



ARE YOU PREPARED TO TURN IDEAS INTO ACTION?

BABSON EXECUTIVE AND ENTERPRISE EDUCATION



BABSON

“Leaders cannot predict the future
in this increasingly uncertain world.
To be successful, we must shape it.”

– Elaine J. Eisenman, Dean of Babson Executive and Enterprise Education



**BABSON EXECUTIVE AND
ENTERPRISE EDUCATION**
is consistently ranked a top global
provider of customized executive
education by *Financial Times*

BABSON COLLEGE» **#1 FOR ENTREPRENEURSHIP**
– U.S. News & World Report, 1994–2015

#1 COLLEGE IN THE U.S.
– Money magazine, 2014

#1 BUSINESS SCHOOL FOR ROI
– PayScale, 2015

**#1 GLOBAL MBA PROGRAM
FOR ENTREPRENEURSHIP**
– Financial Times, 2015



DISCOVER NEW WAYS TO CREATE VALUE AND DRIVE GROWTH

At Babson Executive and Enterprise Education (BEEE), we develop entrepreneurial leaders who, regardless of position, job title, or organization size, are able to navigate uncertainty, overcome complex challenges, and motivate teams to pursue new opportunities.

We're a division of Babson College where you'll find one-of-a-kind programs designed to empower those who seek to bring about economic or social change and make an impact in their professional and personal lives.

We deliver tailored leadership development solutions for organizations around the world, including:

Corporations

Family businesses

New ventures

Educational institutions

Foundations

Nonprofits

Governments



MAKE AN IMPACT THROUGH:

- **CUSTOM PROGRAMS** designed and delivered to meet your organization's unique needs
»Learn more at www.babson.edu/bee/custom
- **OPEN ENROLLMENT PROGRAMS** that develop individuals and teams in specific areas
»Learn more at www.babson.edu/bee/oe
- **BLENDED LEARNING** that includes live virtual class sessions, interactive online modules, engaging simulations, and other forms of technology-enhanced learning
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- **THOUGHT LEADERSHIP** that's relevant to your career and organization. Access the latest faculty insights and research through newsletters and a monthly webinar series.
»Learn more at www.babson.edu/babsoninsight



HOW WE DELIVER RESULTS

Your organization faces unique challenges, and our tailored programs are designed for your specific needs. Clients from around the world representing diverse industries choose us because we offer flexible solutions that:

- Include a strategic blend of education, consulting, coaching, and research
- Leverage the business and teaching expertise of our faculty, industry experts, and partners
- Feature action-based learning—including simulations, projects, discussions, and field assignments—to encourage the application of insights to real-life business situations
- Teach critical-thinking and decision-making capabilities
- Emphasize teamwork and communication skills

» Our mission is to position your organization for success by developing entrepreneurial leaders from within. We then follow up to ensure our solutions are effectively meeting your current and future goals.



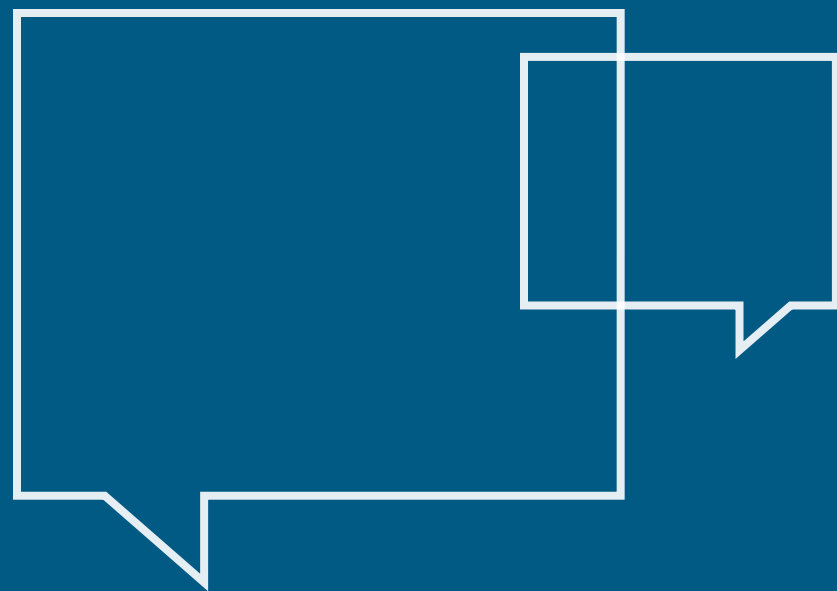
OUR HANDS-ON FACULTY

Our engaging educators include academics and researchers, as well as seasoned entrepreneurs, executives, and industry experts who possess an impressive breadth of practical as well as global business experience. However, what truly distinguishes our faculty members is their commitment and level of engagement.

Your dedicated faculty team, built by the faculty director to deliver a relevant and integrated solution, invests the time up front getting to know your organization. They will assess your particular business challenges, ensuring that they fully understand your organization's goals before they walk into the classroom. Moreover, their passion for their areas of expertise facilitates lively discussions and a learning environment targeted at addressing your business challenges.

OUR METHODOLOGY

Babson's Entrepreneurial Thought and Action® methodology is at the center of our educational approach, teaching that balancing action and experimentation with analysis and prediction is the ideal way to lead in conditions of uncertainty.



OUR CLIENTS SAY IT BEST



When your business is developing virtual universes that transform the way products are designed, produced, and supported, ensuring that your employees possess a forward-thinking entrepreneurial mindset is crucial to sustainable growth and value creation.

Dassault Systèmes, “The **3DEXPERIENCE** Company,” is a world leader in 3D design software, 3D digital mock up, and product lifecycle management (PLM) solutions that serve millions of users globally through its products. In order to stay ahead of the curve in the constantly changing science and technology field, Dassault Systèmes invests heavily not only in R&D, but in the value-added resellers and partner-success managers who help identify and pursue new opportunities for innovation and growth.

ENTER BEEE. Continuing to grow in such a rapidly changing industry requires Dassault Systèmes’ business partners to think big and challenge themselves. Knowing this, Dassault Systèmes engaged with us to create specialized programs for their reseller channel that would offer practical business insights while encouraging entrepreneurial action. Featuring sessions such as Capturing the Growth Opportunities and Strategic People Management, our programs are designed to give their resellers the tools and mindset necessary to create new levels of value.

THE BOTTOM LINE

As Dassault Systèmes expands its business in an increasingly complex and uncertain technological world, our action-based programs are helping their channel partners develop as leaders who drive results and growth.

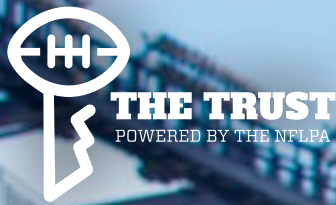


**DEVELOPING THE TOOLS FOR
CONTINUED INNOVATION
DASSAULT SYSTÈMES / TECHNOLOGY**



“Babson helps us develop the strategic thinking we need to continue to challenge ourselves, discover new opportunities, and innovate into the future.”

— Gian Paolo Bassi, CEO of Dassault Systèmes SOLIDWORKS



“Babson is not only helping former players understand whether pursuing an entrepreneurial path is the right move—they’re providing them with the tools to launch, grow, and scale their businesses.”

— Bahati VanPelt, Executive Director, The Trust

LEARNING THE PLAYBOOK FOR SUCCESS IN BUSINESS

THE TRUST / ENTREPRENEURSHIP DEVELOPMENT PROGRAM

The average length of an NFL career is 3½ years, and the next professional steps for former players aren’t always obvious. The Trust, an organization powered by the NFL Players Association, is designed to help former players successfully transition to life off the field after football.

A major part of The Trust’s efforts are focused on providing former players with career services and counseling. Understanding that many professional athletes will pursue careers in business, The Trust seeks to ensure that entrepreneurially minded former players have access to educational programs that help them to succeed in the business world.

ENTER BEEE. Recognizing Babson as the leader in entrepreneurship education, The Trust partnered with our team to offer immersive multiday

programs designed to educate former players who are considering owning, operating, or investing in businesses. Together, The Trust and BEEE created three program options—“It’s My Business,” “Starting My Business,” and “Growing My Business”—customized for former players in various stages of the entrepreneurial process. These programs, including everything from design thinking simulations to business model pitches, address common challenges former players can expect to face in their current or potential ventures.

THE BOTTOM LINE

Former NFL players are developing a better understanding of themselves as entrepreneurs while they gain business skills and knowledge that prepare them to capitalize on market opportunities.

“Babson College is playing an important role in helping Santander Universities develop, promote, and advance the type of entrepreneurship that will create a significant and lasting value around the world. Because Babson is an institution that leads with an innovative spirit and forward-thinking approach to real-world education, our partnership is sure to help students gain the skills needed to become tomorrow’s pioneering business leaders.”

— Eduardo Garrido, Director of Santander Universities U.S.

BANKING ON THE VALUE OF ENTREPRENEURIAL THINKING

SANTANDER / FINANCE



With 102 million customers and 190,000 employees worldwide, Santander Group is a global retail and commercial banking leader, but its partnership with Babson extends beyond finance.

Created in 1996, the Santander Universities program supports the higher education sector in areas such as teaching and research, international cooperation, knowledge and technology transfer, entrepreneurial initiatives, student mobility, and innovation. This commitment to investing in higher education as a way to create economic and social value aligns Santander’s values with our mission.

ENTER BEEE. Through their collaboration with Babson, Santander Bank and Santander Universities have immersed students, educators, shareholders,

and senior company leaders in entrepreneurial thinking and action, allowing them to learn from academic and industry leaders while presenting business plans to their classmates and colleagues. With programs around the world ranging from Babson Build for university students to the CISE-Babson Symposium for Entrepreneurship Educators, we’re actively working with Santander to create new opportunities for growth and value creation.

THE BOTTOM LINE

Our work together has helped Santander amplify its efforts to develop entrepreneurial leaders within its organization and in the global community at large.

FOSTERING AN ECOSYSTEM WHERE GROWTH ENTREPRENEURSHIP THRIVES

SCALE UP MILWAUKEE / ECONOMIC DEVELOPMENT

“The Babson team’s business insights and practical experience have been instrumental in developing a specialized and wide-reaching economic growth project able to take advantage of Milwaukee’s unique policies, institutions, and culture.”

— Brian Schupper, Director of Policy at the Greater Milwaukee Committee

Greater Milwaukee is a region renowned for its manufacturing history, but its lesser known assets—including a talented creative class, world-class research centers, and a strong financial community—were not being harnessed to their full potential in order to encourage growth.

Recognizing this, the Greater Milwaukee Committee (GMC)—a nonprofit civic organization comprised of 200 local business, labor, academic, philanthropic, nonprofit, and civic leaders—partnered with other regional groups to pursue entrepreneurship-focused initiatives for Milwaukee. Their efforts led to the launch of Scale Up Milwaukee in 2013.

ENTER BEEE. Scale Up Milwaukee was created by BEEE Professor of Entrepreneurship Practice Daniel Isenberg, who founded the Babson Entrepreneurship Ecosystem Project (BEEP). Since 2012, BEEP has been successfully fostering environments around the world where

growth-oriented businesses can thrive. In Milwaukee, this has led to the creation of a powerful platform—connecting a wide range of public and private resources—that local ventures can take advantage of to expand their businesses. Scale Up Milwaukee’s launch resulted in the creation of initiatives such as the Scalerator™, an intensive training program featuring Babson faculty designed to prepare local business owners to successfully accelerate and sustain rapid growth.

THE BOTTOM LINE

By aligning growth-focused regional institutions around one common vision, Scale Up Milwaukee is creating a vibrant entrepreneurship ecosystem where public and private leaders, entrepreneurs, corporate executives, investors, and faculty members from Greater Milwaukee can collaborate to learn how best to strengthen the local economy for generations to come.

“Babson plays a critical role in enabling our key talent to think and act more strategically. The faculty challenge us to move beyond theory to develop action plans that drive innovation on a global scale.”

— Jim Freedman, Vice President of Global Leadership Development, Fresenius Medical Care

PROVIDING GLOBAL LEADERS WITH THE TOOLS FOR FUTURE GROWTH

FRESENIUS MEDICAL CARE / HEALTH CARE



Worldwide, more than 2.5 million people regularly undergo kidney dialysis therapy. Effectively providing coordinated, global services for those suffering from chronic health conditions requires innovative leadership.

Fresenius Medical Care operates an international network of clinics, labs, and manufacturing sites focused on improving kidney patients' quality of life. In order to maintain sustainable growth in this variable, globalized environment, the Global Executive Challenge (GEC) was created. The goal of the program is to prepare key high-potential leaders from national roles and functions within the company for positions with global scope and impact.

ENTER BEEE. Recognizing the need to develop leaders who are prepared to capitalize on the diverse, complex, and shifting environments the organization

faces, Fresenius engaged with Babson to design and deliver two modules of the GEC program focused on innovation and strategy. Specifically tailored for the unique obstacles emerging leaders might face, our sessions take participants beyond conventional management thinking, teaching them to confront new realities and reconsider typical courses of action when facing unexpected challenges. Working closely with our team on an intensive action-learning project, the participants report their proposals to Fresenius executives at the end of the program.

THE BOTTOM LINE

Each year, our contribution to the GEC program helps ensure that the future executives of Fresenius possess an agile, action-oriented mindset. By developing this entrepreneurial leadership culture, Fresenius can strengthen its global network and stay flexible in response to shifting market conditions.

“By returning to Babson for the Entrepreneur’s Boot Camp, I was able to engage with faculty members and other entrepreneurs to develop a business model that helped us effectively partner with a nonprofit committed to environmental causes.”

— Astrid Pedregal '07, Co-founder and CEO, Crasqi

DESIGNING A STRATEGY FOR STARTUP SUCCESS

CRASQI / RETAIL

Developing a successful men’s swimwear startup also committed to protecting the environment is a challenge that requires appealing designs, an eye for opportunity, and an entrepreneurial mindset focused on action.

Founded in 2012 by Babson graduate Astrid Pedregal and her sister, Alexandra, Crasqi’s mission is to create vibrant, artisan-inspired men’s swimwear that is made responsibly and helps make the world a better place. Pursuing that mission and effectively growing their business meant the Pedregals would have to develop a plan to gain partnerships, scale their business, and reach customers around the world.

ENTER BEEB. As an undergraduate at Babson, Pedregal learned the power of Entrepreneurial Thought and Action, and she enrolled in our Entrepreneur’s Boot Camp with the goal of developing Crasqi’s business model to ensure they had a strategy in place that would enable them

to successfully partner with an environmental nonprofit. During the intensive five-day program, she took part in hands-on sessions including design thinking, financial modeling, and business model development, all carefully designed to give her the tools for assessing target markets, developing a unique value proposition, and harnessing resources for success. She also had ample opportunities to discuss ideas with experienced faculty members, resulting in her and Alexandra’s decision to team up with the 1% for the Planet initiative.

THE BOTTOM LINE

As Crasqi continues to expand its brand globally in hotspots such as Ibiza, Dubai, and the Bahamas, Pedregal’s participation in our Entrepreneur’s Boot Camp program has helped ensure that she and her sister are prepared to handle change and uncertainty while staying committed to sustainable environmental causes.





“Babson is playing an integral role in transforming Scotland’s economy. Their expertise in entrepreneurial leadership makes them the ideal academic institution for the innovative and groundbreaking Saltire Fellowship Program.”

— Sandy Kennedy, CEO, Saltire Foundation and Entrepreneurial Scotland

TRANSFORMING SCOTLAND’S ECONOMY THROUGH ENTREPRENEURIAL LEADERSHIP

SALTIRE FOUNDATION / ECONOMIC DEVELOPMENT

In 2008, Scotland’s economy was at a crossroads. A fear of failure had limited new business creation, and existing businesses faced stagnating growth as they struggled to keep homegrown talent and stay competitive in global markets.

Later that year, the Saltire Foundation was established to “find, fuel, and spark the next generation of Scottish business leaders.” Having identified the issues troubling Scotland’s economy, they sought to provide that next generation with the practical skills, global mindset, and entrepreneurial drive necessary to revitalize Scottish companies and create a national climate of innovation.

ENTER BEEB. The Saltire Foundation, recognizing Babson’s leadership in entrepreneurship education, engaged with our team to create the Saltire Fellowship Program. Over eight months, three of which are spent in an intensive learning experience on Babson’s campus, the program equips a select group of high-

potential Fellows—Scotland’s rising business talent—with the tools and aspiration required to grow and scale businesses in a wide array of Scottish industries. The fellowship blends the business and leadership insights gained at Babson with hands-on experience at U.S. and international companies, as well as a high-growth Scottish enterprise.

THE BOTTOM LINE

Saltire Fellows, having developed an agile, global mindset during their time in the program, are busy creating sustainable value in the regional economy, founding more than 25 companies and social enterprises and helping bring in more than £40 million in VC funding to Scotland. They also have been directly involved in the creation of hundreds of new jobs and have contributed to revenue growth up to 300 percent in businesses across the country. Three of Scotland’s top 10 high-growth firms have Saltire Fellows as CEOs.

“Babson’s SEE program taught me to see entrepreneurship not as a process, but as a mindset. Using Babson’s methodology, I can effectively promote the power of entrepreneurial thinking and action to the startups in our accelerator.”

— Beatriz Millán, Executive Director, IncubaUdeC, University of Concepción

ACCELERATING TECHNOLOGY ENTREPRENEURSHIP IN CHILE

INCUBAUDEC / ENTREPRENEURSHIP INCUBATOR



Every region’s economic and social structure poses unique challenges and opportunities for new ventures, and Concepción, Chile, is no different. Being able to successfully navigate the specific dynamics in the local business environment requires not only an innovative idea, but an orientation for action.

As the executive director of IncubaUdeC—an incubator for early-stage, technology-based companies with high-growth potential at the University of Concepción in Chile—Beatriz Millán’s mission is to help transform innovative startups into profitable and scalable businesses. In order to ensure the entrepreneurs in IncubaUdeC were equipped with the tools needed to realize their ventures’ potential, Millán sought out the latest best practices in entrepreneurship education.

ENTER BEEE. Thanks to the generous support of Banco de Chile, Millán had the opportunity to participate in Babson’s global Symposium for Entrepreneurship

Educators (SEE) in Puerto Varas, Chile. There, alongside a new network of other regional entrepreneurship educators, she participated in classes ranging from Design Thinking for Ideation and Business Model Generation to The Art of the Pitch. Throughout, Millán was immersed in our Entrepreneurial Thought and Action® (ET&A) methodology, which highlights the value of an entrepreneurial mindset in solving problems and adjusting to changing business conditions.

THE BOTTOM LINE

Aiming to promote a robust and innovative economy in Concepción and beyond, IncubaUdeC currently supports 150 ventures at different stages of development. By sharing the insights and tools gained through our SEE program in the accelerator, Millán is able to empower IncubaUdeC’s startups to effectively address business challenges while creating social and economic value in Chile.



“As a collection of hundreds of acquired companies, our corporate culture is being shaped and supported by the entrepreneurial mindset that our leaders gain at Babson.”

— Jack Dwyer, Vice President, HR and Administration, ASSA ABLOY Americas

UNLOCKING THE POWER OF AN ENTREPRENEURIAL MINDSET

ASSA ABLOY AMERICAS / MANUFACTURING



“Babson helps us develop leaders who are better prepared for the competitive challenges we face today and into the future.”

— Thanasis Molokotos, President and CEO, ASSA ABLOY Americas

Not long ago, it would be hard to imagine a door-opening solutions provider being one of the world’s leading companies for innovation. ASSA ABLOY changed that perception when they were named one of Forbes’ 100 most innovative companies in the world for two years running.

As part of their overall efforts to remain the global leader in door-opening solutions, ASSA ABLOY management recognizes the need to develop and promote a corporate culture that’s open to new ideas, new technology, and new ways to operate in an ever-changing industry.

ENTER BEEB. Our team created a customized leadership program for ASSA ABLOY Americas (AAA) that featured

sessions such as Strategy and Innovation, Customer Intimacy, and Product Leadership. These classes—shaped around AAA’s unique challenges and objectives—were accompanied by group workshops, guest speakers, and closing team presentations observed by President and CEO Thanasis Molokotos and the executive leadership team.

THE BOTTOM LINE

AAA leaders are gaining valuable tools and confidence, as well as insights into the competitive landscape that they can use to increase their market presence, improve cost efficiency, and achieve product leadership through innovation.

EXPLORING A WORLD OF OPPORTUNITIES

SINGAPORE MANAGEMENT UNIVERSITY / EDUCATION

“Through Babson, our Master of Science in Innovation students experience the power of creative action and innovation on a global scale by participating in an immersive program focused on launching, growing, and scaling ventures.”

— Thomas Menkhoff, Academic Director, MSc in Innovation, Singapore Management University



Singapore Management University (SMU), internationally recognized for its world-class research and distinguished teaching, is committed to nurturing creative and entrepreneurial leaders for the knowledge-based economy.

SMU's Master of Science in Innovation (MI) program is designed to engage, challenge, and grow Asia's next generation of innovators. Graduates of the program not only benefit from exposure to the latest research-based knowledge, but also gain the necessary skills to navigate fast-paced corporate and entrepreneurial environments with proficiency and ease. Through MI's dynamic curriculum and interaction with innovation experts from around the world, students also acquire the latest business insights, becoming masters of innovation management who are passionate about value creation in business and society.

ENTER BEEE. Through our customized, weeklong offerings, SMU students participate in entrepreneurship immersion experiences with an emphasis on innovation, taking sessions on topics such as opportunity recognition, design thinking for idea generation, and managing a growing business. The program also includes a site visit to a startup or an accelerator to see an entrepreneurial company in action, as well as a chance for students to deliver three-minute “rocket pitches” on business opportunities they see in the global marketplace.

THE BOTTOM LINE

The SMU students in our program, by exploring real-world business challenges and putting what they learn into practice, are developing an entrepreneurial mindset that will help them create value around the world.



YOUR LEARNING ENVIRONMENT

The programs that we design for you can take place anywhere in the world to best suit your needs and goals. Many of our clients choose to use the award-winning specialized facilities at the Babson Executive Conference Center (BECC). Less than 20 miles from Boston's Logan International Airport and conveniently located off Route 128 on the quiet, wooded, 375-acre Babson College campus, BECC is designed to fulfill your program and meeting aims, minimizing interruptions and maximizing results. Amtrak, commuter rail, and subway stops also are a short drive from the conference center.

FEATURES OF OUR CONFERENCE CENTER:

- 22,500 square feet of meeting space, 37 conference rooms, and four amphitheaters
- 211 guest rooms, an exceptional farm-to-table dining experience, and a cozy on-site pub
- Telepresence suite and complimentary wireless Internet access in all meeting rooms, public spaces, and guest rooms
- Sophisticated audiovisual resources, from built-in projection equipment to 19 breakout rooms with computers, wireless keyboards, and 42-inch plasma screens
- Simultaneous translation services available; some bilingual staff
- Professional conference personnel and audiovisual technicians on staff
- Complimentary 24-hour beverage stations that include fair-trade coffee and organic tea
- On-site fitness room

» **Learn more at www.babson.edu/becc**

LEARN HOW WE CAN DRIVE ENTREPRENEURIAL THOUGHT AND ACTION IN YOUR ORGANIZATION

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Babson College
231 Forest Street
Babson Park, MA 02457



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