CUHK EMBA 2009 Sweden Field Trip
Viking in 21st Century – Shedding Lights to Successful Businesses!
“Global Business and Management Field Study” is the final course for CUHK EMBA students, the objectives of this course include:

- Acquire awareness of the diversity & complexity of international business environment;
- Explore contemporary & relevant development in the global or regional area;
- Apply business concepts & skills together with the observations and sharing during the field trip in real business scenarios;
- Sharing of students’ experience in HK & Mainland China.

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The objectives of the course are, through the conduction of a field study outside Hong Kong, to enable students to acquire awareness of, and an appreciation for, the diversity and complexity of the international business environment. They have to analyse various macro dimensions (economic, political, socio-cultural and technological, etc.) in making global business decisions. One of the objectives is to enable them to review contemporary and relevant developments in the global or regional arena, and to explore the possible strategic alternatives to capitalize on changes in the global scenario. Students have to apply business/management concepts and skills acquired during the EMBA program in a real-life global business context; and they would generate insightful and concrete business plans based on the research findings gathered in the field study.

The course will be divided into three parts: pre-trip, during the trip and after the trip.

During the pre-trip, students will research into the macro (economic, political/legal, socio-cultural, technological, etc.) dimensions of conducting businesses in a selected country, and will also research into the background of the companies/industry areas to be visited (e.g. Manufacturing, Consumer Electronics; Entertainment & Media; and Logistics/Distribution).

During the trip, students will visit the chosen companies and institutions and interview senior executives in these establishments, with a view to gaining first-hand understanding of the success factors as well as challenges facing the related businesses.

After the trip, students will formulate business plans based on the information gathered during the field trips. Additional research work may have to be carried out, if necessary.

Andrew C. F. Chan, PhD, SBS, JP
Director
EMBA Programme
About Sweden

Key Facts:

• Area: 174,000 sq mi (450,000 km²), the third largest country in Western Europe

• Longest north-south distance: 978 mi (1,574 km)

• Longest east-west distance: 310 mi (499 km)

• Capital: Stockholm

• Population: 9.3 million inhabitants

• Languages: Swedish; recognized minority languages: Sami (Lapp), Finnish, Meänkieli (Tornedalen Finnish), Yiddish, Romani Chib

• Form of government: Constitutional monarchy, parliamentary democracy

• Most important exports: Electronic and telecom equipment, machinery, passenger cars, paper, pharmaceuticals, iron and steel

• Most important imports: Electronic and telecom equipment, machinery, foodstuffs, crude oil, textiles, footwear and passenger cars

Key Cities:

Stockholm

• Capital with 1.8M inhabitants

• Headquarters & financial centre

Gothenburg

• Major centre of shipping, industry and conventional events

Malmo

• Most dynamic hi-tech, bio-tech and R&D region linked to nearby Copenhagen by Oresund Link
Key Achievements:

- Many important inventions originate in Sweden. The pacemaker, the ball bearing, the safety match, the adjustable wrench, the zipper and the Tetra Pak carton are all Swedish inventions — and products of a long history of science and research. Other Swedish innovations include discovery of greenhouse effect, the robotic vacuum cleaner, a smart helmet, three-point seat belt, etc.

- The European Innovation Scoreboard (EIS) analyzes the innovation performance of EU member states as well as Japan, the US and other countries. Sweden topped the index in 2008, with research and development in high-tech multinationals such as Ericsson, ABB, AstraZeneca, Saab, Scania and Volvo offering the best conditions for innovation.

- Sweden was an early starter in terms of sustainable thinking. In the 1960s, it recognized that the rapid loss of natural resources had to be confronted and took a lead in organizing the first UN conference on the environment — held in Stockholm in 1972. Sweden was the first country to require sustainability reports from state-owned companies. It is just one example of how seriously Sweden takes Corporate Social Responsibility (CSR).

- In Sweden, 43 percent of the energy supply comes from renewable energy.
“Sweden’s democratic approach puts reason and knowledge ahead of hierarchy and tradition for tradition’s sake.” – The Swedish Institute

**Progressive**

Sweden can thus best be described as a country focused on development based on people’s needs and environmental conditions – a progressive country that strives for balanced development.

On a comprehensive level, progressivity means having strong faith in the future and a desire to gradually make the world a slightly better place. It means having faith in the creative force of people and the ability to take responsibility for one’s life. Working together and being open to the rest of the world and to the future in order to take advantage of its opportunities.

**Open**

Open means having a positive attitude to free thinking and to differences between people, cultures and lifestyles. It involves being curious and being sensitive to others as well as giving people space and creating exchanges. Space for the ideas and views of individuals as well as physical space to move freely without obstacles, fences or crowding in our readily accessible countryside, in cities and in places in between. A few examples of Swedish openness:

- International business and a test market for products sensitive to changing trends
- Broad-minded people that like to travel
- A tradition of adult education and active organizational life
- Public access to official records and the right of access to private land

**Authentic**

Authentic means being natural and unaffected. It means being reliable, honest and informal. It also involves being straightforward, unpretentious and clear and standing up for one’s values even when it is not very comfortable. To be authentic means to be in touch with your pasty and your roots and open to the future. Some examples of Swedish authenticity:

- A strong tradition of quality
- Living traditions and cultural heritage
- Informal style and trustworthiness in business
- Lifestyle in close symbiosis with nature and the changing seasons; the last wilderness in northern Europe
- High ethical standards on food and animal husbandry

**Innovative**

Innovative means new ways of thinking. Seeing things from a new perspective. Seeing opportunities and solutions and having faith in a better future. Not allowing oneself to be limited by engrained opinions or traditions. Examples of Swedish new ways of thinking:

- Knowledge-intensive business and society
- Paternity leave, the Cohabitants Act and registered partnerships
- Pioneering design, fashion and popular culture
- A strong tradition of inventions

**Caring**

Caring means safeguarding every individual. Providing safety and security as well as respecting and including all people. It means feeling empathy and sharing with those who are most vulnerable. Becoming involved with others and trying to see to the needs of every individual. Examples of Swedish caring:

- The drive for equality between men and women and participation in decision-making
- The ombudsman system
- A broad commitment to the environment
- Life-long learning for everyone International involvement with active work for peace and development aid

Source of pictures: The Swedish Institute (SI)
Sweden is no doubt one of the successful countries which we found there are a lot of similarities between Sweden and Hong Kong, a relatively small population country, economic development rides on “going out”/“going international”. Our study scope focused on how we can learn from the successes of Sweden and shedding lights to Hong Kong and eventually China businesses.

Before our field trip, we have researched into different areas of the macro environment of Sweden, objective is to relate how the macro environment shape Swedish culture and how Swedes apply their culture into businesses, resulting in a number of successful businesses in Sweden in the 21st century.

- The macro environment covered:
  - Legal/Regulatory, Economic
  - Cultural, Social
  - Demographic, Technological
  - Ecological/Physical, Political

- Open
- Progressive
- Innovative
- Authentic
- Caring
- Legal/Regulatory, Economic
- Demographic, Technological
- Ecological/Physical, Political
“Most of us haven’t been to Sweden before the study trip, the pre-trip study enabled us to understand more about Sweden, a true reveal of a nice country behind the blue and yellow flag!” – EMBA Class 2009

- From macro environment study to covering various industries in Sweden, we have worked out a framework on how we bring learning back home and identified the companies to be visited.
Pre-trip Talks

Pre-trip speakers from the related businesses were invited to give the class a ‘taste of Sweden’.

“Welcome to one of the most innovative countries – Sweden.” – Mr. Lars Danielsson, Consul General of Sweden; Ms. Kajsa Fung, Director International Accreditation, School of Business, Economics and Law, University of Gothenburg

“There are triple bottom line for a corporation, Corporate Financial Responsibility, Corporate Social Responsibility and Corporate Environmental Responsibility.” - Dr. Andrew Thomson, Chief Executive Officer, Business Environment Council

“What was perceived as minor things can improve environment significantly…” - Professor Bernard Lim, Professor (Fractional Appointment), Department of Architecture, CUHK

“Promise of sustainability is not a single event. It involves changing mindset, innovation and value added. Company should embed CSR into the company’s overall strategy” - Ms. Diana Tsui, Corporate Social Responsibility Director, KPMG

“Hong Kong had been the freest economy for 15 consecutive years and a vivid demonstration of ‘Big Market, Small Government’. To enhance this, focus should be on how to promote our tax system, legal system and stability of the economy.” - Mr. Charles Ng, Associate Director, General of Investment Promotion
“We started our Field Trip already via the pre-trip talks from various speakers!”
– EMBA Class 2009

“Government involvement is vital in implementation on environmental measures.” - Mr. Steve Wong, Energy Business Consultant, Managing Director of Billion Group Technologies Ltd.

“How to exploit the business opportunities in Green technologies, especially to translate that into easy understandable/laymen terms to communicate the benefit to the bottom line, to society, to enterprise and to country as a whole.” - Ms. Linda Choy, Political Assistant to Secretary for the Environment, HKSARG

“There is still a way to go to realize Hong Kong’s potential for innovation and technology. Some of you I hope will be the leaders to help achieving this.” - Mr. Eddy Chan, Commissioner for Innovation and Technology

“Caring to the environment is part of the natural instincts of Swedish, probably due to the harsh weather in winter, they all treasure the nature very much…..” - Mr. Michael Lee, CTO, Ericsson HK

“Innovation is the key to business successes.” - Ms. Marisa Kwok, General Manager, Sony Ericsson HK
Green Sweden
– Environmental Protection & Sustainability

With their rich in natural resources, and their short daylight time in some months of the year, Swedish attitude towards environmental protection is particularly strong and Sweden is one of the leading countries in Europe in green business. From 1990-2006, GDP of the country increased by 66%, while carbon dioxide emission reduced by 40%.

From Envac, with their 40 years of experience in handling waste in a systematical way, their vacuum system is able to convey rubbish directly to the terminal through underground pipes, in high speed.

Envac – Removing Waste in a Sustainable Way

• Global leader in automated waste collection who develops underground network systems for transportation of municipal and commercial waste, which is fully automated, safe and environmentally advantageous.
• With 40 years of experience, over 600 installations globally.
• Takes responsibility from the planning phase to the installation including the operation and maintenance of the waste collection system. It teaches the users how to use the system and how to separate waste according to national standards and regulations.
• Fields of applications include the followings:
  • Vision - vacuum waste collection systems will be regarded as a common utility for residential areas and commercial centers. In town planning, as well as planning of hospitals, large-scale kitchens and other premises with demanding waste handling requirements, vacuum systems will be considered the best solution and Envac the first choice.
  • Core Value – reliability, rationality and sustainability.
  • Sustainability – create creditability and meet environmental demand.

Source of picture: Envac’s web-site
The system helps to avoid the old-fashioned waste handling which gives unpleasant odours, but Envac does not stop here. After collection of the rubbish, they have them “returned” in the form of:

• **Heat and Energy.** Created by burning flammable rubbish, while food waste can create bio-fuel such as Bio methane which is used by buses. The area where the system run targeted to generate 50% of its energy needs from waste.

• **Fertilizer.** Generated from food waste, the resulting fertilizer can then provided to farmers.

• **Recycled paper.**

**Key learnings:**

• Environmental Protection is not that expensive, it is our future and we need to have our “heart” to deliver

• It is for the long-term benefit for our next generation

• Start cooperation at the early planning stage

• Holistic development with common goals make a success

Source of picture: Envac’s web site
In Hong Kong, on the other hand, is still having majority of food waste ends up in the landfills. Although the situation is getting improvement with food waste digesters being installed in various locations including Festival Walk, there is still a long road ahead.

Envac is having several projects in Hong Kong includes the one in the Hong Kong Science Park, plus the success of several Envac’s projects in China, the system is proved to work in our country too.
SKF – The power of knowledge engineering  
Delivering hi-quality products & service with sustainable earnings

- SKF is an Abbreviation of Svenska Kullagerfabriken, the Sweden for the "Swedish Ball bearing factory". It was founded by Mr. Swede Sevn Wingquist in 1907.

- Leading global supplier of products, solutions and services within rolling bearings, seals, mechatronics, services and lubrication systems services include technical support, maintenance services, condition monitoring and training.

- Vision - To equip the world with SKF knowledge.

- Mission - To be the preferred company for customers, distributors and suppliers: delivering industry-leading, high value products, services and knowledge-engineered solutions; for employees: creating a satisfying work environment where efforts are recognized, ideas valued, and individual rights respected; for shareholders: delivering shareholder value through sustainable earnings growth.

SKF – Holistic Sustainability Concept - SKF’s Care

In Sweden, even companies that seems nothing to do with green business are very concern about environment. The bearing manufacturer, SKF, has a commitment called “BeyondZero” with which they target to reduce negative environmental impact and increase positive impact in everything they do, so that the balance is increasingly positive. SKF challenges the limitation of conventional environmental targets, which drive for zero negative impacts on nature. In combination to their internal efforts on reducing negative environmental impacts, they aim to exceed the “zero” target by contributing positively to the environment i.e. going beyond the zero target. For example, SKF provides solutions to Airbus A380 with 40% weight savings compared to conventional solutions, which in turn resulted in lower fuel burn and emission and less noise.

Source of pictures: SKF’s web site
“In current difficult times, let’s focus on Customer, Costs and Cash, but WITH Care! TRUST the people! Our price is still high, but we’d like to help our customers to make money so that we can make money!” said Mr. Bengt Olof Hansson, Vice President, Corporate Sustainability, SKF Group Headquarters.

Key learnings:
- SKF: Making a decent profit in a decent way by
- Work hard on quality
- Work together with employees, ensure employees’ care
- Work together with the whole supply chains
- Work for long-term benefits of the whole ecosystem. To ensure your customer make profit and then “help them to make profit which help you to make profit”
IKEA – Holistic Sustainability Concept – e-Wheel

An all-round approach towards sustainability, from design, materials sourcing, production, transportation, store display till recycle.

IKEA is also the first manufacturer to make furniture using compressed wood fibre board. Besides the benefits of being able to utilize recycle materials, compressed wood fibre board also helps in reducing the weight of furniture, and again, in turns, reduce energy consumption and carbon dioxide emission in transportation.
The Swedish clearly understand that it is not enough to worry about environment protection in production, but every part of a company contributes in turning their products green. Like the furniture manufacturer, IKEA, pays a lot of attention to the details that can help to protect the environment. Even the shapes of their cups were designed such as to maximize the quantities that can be fit into a container, so as to reduce corresponding transportation cost and in turns reduce energy consumption and carbon dioxide emission.

Packaging materials can easily make people think of being not environmental friendly. Reducing the use of packaging materials is one of the main objectives in protecting our environment. Even so, the packaging company, Tetra Pak, design their packaging products such that more food or drinks can be transported so as to save energy in transportation. Their packaging products also help to avoid the need of refrigerator during storage and transportation, further help in saving energy.

The whole product development team in IKEA, including their designers, product developers and engineers, consider safety, quality and environmental aspects from the initial design stage throughout the product’s life cycle. They use what they called the “e-wheel” to understand and evaluate the environmental impact of their products.
Implications to Hong Kong – A Brighter future starts now! It’s now or NEVER.

From these companies, we realized that for manufacturers, environmental protection is not only referring to reducing CO2 in their manufacturing processes, but the whole product development process, from product design to production, can contribute to help in protecting the environment.

Having environmental industry as one of the six key industries in Hong Kong, as bolstered by the Hong Kong Government, there are a lot to learn from Sweden. Like waste disposal, Hong Kong is relying too much now on landfilling and should start to plan on a more sustainable way. Although people in Hong Kong do not have the “green” mind that Swedish have, we believe that the concern on our environment can be promoted to the public like anything else, using the ACLAH “Awareness – Comprehension – Liking – Action – Habit” framework.

ABB – Power and Productivity for a better world

- A global leader in power and automation technologies that enable utility and industry customers to improve performance while lowering environmental impact.
- Operates in around 100 countries and employs about 120,000 people.
- Mission - Improve performance, Drive innovation, Attract talent and Act Responsibly.
- Vision - As one of the world’s leading engineering companies, help customers to use electrical power efficiently, to increase industrial productivity and to lower environmental impact in a sustainable way.
- A joint venture since 1988 between Asea (Sweden since 1883) and BBC (Switzerland since 1891).
- Head Office now in Zurich, Switzerland.
- Offices throughout the world and China.
- Regional Head Office for China in Beijing.
The Swedish interpret “innovation” different than people in Hong Kong. In Hong Kong, we have to admit that children may be too much protected by their parents from solving their problem by themselves as we tried to avoid being too innovative because of the risk factor involved. In Sweden, innovation is found to be part of the people’s life. Starting from education, Swedish were trained to be innovative. When school children in Sweden are going to attend extra-curricular activities such as museum visit, instead of arranging the transportation for them, they will be asked to go by themselves. This helps to develop the children’s individual problem solving skills, and be innovative.

IKEA

- Vision: To create a better everyday life for many people by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

- IKEA founder Ingvar Kamprad is born in Småland in southern Sweden. He was raised on “Elmtaryd”, a farm near the small village of Agunnaryd. Even as a young boy Ingvar knew he wanted to develop a business. At the age of five he started selling matches to his nearby neighbours and by the time he was seven, he started selling further afield, using his bicycle. He found that he could buy matches in bulk cheaply in Stockholm and re-sell them individually at a very low price but still make a good profit.

- In 1943, when Ingvar Kamprad was 17, his father gave him money as a reward succeeding in his studies. He used it to establish his own business. The name IKEA was formed from the founder’s initials (I.K.) plus the first letters of Elmtaryd (E) and Agunnaryd (A), the farm and village where he grew up. IKEA originally sold pens, wallets, picture frames, table runners, watches, jewellery and nylon stockings - meeting needs with products at reduced prices.
IKEA, the furniture company in Sweden, is a company that never stop in innovation, and their innovation is being Left-Circle driven too (based on the “Left Circles – Right Circles” Theory). They achieve so by paying family visits to families around the world to understand the real needs of their customers. From the visits they discovered the needs of customer-assembled house and successfully developed the product together with another Swedish construction company.

Half a century ago, way back in 1956, IKEA designed “flat packs” which helped customers to put their purchased furniture into their truck and avoid them being damaged during the transportation.

In the communication company, Ericsson, innovation is nearly in every agenda of team meetings. They even have an intranet platform which serves to give opportunities to employees to share their innovative ideas. These shared ideas will be openly commented by others (including their seniors) in the platform. Because consensus is important in Sweden while hierarchy is not, they will not feel being criticized when others comments on their ideas.
The Triple Helix model in action

The Triple Helix model – referring to the Government, the Enterprises, and the Universities work closely together to achieve the goal of innovation and technology – works very well in Sweden. In the model, all parties involved “spiraled” together to work on the same subject, having the same goal and same degree of involvement. During the visits in Sweden, we found that all three parties in the Triple Helix are in the same line of having Sweden becoming the leader of R&D in the world. When all three parties involved work closely together as in the Triple Helix model, the effect from each of them are multiplied.

Ericsson

• Vision: to be the prime driver in an all-communicating world.
• The world’s leading maker of mobile broadband infrastructure provides the equipment that telecom service providers use to build and expand networks. The company also provides wireline broadband, metro-area Ethernet, and optical transport equipment.
• Telecommunication industry is a high tech industry. It is important to learn how innovation is sustained in such as fast changing industry.
MINC
• Minc is an incubator for start up companies - focusing on developing knowledge-intensive business ideas with high growth potential – focus areas are ICT, design, new digital media and Clean-Tech.
• Minc/Workspace is provide office space for growing companies.
• Incubates ~27, Workspace tenants ~33.
Solar City Malmö

- Malmo is the city in Sweden that invests most in solar.
- Solar City Malmö is a non-profit organization dedicated to raise awareness of solar technology in a balanced and professional way.
- A partnership to increase the use of solar energy in Malmö. It was established to increase the use of locally generated solar power and support the development of the solar energy industry. Being a non-profit association, it dedicates to raise awareness of solar energy technologies so as to increase interest and skills amongst different parties in the solar market and general public.
- Goal:
  - to make Malmö the leading solar energy centre in Sweden.
  - to assume an international role as a model city for solar energy.
- Solar City Malmö organizes awareness and learning events such as training, seminars, exhibitions, study visits, theme days, conferences, technology competitions, information meetings for businesses, installers and councils, education for students, and provides advisory and dissemination services. At the national level, it provides support in the field of solar thermal and photovoltaic energy and for a functioning solar electricity market in Sweden. It helps organizations to start new solar energy initiatives, provides contacts to ensure the good management of solar energy projects and supports the general public as well.
Applying to Hong Kong – Pushing the Triple Helix model to a new level

In Hong Kong, we have to admit that the three parties are not working closely enough; they are like three parallel lines, working individually with their own goal, instead of spiraled together as in the Triple Helix model. Universities spent too much effort in collecting fund and competing with other Universities instead of co-operating with Government and Enterprises. The recent bolstering of the six key industries by the Hong Kong Government is a good start but the Government does not seem to have get enough involvement from the Universities. Without the help from Universities, enterprises can hardly excel in R&D. This is especially true for small to medium enterprises.

Not even the three parties in Hong Kong should work more closely together; they should also work closely together with the corresponding parties in China, in order to push the Triple Helix model to a new level.
Be Responsible – Corporate Social Responsibility

With the Swedish culture of respect and consensus, Sweden leads the world in corporate social responsibility (CSR). Sustainability, which embraces both social responsibility and environmental protection, can be found in core strategy of every corporate in Sweden. Sweden was also the first country to require sustainability reports from state-owned companies. Social and environmental concerns are simply integrated into their decision-making process. They want their business to be sustainable, while at the same time benefiting society.
Electrolux

- A global leader in home appliances and appliances for professional use, selling more than 40 million products to customers in 150 countries every year. Focus on innovations that are thoughtfully designed, based on extensive consumer insight, to meet the real needs of consumers and professionals. Products include refrigerators, dishwashers, washing machines, vacuum cleaners and cookers sold under brands such as Electrolux, AEG-Electrolux, Eureka and Frigidaire.

- Vision: to be a thoughtful company: thoughtful design; thoughtful corporate citizen; thoughtful transitions; thoughtful employer and business partner, and thoughtful legacy.

- Mission: to be the world leader in profitably marketing innovative product and service solutions to real problems, thereby making the personal and professional lives of customers easier and more enjoyable.

- Brand: positioned in the high-end of the segments for innovative products with attractive design, low consumption of energy and water and climate-smart functionality.

- CSR & Sustainability: to reduce energy consumption and emission from factory; to ensure employees and business partners are treated fairly; to be a good neighbor in the communities in which the company operate; to design products with enhanced environmental performance that brings long-term savings to consumers; to apply sustainable-minded materials that ensure health, safety, enhance life quality and be sound for the planet.

Key learnings:

- Listen to the customers, ask them questions and develop products to fulfill their needs.

- “Easy Life for customers”.

- Environmental protection and cost saving can be achieved at the same time.
Tetra Pak

- Offer solution for processing, packaging and distributing food and beverages in lower cost, higher food safety.
- Vision: Commit to making food safe and available, everywhere.
- Mission:
  - Work for and with customers to provide preferred processing and packaging solutions for food.
  - Apply commitment to innovation, understanding of consumer needs and relationships with suppliers to deliver those solutions, whenever and wherever food is consumed.
  - We believe in responsible industry leadership, creating profitable growth in harmony with environmental sustainability and good corporate citizenship.
- Core Value:
  - Customer Focus & Long-Term View
  - Quality & Innovation
  - Freedom & Responsibility
  - Partnership & Fun
Tetra Pak’s focus on CSR

In Hong Kong, we again have to admit that people are relatively short-sighted and focus more on short to medium term result and sometimes may therefore bring negative influence to the society. While in Sweden, people are co-operative rather than competitive, they are more concern on how well people live together instead of how much individual can get.

A corporate will not be sustainable if it create negative influence to the society, as described in I-Ching, 孤陰不生, 獨陽不長. While in company like Tetra Pak, CSR is on the top of their corporate agenda, even in their product development. They design the package that is safe to use, their containers are one of the safest methods of packaging available. Their aseptic processing and packaging technology provides outstanding safety and convenience to consumers and unsurpassed protection of nutrition and flavor. They pay particular attention in how their products impact their Left-Circles’ (based on the “Left Circles – Right Circles” Theory) daily life, and look for long-term sustainability of their business.

Key learnings:

• Focus on the whole process and program design
• Persistence to excellence and safety
• Concentration in talent
• Responsible is the key to run the business in the long-term approach
• Respect and Trust to Employees
SKF – Best CSR Company Globe Award

Another company, the SKF Group was awarded the “Best CSR Company Globe Award” by Globe Forum. This is a prestigious award presented to companies which excelled in corporate social responsibility performance and upholding the UN Global Compact’s ten principles in human rights, labour standards, environment and anti-corruption.

Astra Zeneca

- One of the world’s top 5 pharmaceutical companies with 2008 sales of US$ 31.6 billion with heavy investment in R&D (more than US$ 5 billion in 2007), represent the top pharmaceutical company’s business and operation. Have around 12,000 people in R&D organization and 17 principal R&D centers in eight countries.
- Employ over 65,000 people (51% in Europe, 32% in the Americas and 17% in Asia, Africa and Australasia).
- Active in over 100 countries with a growing presence in important emerging markets including China; corporate office in London, UK; and major R&D sites in Sweden, the UK and the US.
- Have 26 manufacturing sites in 18 countries.
- Focus resources on six therapy areas include some of the world’s most serious illnesses and together represent a major worldwide burden of disease: cancer, cardiovascular, gastrointestinal, infection, neuroscience and respiratory & inflammation.
- Over 2,700 people work at this site Mölndal where research is primarily focused on diseases of the gastrointestinal and cardiovascular systems, with a long-standing record of success including Losec, Seloken and Nexium which are top selling drugs.

Key learnings:

- devotion in investment.
- Apply to HK, we need investment for the hardware and software from the set up equipment, infrastructure, as well as human capital.
IKEA – Passion in Social Initiative supports

The IKEA Social Initiative supports, among other projects, a Unicef initiative to promote children’s rights in Uttar Pradesh, northern India, an area from which Ikea buys many of its carpets. Child labor is prevented by addressing the root causes, including poverty, lack of schools, disability and disease.

In our country, the poisonous milk powder scandal makes every Chinese aware on the importance of CSR. From the companies in Sweden, we found that CSR policies have to be executed with passion instead of treating it as a responsibility.
In Europe, Sweden is one of the countries having very high percentage of entrepreneur. Entrepreneurship is important in Sweden due to a number of reasons. Recent changes in industrial policies have encouraged entrepreneurship among all citizens and strengthened Sweden’s international industrial competitiveness. Due to public sector downsizing, small and medium sized enterprises (SMEs), have become a more important source of employment. SME policy introduced better and more simplified regulatory systems, as well as a better return on capital. Recognizing the importance of entrepreneurship, entrepreneurial education has been developing. Because of these nationwide changes, business incubators now exist to foster new entrepreneurs.

**The Triple Helix - Entrepreneurship in Sweden**

**Invest in Sweden Agency (ISA)**
- The government agency assisting and informing foreign investors about business and investment opportunities in Sweden.
- ISA provide professional assistance to foreign investors. These services include providing information, helping to find companies, setting up office in Sweden, etc.
  - Comprehensive information on business and investment opportunities in Sweden, key business sectors and the Swedish economy.
  - Tailor-made information and practical advice on how to proceed when setting up a business in Sweden.
  - Introductions to relevant contacts among Swedish authorities, utility providers and professional service companies such as lawyers, accountants, relocation specialists and recruitment companies.
  - Assistance in finding and arranging visiting programs to the most suitable locations in Sweden.
  - Support in finding companies for possible joint ventures or other forms of cooperation.
- The agency is divided into 10 divisions in accordance to investment opportunities in Sweden – Automotive, Business processes, Cleantech, Financial services, ICT, Life science, Packaging, Real estate, Retail, Travel & hospitality.
Minc – Incubator of entrepreneurs

Around the country there are around 40 business incubators, and Minc is one of the incubators in Malmö, owned by the City of Malmö. They provide a platform for growing companies and people with high levels of competence with connections to different business sectors. Minc contributes to bringing about valuable meetings and discussions, and is also an important link between established companies, entrepreneurs and research organisations, like Malmö University with which Minc has close relationship with. A very good execution of the Triple Helix model, in which the three parties, the Government (Minc), the Enterprises (the new entrepreneurs) and the Universities work together to provide coaching to new entrepreneurs.
**Scandinavian Perspectives**

- A destination management company with 15 years of experience in the travel business.
- Biggest Swedish Tour Operator specializing on China.
- Head office in Stockholm, local representative offices in Beijing and Shanghai.
- Found by Elby Kwok Drewsen who came from Hong Kong to Sweden 18 years ago.
  - Winner of “The Woman of the Travel Industry 2007”.
- Sister company: Lotus Travel

“...In general, the future travel industry seems a bit pessimistic as most of the airline or hotels go direct and on line. We need to build our differentiation via ‘unique selling point’ by helping our Swedish customers to organize trips in cultural rich destination which are difficult for customers to organize themselves” said Elby Kwok, CEO of Scandinavian Perspective.

**Key learnings:**

- Customer-oriented mindset with differentiation – Key to business success.
Successful Execution of the Triple Helix model

The Universities in Sweden not only providing help to incubators, they themselves provide education in entrepreneurship. The Øresund Entrepreneurship Academy, launched in 2006, is an initiative established for the 11 universities in the region (including Lund University) to develop and make use of the opportunities of growth through start-up companies and innovation in the established businesses. This is done through deeply rooted practices and close relations to the regions facilitated organizations. The Øresund University is now having 165,000 students in total and they target to have 15% of student to study entrepreneurship course in 2015; another successful execution of the Triple Helix model.

IDEON Science Park

- Lund is a centre of high tech companies such as Sony Ericsson and Ericsson Mobile Platforms, and other telecommunication companies.
- The Lund Institute of Technology has historical connections with the industrial life.
- There is a business park within Lund, Ideon, for high tech companies that have ties to the university.
- Øresund Science Region is a trans-national initiative between Denmark and Sweden that serves to strengthen the highly skilled human resources and cutting-edge technologies.
- Øresund Science Region combines the forces of six regional research and innovation platforms and three projects, The Øresund University, and a number of regional coordination bodies in an attempt to strengthen the regional co-operation and integration between universities, industry and the public sector.
Throughout the country, we found that there are a lot of successful executions of the Triple Helix model. Without the involvement of Universities, incubators and entrepreneurship education will not be possible. While without support from the Government, environmental business like Solar City Malmo will not be possible.
In Stockholm, we were invited by the Royal Sweden Hong Kong Society and the Hong Kong Economic and Trade Office, London to attend the reception for the 25th Anniversary of the Royal Sweden Hong Kong Society. The Hon John C. Tsang, JP, Financial Secretary of Hong Kong Special Administrative Region was invited as a special guest speaker for the event. We got precious moments to learn and network with government officials and business leaders.

Networking Activities

In Stockholm, we were invited by the Royal Sweden Hong Kong Society and the Hong Kong Economic and Trade Office, London to attend the reception for the 25th Anniversary of the Royal Sweden Hong Kong Society. The Hon John C. Tsang, JP, Financial Secretary of Hong Kong Special Administrative Region was invited as a special guest speaker for the event. We got precious moments to learn and network with government officials and business leaders.

We visited University of Gothenburg. Professor Claes-Göran Alvstam of School of Business, Economics and Law and Professor Ulf Petrusson of Department of Law lectured “Current Trends in the Global Economy – Implications for Swedish Transnational Corporations” and “Advanced Innovation Management” respectively. After the lectures, there was a reception at Malmstenväningen (Dean’s floor) to network with Professor Rolf Wolff, Dean and President of the Erik Malmsten Chair of Business Administration, School of Business, Economics and Law and invited guests, including Mr. Cui Huixin, Consul-General of the People’s Republic of China in Gothenburg and teaching staff, business leaders as well as students.
Concluding Remarks from the Organizing Committee

Being the chairlady of the organizing committee for the field trip to Sweden in June 2009, I am extremely grateful that we got the full support from both internal and external parties and the final trip is really a success. Not only did we acquire the chance to appreciate a completely different culture; we also build friendship and networking relationships with our Sweden working counterparts.

We started to plan our trip since Oct 2008. Our focuses of study were around 4 major pillars, namely, innovation, business sustainability, corporate social responsibility and entrepreneurship. We are grateful that we got full support from the Swedish Chamber, ISA Hong Kong and the Sweden Consul General in Hong Kong. Without their help, our arrangement with renowned world wide leading companies including IKEA, Ericsson, Astra Zeneca, Tetra Pak, SKF, ABB and a lot more would not be so smooth.

Apart from those company visits, we had also participated in key business events including the 25th Anniversary of the Royal Sweden Hong Kong Society in which we can meet a lot of experienced business associates who had been very active in Sino-Sweden business. In addition, we also enjoy the valuable opportunities to meet and learn from insightful professors, scholars and business leaders through the networking events arranged in University of Gothenburg and at Ideon Science Park with Lund University. We all enjoyed very much for each encounter opportunity.
The organization of the trip is never easy. The full commitment from the organization committee was amazing. We need to have meetings till late night after every Friday classes and the team worked together to solve issues, work out alternative solutions and propose new initiatives. The production of this DVD and booklet is one of the new ideas that we came up and we do hope this helps to refresh our wonderful memories and share our learning with other alumni and professionals.

The full support from Professor Chan, EMBA Office and our fellow classmates were also very critical. Whenever the OC team proposed new ideas, including selection of travel agent; proposing a very tight and hectic itinerary which we need to visit 3 cities in 5 days, starting our visits in early morning and traveling on train across cities till late night; imposing rules and extra works required from each team; we always got full support from the class and EMBA office, not to mention the guidance provided by Professor Chan during the whole process.

To me, I enjoyed very much throughout the whole process from organizing to the actual visits. The trip demonstrates the team spirit of EMBA class 2009 in our drive to learn, our eagerness to work together and our commitment to work on innovative ideas and get them realized. Though some may said that the trip marks the graduation of our EMBA course, it also serves as a milestone for our continuous development of our friendship.

We hope this DVD and booklet can help keep all our memories, including those busy meetings, hectic schedules, fruitful technical visits, wonderful exchange sessions, and the enjoyable gatherings and laughers during our course! Thanks again for all who have supported and contributed in this trip, namely, our Swedish working partners and respective Swedish companies’ hosts, all our pre-trip guest speakers, our organizing committee and most important of all, our fellow classmates, Professor Chan and EMBA Office staff members.

Suet Yu
Chairlady
Sweden Field Trip Organizing Committee (EMBA Class 2009)
An Enjoyable Journey
Sincere thanks to the following pre-trip speakers:

- Dr. Andrew Thomson - Chief Executive Officer, Business Environment Council
- Professor Bernard Lim - Professor (Fractional Appointment), Department of Architecture, CUHK
- Mr. Charles Ng - Associate Director-General of Investment Promotion, InvestHK
- Ms. Diana Tsui - Corporate Social Responsibility Director, KPMG
- Mr. Eddy Chan, Commissioner for Innovation and Technology
- Mr. Lars Danielsson - Consul General of Sweden
- Ms. Linda Choy - Political Assistant to Secretary for the Environment, HKSARG
- Ms. Kajsa Fung - Director International Accreditation, School of Business, Economics and Law, University of Gothenburg
- Ms. Marisa Kwok, General Manager, Sony Ericsson HK
- Mr. Michael Lee, Chief Technology Officer, Ericsson HK
- Mr. Steve Wong - Energy Business Consultant, Managing Director of BillionGroup Technologies Ltd.

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- Ashurst - Mr. Harald Steinbrecher, Counsel; Ms. Xiaoping Gou, Associate
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- Charles Studio – Mr. Charles Cheung, Mr Tim Wong
- Electrolux – Mr. Erik Zsiga, Manager, Media Relation; Mr. Gianluca Brotto, Director, Environment; Mr. Jens Schlyter, Director, CSR; Mr. Tomas Dahlman, Director Global Energy Strategies
- Envac – Mr. Carl Johan Måwe, Marketing Engineer; Ms. Jonas Törnblom, Director Corporate Marketing & Communication; Ms. Malin Lennen - Executive secretary and Visit co-ordinator; Ms. Malena Karlsson, Information Officer, GlashusEtt
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- HK Science Park’s representative in Sweden – Mr. Björn Segerholm
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• Solar City Malmo – Ms. Anna Cornander, Project Manager, Skåne Energy Agency

• Sweden-China Trade Council - Ms Elisabet Söderström

• Swedish Chamber of Commerce in Hong Kong – Ms. Eva Karlberg, General Manager

• Swire Travel Hong Kong – Ms Claudia Wong, Ms Cynthia Chan, Ms Katie Cheung

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• The Royal Sweden-Hong Kong Society – Mr. Bo Ekander, Chairman

• University of Gothenburg
  • Professor Claes G. Alvstam, School of Business, Economics and Law
  • Ms. Kajsa Fung, Director, International Accreditation, School of Business, Economics and Law
  • Professor Rolf Wolff, Dean and President of the Erik Malmsten Chair of Business Administration, School of Business, Economics and Law
  • Professor Ulf Petrusson, Head of Department for the newly established Institute for Innovation and Entrepreneurship

This acknowledgement list is arranged in alphabetical order and we sincerely want to express our utmost thanks to all individuals and organizations who had contributed and worked with us for the trip and would like to be apologized in case we have missed their names above.

Last but not least, our faithfully thanks to the CUHK EMBA office:

Professor Andrew Chan
Ms. Michelle Ho
Ms. Gigi Leung
Mr. Ricky Yuen
CUHK EMBA 2009 Sweden Field Trip
Viking in 21st Century – Shedding Lights to Successful Businesses!