



**KTH EXECUTIVE  
SCHOOL**

# Executive Program in Industrial Management 2018

*Starting August 28*

**In a new business landscape**



## Some customer references



VBG Group is an international engineering group with operations in Europe, the Americas and Asia. We are active in the heavy vehicle industry, where we are world leaders in areas such as connection of truck and trailer. Another essential part of the business is in mechanical power transmission. These products are used in diverse industrial sectors such as Mining, Metals and Energy, Oil and Gas, Packaging and Food, but also in Earthquake Protection.



For us in the VBG Group, it is important to have common approaches, methods, knowledge and terminology, in order to build our team as strong as possible. We come from many different cultures and with diverse backgrounds in our group. Our common values – VBG Group Keystone – are Overall view, Professionalism, Business Orientation and Teamwork.

One way to assure that leadership and management follow the values accordingly is to make people in executive positions undergo the same training. A number of our senior managers have attended the Executive Program in Industrial Management in recent years – and more are in the pipeline!

The program has a very good width, and most likely your area of responsibility will be included, giving you a chance to shine in front of your classmates. In the next module you might go from no knowledge at all to good broad-based knowledge in the field. The lecturers come from well-known, reputable, international companies and are very inspiring, and the insight provided in the different corporate cultures and practices are exciting and informational.

The program director is always responsive to requests for changes in content and structure; both from me as a purchaser of education and also from the participants' evaluations after each module. The content of the program is continuously adapted so it is always up to date in terms of industry news, trends, technologies, etc.

Since I had the privilege to attend the program, I can highly recommend it for senior positions."

**Christina Holgerson**

SENIOR VICE PRESIDENT,  
HR & CORPORATE RESPONSIBILITY,  
VBG GROUP AB



### A growing partnership



The Camfil Group is a world leader in the development and production of air filters and clean air solutions. Camfil's employees are a key factor in our ability to build and sustain our dominant market position and keep our competitive advantages.

For Camfil to meet the business objectives it is essential to develop our individual talents. HR therefore has a clear business focus on leadership and employee development. This is especially important in a global company like Camfil, as we develop our products and services in-house.

Camfil has for more than 10 years had a close cooperation with KTH Executive School. Many of Camfil executives from all over the world have participated in the Executive Program in Industrial Management. The cooperation has been honed over the years and the program has been developed with regard to how the world is changing and thus Camfil's requirements.

To further support employee development and growth, Camfil ran during 2012-2013 a customized internal competence development program, created in cooperation with KTH Executive School. The program was very successful – much thanks to KTH Executive School's ability to combine theoretical knowledge with business acumen.

The program promoted solid employee understanding of how individual performance impacts the overall growth and profitability of Camfil. Upon completion, participants have, thanks to the skilled lectures of KTH Executive School, deeper insights in the big picture. They now also have sharper tools to develop their own work in order to better contribute to the achievement of Camfil objectives.

A second round of this internal program has started in May 2016. In addition to the content of the first program, we have now added the objective of supporting the implementation of Camfil's new strategy.

KTH Executive School forms an important part in supporting Camfil's global company culture and is our external in-house trainer. I am also pleased to say that KTH Executive School has always been responsive to challenges, of both participants, of Camfil's need as an organization and the Camfil's HR function.

I highly recommend KTH Executive School to any company looking for a professional business partner."

**Eva Bergenheim Holmberg**

SENIOR VICE PRESIDENT HUMAN RESOURCE &  
INTERNAL COMMUNICATION, CAMFIL AB

**More customer references on pages 6-7**

# Executive Program in Industrial Management 2018

**In focus** The know-how, the broadened perspectives and the inspiration required to excel in developing and implementing new businesses, new strategies and new ways to operate in the new business landscape.

## Why a program like this?

To develop and implement new businesses, new strategies and new ways to operate, are some of the most important and demanding undertakings for senior managers and officers in a technology-based enterprise.

It's demanding, partly because the new businesses, new strategies and new ways to operate must be in line with the properties of the current and changing core technologies and technology systems applied. Likewise must the characteristics of the specific industry and the business environment with its political, economic, sociological and environmental change drivers be taken into account.

Typical change drivers of this kind are: business cycles, globalisation, urbanisation, digitalisation and other technology shifts, and of course, changing demographics, global warming and the new geopolitical landscape. It is also demanding because it is about a teamwork that requires insights in, and respect for, professional challenges beyond the own profession.

## For what kind of enterprises?

This program is primarily designed for industrial enterprises where e.g. raw material, components, subsystems, sensors, ICT, software and knowledge are transformed into a variety of products, systems, solutions and knowledge-based services.

Examples of enterprises of this type are: **ABB, Atlas Copco, BAE Systems, Bombardier, Camfil, CEJN, DeLaval, Electrolux, ELEKTA, Flir Systems, Ovako, SAAB, Sandvik, Scania, Siemens, SSAB, Uponor, Valmet, VBG and process industries such as e.g. BillerudKorsnäs.** The mix of all types of sizes from smaller family-owned businesses to global listed companies is a value adding trait for all participants.

The program is also well-suited for enterprises representing different kinds of other stakeholders in manufacturing industries. For example, consulting companies e.g. **Sonat, PWC** and owner companies e.g. **Indutrade and Segulah.**

## The program is its participants

The participants are mostly members of a management team of e.g. a division, an SBU, a business area or a product area.

The participants might also be prospective members of such a management team, highly respected specialists, or senior managers and officers on other key positions.

A majority of the participants are from Sweden, but there are also participants from Finland, Norway, Denmark, Belgium, Germany, Brazil, Slovakia, Lithuania, India, the Netherlands, the UK and the USA.

The participants represent various professions and positions. We meet division managers, production managers, global product managers, sales and marketing managers, HR directors and VPs, CEOs, CIOs, MDs and site managers, business controllers and CFOs, technology managers and CTOs, R&D directors and VPs, as well as purchasing managers, supply chain managers and VPs. Not to forget for the business in most technology-based enterprises so important senior project managers and directors.

## The program is its faculty

In the program the participants might meet more than 40 lecturers. This reflects our tactics to have many short rather than few and long lectures. The purpose is to keep up momentum and to cover as many important perspectives and nuances of the complex realities as possible.

Almost 75 % of the lecturers are specialists and senior managers/executives from the business world, thus anchoring the program in today's business realities, challenges and proven methods to deal with these. The other 25% are carefully selected academics (also from KTH), helping us to stretch our minds and see what's going on around the corner.

A selection of our lecturers in recent programs: **Henrik Henriksson**, President and CEO, Scania, **Stefan M. Nygård**, General Manager, Business Development Wärtsilä Finland Oy, **Christer Bülow**, Integration Manager, Atlas Copco Industrial Technique AB, **Charlott Samuelsson**, SVP Operational Excellence, Mycronic, **Kai Wärn**, CEO AB Husqvarna, **Anders Birgersson**, CEO and President VBG Group, **Hans Holmström**, CEO Siemens Industrial Turbo Machinery, **Lena Sellgren**, Chief Economist, Business Sweden, **Jan Brockmann**, COO/CTO AB Electrolux, **Bo-Inge Stensson**, Elekta Procurement, **Matti Kaulio**, Associate Professor, KTH Industrial Engineering & Management, **Lennart Evrell**, President and CEO Boliden Group, **Ulf Södergren**, CTO Assa Abloy, **Mette Godsk Jensen**, Implement Consulting Group, **Bengt Engström**, Industrial Business Advisor, Board Professional and **Michael Gates**, Associate Fellow of Saïd Business School, Oxford

# Approach and practicalities

## The size of the program

The content of the program is delivered over the course of 20 days. The 20 days are distributed on five modules of four days each over a period of seven months. No major efforts are required between the modules, with the exception of some mandatory reading and the preparations for a presentation in the last module. The number of participants is normally 22 (+/- 5).

## Our approach

All of the five modules are mainly delivered in traditional face-to-face meetings with lectures IRL or in e-format, case-presentations and structured discussions. The reason for that is that we know that nothing beats a skillfully delivered IRL-presentation, in combination with a well facilitated discussion among the senior participants we have the privilege to have present in the classroom. The discussions have in most cases the format of pre-planned breakout sessions, with the main purpose of firmly connecting the lectures and case presentations with the participants own realities in their own businesses.

## Dates

- |          |                             |
|----------|-----------------------------|
| Module 1 | August 28-31, 2018          |
| 2        | October 16-19, 2018         |
| 3        | December 4-7, 2018          |
| 4        | January 29-February 1, 2019 |
| 5        | March 19-22, 2019           |

## Personal plan and commitment

The program ends with each participant making their own convincing presentation of an initiative they, together with a sponsor in their company, have decided to suggest or realise. The selected initiative should be based on a combination of something the participant has learnt in the program and real business needs/problems/opportunities in the participants own company. The purpose of this is to secure that the participants will have the ambition to effectively transform their learnings into value for their own company.

More initiatives can be derived from the systematic selection of ideas that the participants are supposed to collect during the program.

## An effective learning place and accommodation

The program generally takes place on a country side conference center close to Stockholm and Arlanda airport. However, a part of the program might also be delivered abroad. KTH Executive School handles the booking of accommodation prior to the program start. The participants are then responsible for settling their accommodation costs with the conference center and, if necessary, to handle cancellations and cancellation costs according to the policies applied by the conference centers.

## Fee

The fee for this program is SEK 235 000 (excl. VAT). This covers all material and literature necessary for the program. Travelling and accommodation expenses are not included.

## Application and admission Cancellation

To apply, see our website [www.kthexecutiveschool.se](http://www.kthexecutiveschool.se) under application. The participant's employer must authorise the application. The number of participants is limited. In the admission process KTH Executive School considers the applicant's professional background as well as an adequate configuration of the group. The full program fee will be invoiced after the application has been accepted. Next admission date is July 6, 2018.

After the admission has been acknowledged the application is binding. A cancellation more than eight weeks before the start of the program will be credited with 90% of the fee. A cancellation between eight and four weeks before the start of the program will be credited with 50% of the fee. A cancellation less than four weeks before the program start will receive no refund.



## For further information

Please contact the program director Anders Holmström:  
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+46 (0)70 562 72 80,  
[anders.holmstrom@es.kth.se](mailto:anders.holmstrom@es.kth.se)

*Meet Anders and his network on LinkedIn.*

# Program themes and examples from the content in recent programs



## **Business environment and business strategy**

- The history of the modern manufacturing industries - how did we end up here?
- The concept of long waves of innovation that power cycles of economic growth
- The impact of new systems of technology on evolution in business and society
- Industry 4.0
- Megatrends for strategic analysis
- The concept, structure and use of strategy
- Inventory of tools and conceptual frameworks for "strategising"



## **Technology shifts and change of technology**

- "Why do great firms fail?"
- Technology-driven industrial dynamics
- Technologies that are currently changing the world, e.g. AI, automation, robots, IoT, Big Data
- Intellectual property rights as a business enabler
- Case studies from technology shift driven companies



## **Customer value-driven business development and sales**

- Customer needs, business concept and value proposition
- The offering and the markets
- B2B brand management
- Industrial sales
- Pricing strategies
- Blue ocean strategies and business modelling
- Integration forward and offerings of knowledge-based services



## **Value-based R&D management**

- Value-modelling in product and service development
- Product and platform strategies
- R&D efficiency and effectiveness
- Managing projects and portfolios of projects
- Agile development in reality
- Innovation management
- Developing and managing R&D
- Modular architecture at the core of the business



## **Global sourcing and production**

- Overview of the world economy and its development trends
- Make or buy – what to consider, how do we decide?
- Make – what manufacturing systems do we need and where do we allocate them?
- Case studies of manufacturing systems
- Buy – trends and concepts in modern sourcing and procurement
- Case studies from global sourcing
- Automation, robots, mass customisation and 3D-printing
- Sustainable production systems



## **Leading and communicating change in an international business**

- Organisational behaviour management in leading change
- Readiness for change
- Leading change
- Addressing cultural differences in companies, regions and countries
- The systemic perspective
- Business communication for a change
- Change management case studies



## **Personal plan and commitments**

- Confidential

### **Connecting themes and perspectives for 2018:**

Digitalization, servitisation, automation, sustainability and ecosystems

# More customer references



“ The program has been of high value for my own development as a leader, to become stronger in developing business concepts, value propositions and strategies. The program is built up on combined academic theories and practical case studies in an excellent way to create new ways of solving old problems. I personally appreciated the mixture of participants from different industries creating a learning environment throughout the whole program.”

**Eva Andrén**

VICE PRESIDENT SOURCING, ERICSSON AB

ment in rapid change. The well-balanced width and depth of the different themes, presented by high skilled lecturers from academy and business life in combination with challenging group works connected to your own operation, enables you to apply your new knowledge immediately back home. I recommend future participants of the Executive Program in Industrial Management to allocate enough time and resources since this is an investment with short pay off, but long term use.”



**Marcus Allerbjør**

MANAGING DIRECTOR, CEJN AB



“ The Executive Program in Industrial Management at KTH proved to be a rewarding experience for me. The program draws many talented individuals with different backgrounds and competencies from world class companies. Sharing and contributing in the learning experience together with such a group of high caliber professionals was something I looked forward to ahead of every module in the program. As a finance executive in a high tech business, I found it especially interesting to listen to other participants’ perspective on how to improve strategic decision making in their respective disciplines and business environments. Many of the discussions triggered by the lectures during the program have been the source of inspiration and concrete knowledge for me in trying to improve our business.”

**Daniel Fäldt**  
CFO, BE Group

“ The Executive Program in Industrial Management has really been useful to me! Not just because of the very relevant content, but also due to the combination of high academic level and industrial reality. The large number of executive lecturers and the rewarding exchange with other participants has also been a key value for me. Apply for this program!”



**Hans Holmström**

CEO, SIEMENS INDUSTRIAL TURBO-MACHINERY AB (FORMER SENIOR VP, ABB AB)

“ After several searches for management education with an industrial profile, we came across this program in Stockholm. Attending the Executive Program in Industrial Management brought us together with people of equal mind and experience, increasing the value of discussions and group work to a new level. The Program itself was of great value with experienced lecturers, focusing on matters at a strategic level, which helped us to lift our perspectives in our daily business, managing an international technology company. Having the same strategic toolbox, by having two people from the same corporate management team, attending the same program, give us extra benefit in our strategic discussions.”



**Per-Anders Evensen**  
CFO, EFD INDUCTION AS



**Inggard Torvik**

VP ENGINEERING & TECHNOLOGY, EFD INDUCTION AS

“ As division manager in a family owned manufacturing company with own product development the program provided me with an extensive set of new tools and new angles of approach to strategic, technical and leadership issues with global character. The competence from the program will be of great help for future objective decisions, where successful tradition and competence has to be placed in the light of new technology and business environ-



The Program gave me a unique opportunity to understand the dynamics of a company. It gave insight to how innovation and technology development in combination with customer interaction and commercial awareness can form a solid strategy. The mix of academic depth and hands on case studies, made it relevant and allowed me to reflect not only on best practice in general, but also my own role in supporting my company find the best solutions and utilize our strengths. I have the highest regard for the lecturers that was key in making the program such a valuable experience, another clear personal benefit is the network I gained through the program, with participants from different industries and disciplines”

**Ingrid Larsby Arvered**

EXECUTIVE SEARCH CONSULTANT,  
SPENCER STUART (FORMERLY SANDVIK  
MATERIALS TECHNOLOGY)



The Executive Program in Industrial Management provided valuable insight into strategic management. This has been put to good use ever since. The intensive format and interactive elements provide a solid platform for learning. The content was varied and stimulating enabling all participants to contribute. As an Englishman working for a Swedish company I found the cultural elements very helpful and the energy of the faculty at KTH a real eye opener.”

**Bill Wilkinson**

MANAGING DIRECTOR  
CAMFIL UK LTD



The Executive Program in Industrial Management is a well-built and well delivered package for key personnel. I attended the program while working for ABB Sweden as general manager. The Program was a great support in reshaping the operations in the rapidly changing business environment. To develop people is the only means to develop businesses.

Later in ABB Finland I sent managers to attend the program. The idea was to offer them a personal development and a networking opportunity and build a critical mass of widely thinking industrial managers capable to identify the changes needed and lead them. The program fulfilled these expectations. The modules are of high and even quality but leading and communicating change and rhetoric are the themes that seem to strike most – at least us Finns.”

**Jouko Tuuri**

BUSINESS CONSULTANT,  
LEAD BETTER OY (FORMERLY ABB OY)



The Executive Program in Industrial Management is really useful. Different topics all connected and with great interaction between them, appropriate to the strategic leadership thinking. The fact that we always had theory and presentation of case studies, added to discussions together in teams, expands learning and collaborates with the exchange of information between the participants of the program.



The network formed between professionals from different companies and areas, which contributes to an environment leading to new ideas and learnings, is also valuable. The cultural exchange between the participants was interesting, with the possibility of sharing experiences and knowledge, which I consider a plus to the program”.

**Suzana Martin**

HEAD OF ENGINE WORKSHOP,  
SCANIA LATIN AMERICA LTDA.

**More customer references on  
[www.kthexecutiveschool.se](http://www.kthexecutiveschool.se)**



## About KTH Executive School

### Why

To develop and implement new businesses, new strategies and new ways to operate, are some of the most important and demanding undertakings for senior managers, officers and other key people in technology-based enterprises. It is demanding, partly because the new businesses, new strategies and new ways to operate must be in line with the properties of the core technologies and technology systems applied.

Likewise must the characteristics of the industry and the business environment, with its political, economic, sociological and environmental change drivers be taken into account. Drivers now manifested in an accelerated development and deployment of new technologies, in new geopolitical realities and in commanding sustainability objectives.

### What

KTH Executive School delivers the know-how, the broadened perspectives and the inspiration to these senior managers, officers and other key people in order to help them to excel in these important and demanding undertakings.

### How

The know-how, the broadened perspectives and the inspiration is delivered through development opportunities, such as:

- Open-enrolment programs, where each program is designed for a selected group of similar industries, all sharing the same business logic
- In-company programs, designed for a specific company
- Open-enrolment courses
- In-company courses, designed for a specific company
- Strategic Challenge Groups with highly-qualified participants addressing critical challenges and opportunities they have in common. The process is supported by an action-based learning model and by input from academics and orchestrated by trained facilitators.

#### KTH Executive School

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[www.kthexecutiveschool.se](http://www.kthexecutiveschool.se)

#### KTH Executive School – For businesses where technology is core

KTH Executive School is a subsidiary of KTH Royal Institute of Technology, the oldest and largest university of technology in Sweden.