



IFL EXECUTIVE EDUCATION

# Business Performance Diploma

Astra Zeneca, Atlas Copco, Ericsson, Lantmännen, Sandvik, Scania and SEB.



AstraZeneca 

Atlas Copco

ERICSSON

Lantmännen

SANDVIK

SCANIA

SEB

# Consortium program for development, knowledge sharing and business controller support.

As the position of controller in businesses and organizations becomes increasingly common, the skill set needed by people with business degrees in the various fields has changed. Clearly, corporate management can no longer rely on economic benchmarks alone, but must also consider a growing number of perspectives and dimensions. Financial management has evolved into operational management.


In order to meet these demands, Stockholm School of Economics IFL Executive Education is offering a development program for experienced controllers in cooperation with leading international Swedish companies such as: Astra Zeneca, Atlas Copco, Ericsson, Lantmännen, Sandvik, Scania and SEB.

## Program aims

- Strengthen core competence within the field of operational management by providing and updating knowledge, tools and models
- Expand the reference framework of participants and increase expertise based on a broad view of the controller's skill set requirements, from an expanded operational management perspective
- Provide new ideas and perspectives, while challenging "business as usual"
- Strengthen the participants' ability to communicate financial and non-financial models, key indicators and conclusions
- Serve as a forum for dialogue and development of financial functions within the company through interaction among participants and individuals from company senior management who participate in the program
- Develop the participants' ability to create a competitive profile in operational management

## Participant profile

The program targets controllers with at least five years of business-related experience – nationally and internationally – in firms and organizations that demand active cooperation within the organization and where operations are under development. The controllers may be part of the management team or headed towards this type of position. Participants must have a university degree (MSc, MBA or equivalent).



“Makes you see and think ‘out of the box’ and see in a bigger perspective which not always is the case in your day to day work.”

Quote from program participant



## Themes

The BPD consists of modules (5+4+4+5 days) for a total of 18 days. The modules focus on different perspectives/themes based on the roles of the individual controllers. Each module has a central theme that highlights a number of integrated issues. Throughout the program each participant work on a project assignment based on an individual professional challenge, that also forms the basis of the program's examination.

The themes pose integrated questions covering many sub-problems. Themes can be topical issues of significance for the participating companies, as well as more fundamental "perpetual" questions. The themes may change over time and are established jointly with participants and participating companies.

The first three themes are based on the typical duties of a controller. Focus is on several highly complex situations that require theoretical models, and which benefit from the opportunity provided to share experiences.

### 1 Vertical management and financial analysis

Focus here is on issues that pertain to the connection between owner-based requirements and internal management. Financial consequences in business scenarios and consequences in terms of internal management are key issues. We also address using operating profitability benchmarks and the differences between theory and practical application.

### 2 Evaluating projects, products, and customers

We address several diverse situations for evaluations in which interfaces and boundaries within operations are complicating factors. Examples include products, customers, processes, projects, the network to which the operation belongs and legal/entrepreneurial boundaries.

### 3 Vertical and horizontal management, financial and non-financial analysis

Vertical management, with its reformulated owner requirements on different levels in the company, has to be transformed into and meet requirements and solutions found in the organization's individual activities and process chains. We focus on problems related to the controller's role as "link, translator, and interpreter" in vertical and horizontal management processes.

The following three themes take a broader perspective and focus on analysis levels other than those previously treated.

### 4 Strategies and strategic charts

Focus is on strategic models and their use based on the perspectives that serve as the basic premise for the analysis. In what situations can/should different models be used? Where does the value of the analysis end, where are other analyses necessary? What should we do today to ensure that the company gets where it wants to go and avoids undesirable pitfalls?



## 5 Change management

We focus on a number of typical changes in companies, and note that many change processes do not fulfill the plan and its established objectives. Why do integration processes in acquisitions and mergers sometimes fail to meet expectations? How does the company handle development of the organization and organizational forms? Where are the difficulties in working with business systems? How does the controller work in management groups and other management bodies?

## 6 How can numbers speak?

This theme is based on the need for clear and integrated compilations and presentations of financial and non-financial data. How do we present and provide information about complex financial and operation-related relationships? What role should and can the controller function play? How can/should the controller work in management groups and other management bodies?

## Learning concept

Insight, overview, theory, and project are the keywords for the program's learning process. Participants require insight to understand themselves and their own divisions and organizations. They need an overview to recognize the broader context. In addition to empirical knowledge of the system and its components, theories about the company and its organization provide the basis for moving among different levels of analysis – individual, group, organization, and community. The program project is the engine that drives the participants between the different modules as they work in groups. The project also serves as the basis for the program's examination.

A variety of active learning approaches (e.g. case studies, group work, reflection etc) will enhance interaction among participants. The exchange of experience with other participants will be an essential part of the program as well as an opportunity to build a valuable professional network.



## The Consortium Model for Management Development

Consortium programs have long been at the core of our executive education offerings. Our consortium collaborations all share some key characteristics: a select group of partner organizations (typically 5-8) with a long term view on structured management development; a shared desire to exert a proactive influence on program goals and structure; and a joint interest in cross-company experience sharing and networking. Furthermore, the consortium model leverages the process of making real impact in the organizations by allowing several participants from each organization to participate at any point in time. This facilitates the task of processing company-specific challenges as part of the program process, and beyond.

## Global Perspective, a Dynamic Network

SSE IFL Executive Education has been delivering executive development around the world for over 40 years. We are ranked by the Financial Times as one of the world's foremost providers of executive education with a position as the leading provider in Northern Europe. We have offices in Sweden, Finland, Russia and the Baltic States and a strong network of international faculty in more than 20 countries. Key to our mission is that we are firmly anchored in the commercial world, in academia and in the community at large. As such, we constitute a dynamic network of researchers and experienced business leaders from the entire world.

## Our View of Learning Produces Results

We focus on learning, not on teaching. You will develop by sorting, evaluating and construing the context within which your organization operates. This strengthens you in your mandate to lead others. By developing a holistic understanding of your organization and its business, you will understand how to act strategically. We are not a conventional school. You can be certain that our faculty resources represent the foremost in their respective fields, but for us the meeting of minds, the exchange of experience, the dialogue and reflection, carry equal weight in creating a real learning outcome. For us, generating real results in the organization is our challenge and our priority. Want to learn more? Visit us on [www.ifl.se/philosophy](http://www.ifl.se/philosophy).

## Want to Know More?

Up-to-date information on programs, contact persons and application forms can be found on [www.ifl.se](http://www.ifl.se)



## Stockholm School of Economics IFL Executive Education

Stockholm School of Economics IFL Executive Education is ranked by the Financial Times as one of Europe's leading business schools and is pre-eminent in Leadership and Business Development, Economics and Finance. We bring together academic research and close co-operation with the market-place to offer a range of open programs for individuals and custom programs for corporate and institutional clients. Our membership of the world's top networks provides a truly global reach in Leadership Development.

# Business Performance Diploma

## Time schedule and conditions 2012

The program starts 28 May 2012. Interviews with individual participants will be conducted starting February 2012.

### Participating companies

AstraZeneca  
Atlas Copco  
Ericsson  
Sandvik  
Scania  
SEB

### Schedule

Module 1 May 28 - June 1, 2012 (five days)  
Module 2 October 8-11, 2012 (four days)  
Module 3 February 11-15, 2013 (five days)  
Module 4 May 14-17, 2013 (four days)

Three modules will be held at conference facilities in the Stockholm area. The third module will be held in Lausanne, Switzerland.

Participating companies are asked to have their nominations for participants ready by 1 February 2012.

### Fee and other costs

Two to five participants from each company are expected to attend the program. The fee per participant is SEK 140.000, excl VAT. Cost for accommodations and travel to the conference facility are additional.

### Information and contact

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