



**KTH EXECUTIVE  
SCHOOL**

STRATEGIC CHALLENGE GROUP ON

# **BUSINESS DEVELOPMENT IN GLOBAL MARKETS**





## Why this theme?

The business landscapes in which we operate are rapidly changing mainly driven by digitalisation and an accelerating need for sustainability but also the global pandemic and rising geopolitical tensions. Major opportunities arise as the business landscapes reverse and the companies that seize them will advance whereas those who do not will fall back.

Global industrial incumbents have to transform in order to succeed. Leaders need to ramp up speed and progress in the area of business development and at same time run operations efficiently. This act of balancing has always faced leaders. However, the complexity and the pace in which the business landscapes change enhance the difficulty.

One way many are pursuing is moving from traditional business models based on product sales towards offerings of advanced, integrated solutions. In this transformation, keeping focus on customer needs and perceived customer value is crucial. Those who aim high apply collaborative strategies and formalize a network of non-competitive actors with the aim to create and shape completely new markets.

Progress also depends on the capability to make internal organisational and governance rearrangements. At the end of the day, capturing new opportunities is about doing something differently and the internal systems need to support this.



**”Why should anyone have to find solutions to their strategic business problems on their own when you can get this kind of help?”**

**Mia Bökmark  
SKF, Group Marketing Director  
participated 2020**

**“Our company delivered the case in one session and we certainly got what we came for. We invested very little time and the results we got out of it was absolutely really good. We now know what to do and how to do it.”**

**Lars Havgry  
Essity Global  
Business Development Director  
Health and Medical Solutions**



## Challenges define the content

Framed by the theme Business Development in Global Markets, the program content is defined by the participants and their actual challenges.

Examples of challenges that have defined the content previously:

- How to transform from a product centric to a service centric company?
- How to accelerate growth of services?
- How to ensure that the salesforce have the capabilities to sell solutions?
- How to do business on the massive amount of data we sit on? How to ensure internal cooperation for this?
- How to capture market opportunities in China, while protecting technology/IP?
- How to get better business results from our value propositions?
- How to evaluate the major business opportunity we have identified that has risks higher than we are used to?
- How to forecast market changes in time? How to quickly adjust?
- How do we successfully shift to a subscription business model?
- How to adjust KPIs and compensation packages in order to promote new businesses?

## Action is the purpose

In the Strategic Challenge Groups, the purpose is to enhance progress on the actual business challenges, problems or dilemmas that the participants really face. Detangling is an essential part of the process, but fully utilizing the experience in the group to create explicit action plans is what differs this learning format from others.

## For what companies?

To this group we invite representatives for industrial companies with a strong global presence that are vital for the future industrial ecosystem where technology is core to the business. Previous participants represent companies such as ABB, Atlas Copco, Alfa Laval, Electrolux, ELEKTA, Epiroc, Ericsson, Essity, Getinge, Gränges, SAAB Group, Sandvik, SKF, Tetra Pak, Volvo and Volvo Cars.

## Who are the participants?

The program addresses managers that can make a difference in developing the business and the company, usually with a business unit responsibility or a group strategy/business development responsibility. Participant recruitment is by invitation-only.



## Excellent academics and meticulous participant recruitment

In the Strategic Challenge Groups, each learning session is devoted to an actual strategic challenge that one of the participants has. To the session, a prominent academic within the field of the challenge is engaged in order to bring by new, research based knowledge and perspectives to the discussions.

We are particular with the recruitment since the participants' experience is an explicit learning source. Substantial experience is required to participate as well as a willingness to share.

The feedback we get is that we provide cutting-edge learnings and business progress for the participants regardless if working on one's own or someone else's challenge.

Confidentiality is imperative and we assure a non-competitive composition.

## Time and location

The program comprises three full day work sessions spread out over 12 months. The participants decide the dates together. We meet either at KTH Campus in Stockholm or at a participant company Swedish premise.

Please note that being part of the group is a commitment and participation is mandatory.

## Subscription

This program is run as a subscription, and participants enroll one year at a time. Participants are granted to continue the following year, and to pass the subscription forward to a colleague.



### Group facilitator Agneta Rinman

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



**“Many times when the case is presented, I right away think I know what it is all about and have a solution to the problem. Then as we proceed with the discussions and get some academic perspectives, new dimensions turn up and more ways to tackle the problem appear. It is a good reality check of how my usual way of thinking can be a limitation.”**

**Stevan Topalovic**  
Epiroc VP Business Development, Underground Rock Excavation