

Strategic Challenge Group on Business Development on Global Markets

Managing industrial offerings to ensure revenue

Why a Strategic Challenge Group?

Driven by changing business landscapes, competition and new customer demands, many companies find themselves moving from traditional business models based on product sales, towards enabling offerings of advanced, integrated solutions and maybe even shaping completely new markets. Success depends on organizational rearrangements, including business model redesign, as well as digitalization, new service development and collaborative strategies. Among other things, examining governance and organizational implications of shifts becomes crucial in order to take advantage of the emerging opportunities, and in a sustainable way, profitably enhance the customer experience.

Examples of the scope of challenges and perspectives

- » How to manage our strategic, financial and business development models to include the whole scope of digitalization, services and solutions?
- » How to grow services and solutions? How to actually do business on data we sit on?
- » How to govern and manage product portfolios over time, with different cycles and life spans?
- » How to do business in the global technology landscape defined by the US-China tech conflict - implications for global and local IPR strategies?
- » How to handle the presence of various business models simultaneously? How to move from transactional product sales to a fee-based model? How to manage the financial and competence risks?
- » How do you redesign your distribution channels in order to manage a new business environment where the same company is partner, customer and competitor?

*Please note that the points above are just examples. The actual cases will be decided by the participating companies. The Challenge Group works in a solution-oriented way with these and/or similar questions, to share knowledge and experience.

When?

The constituting meeting will be scheduled for Q3 2021.

For whom?

Primarily for those with an ownership of the overall revenue model and/or strategic business models within the company. Corporate Strategic Business Development, BA managers



“I was very positively surprised by the event; well-organized, no-nonsense, good value for money, with open participants and a good discussion that taught me a few good things.”

Eric Appleman
Executive Vice President
for Innovation & Strategy, Perstorp

How

The process in the group follows a defined, and since many years successfully applied, schedule and form with these main characteristics:

- » Focus on the real challenges and opportunities (related to the selected topic) of the participating companies.
- » Discussions where the participants contribute with their own knowledge, experiences and creative ideas in order to reach suggestions for solutions to the challenge.
- » The process is fueled by input from a leading academic or from an industrial champion and expert.
- » Materials regarding the topic and discussions will be distributed before and after every meeting.
- » The participants in a Strategic Challenge Group will meet 3 times for daylong meetings in a year. Starting of the groups meetings, there is an additional first constituting meeting.
- » The number of participants in a group can range from 8 to 12, in a non-competitive composition.

The Process

The process in the group is based on the scientific model of Action Learning. The group primarily focus only on fully understanding the scope of the case. Solutions and suggestions are restricted to a specific latter step in the process.

The first meeting will constitute the perimeters for the group, and decide on common agreements regarding nondisclosure and so on. During this first meeting the group will also make an inventory of all perspectives on the topic, review challenges and possibly find dates for upcoming meetings.

Facilitator for the group will be provided by KTH Executive School, to help guide the group through the process, and to stay on topic.

Depending on the scope for each specific meeting, an authority (Academic or industrial Champion) on the topic will be engaged, to bring perspective and depth to the discussions.



**KTH EXECUTIVE
SCHOOL**

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

Where?

The constituting meeting will be at KTH Royal Institute of Technology in Stockholm, Sweden, or digital. Dates and sites for upcoming meetings in 2021-2022 will be decided later.

Fee

SEK 60 000 excl. VAT
Please note that travelling to other locations than Stockholm might be expected.

Interested?

Please contact Agneta Rinman at KTH Executive School.

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“To succeed with digital transformation, we need to help each other in Swedish industry. The group serves as an excellent tool for gaining insight into different activities and sharing experiences in different transformations.”

Per Adamsson
Volvo Penta | Business Transformation