



Invest to **outperform**

At the School of Business, Economic and Law, University of Gothenburg, we have more than 270 researchers who work full-time studying the future of business. We are part of a global network of universities, which gives us access to a wealth of expertise – thousands of researchers. We are thus in a unique position to develop and deliver executive education programmes to companies that want to prepare themselves for the future and boost their business performance.

In tough times, it is easy to draw the hasty conclusion that we have reached saturation and that economic growth will stall. We do not agree. Instead, we believe that every company has plenty of opportunities to develop. It can be through new products, new services or new markets. For the latter, we strongly believe that the rise of Asia is still underestimated. That is why we help companies doing business in Asia, most notably in China, where we deliver programmes on a regular basis.

Does our Nordic origin influence our work approach? Yes, certainly. The Nordic society has a set of features that also shapes how companies operate. Nordic companies innovate and renew themselves and their organisational structures rely more on networks than hierarchies. Nordic business management seems to gain ground and attracts interest internationally, and innovation is hotter than ever.

In this brochure, we present how we work together with clients to create educational programmes that do not just convey knowledge. They also result in a changed behaviour throughout your organisation that in turn improves the business performance.

*Dr. Per-Olof Larsson
Managing Director, GU School of Executive Education*

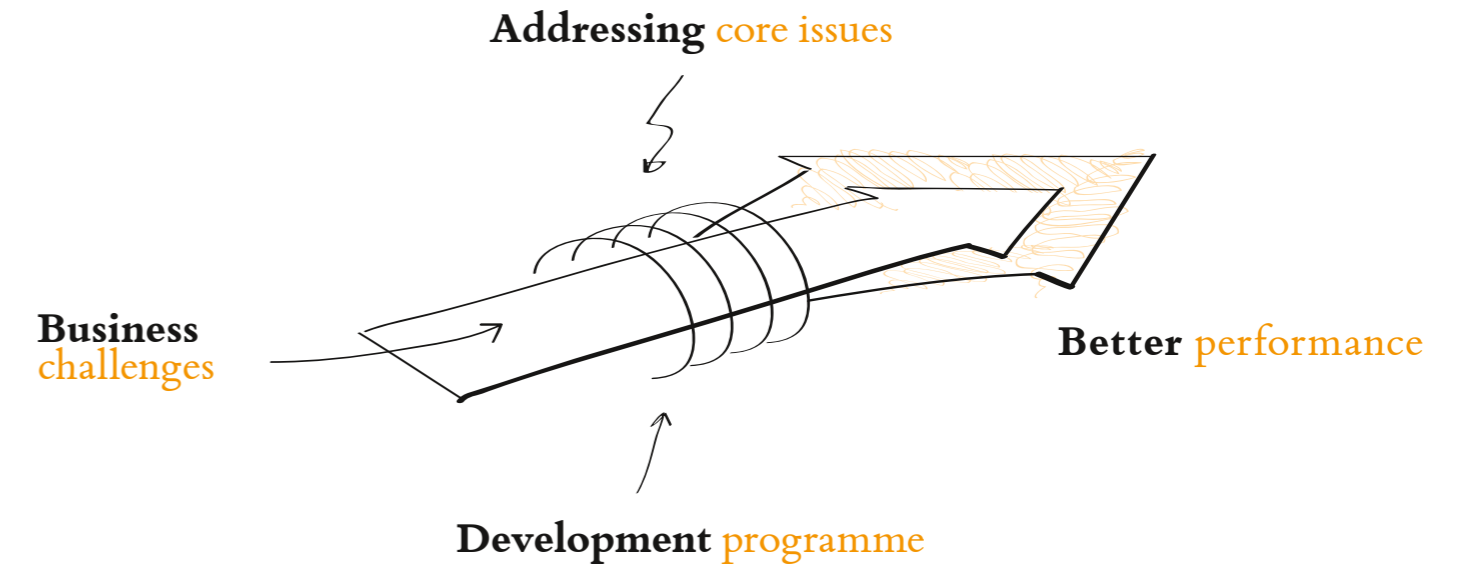


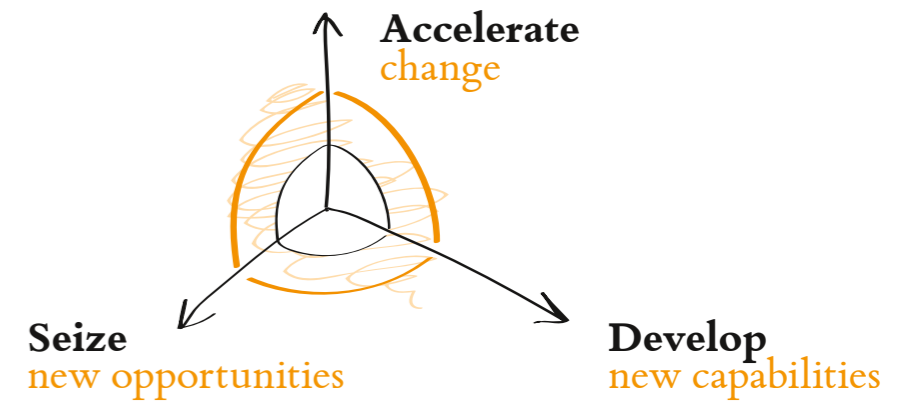
Addressing **your** company's challenges

Today's companies expect that educational programmes will address their core issues and yield impact. In response, we work closely with our clients to design interventions that help them achieve their business goals.

who challenge existing mental models. At the same time, we try to stay close to your organisation's challenges. We use authentic business cases from your world and ensure that the participants get tools they can apply in their own work.

To provide programmes where people are encouraged to think out of the box, we choose inspiring locations and use teachers





Unleash the **full** potential

A dedicated programme tailored to meet your company's challenges, goals and visions will unleash your employees' full potential. It will inspire them, help them to see new opportunities and give them tools to meet new challenges. Or in other words: improve your company's competition edge.

Accelerate change

Your company has already decided to move into a new position. The move includes change and your managers are instrumental for this to happen. A programme that accelerates the change process will make you reach your desired position faster.

Seize new opportunities

Too often, everyday work makes organisations blind to opportunities that lie ahead. A training programme can be used to make the opportunities visible and provide tools for the participants to analyse them. In the setting of a

programme, managers can explore innovation, renewal and opportunities, that are presented by fast-growing geographical regions, such as Asia.

Develop new capabilities

The company's future is not just an extrapolation of the current business but may involve new technologies and business models. This also means that the managers' current competencies need to be upgraded to exploit the new opportunities. A programme can be used to prepare the company for change and to develop managerial capabilities.

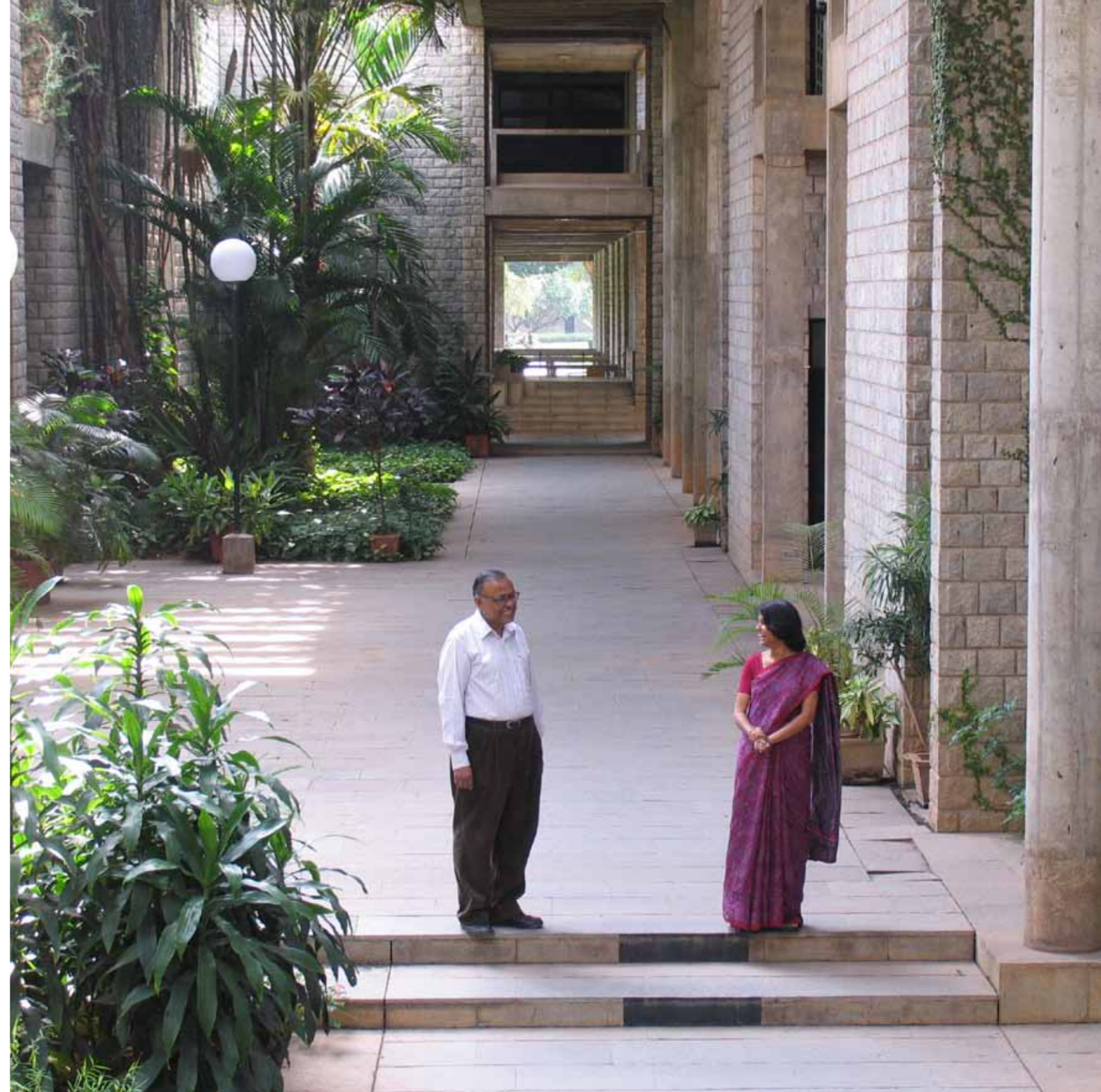
Giving you the **Asian** perspective



With two partner universities in China and India we can offer overseas programme modules as well as teachers and business leaders with deep insight into these emerging markets. This will give the participants on-site experience and insight about business cultures in these increasingly important Asian markets.

In China we have a strategic partnership with the School of Management at Zhejiang University in Hangzhou, southwest of Shanghai. The university is often referred to as the “Cambridge of the East” and is located in the capital of the entrepreneur-friendly Zhejiang province.

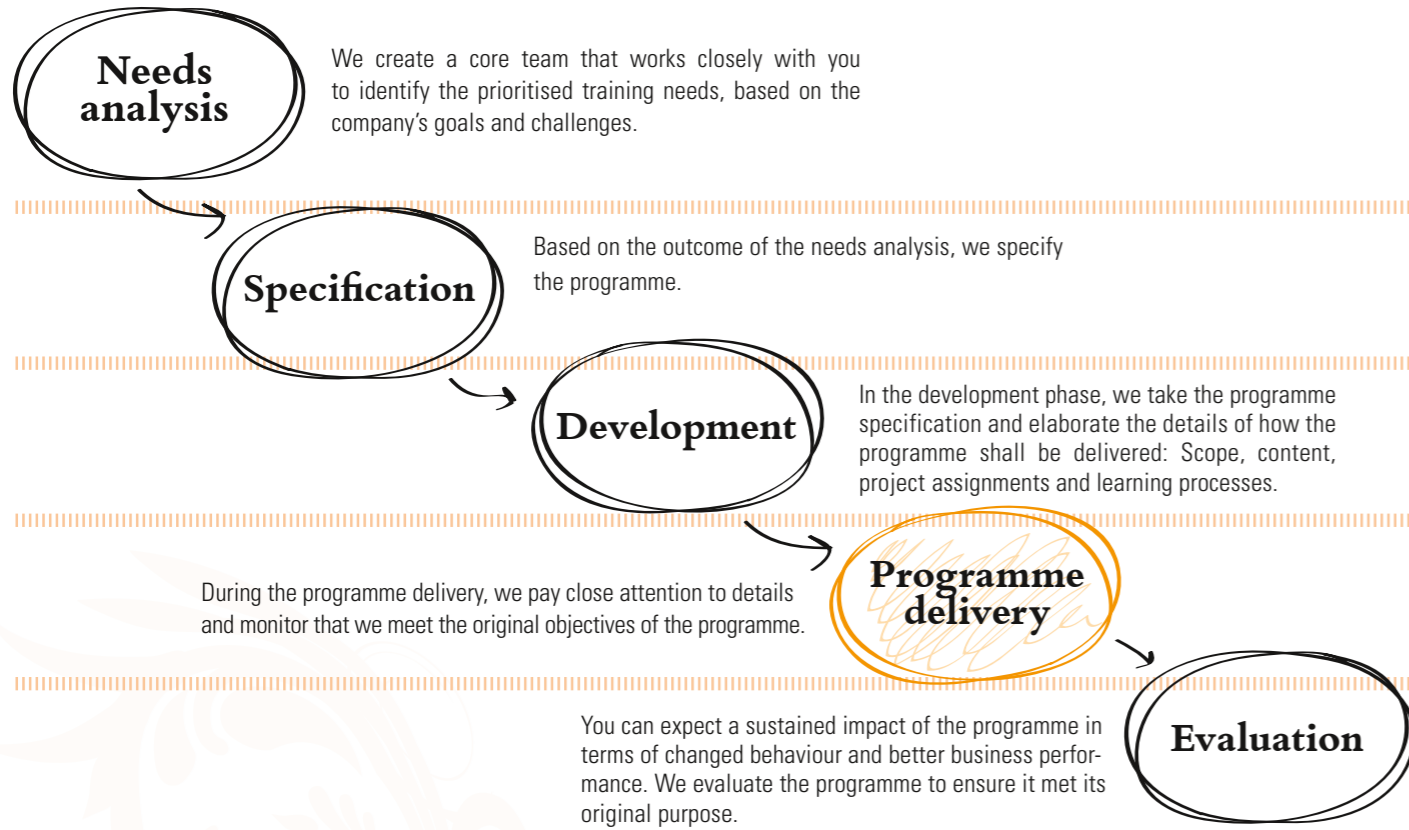
The partnership in India is with the Indian Institute of Management Bangalore. It is ranked among the top two in India and renowned for its executive education. The location in India’s high-technology capital with many of the leading companies provides natural integration of classroom knowledge with practical experience.





Tailored to **your** needs

Every custom programme is tailored to suit your organisation's unique needs. We use a multi-step design process and work closely with you to ensure that the programme meets your objectives. During delivery, we monitor the programme continuously and fine-tune sessions to accommodate any contingencies that may occur.



SKF

An international programme for senior finance executives



Ms. Evelyne Carlod, Finance Manager

The challenge

SKF offers a broad range of internal training for its employees in the areas of finance and business control. In 2007, competence mapping was conducted among the most senior financial professionals. It showed that the business performance would improve if competencies in some areas were enhanced. A tailored development programme was needed, challenging the company's finance executives to develop their skills within strategy deployment, change management, risk management and service transformation.

The engagement

As the group wanted to lend new insight into current SKF perspectives, they approached the School. Together with us, the SKF Group Finance Academy designed a development programme to enhance the knowledge of the participants on current topics within the academic world, whilst utilising the School's international network of partner universities.

The SKF Finance Executive Programme targeted finance and business control executives from the global organisation with 10-15 years of work experience. Participants were nominated and selected to form groups that reflected the diversity of finance management across the multitude of geographies where the SKF Group was present.

The programme was divided into three modules conducted at different locations. The first module took place in Gothenburg with focus on strategy development. The second was run in Lansdale/Philadelphia, USA, headquarters of SKF in North America. Here, the focus was on Change Management. The third module was held at the Asian Group headquarters in Shanghai, and focused on Customer Service.

Throughout the programme, our academic researchers presented new ways to challenge established practices and they provided the participants with new tools. Part of the researchers' role was to act as intellectual sparring partners in order to facilitate the participants' efforts in structuring their experience.



The result

The programme has been a success, and continues to run. For each new cycle, the content is updated to reflect current challenges.

Participating controllers and financial specialists have developed their capacity to work pro-actively, to take on new responsibilities in daily business decisions. They have acquired new knowledge and how to apply it in their professional practice, which also enhances the learning process of others within SKF. The programme has become a tool in creating a competitive edge for SKF within the group functions of finance and business control.

Ms. Evelyne Carlod, Finance Manager at Transrol in Chambéry, France and Business Controller for the Linear Motion Business Unit, was one of the participants:

“The first two days about strategy raised many questions. Accounting people are rational and analytical and our work is controlled by guidelines, taxes and procedures. We need to develop strategic thinking. Step by step, I realized that there were several ways to manage business. The program was also a great opportunity to network with colleagues from our global operations”, she says.

SKF Group is a leading global supplier of bearings, seals, mechatronics, lubrication systems and services. Founded in 1907, today SKF is represented in more than 130 countries. The company has more than 100 manufacturing sites as well as sales companies supported by about 15,000 distributor locations.



Volvo Cars

Two programmes to improve business skills



Participants of the Business Acumen for Leaders programme solving a group exercise under the mentorship of Fredrik Lavén, Programme Director.

The challenge

Volvo Cars needed to fulfill its vision of being a leading provider of premium cars, and to have its leaders progress in both personal development and leadership skills that are aligned with the corporate strategy. Volvo Cars wanted to identify its high potentials or new leaders by helping them develop as individuals.

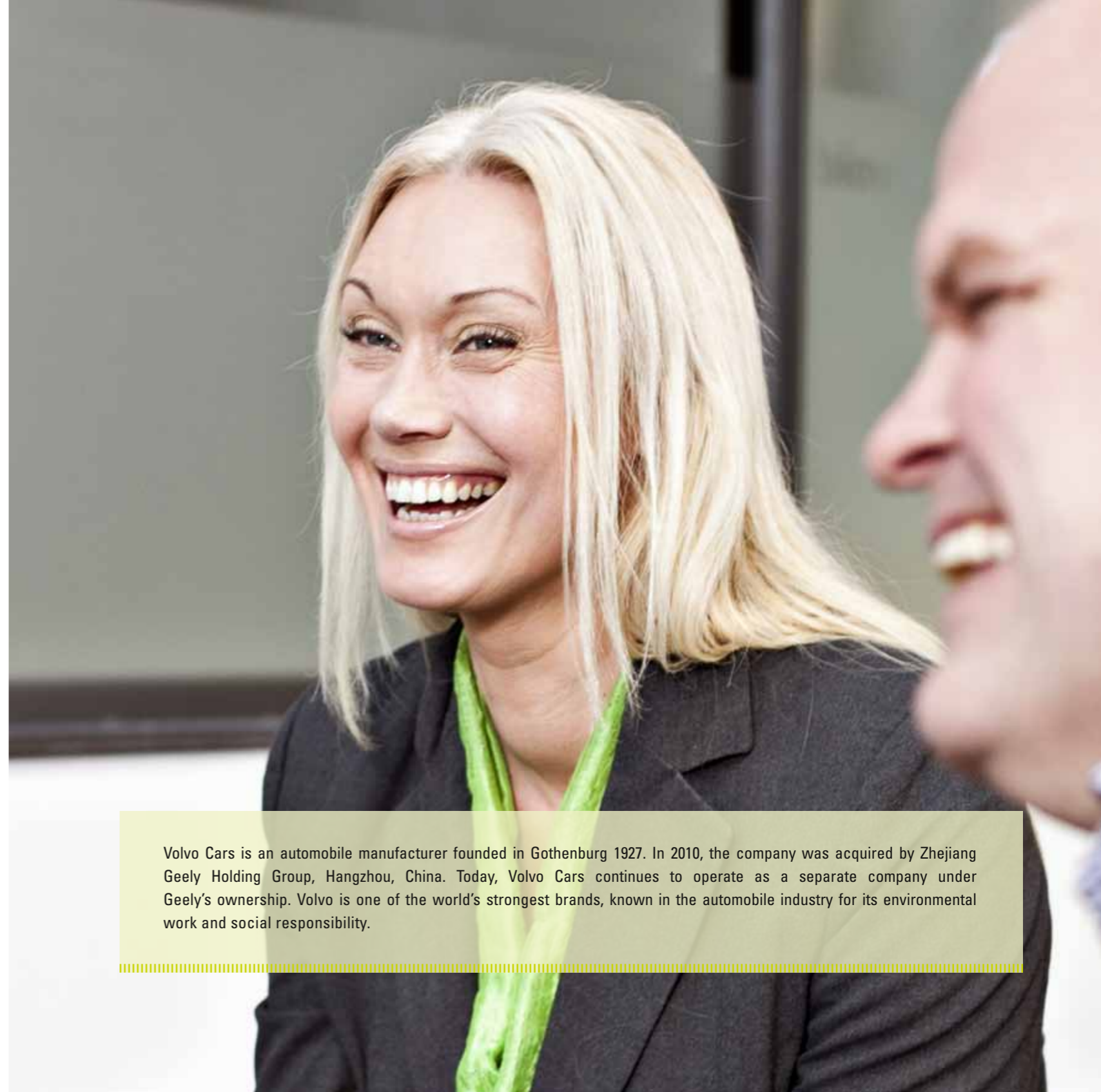
The engagement

Two complementary custom programmes were developed together with Volvo Cars, that catered to several levels of the organisation. The Business Acumen for Leaders (BAL) programme is a two day session that runs in cycles through the year, involving a continuous flow of Volvo Cars' executive managers. An extended

Advanced Business Acumen (ABA) programme comprises a total of eleven days, delivered over a period of three months.

The result

These modules not only helped develop the business knowledge and skills of the participants, but encouraged them to take action and be more involved in organisation change processes. Focused on the current challenges of the business environment in the automotive industry and related to Volvo Cars in particular, these programmes provided the participants with a comprehensive toolbox grounded in theories and practice. The programmes helped them to better understand how their functions fit into the overall business model and strategy of the company, helping them translate newly acquired knowledge into the actionable strategy.



Volvo Cars is an automobile manufacturer founded in Gothenburg 1927. In 2010, the company was acquired by Zhejiang Geely Holding Group, Hangzhou, China. Today, Volvo Cars continues to operate as a separate company under Geely's ownership. Volvo is one of the world's strongest brands, known in the automobile industry for its environmental work and social responsibility.

UPM

Improving the innovation capability


The challenge

In the current global environment, the markets for graphic paper are saturated. The digital transformation of media puts further pressure on this segment. Several years ago, UPM laid the ground for its transformation. In a bold move, the company redefined itself to become “The Biofore Company”, combining expertise and technologies within fibre-based, energy-related and engineered materials businesses. In the strategy, the company aimed to create value from renewable and recyclable materials. To this end, the company has shifted focus to accelerate its transformation.

The engagement

The company decided to make R&D an active partner in the transformation, not only generating more ideas but also guiding ideas throughout the innovation process to generate new profitable products. All R&D projects are linked to the strategy through strategic portfolio management.

In a dialogue between the executive team of R&D and corporate HR, a new management development programme for R&D managers was created. The purpose was to boost innovation management, to develop the leadership in R&D and to accelerate strategy implementation.



UPM is a multinational company headquartered in Finland. Fibre- and biomass-based businesses, recyclable raw materials and products are cornerstones of UPM's business. UPM comprises of three independent business groups: Energy and Pulp, Paper and Engineered materials.

The Group employs around 24,000 people and it has production plants in 16 countries. UPM's annual sales exceed EUR 10 billion. UPM's shares are listed on the Helsinki stock exchange.



Rick Middel, Assistant Professor and Programme Director of the custom programme on Innovation Management for UPM.

UPM and the School of Executive Education worked together to detail a requirement specification and to design a programme on Innovation Management. The programme was designed as a modular programme consisting of three face-to-face modules (3+3+4 days) separated in time to create a programme with a total duration of six months. The first programme cycle was delivered in 2007 and has been delivered annually since. Every new cycle of the programme is upgraded to reflect current challenges at UPM. Over the years, the target audience broadened from encompassing only R&D managers, to those from related functions such as product management and customer service.

Programme modules have been delivered in Finland, Poland and China. A virtual learning environment has been established on the corporate intranet to further support the programme and the innovation processes in the company. The programme covers a set of themes from business strategy to innovation and leadership.

The result

Along with the programme, the participants work in groups on capstone project assignments. On the final day of the programme, the participants present the recommendations to top management where many of the proposed recommendations are expected to be implemented throughout the company.

The programme creates a setting that allows interpersonal interactions across functions, cultures and geographies. Over the years, more than 140 managers and experts have participated in the programme. They all share a common vocabulary and have improved strategic thinking and mastery of the innovation processes. By facilitating work across these boundaries, the company improves the overall corporate performance and accelerates the transformation of UPM.

Please contact us for more information
and how to take your **next step!**



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GU School of Executive Education is part of the School of Business, Economics and Law at the University of Gothenburg. We offer management development programmes for internationally oriented Nordic companies, including tailor-made Custom Programmes and Sweden's only Executive MBA with overseas modules at Chinese and Indian universities.



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