



NOBELUX in cooperation with
Nordic Board experts and practitioners presents

INTERNATIONAL
PROGRAMME FOR
VALUE CREATING
BOARD WORK

NOBELUX in cooperation with Nordic board experts launches an **International Programme for Value Creating Board Work** with the aim of providing companies with **Board Members for the challenges of today and Tomorrow**. The extensive programme will provide the participants with both the fundamentals of board work, and insights into modern board theory and practices.

As a participant you will gain an in-depth knowledge of the role of the non-executive director, as well as learning about current board practices from leading Nordic experts and practitioners.

The Value Creating Board Work programme is designed for leaders who currently work as non-executive directors and want to develop their competences as board members, as well as for leaders and managers who wish to improve their readiness to become board members in the near future.

The objective of the programme is to provide participants with a solid understanding of corporate governance, every-day board work, and best practices. It also aims to prepare the candidates for how hot topics of today, i.e. sustainability, diversity, digitization, cybersecurity and social media need to be taken into account in the board's work. As a participant you will be able to build a good understanding of the board's importance, tasks, accountabilities and development potential, as well as clarifying premises for leadership and strategic decision making in the C-Suit of organizations and their impact on individual directors as well as the relation between the firm's stakeholders.

After completion of the programme you will have achieved the following:

- Solid understanding of the fundamentals of a Board's roles and responsibilities, and position in corporate life
- Latest theories and trends in international board work
- Extensive knowledge sharing with the programme partners and fellow participants
- Established an international network to support you in your future board assignments
- Certification after completion of full programme and final examination

Added benefits:

- The candidates that so wish can be provided with coaching and mentoring resources as a complement to the standard program. The coaches and mentors are Nordic and other international experts.
- Invitation to participate in the Sweden-Luxembourg Networking Forum's first kick-off for the Funds Afterwork networking event on 26 September 2019. This networking event will bring together key Swedish fund experts who are working with, or are interested in Luxembourg and Luxembourg service providers. The event will provide the opportunity to meet and network with potential new partners or clients.

The programme consists of 4 modules, a one-day concluding workshop and the final examination. The programme will be held in Stockholm, the first five days and then the final full one day in Brussels.

MODULE 1

THE ESSENTIALS OF VALUE CREATING BOARD

DAY 1 & 2 (23-24 SEPTEMBER)
TRAINING DURATION: 15 HOURS

- What is Corporate Governance about?
- In the board room (roles, responsibilities, duties, charters, committees etc.)
- The Board of Directors and the organization
- The Board of Directors and auditors
- Performance assessment
- Oversight and supervision
- Diversity on board (equality)
- Sustainable Governance (ethics, society, environment)

The Essentials of Value Creating Boards covers in depth the fundamentals of directorship and the role of directors, as well as the development of boards of directors in companies. The module builds a good understanding of board's importance, tasks, accountabilities and development potential, as well as clarifying the premises for leadership and strategic decision making, building on research on and practice of corporate governance.

Module 1 - **The Essentials of Value Creating Boards** is about the accomplishment of the fundamentals of directorship and the role of directors, as well as the development of boards of directors in companies. Owners in family firms as well as executives in owner managed firms, current board members and aspiring ones who want to learn more about governance and the work of the board of directors, or to verify their knowledge systematically are invited to join this two-day training programme. The module aims to build a good understanding of board's importance, tasks, accountabilities and development potentials as well as clarifying premises for leadership and strategic decision making on the top tier of organizations for individual directors as well as the relationship between the firm constituencies.

This programme focuses on the board work and builds on research on and practice of corporate governance. References to the legislation in international contexts will be done in relation to different governance models. However, we don't aim to engage or promote one model of governance embedded in a specific jurisdiction. The focus is placed on board work practices based on scholarly knowledge rather than legislation in a specific country or context.



Dr Daniel Yar Hamidi (PhD) is an awarded researcher in corporate governance. He is currently running a project funded by the European research and innovation funding, Horizon 2020, at the University of Wolverhampton, UK. His research focuses on governance and innovation and has been published in scholarly journals as well as industry outlets. He has been engaged in the training of board directors and chairpersons for the last fifteen years and has trained more than a thousand directors. He was the chairman of a Swedish IoD branch (StyrelseAkademien) in Western Sweden and has served as board director, as well as executive and non-executive positions for many years in commercial firms as well as trusts, NGOs and other organizations.

MODULE 2

VALUE ADDING BOARD WORK IN A DISRUPTIVE WORLD

DAY 3 (25 SEPTEMBER)

TRAINING DURATION: 7.5 HOURS

Emerging new strategies and business models

- Business trends in a digital environment.
 - what does the board of directors need to know about digitalization?
 - social media, opportunity or threat to board of directors?
- From product orientation to customer and brand driven value creation. Strategic customer experience in focus.
- New requirements for leaders. Strategy, leadership and culture. Employee experience in focus.
- Enterprise design: Aligning corporate structures with strategy.
- Culture – the invisible force. Board responsibility for leadership and culture
- Tech – a powerful enabler

Strategic tools

- Strategy process: from 3 year plans to continuous, transparent and breathing process. Collaboration: board and executive team.
- Foresight and scenarios, choices and dialogue in strategy process.
- Strategic thinking: how to embrace it? How to follow up on strategic direction?
- Business model: the very core of strategy.
- Measuring: Leading and lagging meters.
- Exploring the value creation model
- Boards monitoring of strategic priorities & risk - what does the board of directors need to understand about cyber security?
- Board evaluation

Module 2 - Value Adding Board Work in a Disruptive World allows you to better understand what boards need to know about new ways of working and thinking in today's fast-moving digital disruptive world. This will also help to discuss how boards can strategically assist businesses in the process of transforming into customer and brand driven organizations in order to meet today's challenges.



Aija Bärlund's focus areas are internationalization, business development and strategic sustainability. During her career Ms Bärlund has worked as consultant, advising several Finnish companies to go international and strengthen their positions on the global markets, particularly in Central Europe, China and Scandinavia. Ms Bärlund has solid experience in leading development projects. Together with strategic foresight and industry teams she has built entirely new export industries for Finland. Ms Bärlund has extensive experience in consulting SMEs and listed companies, startups, public sector organizations and associations. Bärlund has management consulting experience in developing executive team and board work, foresight, business scenarios and strategies, service, technology and business development, internationalization, market and competitor intelligence, brands and sustainability.

Currently Bärlund holds board and advisory positions in the following industries: management consulting (AI, strategy and brands), care services, foodtech, education and insurance. Bärlund also holds positions in the Federation of Finnish Enterprises, in the Espoo Enterprises, in the Association for Finnish Work and in the Finnish Association for Environmental Management.

Aija Bärlund is Entrepreneur, Leadership and Business Developer, Speaker and Writer. Bärlund has studied International Marketing Management and holds MBA, International Business from the Helsinki School of Economics and Business Administration currently Aalto University. Since 2015 Aija Bärlund has lectured at the Sustainability as Competitive Advantage Programme at the Aalto University Executive Education.



Jaana Rosendahl has an M. Sc. Degree in Engineering from the Helsinki University of Technology (nowadays Aalto University), where she studied energy economics and industrial economics. Throughout her career, 30 years, she has focused on customer development, branding, digitalization and marketing within the theme of "From industrial economy towards customer economy". She has worked in several industries, from Fortum in the energy industry, to the bank Aktio and media company A-lehdet, to the finance industry. Her most recent position was eight years with Taaleri, where she developed the firm from five to two hundred persons and from a boutique financial institution to a listed company.

Today she works as a board professional, mentor and customer economy professional in strategy projects and as a blogger. She currently serves as a board member in Digitalist Group, Reflector and Crowst and has sat on the board of Swedish financial institution Nordnet AB.

MODULE 3

CASE STUDIES & PRACTICAL EXPERIENCE

DAY 4 (26 SEPTEMBER)

TRAINING DURATION: 7.5 HOURS

Becoming a board candidate/member

- Roadmap from an executive role to a board member
- Start adding value from day-one: Importance of on-boarding process and preparation
- Getting your message through: Relationships with the other board members (especially the chair) and with the C-Suite and internal/external auditors

The Board and its committees

- Different committees and their main tasks (audit, compensation, nomination, others)
- Recurring topics on the board's / committee's agenda
- The annual task plans of the boards and committees

Specific topics on the board agenda

- The recruitment and the renewal of the board
- Risk management & crisis handling
- Conflict of interest.

Case studies and group work

Module 3 - **Case Studies & Practical Experience** will prepare the participants for becoming board candidates/members, and how to effectively influence and contribute as board members, as well as understanding the role of the board and different committees, including specific topics on the board agenda.



Mammu Kaario, self-employed private investor and board professional. She is on the board of several companies – vice chairman in four companies on the Main Market of Nasdaq Helsinki, a member in one Nasdaq First North company, and the chairman or member in three other companies. These companies vary from Nordic Mid-caps to startups, as well as to industrial and financial companies. On these boards she is also acting on various committees, such as the chairman of three audit committees and member of two remuneration committees.

Mammu has a Master's Degree in Law from the University of Helsinki and an MBA from Georgia Tech. She was the CEO of the investment company Partnera in 2016 and 2017, and before that worked in private equity for 10 years and investment banking for 15 years.



Lars G Nordström, Chairman of the Board, Vattenfall AB, Chairman of the Finnish-Swedish Chamber of Commerce. Deputy Chairman of Nordea Bank. Board member of Viking Line Abp, the Swedish-American Chamber of Commerce and SNS. Member of the Royal Swedish Academy of Engineering Sciences (IVA). Honorary Consul for Finland in Sweden. Prior to his current board assignments Mr Nordström has served as a Board member of TeliaSonera (2006–2010). Chairman of the Royal Swedish Opera (2005–2009). President and CEO of Posten Norden AB (2008–2011). He has also held various executive positions with Nordea Bank (1993–2007), including as President and Group CEO (2002–2007). Various positions with Skandinaviska Enskilda Banken AB (publ) (1970–1993), including as Executive Vice President (1989–1993).

MODULE 4

SUSTAINABILITY AND THE BOARD OF DIRECTORS

DAY 5 (27 SEPTEMBER)
TRAINING DURATION 7.5 HOURS

Sustainability and the Board of Directors

- Introduction to a corporate perspective on sustainability
- Structural changes and corporate evolution
- Sustainability and corporate value proposition
- Proactive conduct and the board of directors
- Concluding with summary and reflections

The sustainability module introduces the participants to a modern view of the corporation as an organizational entity highly connected to the global challenges and opportunities around us. Participants shall have acquired a high and advanced knowledge baseline regarding the possibility for the Board of Directors to help promote sustainable corporations.



Martin Hallberg is a sustainability expert with a proven track record in teaching, lecturing and advising in corporate sustainability throughout the Nordics. With a background from the international development landscape (Swedish Ministry for Foreign Affairs, United Nations Industrial Development Organization and International IDEA), Martin started his own consulting company in 2013. In his consulting activities Martin has worked with a range of boards and management teams across different industries inter alia, private equity, telecom, services and construction. He is appreciated for his enthusiasm on the topic, and his in-depth knowledge of how to structure processes that add relevant and sought after knowledge. Martin holds an MSc in Political Science from Uppsala University and Sciences-Po Paris, and is an analytically sharp consultant and an appreciated lecturer on sustainability.

WORKSHOP CONCLUDING CASE STUDY

DAY 6 (OCT. OR NOV. 2019)
TRAINING DURATION: 7.5 HOURS

The last day of the programme moves forward to a more practical and hands-on domain and lets you use your acquired knowledge in cases relevant to value creating board work. This is an opportunity to conclude the programme with concrete advice and discussions that prepare you to tackle the responsibilities of the board in your coming assignments. The content of this second part of Module 3 will be agreed with the participants at the end of the first day of the programme of this module on 26 September.

This final day will be held 1 to 2 months after the intensive education week in Stockholm and the date will be decided together with the participants.

This day will be held in Brussels.



Mammu Kaario



Lars G Nordström

CERTIFICATION

DATE TO BE ANNOUNCED LATER

The certification will be awarded after the participant will have passed a test consisting of questions covering the four modules of the programme.



Dr. Daniel Yar Hamidi (PhD)

PRACTICAL INFORMATION

DATE & LOCATION:

Day 1 – 5

23 – 27 September 2019

STOCKHOLM

Grand Hotel Saltjöbaden

Hotellvägen 2

133 35 Saltsjöbaden

Day 6

October /November 2019

BRUSSELS

LANGUAGE:

The course will be conducted in English.

REGISTRATION FEES:

9 000 EUR (excl. VAT).

The fee covers tuition, handouts, lunches, coffee breaks and networking event.



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