Programme
- > Executive Programme en Management et Philosophies

### Digital Governance & Trust

- > Executive Programme in Business Analytics
- > Executive Master in Cybersecurity Management

### Leadership

- > Leading Authentically in Digital Times
- > Leadership Summer Camp
- > Leading Through Empowerment
- > Programme in People Leadership
- > Programme in Change Leadership
- > Programme en Leadership Collaboratif

### Finance & Tax Management

- > Modular Education in Finance
- > Finance pour Non-Financiers
- > Finance for Non-Financial Managers
- > Executive Master en Gestion Fiscale

### Marketing

- > Executive Master in Digital Marketing and Communication

### Entrepreneurship

- > Dirigeant & Développement

### Specific Industries

- > Executive Master in Future-Proof Real Estate
- > Executive Master in International Association Management
- > Executive Master en Management des Institutions de Santé et de Soins

## ADVANCED MASTERS

Designed as full-time programmes for one academic year for Master students with no or limited professional experience (max 3 years). With the right mix of theory and practice, they prepare you for the job market.

- > Advanced Master in Financial Markets
- > Advanced Master in Innovation & Strategic Management
- > Advanced Master in Biotech & MedTech Ventures

## EXECUTIVE MBA

18 months programme for experienced professionals looking for a career change or a career boost. EMBA offers you the tools and insights you need to lead your transformation.

EXECUTIVE MASTER  
IN INTERNATIONAL ASSOCIATION  
MANAGEMENT

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