



Master Advanced Business Engineering in only 7 Sessions

If you want to understand why companies are designed the way they are designed and managed the way they are managed -and why things go wrong-, then this program is what you're looking for!

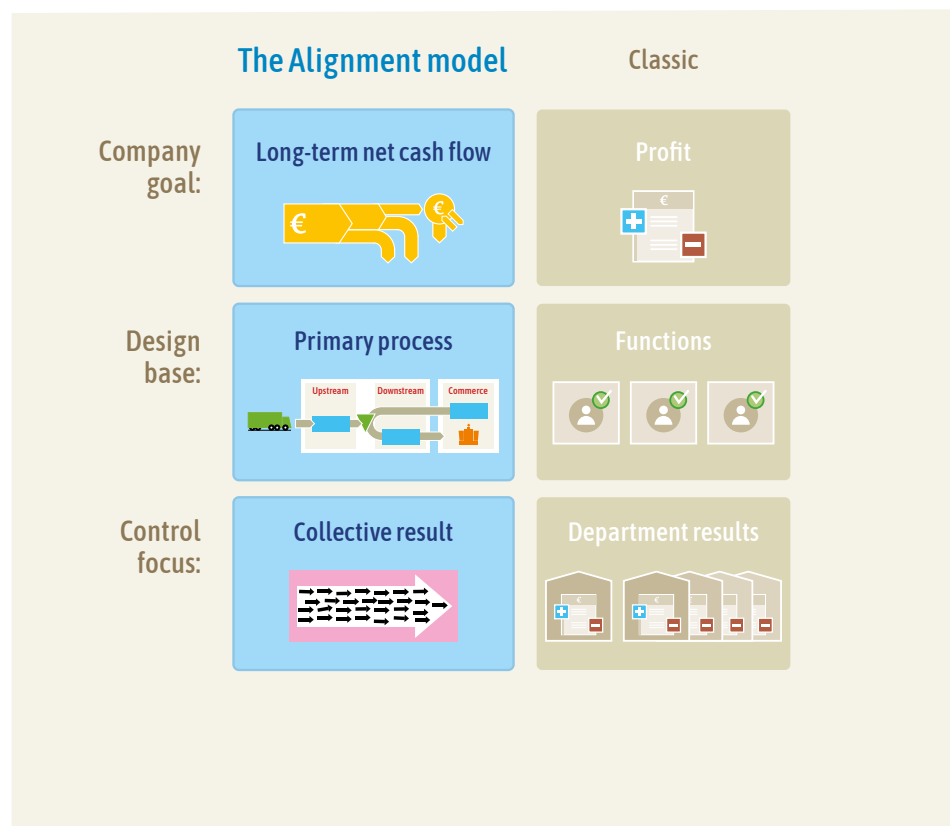
And if you also want to learn how to make companies not only more efficient and agile but also a more enjoyable place to work, this is simply a 'must-do' for you!

The authors of The Alignment Puzzle invite you to a concise, high-impact training program designed to help you grasp the essentials of modern business engineering in only seven sessions (3 hours each).

Who Should Attend?

The training is ideal for professionals with a college or university degree and several years of work experience – especially those who want to better understand how businesses really function.

The authors, who are all seasoned experts in management consulting, training, organisational design, and IT, will also be your trainers.



Master Advanced Business Engineering Program Overview

Session 1: Introduction to Alignment

We kick off with an introduction to the program and a preview of the final presentations. Why is alignment the key challenge in business management? What are the hidden costs of misalignment—financially and culturally? How aligned is your own organisation? What roles do leadership and management play? And how can you start improving your organisation using five essential puzzle pieces?

Session 2: Strategy

Why is strategy essential for achieving alignment? What different types of strategies are there? Why does a solid strategy combine both a commercial and a supply chain perspective? What defines an effective supply chain strategy? And why is cash flow a better compass than profit?

Session 3: Process

Why do process-driven organisations outperform functionally structured ones? How do you distinguish between different process types and business models? Why should every business process be seen in terms of preparing, acquiring, and fulfilling customer orders? What are key process characteristics, and how do you identify them? What is a DCC (Dominant Control Challenge), and why is it such a game changer?

Session 4: Control

Which control techniques fit which situations—and which don't? How do you manage effectively at different organisational levels? How do you navigate uncertainty? What is the strategic importance of S&OP (Sales and Operations Planning)? And why is traditional management accounting due for an upgrade?

Session 5: Organisation

Why is organizing around processes more effective than structuring by function? Why should every leader think like a stage director? Which leadership styles and coordination mechanisms work best in which contexts? How can you spot early warning signs of misalignment? And what is the influence of company culture?

Session 6: Information

What types of IT systems support which control techniques? Why is the gap between business and IT still so persistent—and what can you do about it? What's the real value of data reliability in today's organisations?

Session 7: Final Presentations & Wrap-Up

Throughout the program, you'll apply what you've learned to a real case from your own organisation. In the final session, participants present their cases and receive valuable feedback from peers and instructors.

Format & Preparation

Each session includes three hours of highly interactive training, with ample time for group assignments, breaks, and discussion. Participants are expected to read the relevant book chapters ahead of each session. For in-house programs, timing and structure can be tailored in consultation. The training can be delivered in either Dutch or English.

Investment

The program costs €1,800 per participant for 7 sessions, (incl materials and catering, ex VAT). In-house training for teams (up to 25 participants): €9,800 (excl. VAT and catering).



More information

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