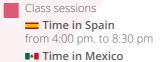
SCHEDULE 2024-2025 EXECUTIVE EDUCATION

Online Spanish

EXECUTIVE MASTER IN INNOVATION AND ENTREPRENEURSHIP IN THE FAMILY BUSINESS

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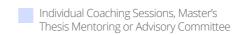
| SESSION | DATE | DAY | SUBJECT | CONTENT | PROFESSOR |
|---------|------------|--------|---|--|---|
| 1 | 27/09/2024 | Friday | Value Creation Strategies | I. Introduction to the Master's Degree, Corporate ownership and value management, and Value management principles | Carlos Dumois, Guillermo Gutiérrez and Enric Bayó |
| 2 | 04/10/2024 | Friday | Value Creation Strategies | II. Value creation model | Carlos Dumois and Guillermo Gutiérrez |
| 3 | 11/10/2024 | Friday | Value Creation Strategies | III. Value management method | Carlos Dumois and Guillermo Gutiérrez |
| 4 | 18/10/2024 | Friday | Value Finance | I. Operational finance I - Working capital management and analysis of financial statements | Luis Miguel Álvarez |
| 5 | 25/10/2024 | Friday | Value Finance | II. Operational finance - Financial indicators | Luis Miguel Álvarez |
| 6 | 08/11/2024 | Friday | Shared Ownership in the Family Business | I. Introduction to shared ownership | Carlos Dumois and Guillermo Gutiérrez |
| 7 | 15/11/2024 | Friday | Competitive Focus and Value Generation | I. Introduction to market approach and fertilisation | Alfonso Orozco and Guillermo Gutiérrez |
| 8 | 22/11/2024 | Friday | Competitive Focus and Value Generation | II. Differentiation paths | Carlos Dumois and Guillermo Gutiérrez |
| 9 | 29/11/2024 | Friday | Competitive Focus and Value Generation | III. Positioning | Guillermo Gutiérrez, Horacio Marchand and Eduardo Caccia |
| 10 | 13/12/2024 | Friday | Competitiveness in a World of Disruption | Introduction to business innovation Competitive company - Main characteristics | Enric Bayó |
| 11 | 10/01/2025 | Friday | Competitiveness in a World of Disruption | Understanding changes - Market trends | Livia Fioretti |
| 12 | 17/01/2025 | Friday | Transformation in the Digital Age | Understanding changes - Technological disruption | Jordi Arrufí |
| 13 | 24/01/2025 | Friday | Shared Ownership in the Family Business | II. Leadership of Ownership | Alfonso Pompa, Carlos Dumois and Guillermo Gutiérrez |
| 14 | 31/01/2025 | Friday | Competitive Focus and Value Generation | IV. Competitive strategy | Carlos Dumois and Guillermo Gutiérrez |
| 15 | 07/02/2025 | Friday | Value Finance | III. The value of money over time, Analysis of investment projects, and Valuation of companies | Guillermo Estrada and Guillermo GutiérreZ |
| 16 | 14/02/2025 | Friday | Competitiveness in a World of Disruption | Tools, models, and methodologies - Value proposition (Value Proposition Canvas) and business model (Business Model Canvas) | Nicolas-Emmanuel Leblanc |
| 17 | 21/02/2025 | Friday | Shared Ownership in the Family Business | III. Succession | Carlos Dumois and Guillermo Gutiérrez |
| 18 | 28/02/2025 | Friday | Value Creation through Innovation | Intrapreneurial culture (inhibitors and drivers) | Enric Bayó |
| 19 | 07/03/2025 | Friday | Transformation in the Digital Age | Al tools applied to innovation | Jordi Castells |
| 20 | 14/03/2025 | Friday | Organisational Synergy and Value Multiplication | I. Introduction to synergy and desire | Carlos Dumois and Guillermo Gutiérrez |
| 21 | 28/03/2025 | Friday | Organisational Synergy and Value Multiplication | II. Government formula | Carlos Dumois and Guillermo Gutiérrez |



from 9:00 am to 1:30 pm

Miami Academic Week





Closing ceremony

Barcelona Academic Week



SCHEDULE 2024-2025 EXECUTIVE EDUCATION



EXECUTIVE MASTER IN INNOVATION AND ENTREPRENEURSHIP IN THE FAMILY BUSINESS

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| SESSION | DATE | DAY | SUBJECT | CONTENT | PROFESSOR | | | | |
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| 22 | 04/04/2025 | Friday | Shared Ownership in the Family Business | IV. Building Harmony and managing value in shared ownership | Carlos Dumois and Guillermo Gutiérrez | | | | |
| 23 | 11/04/2025 | Friday | Organisational Synergy and Value Multiplication | III. Ownership formula | Elías Adam, Carlos Dumois and Guillermo Gutiérrez | | | | |
| 24 | 25/04/2025 | Friday | Organisational Synergy and Value Multiplication | IV. External synergy | Carlos Dumois and Guillermo Gutiérrez | | | | |
| 25 | 02/05/2025 | Friday | Value Finance | Value finance II. Mergers and acquisitions | Héctor Martínez and Guillermo Gutiérrez | | | | |
| 26 | 09/05/2025 | Friday | Value Creation through Innovation | Tools, models, and methodologies - Design Thinking (Problem space) | Anna Ripoll | | | | |
| 27 | 16/05/2025 | Friday | Value Creation through Innovation | Tools, models, and methodologies - Design Thinking (Solution space) | Anna Ripoll | | | | |
| 28 | 23/05/2025 | Friday | Shared Ownership in the Family Business | V. Governance and shared leadership | Patricio Morales, Carlos Dumois and Guillermo Gutiérrez | | | | |
| 29 | 30/05/2025 | Friday | Agile Project Management | Tools, models, and methodologies - Project management (Predictive vs. Adaptive) | Steven Wallace | | | | |
| 30 | 06/06/2025 | Friday | Shared Ownership in the Family Business | VI. Institutionalisation of shared ownership | Carlos Dumois and Guillermo Gutiérrez | | | | |
| 31 | 13/06/2025 | Friday | Collaboration with the Ecosystem | Collaboration with the ecosystem I | Marc Milian | | | | |
| 32 | 20/06/2025 | Friday | Strategic Alignment and Value Capture | Alignment of the organisation and talent management | Patricio Morales, Guillermo Gutiérrez and M. Luisa Velasco | | | | |
| 33 | 27/06/2025 | Friday | Strategic Alignment and Value Capture | Alignment of resources and information | Alfonso Orozco and Eduardo Martínez | | | | |
| 34 | 04/07/2025 | Friday | Value Creation Strategies | IV. Internationalisation | Carlos Dumois and Guillermo Gutiérrez | | | | |
| 35 | 11/07/2025 | Friday | Agile Project Management | Tools, models, and methodologies - KPIs and OKRs | Anita Bodnar | | | | |
| 36 | 18/07/2025 | Friday | Collaboration with the Ecosystem | Collaboration with the Ecosystem II | | | | | |
| 37 | 25/07/2025 | Friday | Value Creation Strategies | V. Redesign of the business formula | Carlos Dumois and Guillermo Gutiérrez | | | | |
| 38 | 29/08/2025 | Friday | Project Presentations | | | | | | |
| 39 | 05/09/2025 | Friday | Project Presentations | | | | | | |
| 19/0 | 9/2025 | Friday | | Closing ceremony | | | | | |



