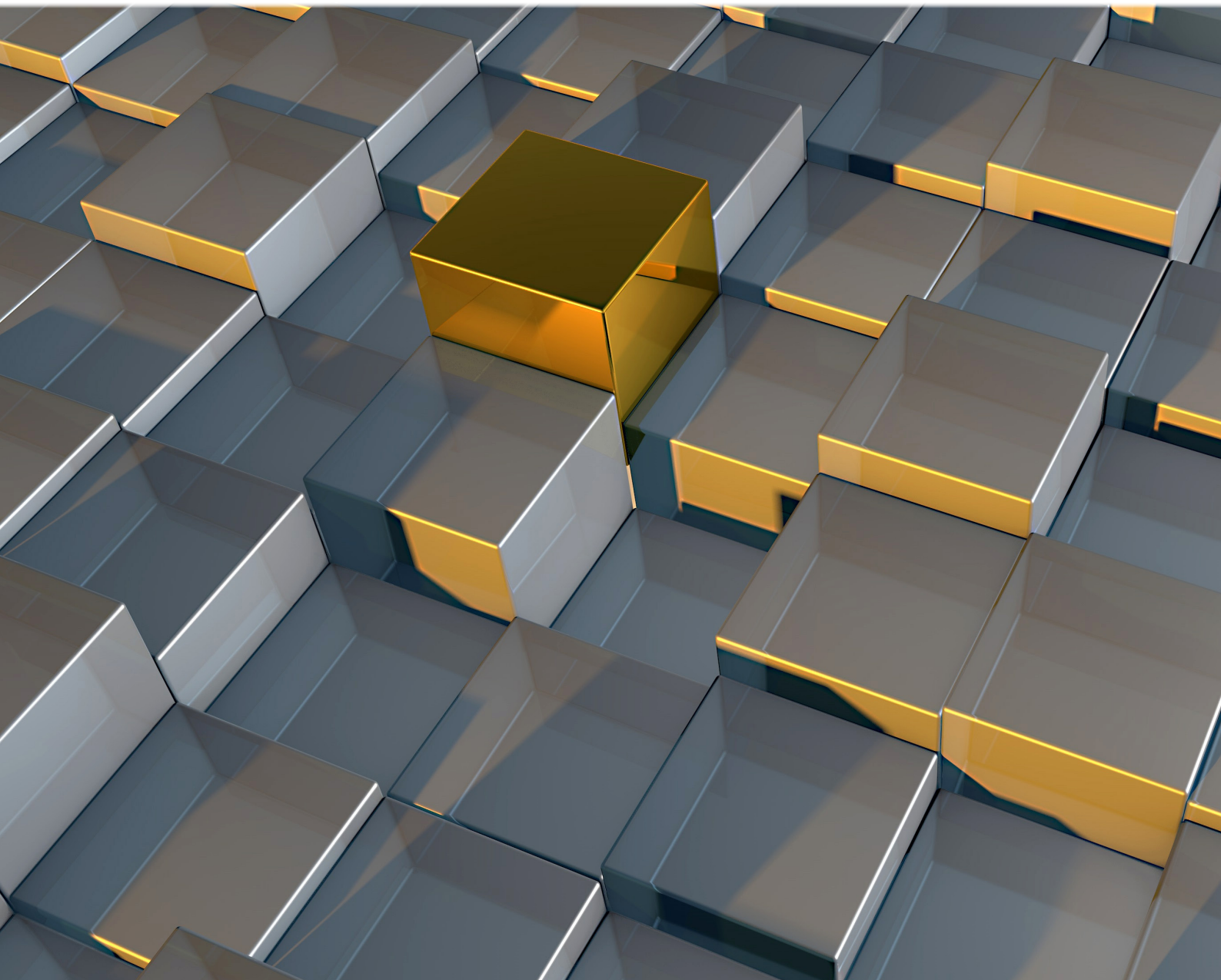




**KTH EXECUTIVE  
SCHOOL**

STRATEGIC CHALLENGE GROUP ON

# **INNOVATION HORIZONS**





## Why this theme?

Rapid and disruptive innovation is often brought to the market by challengers and new entrants. These new players have no legacy systems to maintain, no burdensome requirements and processes, and have clear focus and priorities.

The incumbents, on the other hand, often have leading technology and deep pockets. This theme is for those of you who could benefit from a helping hand regarding how to balance short-term expectations and long-term success.

- How to impact corporate strategy?
- How to prioritize what to put resources on?
- How to get technology leadership into customer solutions and bring it to existing or new markets?
- How to implant entrepreneurship into the ways of working?

## For what companies?

To this group we invite representatives for industrial companies with a strong global presence that are vital for future industrial ecosystem and where technology is core to the business. Previous participants represent companies like **ABB, Alfa Laval, Assa Abloy, CEVT, De Laval, Electrolux, Epiroc, Ericsson, Essity, Gränges, Haldex, Hiab, Husqvarna, Höganäs, Metso, SAAB Group, Sandvik, Siemens, Stora Enso, Scania, Veoneer, Volvo AB.**

## Who are the participants?

The program addresses managers that make a difference within the fields of R&D, core technology and product development, usually with an R&D responsibility, a group technology responsibility or a product management responsibility.

Participant recruitment is by invitation-only.

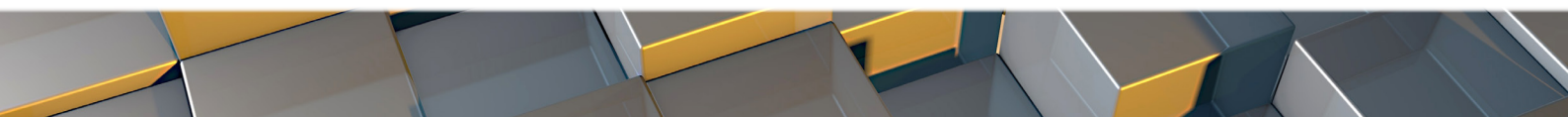
### Action is the purpose

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.



"It is highly rewarding to participate. The group consists of committed, experienced and knowledgeable people who generously share their experience. The challenges we work on are universal and you get an understanding of the environments others operate in. "

Charlotte Walldal  
Head of R&D at XVIVO Perfusion AB,  
former VP R&D Personal Care at Essity



## Challenges define the content

Framed by the theme of Innovation Horizons, the participants and their actual challenges set the content of the program.

Examples of challenges that have set the content previously

- How to drive innovation efficiently in large incumbents where most co-workers within R&D have their background in mechanics while the product development plan comprises technology and ways of working together with customers that are new?
- How to prioritize among the challenges we are facing to reach our goal? Will our strategy take us where we want to go?
- How to balance market readiness and customer demand with technology readiness?
- How to handle short- vs long-term and allocation of R&D resources? How to gain support for our long-term development strive?
- How to get buy in for solutions that contain applications that are non-standard (today), when corporate governance favours existing products and solutions?
- How to create business incentives and/or culture for cooperation and sharing in an environment with delegated P/L-responsibility?
- How to ensure that R&D really is the engine of innovation? That we proactively drive development of value-creating offerings by providing breakthrough- as well as incremental solutions.
- How to manage an open innovation system with multiple internal stakeholders and external partners?
- How to increase the degree of innovation in product development? Do we need new, or adjusted, business models?
- How to transform our ways of working, becoming truly agile?
- When in a new context through a merger, and in an industry is rapidly changing. How to create the competence transformation plan that we need?



“It is a great program where we could have really good discussions about our dilemmas. One question begets the other in this stimulating process. The group consists of experienced people who represent interesting companies. Academics’ participation and the way they understand our challenges and relate them to research contribute a lot to the discussions and provide new insights. When working with other companies’ challenges, one can bypass the personal connection that is always present in one’s own organization.”

Stefan Szepessy  
Manager Department of  
Technology, Alfa Laval

“To participate brings a lot of value. The sessions have an open and inclusive climate. Everyone in the group is transparent, and it is rewarding to share pains and successes. What we want to achieve in our businesses is fairly similar.”

Stefan Andersson  
Head of R&D SAAB Aeronautics

## 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 participant 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.

"The sessions in this group are fantastic. To participate gives energy and nourishment to carry on with the own business and its challenges. My fellow participants are all incredible, and the academic input maintains a high standard. "

Lars Dahlén  
Director, Head of Scania Emission Solutions/ Director R&D,  
Scania Buses and Coaches



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