

2027.03 BARCELONA

IESE 巴塞隆納海外教學與企業參訪

【校友專屬：重啟領袖視野】



× IESE Business School

摘要

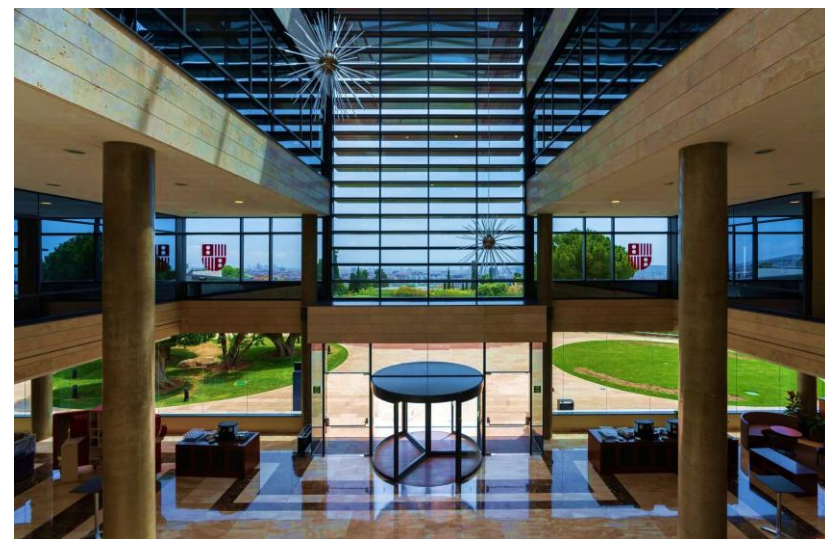
- 時間: 2027.03.14 – 2027.03.23 (集合&解散)
- 地點: 西班牙 巴塞隆納
- 團體日程安排: 5 天學習參訪 + 3 天旅遊
- 固定費用: 團費(含食宿與團體小費) + 學費

課程介紹

卓越校友與全球領袖之約

專為政大 EMBA 校友量身打造；
結合學術深度、產業廣度與文化
厚度的認知轉型之旅

- ✓ 研習地點：西班牙，巴塞隆納
- ✓ 研習天數：5 天密集教學與參訪 3/15~3/19
- ✓ 語言安排：英文授課



為什麼選擇 IESE 商學院？

- 🏆 **全球第一：** 連續六年蟬聯《金融時報》Executive Education 榜首。
- 📖 **名門淵源：** 創立於 1958 年，為納瓦拉大學的研究所商學院。深受哈佛商學院個案教學傳統影響，在哈佛商學院的支持下成立。
- 🌐 **國際網絡：** 擁有來自130個國家的50,000名校友，每年約10000名高階主管參與，並透過與70個組織合作，在20個地點提供100個自訂計畫。



IESE 高階管理發展理念

Impact

啟發

IESE 挑戰高管拓展他們對周遭世界的視野，並學會識別商業間的互聯性和相互依存關係，以釋放價值。這些聯繫可能並不明顯，因此我們幫助領導者培養新思維所需的技能、態度和行為，並在複雜情況下看到前進的道路。

探索

IESE創造一個環境，使得嘗試新思維以應對新挑戰是安全的。我們的課程採用各種行動學習方法，讓高階主管參與以討論為基礎的學習，從而帶來真正的商業影響。

簡化

在探索以拓展思維之後，我們簡化以將學習縮小到兩個關鍵問題：

S 這對我的組織意味著什麼？

S 這對我意味著什麼？

執行

這次學習體驗的目標是幫助主管在完成課程後，對“下一步該做什麼”有清晰的想法。

t

三大核心學習主軸



全球經濟展望

分析地緣政治下的商業趨勢，掌握未來成長契機。



AI 商業應用

深度探討人工智慧如何重塑組織效率與競爭力。



敏捷團隊領導

建立高績效組織文化，驅動卓越且持久的影響力。

2027/03/15 ~ 2027/03/19

IESE 遊學團課程內容(暫定)

Monday	Tuesday	Wednesday	Thursday	Friday
Program Opening	Case Preparation	Case Preparation	Case Preparation	Case Preparation
全球經濟展望	策略與永續	人工智慧	領導力：邁向卓越的領導	領導力：以企業文化領導
Lunch	Lunch	Lunch	Lunch	Lunch
公司參觀 – 巴塞羅那港	公司參訪 – Codorniu 酒莊	公司參觀 – 巴塞隆納足球俱樂部	領導力	總結
			Sagra da Família a Visit 	閉幕式

DAY 1：打破框架與全球物流

透過讓參與者挑戰自身對事物的觀點，幫助他們跳出看待世界的框架，為學習做好準備。

上午：全球經濟分析與未來趨勢想像。

專注於經濟分析，幫助我們想像全球商業的未來及其趨勢和後果。

下午：巴塞隆納港口參訪。

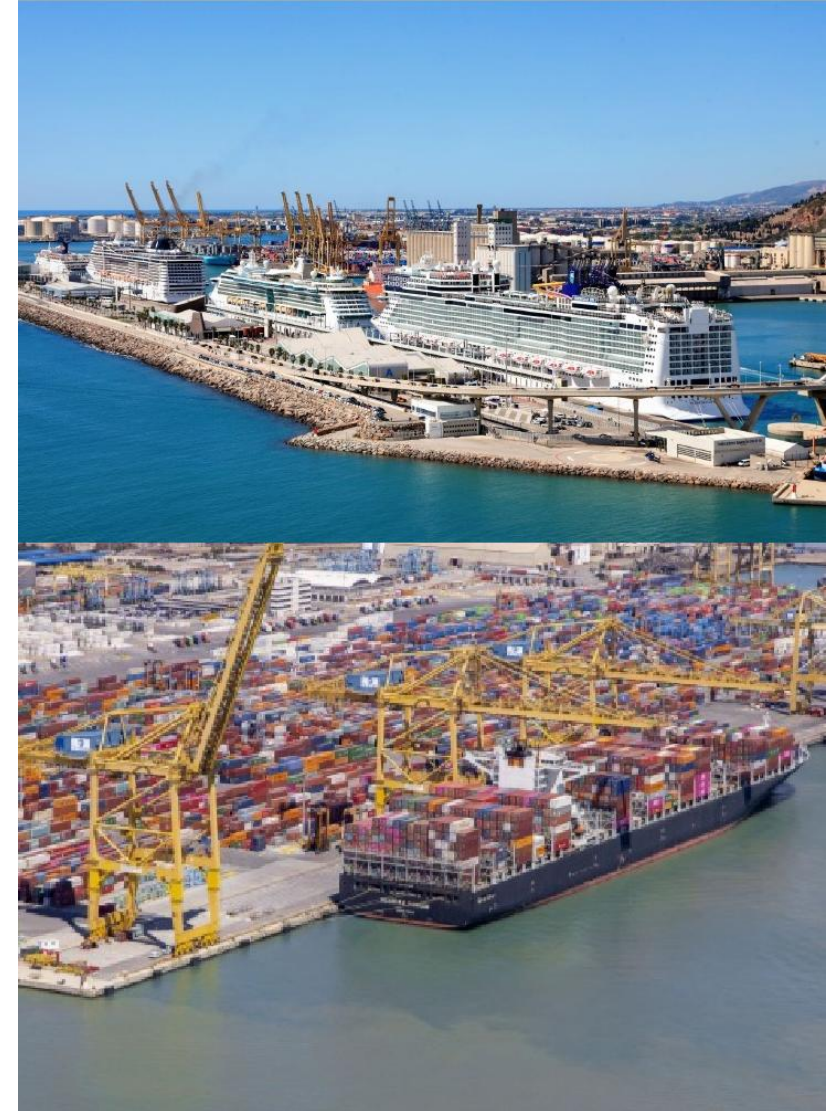
在公司參訪中探討如何將商業理論應用於實踐。



公司參訪 - 巴塞隆納港

直擊地中海最大物流樞紐，探討國際供應鏈的永續運作

- 巴塞隆納港是地中海地區最大的商業和工業中心之一，擁有多模式走廊，將其與歐洲主要地區連接。它為不同的行業提供最佳的綜合服務和物流解決方案。
- 在地中海地區最具多樣性，它擁有超過35個專門處理貨櫃、汽車、固體及液體散裝貨物等的碼頭，以及南歐最好的物流活動區（LAZ）。它也是一個創新中心（Pier 01）以及歐洲最大的航海與休閒活動集群。它位於機場旁，並擁有與高速公路和鐵路的極佳連接網絡。
- 巴塞隆納港在可持續發展和價值創造方面處於領先地位，服務整個南歐和北非。通過其代表、內陸多式聯運碼頭以及海運和鐵路聯運，該港口在全球均有活躍的存在。港口與船東、物流運營商和托運人保持密切關係，以了解他們的需求並開發專門的解決方案。



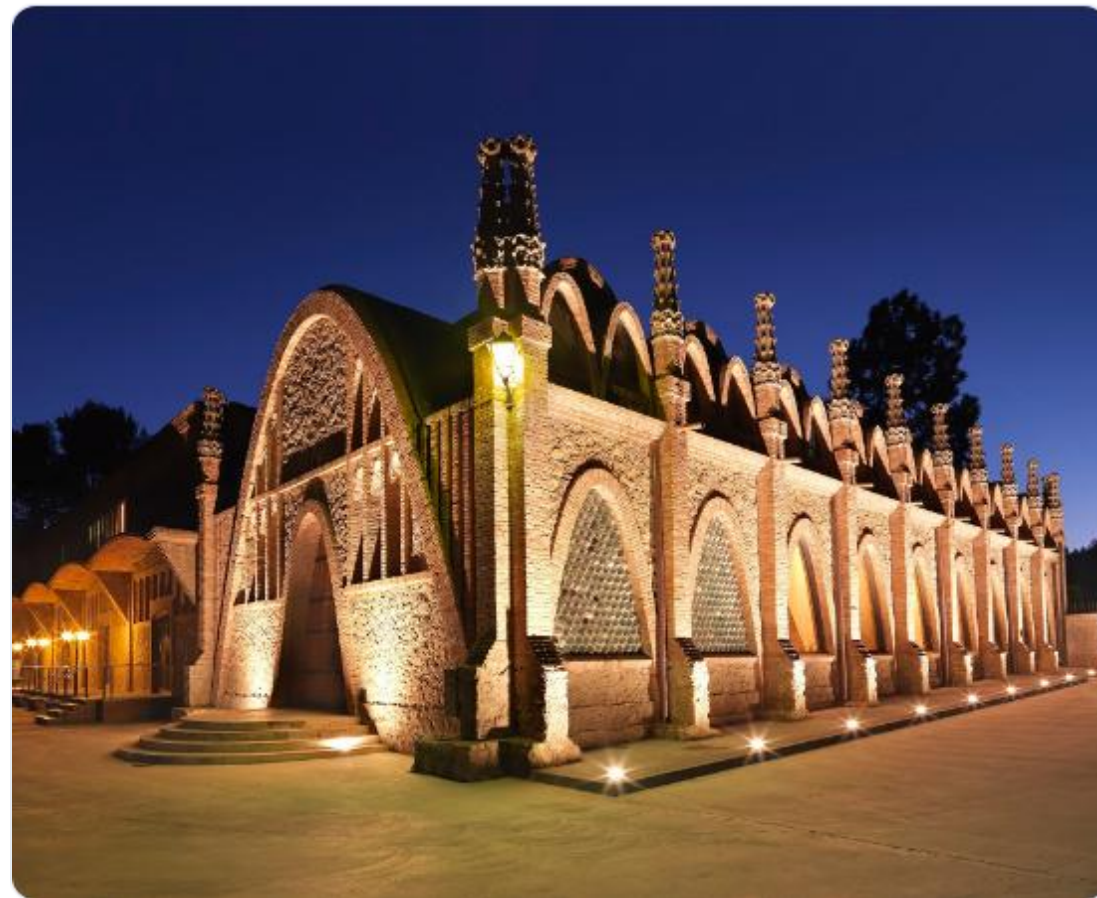
DAY 2：永續策略與傳承創新

上午：永續發展策略個案討論。

將專注於策略和永續性。課程設計旨在使參與者對永續性議題有全面了解，並幫助他們確定當前適合其公司的整體策略方法。

下午：世界級歷史酒莊深度參訪。

探索傳統西班牙公司的創新。我們將了解他們在本地品牌的國際化策略，以及從家族企業轉型為大型公司的過程。



公司參訪- Codorníu

向全西班牙最古老的家族企業學習五世紀的傳承與國際化品牌佈局

- Codorníu 與一個可以追溯到十六世紀的葡萄酒釀造家族歷史密不可分。
- 它是西班牙最古老的家族企業，也是全球第十七古老的家族企業。
- Codorníu 是第二大瓶內發酵起泡酒（稱為卡瓦）的生產商，這種酒是用傳統香檳法製作的，該公司於1551年在西班牙加泰羅尼亞成立。
- 該公司是品牌經驗、本地品牌國際化以及複雜管理系統的優秀範例。



DAY 3：遇見未來 AI 與體育管理

上午：AI 賦能組織與挑戰議題。

參與者將參與有關人工智慧（AI）的討論，以加深對AI如何提升個人及組織績效的理解，並獲取關於AI相關機會、挑戰與威脅的見解，旨在裝備參與者策略，以有效利用AI促進企業成長與效率。

下午：FC Barcelona 體育俱樂部參訪。

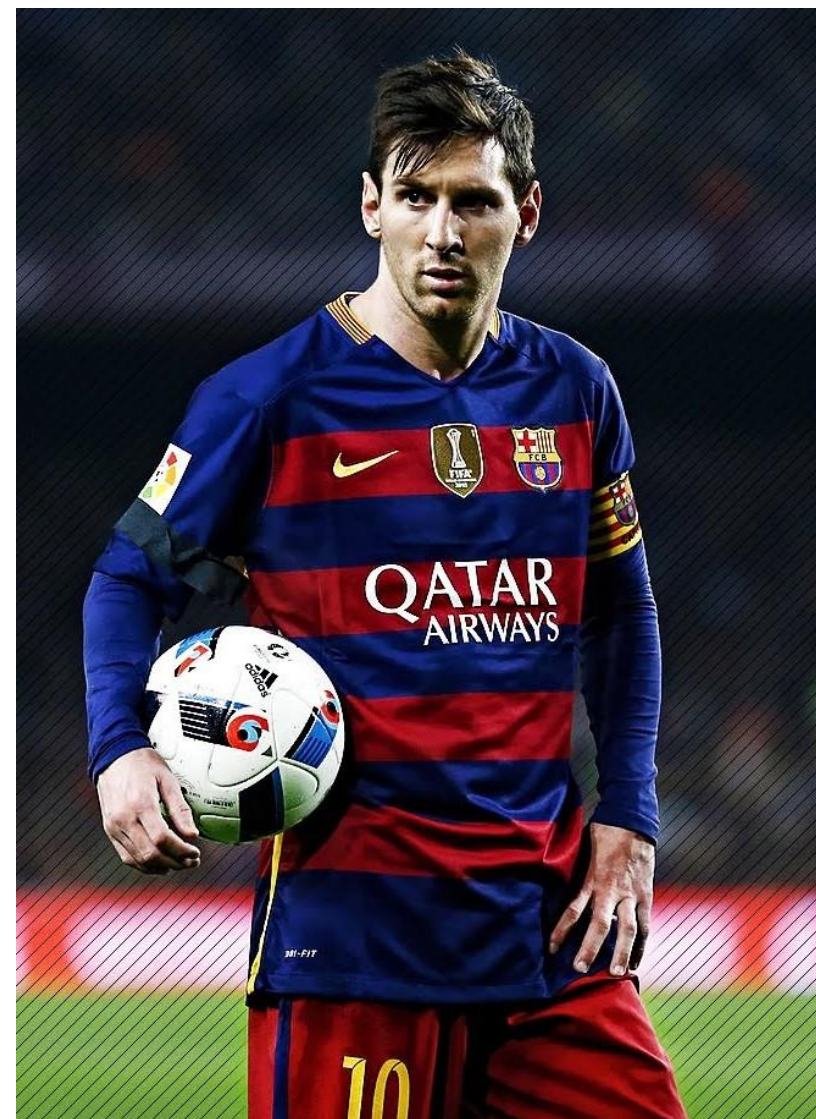
將探索世界上最著名的運動隊之一——巴塞隆納足球俱樂部（FCB）的策略與領導團隊。之後，我們將參觀博物館及FCB著名的球場，以加深對FCB業務的理解。



公司參訪 – 巴塞隆納足球俱樂部

解密「不只是俱樂部」的高績效人才培育哲學與球隊領導魅力

- 巴塞隆納足球俱樂部（FCB）是世界上最著名的運動隊之一。
- 參訪者將深入了解高績效團隊的領導方式，以及在人才培養方面的前瞻性規劃——「踢球哲學」，這使FCB成為眾多世界頂尖球員的訓練基地，成為加泰隆尼亞文化的象徵，也是世界上最成功的體育俱樂部之一。
- 尊重、努力、雄心、團隊合作和謙遜是界定巴塞隆納足球俱樂部精神的五大核心價值。此次參訪將讓人親身體驗和理解「不只是俱樂部」的真正意義。



DAY 4：高第美學與領導遺產

上午：領導力、影響力與啟發框架。

將為未來領袖做好準備並增強領導能力。我們將涵蓋如影響力的力量以及激發靈感的動力等主題。我們將建立框架以確立明確的方向，以及了解驅動員工達成業務目標的因素。

下午：聖家堂沉浸式體驗學習。

讓參與者反思關鍵管理主題。高第在建造聖家堂——世界獨一無二的傑作——的方式，以及後續建築師完成該作品的過程，將作為比喻，對應商業領袖所面臨的挑戰，即定義願景、制定策略、領導團隊執行，最終將接力棒交給繼任者。



跨越百年的願景管理

透過高第的曠世巨作，反思領導者如何定義願景並成功交付傳承

DAY 5：敏捷團隊與組織文化

我們將深入探討組織文化的關鍵要素。

如何將員工行為與公司目標對齊，提高效率以實現穩定的績效，促進創新並加強品牌認同？

如何通過一支有承諾且凝聚力的員工隊伍來提升客戶滿意度和財務表現？

透過討論一個商業案例，我們將更深入了解強大組織文化的價值和好處。

隨後，我們將以全球計畫的回顧與最終結論來完成整個課程。

最終總結：從課堂洞察到行動方針，打造「帶得走」的學習價值。



Pre-readings: La Masía Case Study & Talent Management Article



DPO-216-E
September 2010

La Masia, a School of Talent

On December 21, 2009 at a gala in Zurich, FIFA president Sepp Blatter handed the FIFA World Player of the Year award to Lionel Messi of FC Barcelona. After winning the Ballon d'Or European Footballer of the Year only a few weeks earlier, the Argentine ace had now been named the best player on the planet, having received 1,073 points in a vote by the coaches and captains of FIFA-affiliated teams. The followers-up, by a large margin, were Cristiano Ronaldo (Real Madrid), with 352 votes; Xavi Hernández (FC Barcelona), with 196 votes; Kaká (Real Madrid), with 190 votes; and Andrés Iniesta (FC Barcelona), with 134 votes.

All of the top five were La Liga players: five very talented footballers who had come to their present clubs by very different routes. Messi, Xavi and Iniesta had come up through FC Barcelona's youth system. Iniesta had actually lived at La Masia, the club's hall of residence for youth program players, for over six years. By contrast, Ronaldo and Kaká had been imported from foreign clubs for huge transfer fees (96 and 67 million euros, respectively). On the one hand, home-grown talent; on the other, talent bought in from outside. Independently of the actual award winners, the 2009 FIFA World Player Gala gave a glimpse of the very different talent acquisition models of La Liga's two largest clubs, FC Barcelona (Barça) and Real Madrid. For many years Barça had been investing in its youth system (known as "la cantera," the quarry), first scouting for talented youngsters to join the club's junior categories and then putting a lot of work and effort into turning them into world-class footballers. This model seemed to be producing results, and other clubs could only look on in amazement as FC Barcelona became the only team in history to win all six trophies it competed for in one year, with a squad containing eleven "graduates" of its youth academy. How had Barça come so far? Was it just luck? Was this model sustainable? Was it guaranteed to succeed?

Talent

"Keep passing the ball until their heads are spinning."

FC Barcelona has enjoyed more success than any club side in history on the back of an attacking philosophy rooted in hard work. Barça's football academy La Masia is where that work begins.

There were times when football was all about kick and rush, when bulldog qualities – strength and bite – were in demand. If you weren't blessed with dazzling skills, you at least had a fighter's spirit, so that even after a poor performance you walked away with the points. Over recent years, however, the battling bulldog has given way to a new model footballer – a new model of football, in fact, built around a firmly integrated team that not only unites the widest variety of types of player but in which diversity and exceptional creativity are the sine qua non of success.

by Paul Ingendaay

THE DAYS of the authoritarian, old-school manager have gone. In his place we have the psychologically sensitized coach, who learns as much from his team as they do from him. This alone gives rise to the kind of motivation that fills the trophy cabinet.

Of all the great teams who have dazzled over recent decades, none has done so with a style as revolutionary as FC Barcelona. Indeed, under coach Josep "Pep" Guardiola the Catalan club has stacked up a total of 14 national and international trophies since 2008, including three Spanish league titles, two Champions League crowns, two European Supercups and two Club World Cup titles. In the last of those finals – in Yokohama in December 2011 – Barcelona dismantled Brazilian champions FC Santos 4-0. Never has a team been so widely feted as the "best team on the planet." In 2010 three of its stars – Lionel Messi, Andrés Iniesta and Xavi Hernández – filled the top three places in the voting for the Ballon d'Or, the highest individual award in world football.

However, Barça's success is not what has drawn football fans around the globe under their spell; for that we must thank the aesthetic beauty of their style. Tracking technology allows us to follow the ball's mesmerizing path as their players weave their "tika-taka" patterns, computer graphics piecing together a scarcely believable pass completion rate of over 600 per match. Yet there remains something magical about how the Catalan squad play the game. It is as if the Barça formula had been conceived by purists of the game seeking to replace the rough edges of the people's sport with the ideals of chess and classical ballet.

The team garnering all this praise is not cut from the usual cloth, to say the least. Where rivals put a pair of heavyweights in midfield to break up opposition attacks, Barcelona line up with a string of featherweights specializing in one skill above all else – moving the ball around. A low center of gravity is certainly helpful here, and none of Xavi, Messi or Iniesta stand taller than 1.70 m (5 ft 7 in). The

Pre-readings: Gaudí Case Study & Article on lessons in leadership

**6
lessons in
leadership from
Antoni Gaudí
for the
innovative spirit.**



DPD-424-E
January 2019

Gaudí and La Sagrada Família: Leading Beyond Presence

Isaac Sastre Boquet
Yih-teen Lee
Alberto Ribera

A long, snaking line of visitors surrounds the area, speaking dozens of languages. Their faces are excited, pensive, overjoyed, thoughtful, nervous, meditative, yet they are all looking towards the same spot: the graceful silhouette of the Basilica and Expiatory Temple of La Sagrada Família (The Holy Family).

More than 4.5 million people visited the Temple in 2016, making it Spain's most popular tourist attraction.^{1,2} It is Barcelona's most recognizable and universal landmark, named a World Heritage site by UNESCO in 2005, admired for its unique architectural style which took Art Nouveau to new, unmatched heights. It is a building that fuses art, science, nature and faith so seamlessly that the American architect John Sullivan once called it "spirit symbolized in stone."³

And yet, it is still unfinished 130 years after the first stone was laid in 1886. Cranes and scaffolding still cover its stony skin. Indeed, the story of the building has been not without struggles. Derided originally because of its unconventional style, the complexity and ambition of its architecture made the construction process slow and difficult. For a long time, it also faced important funding problems that slowed down the pace of work and even stopped it altogether. Moreover, La Sagrada Família was partially destroyed during the Spanish Civil War, alongside most of the plans and several models made by Gaudí to guide its construction. Yet, despite all

¹ "Tourism Statistics 2016: Barcelona City and Surroundings," Barcelona Turisme, 2016, <http://professional.barcelonaturisme.com/Professionals/publicacions-estadistiques/publicacions-estadistiques-estadistiques/?theId=Metodiwp09YhXUYQ3rXrVNG5WKhYrWQ5S03T7hVdQnNew>, last accessed October 8, 2017.

² Andrea Noguera Calvar, "Los Monumentos Más Visitados de España," El País, November 8, 2016, https://elvisero.elpais.com/elvisero/2016/11/07/album/1478538593_717513.html#foto_gd_1, last accessed December 1, 2017.

³ David Mower, Gaudí, Oresko Books Limited, 1977.

This case was prepared by Isaac Sastre Boquet, case writer, and Professors Yih-teen Lee and Alberto Ribera, January 2019. IESE cases are designed to promote class discussion rather than to illustrate effective or ineffective management of a given situation.

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This document is an authorized copy for the various Managing People in Organizations (B) EXPOSURE Ed 11 taught by prof. Alberto Ribera at IESE BUS.

Pre-readings: Netflix: Leading With a Unique Corporate Culture



Netflix: Leading With a Unique Corporate Culture

Yih-Teen Lee
Isaac Sastre Boquet

Nonallotted vacation days. No spending policies. A policy of constant feedback on one's work that can be read by the entire organization. And the fact that even though an employee's performance might be "good," he or she might still get fired. After Netflix published its culture deck in 2009, it was called many things: "weird,"¹ "groundbreaking,"² "terrifying,"³ and "amazing and unusual."⁴ Sheryl Sandberg, former chief operating officer of Facebook (later Meta), called it "the most important document to come out of Silicon Valley."⁵

There was something, however, that was hard to question. With all its disruptive peculiarities, Netflix's culture, throughout the 2000s and 2010s, yielded impressive results.

Indeed, during this period, Netflix successfully anticipated—even pioneered—many of the disruptions that hit the media industry. What began as a movie rental service by post, using physical media such as DVDs, successfully leveraged digital technologies to become a vertically integrated video streaming platform, leading the market with 220 million subscribers⁶ in Q1 of 2022. Moreover, it had become the fourth largest media company in the world.⁷ Many of its movies and shows—such as *House of Cards* or *Stranger Things*—shaped pop culture, and in 2021, it secured 36 nominations for the Academy Awards, the most of any studio, eventually winning seven Oscars.⁸

What made Netflix's culture so innovative, and more importantly, what made all its elements work?

Netflix Company History

DVD Rental by Mail

Netflix was founded in California in 1997 by Reed Hastings and Marc Randolph.⁹ It launched as a video rental service, but one with a completely novel business model. Instead of renting movies through a network of physical stores—a market then dominated by Blockbuster Video—Netflix mailed the films directly to the customers' homes. This saved customers the need to travel to

旅遊行程

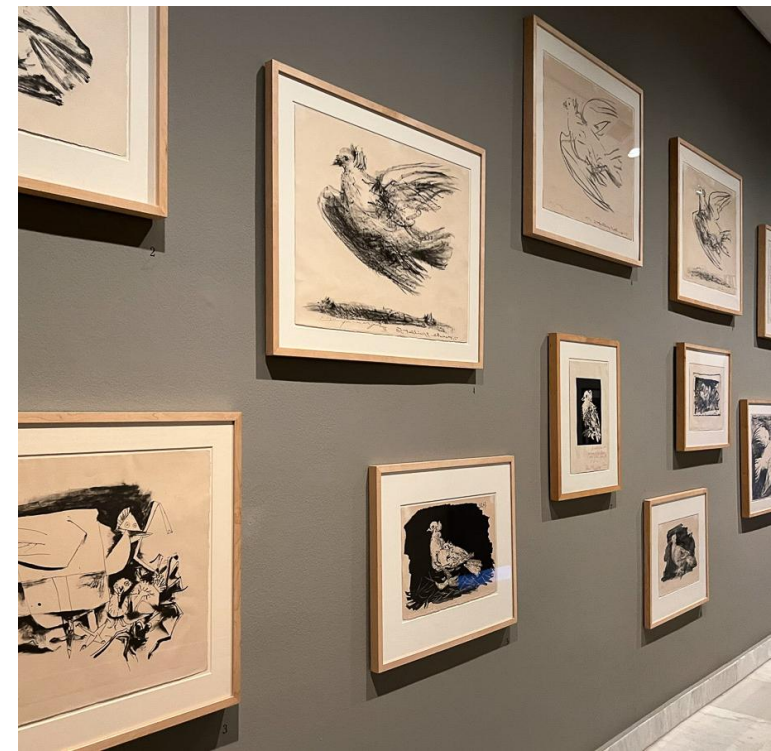
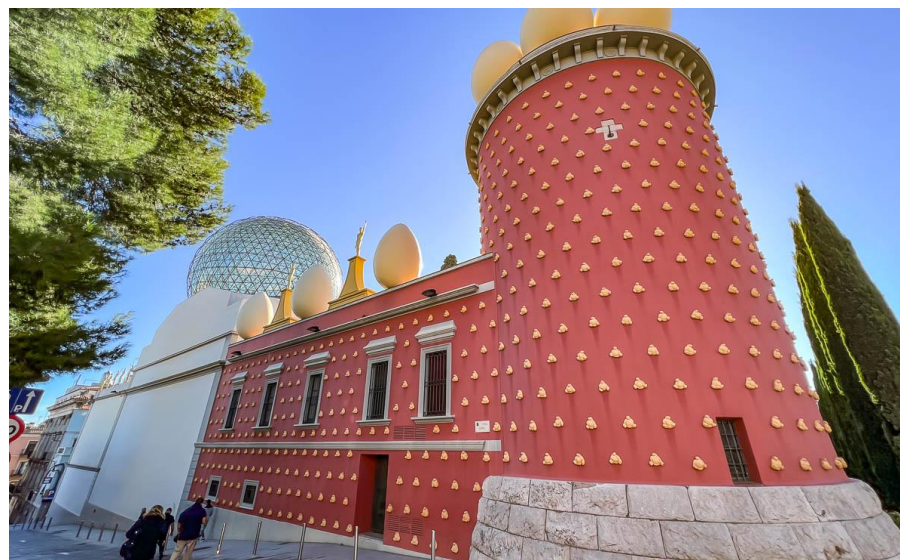


除了學習，當然也不要錯過
經典的巴塞隆納的打卡點

四處走走逛逛 登高看看夜景



開拓一下藝術 眼界





造訪中世紀小鎮感受"冰
與火"的魅力

費用說明 (a+b+c)

a) **學費**: 以團體為單位, 每一個團體收費 22~24萬歐元, 上限 45 人

- 以報名成團人數均攤此學習費用
- 校友會此專案 35人以上方成行

EXP: 上課人數 35 人, 每人學費約30萬

b) **團費**: 113,900 [住宿、餐飲及休閒旅遊行程等費用]

時間表

3月30日



說明會

6月下旬



旅行社根據反饋提供初步規畫及預算報價，
同時開放報名

7月25日



7/25 之前報名付訂金，可**減免報名費**，
並享有早鳥折扣
NTD 20000元

8月10日



報名截止
若**人數不足35人**則行程取消，
2周內完成訂金退費

歡迎諮詢IESE遊學團 相關訊息

