

# STRATEGIC BUSINESS PARTNERING



Orchestrating value driven corporate functions.

Corporate functions can no longer rely solely on their functional expertise as they are assuming an increasingly strategic position towards their business. This course will boost your strategic acumen and enable you to orchestrate value driven corporate functions.

# CBS EXECUTIVE WINTER SCHOOL 2025

## CENTRAL THEMES

- Corporate strategy, business strategy and functional strategies
- Sources of competitive advantage
- Value creation and value drivers
- Support function operating model design
- Cross-functional synergies
- Priorities and strategic roadmaps
- The business partner role
- Agent of change and transformation
- Action planning
- The trusted advisor - winning with others

*CBS Executive reserves the right to make changes*

## COURSE INSTRUCTORS



**Morten Holm**  
Associate Professor  
of Accounting,  
Copenhagen Business  
School (CBS)

Morten holds a Ph.d. in management accounting from CBS focusing on strategic profitability analysis and value creation. Part of his research investigates the challenges facing the modern finance function including the implementation of business partnering and the skills and capabilities required to successfully transform finance functions. Morten teaches Master's, MBA and Diploma classes at CBS, and performs guest lectures abroad. Previously, Morten was a strategy consultant at a Nordic management consultancy.



**Henrick Carlsen**  
Co-Managing Partner,  
RBL Europe

Henrick is the co-Managing Partner of RBL Europe, which is the European branch of the RBL Group. He is trained as an Industrial Engineer and Marketing. Henrick has led Business Partner-functions and worked within the field of organizational transformation, HR strategy, organization design and performance management as an executive and consultant for the past 25 year. He has been leading global transformation projects and project roll-outs across several Business Units and across the globe.



**Camilla Ellehave**  
Co-Managing Partner,  
RBL Europe

Camilla is the co-Managing Partner of RBL Europe, which is the European branch of the RBL Group. Camilla holds an M.Sc. in International Marketing & Management and a Ph.D. in Organization Studies from Copenhagen Business School. Camilla has worked within HR and transformation in leading global companies, including more than a decade as an HRBP to senior leaders. Since 2020, Camilla has worked as a consultant on Leadership Development, business transformations, HR strategy development, and HR Competency Development projects for the global clients of the RBL Group.



**Michael Lykke Bülow**  
Managing Partner,  
Business Partnering  
Institute (BPI)

Michael is Founder and Managing Partner in the Business Partnering Institute. He has a background in Finance and has held leadership roles in multinational organizations. Moreover, Michael has been responsible for the Finance Transformation practice in Deloitte Consulting. Michael is passionate about realizing the impact potential of back office functions and work organizations developing people through high impact learnings programs and change projects.

# STRATEGIC BUSINESS PARTNERING

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HR, Finance, IT, and other corporate specialists can no longer rely solely on distinguished functional expertise. The volatility of markets, strategic agility of companies and expectations from business leaders creates demand for corporate functions to take a more engaging and proactive role and act as true and aligned Strategic Business Partners.

Defining, shaping and excelling in a Strategic Business Partner role not only requires a detailed understanding of the company, its industry, its strategic positioning versus competitors and the most important drivers of value. It also requires corporate functions to align their delivery models and interventions to support corporate strategy and value creation. Corporate functions must explore and exploit opportunities for cross-functional collaborations to realize cross-functional synergies.

The purpose of this course is to strengthen your strategic capabilities as a senior business partner or corporate functions leader and enable you to play an active role in the strategic direction of your organization. The course will do this through an engaging action learning approach that will provide you with tools and perspectives to understand the strategic position of your business, orchestrate value creating interventions and draw on cross-functional synergies to maximize the value add of corporate functions as a whole – beyond functional expertise and organizational affiliation.

The course presents theories of organization and Business Partnering as frames for understanding how the role of and expectations to corporate functions change as a consequence of contextual and strategic alterations. The course features a combination of theoretical models, intervention practices, and case-discussions on the logics of, potential contributions from and ways of working in each of the functional areas of a corporate

function with the intent of improving the collaboration across the corporate functions to increase their impact.

## KEY BENEFITS

After completion of the course, you have obtained

- Capabilities to drive value creation through strategic insights, impactful engagement with the line of business and cross-functional collaboration
- Improved understanding of your own and other corporate functions via cross-functional sparring with senior business partners and corporate function leaders
- Frameworks for advanced strategic business understanding
- Frameworks for agile strategy development and execution as the foundation for developing targeted, functional, and aligned corporate function strategies
- Simple and practical concepts designed for easy implementation in your organization to facilitate change in both your own corporate function and cross-functionally
- Trust building dialogue framework for more influential engagement with the line of business
- A network of senior corporate functions leaders with which you have exchanged perspectives and tools to maximize your impact.

## PARTICIPANT PROFILE

The program mainly targets senior business partners and more generally leaders in HR, Finance, IT and other corporate functions of large corporations with an interest in taking business partnering to the next level. Leaders of business partnering teams and/or support functions in mid-sized companies can also benefit from the course. Attendance from different functional areas of expertise is an important aspect of this program to facilitate cross-functional learnings.



## TESTIMONIALS

"The best course I have ever attended. The mix of business profiles and cultural diversity in the course participants was part of making it an interesting course. The content and the teachers was the best part. It was cross-functional relevant and interesting."

**LÆRKE SCHMIDT, RETAIL PROGRAM MANAGER,  
VOLVO CONSTRUCTION EQUIPMENT**

"Very good level with regards to content and trainers, and better than my expectations."

**CATRINE BACKMAN, FINANCE TRANSFORMATION MANAGER, NCC AB**

# PRACTICAL INFORMATION

## TEACHING APPROACH

The teaching approach is highly case-based and aims at giving participants practical concepts to take home and implement in own organizations.

The course is designed to accommodate reflection and experimentation with cases in participants' own organizations. During the 5 day course participants' cross-functional backgrounds will be leveraged to discuss different functional perspectives on how to orchestrate aligned facilitation and execution of well-known corporate events such as business strategy workshops, business reviews, and budgeting.

The program is in English to accommodate international participants

## PREPARATION

Before the start of the course, participants will get access to the course web portal, where relevant articles, material, assignments, and case studies will be found. The material is in English.

## ABOUT CBS EXECUTIVE WINTER SCHOOL

CBS Executive Winter School offers intensive course programs within a range of subject areas. The courses span from 2 to 5 consecutive days in January, where research-based theory is converted into practical tools and methods.

There are no exams, but instead, the focus is on active participation, dialogue, and collaboration with the other participants, as well as teaching, inspiration, and perspective from highly engaged instructors at a high academic level.

The participants are experienced professionals with a higher education background, either intermediate or advanced. They are managers and specialists across various professional fields, both in the private and public sectors, and have the opportunity to incorporate their own challenges and experiences into the teaching during the courses.

### TIME

27 - 31 January 2025

Monday - Friday from 09:00 - 16:30 (approx.)

### LOCATION

CBS Campus - Frederiksberg

### DIPLOMA

All participants receive a digital diploma through active participation every day

### PRICE

DKK 28.000,- excluding VAT (25%). Included in the price is 5 course days and catering as well as online access to articles and materials

### REGISTRATION

Deadline for registration is 15 November 2024  
Register at [cbs-executive.dk](https://cbs-executive.dk)

### CONTACT INFORMATION

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