



Advanced International Training Programme Strategic Business Management (SBM)

- **Are you one of the most ambitious and innovative entrepreneurs in your country?**
- **Do you want your business to grow in a sustainable way?**
- **Do you want to contribute to a better national and international business environment?**

Our world is rapidly changing and business leaders are at the sharp edge of this transformation. New technology, changing consumer preferences and globalisation of markets are creating challenges and opportunities for businesses everywhere.

The Advanced International Training Programme on Strategic Business Management (SBM) aims to prepare you and your business to face these challenges and to benefit from opportunities in the changing business environment for sustainable and profitable growth.

Take the chance to apply for the one-year SBM Programme, which includes a three-week training session in Sweden, additional regional and national seminars, individual and group tutoring, as well as extensive opportunities for networking with national, regional and Swedish actors!

ADVANCED
INTERNATIONAL
TRAINING
PROGRAMME



ITP: 291EUb
Strategic Business Management

Start-up Seminar: September, 2014

Training in Sweden: 10–28 November, 2014

Follow-up Seminar: June, 2015

Closing Seminar: September 2015

Closing date
for applications:

➤ **4 April,
2014**

Welcome

This International Training Programme is specially designed for persons qualified to participate in reform processes of importance on different levels and holds a position in their home organisation with a mandate to run processes of change. It offers support to strengthen, adapt and maintain capacity over time in order for your organisation to define and achieve goals in both the short and long term. As a participant you will take part of the latest development in your area of work supervised by skilled Swedish colleagues and experts, develop a network of colleagues from other countries and enhance knowledge of new working methods. The methodology used is based on the assumption that your organisation wish to carry out changes and is willing to invest its own resources to achieve these changes.

Our world is rapidly changing and business leaders are at the sharp edge of this transformation. New technology, changing consumer preferences and globalisation of markets are creating challenges and opportunities for businesses everywhere. The Advanced International Training Programme on Strategic Business Management (SBM) aims to prepare you and your company to face these challenges and to benefit from opportunities in the changing business environment for sustainable and profitable growth.

We are aiming for maximum social and economic impact on a national level: the SBM training programme for entrepreneurs is closely linked to Sida's Private Sector Growth Strategies training programme for key public officials. Your input as an entrepreneur will be extremely important in the development of a common plan for Private Sector Development in your country. This plan will be the key outcome from collaboration between participants in the two programmes.

Sida, SIPU International and Jarskog Konsult hereby invite you to nominate candidates.



Lena Ingelstam
DIRECTOR
SIDA



Anders Olin
MANAGING DIRECTOR
SIPU International



Håkan Jarskog
MANAGING DIRECTOR
Jarskog Konsult

Programme objectives

The overall aim of this programme is to contribute to the development of a vibrant and sustainable private sector. It also seeks to strengthen collaboration between the private and public sectors, for better functioning markets and improved integration in world trade.

The long-term goal of the programme is to contribute to revitalization and changes for the better in each participant's business. This in turn will contribute to decisive and lasting change at a national level, improving the business climate and stimulating sustainable economic growth.

The SBM programme is expected to provide you, the participant, with:

- knowledge and skills to enhance the growth and success of your own business.
- insight into how to stimulate private sector development in your country, and
- capacity and tools to actively contribute to the development of a common action plan for Private Sector Development in your country. This plan will be developed together with the participants in the linked training programme, Private Sector Growth Strategies (PSGS), 291EUa.

BENEFITS

- › **knowledge and skills to enhance the growth and success of your own business**
- › **insight into how to stimulate private sector development in your country**
- › **capacity and tools to actively contribute to the development of a common action plan for Private Sector Development in your country**

Contents

The programme will combine international, regional and Swedish perspectives. It will include sessions focused on business theories and concepts, and the sharing of experiences and successful practices – as well as difficulties and obstacles.

The Phase II training course in Sweden has four modules:

1. Market and business analysis

A fact based analysis of the local/regional and international business environment in order to identify and prioritize the strategic opportunities of your business.

2. Strategy development

Based on the outcome from module 1, you will assess and develop business strategies. These strategies will be the foundation of your strategic business plan, which is one of the main output of the programme.

3. Leadership for change implementation

This module focuses on your personal leadership skills and your role as a change agent. The ability to lead change is paramount to successful implementation of your strategic business plan, and for effective action on the common action plan for Private Sector Development.

4. Common action plan for Private Sector Development

The private sector's role in economic development and in improving people's lives in general is examined in this module.

Participants from both programmes (SBM and PSGS) will work together to develop a common plan for Private Sector Development in each of the participating countries.

The Strategic Business Plan developed by YOU, the participant, is the core of the SBM programme. To secure the success of your Strategic Business Plan, it must be supported and implemented by all the stakeholders in your business. As an SBM participant, you will also work together with participants of the PSGS programme from your country in the development of a common action plan for Private Sector Development in your country.

The SBM programme facilitates the transfer of knowledge and skills to each participant: to enable and support you in the development of both your own Strategic Business Plan, and the common action plan for Private Sector Development. A part of the training is devoted to tutoring. It is carried out throughout all phases of the program, also through distance learning, to support you in the work with your Strategic Business Plans as well as the common action plan for Private Sector Development in your country. Tutoring is carried out both individually and in groups.

This programme aims to create a powerful regional network for private sector development.

The training programme does not offer any financial support, apart from the programme itself.

Programme structure

The Strategic Business Management (SBM) programme is a five-phase process:

I. Start-up: Contact and dialogue will be established between participants, their businesses and the programme management team. A national one-day start up seminar will be held in each participant's country, in September, 2014.

II. Scheduled training course in Sweden: Three weeks of intensive training in Stockholm, Sweden, 10-28 November, 2014. This will provide you with theoretical tools and concepts, and with practical training in how to apply these. It will allow for exchange of experiences and building of personal networks. Draft versions of your Strategic Business Plan and the common action plan for Private Sector Development in your country will be developed.

III. Further development and implementation of the Strategic Business Plan and the common action plan for Private Sector Development: All participants and stakeholders will further develop and start implementing their plans from December 2014 – June 2015.

IV. Regional follow-up seminar for all participants: The regional seminar will take place in June 2015, in one of the participating countries. Its purpose is to evaluate the implementation progress of the Strategic Business Plan and the common plan for Private Sector Development, as well as to further improve these plans.

V. Closing seminar: Held in September 2015, in each participating country. Participants from both programmes will meet in their home country, for a one-day seminar on the Strategic Business Plan, the common action plan for Private Sector Development, and for networking.

All five phases of the SBM programme will run in parallel with the Private Sector Growth Strategies (PSGS) programme for key public officials.

TEACHING

Interactive training methods; all phases of the programme are designed for capacity building of the participating organisations, through action learning: interactive lectures, group exercises, and practical illustrations by Swedish organisations and businesses. You as a participant will be a valuable source of knowledge. We stimulate exchanges of views and experiences among participants and with representatives from the public and private sector in Sweden.

The training in Sweden is meant to provide the participants with input to their Strategic Business Plan, both project methodology and inspiration from models, cases, examples and theory.

This programme focuses on practical applications of theory, models and tools. The participants' country and businesses are in focus, whenever possible these are used for illustrating an idea, problem or model.

Various forms of tutoring are an important pedagogical tool in the training programme which strengthens the participants and their businesses.

The number of participants in the programme is limited in order to ensure a close working relationship between participants, lecturers and tutors.

MANAGEMENT AND STAFF

The programme is co-organised and conducted by SIPU International and Jarskog Konsult. Both firms are management consultants specialising in conducting international training programmes. They complement each other with their respective networks of experts in the public and private sectors.

Our core team of five programme managers will support you through all modules and phases, drawing on their extensive experience from international business, public and private sector development and capacity building. Faculty members, guest lecturers and invited executives are all well-known academics and/or experienced practitioners in their field.

TIMETABLE

WHERE:

The Training course in Sweden will be held in Stockholm and Tällberg, Dalarna

The Regional follow-up seminar will be held in one of the participating countries

The start-up and closing seminar will be held in each participating country

WHEN:

The training in Sweden will take place 10-28 November, 2014

The Regional follow-up seminar will be held in June 2015

The start-up and closing seminar will be held in September 2014/2015

DURATION:

The total duration of the programme is 12 months (phase 1-5), out of which approximately 4 1/2 weeks are scheduled sessions

Admission requirements

INVITED COUNTRIES

The following countries are invited to nominate candidates: Bosnia and Herzegovina, Georgia, Kosovo, Moldova and Ukraine.

TARGET GROUP

The SBM programme is intended for business leaders from small and medium-sized businesses in Bosnia and Herzegovina, Georgia, Kosovo, Moldova and Ukraine. In order to participate, you must be highly motivated to grow your own business in a sustainable way, as well as your country's economy. Networking and exchanging knowledge and experience are key components in the programme.

To be selected, you must have the potential to act as a change agent in your own business and also at a national level. You should be either a:

1. CEO or top manager of a small or medium size enterprise, or
2. Manager of a significant and distinct department at a large enterprise, with its own profit responsibility.

The top five applicants from each country will be selected. Women are especially encouraged to apply.

LANGUAGE REQUIREMENTS

The training programme will be organised and conducted in English. Candidates from countries where English is not an official language should do a language test with an official body in the home country, unless other documentation to support for her/his ability can be provided. Proficiency in English shall be certified on the Application form.

HEALTH REQUIREMENTS

Considering that the training programme consists of international travel and work away from home in a new environment, good health and full working capacity is conditioned. It is therefore recommended that candidates undergo a medical examination before filling in the Medical Statement in the Application form.

OTHER REQUIREMENTS

The programme requires you as a participant to have access to e-mail for communication with programme management, tutors and other participants. You will also be introduced to communication through Skype.

COSTS

Participants are required to find funding for personal expenses and their own travel arrangements to the programme venue in Sweden as well as for visa fees and any local airport taxes and departure fees.

All other costs such as programme fee, literature, board & lodging will be covered by the Swedish International Development Cooperation Agency (Sida).

Participants are responsible for obtaining all visas needed for their journeys and stays during the training programme. The visa should be valid for the whole period of the programme, and the passport must be valid for three months longer than the entry visa. Costs for obtaining visas are carried by the participant. Swedish visa details: <http://www.migrationsverket.se/english.html>

All participants are covered by a group insurance while in Sweden and on organised tours during the programme. This insurance includes costs for medical care in the event of emergency. Medical and dental check-ups are not included.

APPLICATION PROCESS

Your application should be written on the special form attached and include a recent photograph and required information and documents.

Your application must be approved by the CEO or authorised representative of your company.

The application in original with required signatures and attachments should be submitted directly to the Programme Secretariat. Applications from participants in Georgia can also be submitted to the Embassy/Consulate of Sweden.

Applications submitted after closing date will not be considered.

Download Application form and brochure at www.privatesectordevelopment.se under Download Information.

Closing date for applications:

> **4 April, 2014.**

SELECTION PROCESS

Selected candidates will be notified by e-mail not later than June, 2014. Once selected, the candidate must confirm participation. A Letter of Acceptance will be sent out, containing information on participation in the programme and the practical arrangements. Selected candidates shall be aware of the commitment to participate in all phases of the programme.

The Swedish International Development Cooperation Agency (Sida) offers, as part of its bilateral development assistance, capacity development activities in areas of strategic importance to the social, environmental and economic development in the participating countries. The purpose of the Advanced International Training Programmes is to provide resources and develop knowledge, skills and expertise to organisations with strong legitimacy in relation to target groups, democracy practices etc. in areas given priority in Swedish development cooperation, and are based on identified priorities and needs and in which Swedish expertise is in demand.

ORGANIZER

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291EUa Advanced International Training Programme on Private Sector Growth Strategies (PSGS) 2014

PSGS is the programme closely linked with the Strategic Business Management (SBM) programme: the two programmes run in parallel, and interact. PSGS is targeting senior government and public sector officials, and aims to provide the participants with:

- in-depth knowledge on how to stimulate and promote private sector development,
- capacity and knowledge to drive change in their own organisations to enhance their contribution to private sector development, and
- capacity and tools to actively contribute to the development of common action plan for Private Sector Development, together with the participants of the Strategic Business Management (SBM) programme.

The long-term goal is to contribute to build capacity in the participants' organisations. This in turn will contribute to achievements on a national level to improve the business climate and promote sustainable economic growth.



Jarskog Konsult

Jarskog Konsult is a management consultancy firm based in Stockholm. Since 1994 Jarskog Konsult has organised training programmes within the framework of international development co-operation, mainly for Sida, but also for the United Nations, development banks, government agencies, chambers of commerce and various NGOs. Jarskog Konsult is dedicated to delivering training of the highest standard within the key areas of business development and financial management.



SIPU International AB

Swedish Institute for Public Administration (SIPU) is a Swedish consultancy and training organisation specialising in capacity building and institutional development in transitional and developing countries. SIPU is one of Scandinavia's leading consultants in the area of public sector development, and increasingly in the private sector. SIPU has a long history of successful implementation of technical assistance projects, with beneficiaries in the public and private sectors.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

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