



**KTH EXECUTIVE
SCHOOL**

STRATEGIC CHALLENGE GROUP ON

BUSINESS DEVELOPMENT IN GLOBAL MARKETS

2025

FOR SENIOR INDUSTRIAL LEADERS





Why this theme?

We are operating in an increasingly uncertain world, shaped by structural forces such as disruptive technologies, accelerating climate change, and a fragmented geopolitical landscape. Rising tensions within and between states - evident in today's conflicts in Europe - underscore the volatility that organizations must navigate.

To survive and thrive in such a dynamic environment, organizations must learn and adapt faster than ever. Leaders must reframe their strategic thinking, balancing the exploitation of known strengths with the exploration of new opportunities to achieve sustainable results.

Global industrial incumbents face a particular imperative: they must transform to remain competitive. Leaders are under pressure to accelerate business development while maintaining operational efficiency—a balancing act that has always been part of leadership but is now made more difficult by increasing complexity and pace of change.

Success today requires building new capabilities and embracing new ways of working, where customer-driven innovation and a fast-learning organization are key..



"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
Seco Tools
VP Product Offer & Innovation

"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

The content of the program is driven by the participants' own real-world challenges, all within the theme of Business Development in Global Markets.

Examples of previous strategic challenges include:

- How to navigate operations when active in both China and the US?
- How to improve forecasting for order intake and product launches - and what does that mean for operations?
- How to create mutual value when partnering with new types of actors?
- How to transition from a product company to a solutions provider?
- How to monetize vast internal data assets - and ensure cross-functional collaboration?
- How to develop a salesforce capable of selling complex solutions?
- How to capture market opportunities in China while protecting IP?
- How to improve business outcomes from existing value propositions?
- How to assess major opportunities that come with unfamiliar levels of risk?
- How to adjust KPIs and compensation systems to support new business models?

Action is the purpose

This isn't just a learning forum, the purpose is to make real progress on real business challenges. While structured analysis and peer dialogue are vital, what sets this format apart is the commitment to create and execute on actionable plans grounded in real experience.

For what companies?

This group is designed for senior leaders in large, international industrial companies. Previous participants have represented organisations such as:

ABB, Alfa Laval, Atlas Copco, Electrolux, ELEKTA, Epiroc, Ericsson, Essity, Getinge, Gränges, SAAB Group, Sandvik, Scania/TRATON, SKF, Tetra Pak, Volvo Group, and Volvo Cars.

Who participate?

Since business development in global industrial firms is inherently cross-functional, we welcome leaders from not only strategy and business development but also R&D, operations, and sustainability. Participation is by invitation only,



Grounded in world-class research

Each session centers on a current strategic challenge held by a participant. A leading academic expert is brought in to contribute cutting-edge, research-based insights and stimulate new perspectives.

The learning approach follows the principles of action learning. Substantial leadership experience and a willingness to share are prerequisites to participate.

Participants consistently report that the sessions offer both fresh strategic insights and tangible business progress - whether working on their own challenge or contributing to a peer's.

Confidentiality is essential, and each group is curated to ensure a non-competitive setting.

Please note that joining the group is a commitment. Full participation is required



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Format and Fee

Participants commit to participate in three full-day sessions over a period of 12-18 months.

The sessions are held at KTH Campus in Stockholm or hosted by a company at a Swedish site.

The fee is SEK 60 000 (excl. VAT).



Group Facilitator

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“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