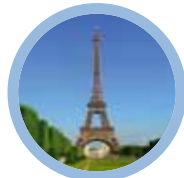


U-SCHOOL

THE ENTREPRENEURIAL LEADERSHIP PROGRAMME

Developing, Experiencing, and Living Good Entrepreneurship



affiliated to



**EUROPEAN IDENTITY
GLOBAL PERSPECTIVE**

The World's First Business School (est. 1819)

EUROPEAN IDENTITY GLOBAL PERSPECTIVE

The World's First Business School (est. 1819)

6 CAMPUSES IN EUROPE

Berlin London **Madrid** Paris **Turin** Warsaw

ESCP EUROPE AT A GLANCE

- 1819** The World's First Business School was established in Paris by a group of economic scholars and businessmen on 1ST December. Even on its debut, ESCP Europe's Global Perspective was well established, with one third of its students coming from an international background.
- 1973** On 5TH April, the concept of ESCP Europe as a multi-campus business school was born. The inauguration of campuses in the United Kingdom and in Germany soon followed, each marking a significant milestone in cementing the School's strong European Identity.
- 1988** The School opened its fourth campus in Madrid.
- 2004** ESCP Europe took up residence in Italy with a fifth campus in Torino.
- 2015** ESCP Europe opened a sixth campus in Warsaw.

MORE THAN **100**

ACADEMIC ALLIANCES
WORLDWIDE

MORE THAN **130**

RESEARCH-ACTIVE
PROFESSORS REPRESENTING
OVER **20**
NATIONALITIES

5,000+

MANAGERS AND EXECUTIVES
IN TRAINING EVERY YEAR

3

TRIPLE-CROWN ACCREDITED
WITH INTERNATIONAL
QUALITY LABELS: EQUIS,
AMBA, AACSB

6

ESCP EUROPE CAMPUSES
IN BERLIN, LONDON,
MADRID, PARIS, TORINO,
WARSAW

4,000+

STUDENTS REPRESENTING
90 NATIONALITIES

45,000

GRADUATES IN KEY POSITIONS
IN OVER **150** COUNTRIES

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Supported by

WELCOME TO U-SCHOOL

The Entrepreneurial Leadership Programme for entrepreneurs,
intrapreneurs and family business leaders

How to train people for entrepreneurial action in various contexts?

This question was raised during a panel debate at ESCP Europe in 2013 when a group of entrepreneurs and academics discussed the role of business schools in the education of entrepreneurs. The group identified the need for an entrepreneurial education programme that would combine a strong academic basis with deep practical insights. As ESCP Europe has been dedicated to business innovation and visionary entrepreneurs since the foundation of the school in 1819, the decision was quickly made: we will co-create an entrepreneurial leadership programme.

In the ideation phase we agreed to create a programme for the demands of entrepreneurs and innovation managers, combining the knowledge of professors with the experiences and know-how of successful entrepreneurs. We pooled our competencies, prototyped, pivoted and finally created the first edition of "UNTERNEHMERSCHULE".

The first intake in 2014 brought together a diverse group of people, united by a truly entrepreneurial spirit. It was a truly promising jump into the new programme. Since the start, start-up founders, family business managers, intrapreneurs from large corporations and social entrepreneurs bring in different perspectives and learn from each other, all striving to develop their entrepreneurial competencies — for themselves, for their companies and the society.

The UNTERNEHMERSCHULE has grown up since then, and still keeps changing as we constantly adapt the programme to the needs of our unique cohorts as well as to the latest developments in entrepreneurship, business and society.

The most recent update after three successful and inspiring years of UNTERNEHMERSCHULE includes its extension to a more European audience and a fundamental challenge of the concept's core ideas: UNTERNEHMERSCHULE now becomes the "U-SCHOOL". The "U" represents both our reference to Unternehmertum as the German expression for entrepreneurship and our focus on YOU. As a whole, the U-SCHOOL commits to help you strengthen your entrepreneurial skill set and to make your innovative ideas become real.

Martin Kupp | René Mauer
Academic Directors of U-SCHOOL



Marc Sasserath | Jörg Rheinboldt
Co-Founders of UNTERNEHMERKLUB



MODULES — THE FOUR STEPS

IDEATE, JUMP, GROW, and CHALLENGE, the four steps to start successful projects, are the four modules of U-SCHOOL.

The objective is to create a safe and agile learning environment to develop yourself and, at the same time, to take your projects from idea to implementation, improvement and growth.

ACCELERATE YOUR
ENTREPRENEURIAL
PROJECT IDEA →

1

MODULE 1
APRIL 27TH—29TH, 2017
BERLIN

IDEATE

During the first three days we will hone your project by challenging, twisting and shaping your initial ideas. We will apply a wide variety of tools like effectuation, design-thinking and customer discovery. Furthermore, we visit start-ups and agile companies. We have the opportunity to discuss with them how they were built and how they have developed and shaped their ideas over time. At the end of module 1 you should have torn your ideas into pieces and put them back together with many new ideas.

CONCEPTS & TOOLS

Effectuation
Design-Thinking
Customer Discovery

JUMP

It is time to put your ideas to the test. And we mean this quite literally! Why do you do this project, how can you make a difference, what leadership preferences do you have and how can you use them best? We will explore how stories will help you to build a powerful identity and brand for your project.

CONCEPTS & TOOLS

Tiger Riding
MBTI
Brand Matrix

2

MODULE 2
JUNE 22ND—24TH, 2017
PARIS

3

MODULE 3
SEP 14TH—16TH, 2017
BERLIN

GROW

To develop your project further we explore the role of strategy. You learn methods and principles entrepreneurs employ in situations of uncertainty. We will also discuss the fundamentals of finance and deepen your skills as a negotiator and mediator.

CONCEPTS & TOOLS

Entrepreneurial Strategy
Legal & Finance
Negotiating, Mediating & Closing

CHALLENGE

What are the important levers to bring your project to the next level? We discuss what it takes to grow your business internationally and we examine a number of leadership issues connected with growth, such as the role of ethics, diversity and responsibility. Furthermore we will learn about the different marketing instruments, especially the potential of digital marketing.

CONCEPTS & TOOLS

Growing & Scaling
Marketing Toolbox
Responsible Leadership

4

MODULE 4
NOV 23RD—25TH, 2017
BERLIN

→
**YOUR
BUSINESS
SUCCESS**

TAKE HOME VALUES

The objective of U-SCHOOL is to create a safe and agile learning environment to take your projects from the idea to implementation, improvement and growth in four intense modules.

FOR YOU ...

- Access to ESCP Europe's network through participants, faculty, mentors and beyond
- Seeing yourself as a brand and learning personal self-story-telling
- Feedback from class mates, professionals and outsiders
- Applying design-thinking principles to generate ideas and learning new methods and techniques

...AND YOUR PROJECT

- Prototyping your project idea and developing experiences to test your assumptions at a fast pace
- Operationalizing strategies through effective and efficient methods
- Experiencing triggers and barriers for individual and collective creativity
- Using the brand as the guiding principle around which all communication is focused
- Deepening your knowledge of finance fundamentals
- Identifying and managing Key Performance Indicators (KPIs)
- Building and maintaining productive teams, organisations and workflows



With the U-SCHOOL tools and professors I assessed and drove my project forward pretty quickly. It was a very inspiring and dynamic environment!

FRANK HENRICH
PARTICIPANT U-SCHOOL 2015
BEARINGPOINT



TARGET GROUP & STATEMENTS

Every economy needs entrepreneurs to create companies, products, jobs and value. But courageous entrepreneurs often fail as start-ups or as the drivers of innovative initiatives within established companies. U-SCHOOL sets out to improve the likelihood of these entrepreneurs' success by creating a safe practice ground in which they can work on their ideas, turn these ideas into reality, learn about and improve their ideas quickly and then grow their projects on a European level.

TARGET GROUP

The U-SCHOOL programme welcomes participants from diverse educational backgrounds who have already gained a minimum of three years professional experience. This experience could have been gained as an entrepreneur, social entrepreneur, intrapreneur or business developer within a large company or as the manager of a family business.



I especially enjoy the Tandem Teaching concept. Every session provides me with relevant background knowledge and practical tools I can share with my team to get my project implemented into our business.

KARIN GÖHRE
PARTICIPANT U-SCHOOL 2014
BAYER PHARMA AG



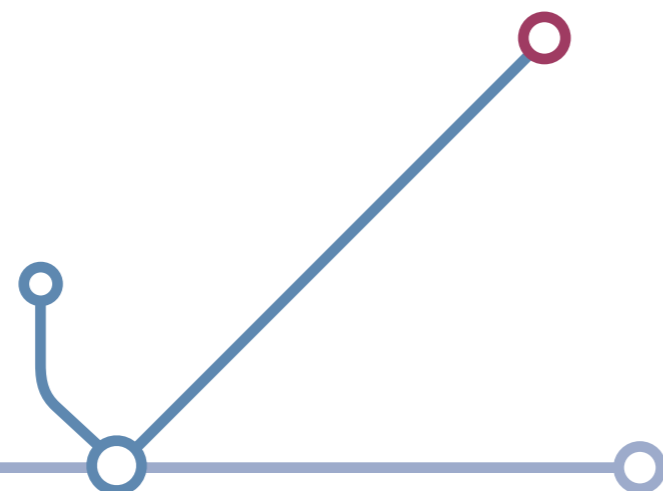
For me one of the core benefits of the programme is the incredible mentor network that we are exposed to. Not only do we have access to our personal mentor but a mentor network of more than 20 experienced serial entrepreneurs and influential intrapreneurs who are offering support in developing our project.

CLAUDIUS HUNDT
PARTICIPANT U-SCHOOL 2014
ENBW AG



U-SCHOOL provided me with an environment in which to analyse and refine the business models of my start-ups. Intensive exchanges with the other programme participants, and access to the ESCP Europe community, allowed me to diversify and grow my network.

FELIX CHROBOG
PARTICIPANT U-SCHOOL 2014
DELIVEROO



LEARNING METHODS

At U-SCHOOL, we believe that the best learning comes by doing: When we take action and reflect upon our achievements and mistakes. This is why we created a programme with three core elements — **Project-Based Learning, Tandem Teaching & Mentoring** — each supporting this mindset and engaging participants in different ways, but always action-oriented and on safe practice grounds. Furthermore, we believe that learning takes place in various inspiring settings. Therefore, we take participants to our campuses in Berlin and Paris as well as to different start-ups, innovation centres, incubators and accelerators.

PROJECT-BASED LEARNING

Learning by doing is at the heart of U-SCHOOL. Therefore, we ask the candidates to apply with a project, that they want to accelerate during the programme. This can be an innovative product or process within a larger context such as an existing company or a family business, an idea for a potential start-up or an existing start-up in a very early phase. Participants have the time to work on their project in each of the modules and improve them by working on the idea (IDEATE), taking the first steps (JUMP), learning and improving (GROW) and reaching the next level (CHALLENGE).

EXAMPLES OF PROJECTS

1ST Coffee to GROW: New fair trade brand

This project deals with establishing a new standard for fair trade in the coffee business. A new premium coffee brand is being introduced with a "Direct Fair Trade" certificate through media cooperation and innovative listing concepts.

2ND All lights on: New energy business model

Developing a new business model for light contracting is at the heart of this project, which aims at improving the quality of lighting and reducing energy costs by 70 percent.

3RD Not made in Germany: Adoption of an approved US model

In order to implement the Offline Longtail topic within this company, an approved model from the US is being transferred to Germany within this project. It is also focusing on the mobile market.

TANDEM TEACHING APPROACH

Each module is presented through a tandem teaching approach meaning that members of ESCP Europe's academic faculty are teaching together with experienced practitioners. This co-teaching method offers a rich source of fruitful discussions. Academic research is challenged for its practicability and entrepreneurial experience is challenged by rigorous research insights. Last but not least, this also creates a wide network in both worlds and guarantees a multiperspective learning environment.



MENTORING AND NETWORKING

U-SCHOOL fosters each participant's entrepreneurial personality and network. Throughout the programme participants are guided by an experienced mentor, who helps them raise self-awareness and develop their projects. The more diverse the backgrounds and careers of the participants, the better they can learn from each other and build a sustainable network — a key element of the programme.

MEET THE FACULTY

ACADEMIC FACULTY



MARTIN KUPP
Academic Director of
U-SCHOOL

Martin Kupp is Associate Professor for Entrepreneurship at ESCP Europe, Paris, and a visiting professor at EGP Business School in Portugal and the European School of Management and Technology, Berlin. Martin's areas of expertise lie in strategic innovation, competitive strategy and organisational creativity.

He has worked for clients such as Bosch, ThyssenKrupp, Siemens, MAN, Coca-Cola, Deutsche Bank and Bertelsmann. Recent publications have appeared in magazines such as California Management Review, Journal of Business Strategy and The Economist. He frequently speaks at industry conferences and events.



RENÉ MAUER
Academic Director of
U-SCHOOL

René Mauer shares with Martin Kupp the academic lead of U-SCHOOL and holds the Chair of Entrepreneurship and Innovation at ESCP Europe Berlin campus. His area of expertise is entrepreneurial decision-making in venture and corporate contexts. In practice projects he has been working together with SMEs and larger companies such

as BASF, BMW, Deutsche Post DHL or P&G. René has worked for 3M, in start-ups and in management consulting. He co-owns a family business, co-founded a technology-start-up and was involved in a variety of other venture projects, one of which is the expert network Effectuation Intelligence that he is a partner of.



MARION FESTING
Professor of Human
Resource Management
& Intercultural
Leadership

Marion Festing is Professor of Human Resource Management and Intercultural Leadership, from 2012 to 2016 she was Rector of the ESCP Europe, Berlin campus. She holds a PhD and habilitation degree from the University of Paderborn, Germany. Her areas of expertise are international and strategic

human resource management, global leadership, intercultural management and globalisation processes. She is actively involved in various executive education programmes and has strong links with the world of business.



ROBERTO QUAGLIA
Associate Professor
for Strategy &
Management

Roberto Quaglia is an Associate Professor for Strategy & Management at ESCP Europe, Paris Campus. His area of expertise lies in strategy, problem solving, leadership, negotiation and family business. Prior to his academic career, Roberto worked, amongst

others, as a consultant for McKinsey. He is also an entrepreneur investing in start-ups and he works with private companies and institutions as a consultant or Board Member.



VÉRONIQUE TRAN
Associate Professor of
Organizational Behavior

Véronique Tran is Associate Professor of Organizational Behavior at ESCP Europe, Paris Campus. She is currently Academic Director of the Master of European Business (MEB) and of the incoming MBA in International Management. She has an extensive experience in executive education and international

management development, with emphasis on topics such as personality, group decision-making, leadership, teamwork, and emotional competence. She performs personal coaching using the Myers-Briggs Type Indicator (MBTI) — certified since 1995, as well as executive coaching based on 360° feedback.

Our tandem teaching approach involves a member of ESCP Europe's academic faculty and an experienced practitioner for every course. You can find the entire list on our website www.escpeurope-uschool.eu

ENTREPRENEURS



PETER BORCHERS
Founder of hub:raum &
CEO of Allianz X

Peter Borchers is CEO of Allianz X GmbH, which represents the company builder and venturing unit of Allianz Group. Before that, Peter founded hub:raum, Deutsche Telekom's global incubator, and T-Innovations, an internal innovation accelerator for Deutsche Telekom. In his earlier life, Peter was one of the founders of everseven, one

of the first online marketplaces for freelance jobs. He is also an active angel investor, start-up mentor, author and keynote speaker. As a member of the Digital Advisory Board at the Federal Ministry for Economic Affairs (BMWi), Peter serves the German Government and advises on issues of the digital economy.



STEPHAN BREIDENBACH
Founder of
betterplace.org &
business mediator

Stephan Breidenbach is an experienced entrepreneur. He founded knowledgeTools International GmbH, the leading company in rule mapping and legal knowledge mapping in Europe. In the non-profit sector he founded Humboldt-Viadrina School of Governance and betterplace.org, the

global online donation platform for social projects. His next venture will be NExtSSE, a social stock exchange for investment through the Internet in social impact companies.



GUNNAR GRAEF
Co-Founder of
Deutsche Ventures &
Affiliate Professor
ESCP Europe Paris

Gunnar Graef is co-founder and CEO of Deutsche Ventures and Affiliate Professor of ESCP Europe's Paris campus. He studied industrial engineering in Berlin and Shanghai and graduated at Technical University Berlin (Diplom-Ingenieur), ESCP Europe (MIM Paris-Oxford-Berlin) and at Ecole Nationale

d'Administration in France (ENA). He has founded several companies — Airtag, Index Europe, which he sold to Index Corp. in Japan, and DHL Global-mail, which grew significantly under his 5 year leadership, after integration in Deutsche Post Group.



JÖRG RHEINBOLDT
CEO of Axel Springer
Plug and Play Accelerator

Jörg Rheinboldt is CEO of Axel Springer Plug and Play Accelerator and a serial entrepreneur. While studying management in Cologne, he co-founded the Internet consulting company denkwerk, and later alando.de, a marketplace which was acquired by eBay. After the acquisition, Jörg served as Managing

Director of eBay in Germany for five years. Today, he focuses on early stage investments in groundbreaking internet, telecom and media businesses as founding partner of M10 GmbH. Jörg is also a founding donor of betterplace.org, a platform for social projects.



MARC SASSERATH
Founder of
Sasserath Munzinger Plus

Marc Sasserath is co-founder of Sasserath Munzinger Plus, a brand consultancy that works out of Berlin and Milan for some of the world's best and most ambitious brands. He was born into an entrepreneurial family which started its first business in

1871. However, instead of joining the family business he decided to become a globally-oriented brand strategist working with groups such as Saatchi and BBDO before starting Publicis Sasserath and later Supermarque and Sasserath Munzinger Plus.

UNTERNEHMER- KLUB

Entrepreneurship is a hard subject to teach. While it needs a theoretical foundation it only thrives through practicability and outstanding execution.

BECOME PART OF THE NETWORK

It is against the above background that Unternehmerklub initiated a number of efforts to promote entrepreneurship: The “Executive Master in Digital Innovation and Entrepreneurial Leadership” was developed jointly with ESCP Europe, as was U-SCHOOL, an entrepreneurship programme targeted at senior executives. Also, entrepreneurs and intrapreneurs are supported directly through mentorships, networking and

continuous programme development. These efforts are part of the overall mission of Unternehmerklub of fostering the entrepreneurial ecosystem in Berlin. Consequently, members also benefit from extensive networking-, community- and investment-opportunities.

“

As entrepreneurs we felt that something was missing. Of course there were fantastic management schools but nothing was really tailor-made to the demands of entrepreneurs combining the academic world with real entrepreneurial life.

MARC SASSERATH
CO-FOUNDER OF
UNTERNEHMERKLUB
& FOUNDER OF
SASSERATH MUNZINGER PLUS



“

Entrepreneurship is about networking and agility. Unternehmerklub takes “Unternehmertum”, the German word for entrepreneurship, literally: We provide support for young leaders on their real projects and connect them with the right partners.

TONI KAPPESZ
MD & CO-FOUNDER OF
UNTERNEHMERKLUB



“

Unternehmerklub believes in the almost classical trait of thinking and acting like an entrepreneur as a way of generating economic prosperity and to overcome barriers to change.

PETER BORCHERS
CO-FOUNDER OF
UNTERNEHMERKLUB
& CEO ALLIANZ X



UNTERNEHMERKLUB

EST. 2011 IN BERLIN

Strategic partner of ESCP Europe.
Premium network for young leaders.

To become a member, connect with us:
mail@unternehmerklub.com | www.unternehmerklub.com

ADMISSION REQUIREMENTS & APPLICATION

U-SCHOOL is looking for motivated entrepreneurial managers who have gained at least three years of professional experience. This could be within a corporate setting (intrapreneurs), a start-up or a family business.

Admission to U-SCHOOL will be considered by an assessment committee made up of ESCP Europe academics and entrepreneurial experts. To provide a diverse, fully enriching and high-class learning experience we only allow a certain number of participants from each sector. There are no formal education requirements; however, English language proficiency skills are mandatory.

YOUR APPLICATION MUST INCLUDE:

- A one-page letter of motivation
- Your CV
- The concept behind your entrepreneurial project

The **letter of motivation** should answer the following questions: Why are you the ideal candidate for U-SCHOOL? What valuable experience can you bring to the programme? What are your entrepreneurial goals?

The **concept of your project** should be presented on no more than three pages and will need to outline the need for your project, the planned process of implementation, your entrepreneurial creativity and the project's potential.

The **tuition fee** for the complete programme is € 12,800, including breaks and evening activities.

EARLY BIRD

Get a 15% discount if you apply until **December 31ST, 2016**.

We offer scholarships for women and entrepreneurs, especially social entrepreneurs.

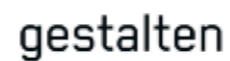
Please submit your application via email not later than **March 13TH, 2017** to

Sven Scheid
sscheid@escpeurope.eu
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Candidates will be selected according to our assessment criteria.

More information on
www.escpeurope-uschool.eu

OUR PARTNERS



WHAT EXPERTS SAY



ULRICH SCHMITZ
 Intrapreneur & CTO,
 Axel Springer SE

"A successful entrepreneur needs talent, applicable methods, tools and the right timing. Entrepreneurial talent often exists naturally; however, it needs to be developed in practice. As such, U-SCHOOL offers the chance to do so!"



JAN BOHL
 CFO & Co-Owner,
 Ableton

"For me entrepreneurship is about not only turning an opportunity into a successful business but also the drive to scale this business into something big and meaningful. I truly believe that U-SCHOOL will be the place where these skills can be acquired."



ULI HUENER
 Head of Innovation Management,
 EnBW AG

"The business model in the energy sector has hardly changed in the past 30 years. For EnBW it is one of the big challenges — and at the same time chances — to identify and extend new businesses through entrepreneurial talent and with entrepreneurial spirit. With the U-SCHOOL programme we have found a good way to work on and refill our new business model ideas."



ALEXANDER SIXT
 Family business holder, Managing Director,
 Head of Corporate Development, Central
 Purchasing & Workflow management at
 Sixt AG

"The leader of a family business demands the ability to seize chances while keeping up the approved business model. That's one of the main challenges in a family business. Growing into a family business sometimes needs external support. Family business leaders will benefit from U-SCHOOL by obtaining insights into challenging business cases and through a top-class network. It is what you need to develop into a responsible leader much quicker."



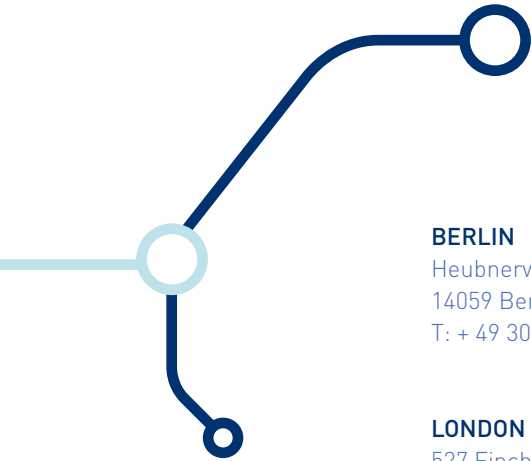
NICOLAS GAUME
 Serial Media & Game Entrepreneur

"U-SCHOOL is providing the tools to really accelerate the development of your business ideas and to take you further — not within years, but within months."



MARCUS HIPPE
 CEO,
 BMW Foundation Herbert Quandt

"We do not need to reinvent the wheel, but together we can considerably improve the technology in some areas if we want to do business with more values and be successful and responsible leaders — the tools for that are taught and tested at U-SCHOOL."



The World's First Business School (est. 1819)

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