



The Client Need



Carlsberg Leadership Academy Module – Building Business Awareness and Acumen

A case from Carlsberg

With its large portfolio of beer and soft drinks brands, Carlsberg is one of the leading brewing groups in the world. More than 30,000 people work for Carlsberg, and their products are sold in more than 150 markets.

The Goal of the program was for the participant to understand:

- The global beverage industry and future trends.
- The different functional roles in the value chain and the local unit's role in the Carlsberg Group.
- The benefit of developing and implementing best practices.
- The consequences of Carlsberg's strategy
 - o How to support the “Six Must Win Battles”.
 - o Financial impact.

In Order to:

- Develop better capabilities in managing one's own organisation the green Carlsberg way.
- Manage for growth and profit.
- Be leaner, faster and more efficient in implementing best practices in Carlsberg.
- Support the Carlsberg winning culture.

BTS Approach

A Highly Customized Beverages Business Simulation

BTS designed the *academy module* to address the need to communicate the messages above. After multiple interviews with senior executives and other key managers in the organization, BTS designed a computer-based business simulation, a miniature of Carlsberg's business.

The Carlsberg business simulation

Organized in teams of 4 or 5, participants managed a simulated brewery company that closely resembled Carlsberg in customer markets, operating structure and strategic challenges. Teams managed their companies through three simulated years in a dynamic business environment, reflected in a computer-based business simulation. The goal was to maximize profitability while maintaining the highest safety standards, customer satisfaction and employee satisfaction.

Outcomes

The Solution – An Intense Seminar Directed Towards Managers

Six interactive presentation/discussion sessions were held during the program. One was facilitated jointly by BTS and Carlsberg's Finance department; another was facilitated solely by BTS; and the remaining four by Carlsberg top executives (including the CEO). The subjects of these sessions included: European Strategy, Carlsberg Business Strategy, Marketing, and Supply Chain. These



Client Testimonials

sessions introduced participants to business concepts and provided them with tools they can apply in the simulation and at work.

After each year of the simulation, competing teams received feedback and analysis on their company's performance. The goal of these sessions was to build a bridge between simulation and reality while stimulating ideas for how to apply Carlsberg's strategies back in the workplace.

At the completion of the three-year simulation, the participants were asked to reflect and to take actions around the key learning points. Specifically, they created an action plan for improving their performance and driving business results by increasing revenues, reducing costs, utilizing assets more efficiently and improving customer satisfaction.

"I thought the simulation was great, and the way that the results were presented also good – competitive pressure but a focus on learning and mutual respect between presenters and participants, as well as among participants themselves."

"Very good conference. Has been needed a long time in Carlsberg. More of those and we'll be best in class. BTS is very professional and has fantastic facilitators."

"Excellent. I had the opportunity to learn from other countries."

"It was perfectly organized, interesting and absolutely helpful."

Sampling of other BTS Clients

- Accenture
- Coca-Cola
- Liberty Mutual
- Roche
- Aetna
- Gap Inc.
- Liz Claiborne
- Sony
- AstraZeneca
- Genentech
- Macy's Inc.
- Texas Instruments
- AT&T
- Hewlett-Packard
- McKinsey
- Time Warner
- Bank of America
- Honeywell
- Microsoft
- Toyota Motor Company
- Biovitrum
- IBM
- Motorola
- Vodafone
- Cisco Systems
- ING
- Nokia
- Weyerhaeuser

About BTS:

BTS partners with leading companies to accelerate change and improve business results. We are the world leader in customized business simulations and other discovery learning solutions that enable leading corporations to change, grow and succeed. BTS adds value for our Global Fortune 1000 clients through three practice areas: Strategic Alignment & Business Acumen, Leadership & Management, and Sales. We have additional capability in Operational Excellence & Project Management and offer an innovative Engage for Change process. BTS is a public company listed on the Swedish Stock Exchange and trades under the symbol BTS B. For more information please visit www.bts.com.