



CIBAFI - Ivey Business School Executive Programme on Strategy and Leadership for Islamic Financial Institutions

19 - 20 August 2015

Manama, Kingdom of Bahrain

About the Programme

As highlighted in Members Satisfaction and Expectations survey conducted in the period May – June 2014, **83%** from 67 respondents representing 27 countries have high interest and expectation from CIBAFI in organising Executive Programmes on Strategic issues targeting senior management and Board Members.

In response to the request, CIBAFI is pleased to announce the launch of a series of Executive Programmes which aim to satisfy members' needs and expectations. The first Executive Programme for later this year is offered in partnership with the Ivey Business School, a top-ranked business school of Western University, Canada.

Designed for senior management and Board Members, the **CIBAFI - Ivey Business School Executive Programme on Strategy and Leadership for Islamic Financial Institutions** aims to serve as a platform for strategic discussions. Participants of the Executive Programme would have a unique opportunity to discuss the emerging matters and share the experience and practices among the C-suite and top management circle.

About CIBAFI



General Council for Islamic
Banks And Financial Institutions

General Council for Islamic Banks and Financial Institutions (CIBAFI) is a nonprofit institution that is the umbrella for Islamic financial institutions worldwide. It was founded by the Islamic Development Bank (IDB) and a number of leading Islamic financial institutions. CIBAFI was established on 16 May 2001, in the Kingdom of Bahrain and it is affiliated with the Organisation of Islamic Cooperation (OIC).

Today CIBAFI with 112 members from 30 countries around the world is recognised as a key piece in the international architecture of Islamic finance. In its mission to support Islamic financial services industry by being the leading industry voice advocating regulatory, financial and economic policies that are in the broad interest of our members and that foster the development of the Islamic financial services industry and sound industry practice, CIBAFI is guided by its Strategic Objectives, which are 1) Policy, Regulatory Advocacy, 2) Research and Publications, 3) Awareness and information sharing and 4) Professional Development.

About Ivey Business School



WESTERN UNIVERSITY · CANADA

The Ivey Business School at Western University, Canada was founded in 1922 and is one of North America's oldest and most established providers of business education. Ivey's mission is to develop outstanding business leaders who think globally, act strategically and contribute to the societies within which they operate. Ivey is the second largest producer of business cases in the world, and the world's largest producer of Asian business cases. These business cases are used as teaching material by top business schools around the world.

CIBAFI | www.cibafi.org

Ivey Business School - Asia | www.ivey.com.hk

Interactive Case Learning Methodology

The Ivey learning approach is based on learn-by-doing, not just learn-by-listening. What managers truly need does not come in a textbook. It is experiential and intuitive. It is something we call the Ivey Learning Experience. The Experience is carefully orchestrated to mirror the business decision-making process and integrate across business disciplines.

Through Ivey's case learning method, participants will be put in the shoes of decision-makers, struggling with real challenges, incomplete or too much information, time limits, people issues and resource constraints. Participants develop a set of skills to effectively analyze issues, develop strategies and execute plans successfully. Leveraging on this renowned application driven case learning approach, this program is a useful forum for stepping back from the daily business to take a broader and more strategic look at the organization and industry, in order to drive sustainable performance and future growth.

Programme Objective

This programme delivers a high energy learning experience for Islamic Financial Institutions (IFIs) executives that will serve as a catalyst for bringing new ideas and approaches to Islamic financial industry with practical implications to their organizations specifically. In addition, this programme provides "platform" skills in strategic thinking and action so that executives have a common orientation and language for communicating strategic goals and initiatives. Finally, this programme aims to facilitate discussion and insight into ethical and governance issues that make IFIs successful or cause failures. Lessons learned from such experiences will prove to be invaluable to IFIs seeking to grow and internationalize.

Ideal for Board members and Executives in:

- Risk Management
- Economics
- Banking
- Governance
- Legal and Regulatory
- Product Development Oversight
- Business Strategy/Leadership

Programme Details

Fee per participant:

CIBAFI Members 2,500 USD

CIBAFI Non-members 2,900 USD

For more information, please contact:

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Major Sessions of the Programme

DAY ONE

1. Perform Now and Build for the Future – discussion and review of Islamic Financial Institutions (IFIs) business strategy in the VRIO framework.
2. Mapping of a selected IFI's business models in a chosen market; Connect strategic thinking to performance metrics.
3. Internationalization and expansion strategy.

Case - Resuming Internationalization at Major Franchise Retailer, by Ivey Publishing

Learning Objectives:

The objectives of this case are to: Explore international strategy from the perspective of pace, rhythm and scope of foreign expansion; Analyze the pros and cons of being aggressive in international expansion; Analyze the issue of resuming international expansion following a period of abstention or retreat.

DAY TWO

1. Buzz Team Exercise - Achieving customer centric competitive advantage.

Harvard Business Review article - When Marketing is Strategy

Learning Objectives:

This exercise triggers meaningful reflections on how competitive advantages are sustained, where value is created and captured by focusing on downstream customer interactions. Teams are asked to propose ways on HOW to apply your IFI's VRIO to improve customer centricity and downstream innovation.

2. Governance in Islamic banks and create and drive value and positive solutions.

Case - An Islamic Bank: Setting an Example, by Ivey Publishing

Learning Objectives:

Governance in Islamic banks that creates and drives value and positive solutions. Growth of banking sector in the Islamic economy. Innovation in banking services.

3. Financial management covering funding investments and capital raising through Sukuk.

Case - An Airline Company: A Billion-dollar Sukuk Issue, by Ivey Publishing

Learning Objectives:

This case focuses on financial management that covers funding investments or raising capital. Additionally, it focuses on corporate strategy involving companies' strategic financing choices, with special emphasis on Islamic finance for an internationalized airline.