



कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद  
वस्त्रापुर, अहमदाबाद 380015

EXECUTIVE EDUCATION  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
VASTRAPUR, AHMEDABAD 380015

**Professor Ajeet N. Mathur**  
Faculty Chair, DBNE 2020

November 15, 2019

Ladies and Gentlemen:

After we designed and offered, for the first time in India, a workshop to develop perspectives and build capabilities for '**Doing Business in Nordic Europe**', we have been approached by many who missed that opportunity to offer this again.

We are happy to announce the Second Workshop on Doing Business in Nordic Europe, **September 2 - 4, 2020** on the IIM Ahmedabad campus. **Places are again limited by design to 24** since we wish to retain the interactive character of this workshop. The attractiveness of business opportunities in Nordic Europe comprising Denmark, Finland, Iceland, Norway and Sweden and the challenges of managing institutional and cultural differences there will be our focus. The brochure attached introduces the workshop, has details of objectives, and provides information on how to register. The faculty would be drawn from experts familiar with Nordic Europe from amongst academia, business and governments.

We welcome professionals and entrepreneurs responsible for prospecting and developing international business since this would particularly benefit those whose roles involve them in evaluations of collaborative ventures and green-field endeavours. We require that those registering must have at least ten years of managerial or entrepreneurship or professional experience so that we can together with participants take a deep dive into the wonderful world of Nordic Europe to explore what you wish to do there.

We are open to receiving nominations until **August 16, 2020**. An early bird discount is offered to those who complete registration formalities by **August 1, 2019**. A group discount is offered to organisations nominating 4 persons from the same organisation but we would limit participation to a maximum of 4 persons from the same organisation for the sake of diversity.

We thank you in anticipation of your interest and look forward to receiving your nominations.

Yours sincerely,

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**Mobile:** + 91 70690 74821  
**Email:** vidyak@iima.ac.in

Enclosed: Brochure and Nomination form



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IIM  
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Executive Education

Indian Institute of Management Ahmedabad

# Workshop on Doing Business in Nordic Europe

September 2 - 4, 2020



# Workshop on Doing Business in Nordic Europe

September 2 - 4, 2020

Nordic Europe, consisting of Denmark, Finland, Iceland, Norway and Sweden, is a region of vast business potential for enterprises from around the world. Nordic Europe opened up to the world during the 1990s as part of the European Economic Area and World Trade Organisation developments after a series of financial crises afflicting, in turn, all of these welfare states. Structuring of international business opportunities for trade, trade-substituting investments and GATS enabled product-service linkages with these countries has spawned new possibilities in knowledge-intensive and high technology sectors. There is an unprecedented growth in the number of collaborations, trade and investment across a wide range of businesses.

The politics of welfare state models that encouraged state-subsidized and state-brokered exports is being replaced by new gateways and vistas of business linkages for sustainable value propositions in several strategic areas such as climate change, technology consulting, infrastructure, energy and environment, healthcare, life sciences, engineering, mining, construction, and design, to mention a few.

The attractiveness of 'Doing Business in Nordic Europe' are enormous as are the challenges. These countries have distinctive business logic underlying their economic structures and innovative management practices. Geographically and psychologically remote from India, they adhere to unique traditions of law and justice, and quite different taxation and accounting practices. Compounded by myriad cultural differences (even a different calendar for planning and executing activities), they also present formidable institutional challenges, common to them. Thus, overseas firms and entrepreneurs, able to visualise prospects of business opportunities can find it difficult and costly to evaluate options, cope with institutional differences, overcome entry barriers and structure agreements with nordic firms to sustainable mutual advantage. This workshop provides an opportunity to participate in a forum to understand the nordic business and institutional environment, and take a deep dive into exploring avenues in promising sectors and segments, structure risks and develop business opportunities to profit from them.

## For

This workshop is offered for entrepreneurs and professionals holding (or likely to have in future) responsibilities for identifying and developing international business opportunities. The workshop would particularly benefit those whose roles could involve them in evaluations of collaboration possibilities with entrepreneurs and organisations of Nordic Europe for access to markets and technologies, or designing and positioning products and services for worldwide customers. No formal educational prerequisites are prescribed. However, the participants should have at least ten years of managerial or entrepreneurial experience. Participant are expected to have an inquiring mind and willingness to explore management of cultural and institutional differences. **Participation is limited by design to 24 places on a first-come-first-served basis.**

## Objectives

- Understanding the economic and institutional environment of business in nordic countries: what is common to them and what is different.
- Identifying opportunities, modes of developing sustainable value propositions and structuring business in technologies, products and services.
- Analysing risks unique to Nordic Europe and learning to leverage product-services linkages for international business in a variety of entry modes.

- Familiarizing with cultural, social and institutional barriers and designing gateways to manage differences.
- Providing a forum to share the excitement, experiences, issues and challenges of doing business in Nordic Europe.

## Methodology

This workshop is an interactive programme based on cases, discussion sessions, publications and familiarisation with concepts and relevant tools, databases and sources of business intelligence.

## Faculty Chair

Professor Ajeet N. Mathur  
(Email: [anmathur@iima.ac.in](mailto:anmathur@iima.ac.in))

Besides IIM Faculty with experience of business in Nordic Europe, Guest Faculty from industry and academia in the Nordic countries would be invited to take sessions.



## Venue and Accommodation

This workshop will be hosted at the Indian Institute of Management Ahmedabad. The fee includes the course kit, air-conditioned single occupancy room accommodation on the picturesque Institute campus, and all meals for the duration of the workshop. Note that IIMA norms do not allow participants to have guests staying with them during the programme.

## Certificate

An IIMA Certificate of participation will be given to each workshop participant who attends the programme.

## Practical Arrangements

Nominations should reach the Programme Coordinator latest by **16:00 (Indian Standard Time) on August 16, 2020**. An early bird discount is available to those registering by **August 1, 2019**.

Organisational sponsorship is generally required, but can be waived if a participant is likely to gain significantly from the programme for personal growth or greater job effectiveness or for entrepreneurial initiatives. All nominations are subject to review and approval by the Programme Faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter. The programme fee should be sent with the completed form as part of the registration process.

**A maximum of 24 places are available at this Workshop.** Hence we advise that you send your nominations with fees sufficiently early to avoid any disappointment. If places are available, nominations may be accepted until **16:00 (Indian Standard Time) on August 16, 2020**. Every nomination will be acknowledged when received. Acceptance is not automatic.

Nominations received without fees are not considered.

Fee (includes accommodation and all meals)

## For international participants

US\$: US\$2785 plus 18% GST, amounting to US\$3286.  
EUROS: €2500 plus 18% GST, amounting to €2950.

**Early Bird Discounted Fees (for nominations with fees received by August 1, 2019)**

US\$: US\$2590 plus 18% GST, amounting to US\$ 3056.  
EUROS: €2325 plus 18% GST, amounting to €2744.

## For participants from India

RUPEES: INR 1,95,000 plus 18% GST, amounting to INR 2,30,100.

**Early Bird Discounted Fees (for nominations with fees received by August 1, 2019).**

RUPEES: INR 1,81,350 plus 18% GST, amounting to INR 2,13,993.

## Group Discount

Any organization sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme.

Nomination forms, together with the Fees, are to be sent to:

Programme Coordinator

**Ms. Vidya Kadamberi**

**Phone:** +91 79 7152 6418

**Mobile:** +91 70690 74821

**Email:** vidyak@iima.ac.in

Executive Education, New Campus

Indian Institute of Management Ahmedabad

Vastrapur, Ahmedabad 380 015.

**Website:** www.iima.ac.in/exed

Fee can be paid in one of these two ways:

### [A] Electronic Fund Transfer:

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

### [B] Payment Gateway

For more information, please visit the respective programmes listed on our website [www.iima.ac.in/exed](http://www.iima.ac.in/exed).

1. Name of Beneficiary:

**Indian Institute of Management Ahmedabad**

2. Savings Bank A/c No. 309007929889, RBL Bank Limited, Ahmedabad Viva Complex Branch (IFSC Code: RATN0000158, MICR Code: 380176004)

3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organization)

4. Purpose of Remittance:

**Workshop on Doing Business in Nordic Europe (DBNE)**

5. IIMA Permanent Account Number (PAN):  
AAAT11247F

6. IIMA Tax Deduction Account Number (TAN):  
AHMI00189A

7. IIMA GST Registration Number:  
24AAAT11247F1Z4 (SAC: 999293)

## Cancellations Policy

Cancellations (with a refund of fee) are permissible until **July 3, 2020**. After **July 3, 2020** there would be no refunds on cancellations. But the substitution of nomination would be permitted until **August 1, 2020**.





## Alumni Association

Participants who attend short-duration Open Enrollment Programmes of IIMA become eligible for alumni status after attending a total of 21 days in one or more programmes. An alumni identity card is then issued after a one-time alumni fee payment of INR 10,000.

## Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (equivalent to MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-Year Post Graduate Programme in Management for Executives
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme for teachers in universities and colleges
- Two-Year e-Mode (online + campus) Post Graduate Programme in Management (ePGP)

The Institute has 97 faculty members working in the following management areas and centres:

### Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organizational Behaviour
- Production and Quantitative Methods
- Public Systems Group

### Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Management in Agriculture
- Centre for Management of Health Services
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Ravi J. Matthai Centre for Educational Innovation



**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



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Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)



PROFESSIONAL PROFILE			
<b>Education</b>			
Degree (Start with Highest)	Year	College/University	
<b>Work Experience</b>			
Organisation (Start with Current)	Position	Years of Experience	
<b>Programmes Attended at IIMA</b>			
Programme Title	Duration	Years	
<b>Programmes Attended Elsewhere</b>			
Institution	Programme Title	Duration	Years

Date \_\_\_\_\_

Signature \_\_\_\_\_

TO BE FILLED IN BY THE SPONSOR					
Sponsor Name			Designation		
Organisation					
Goods & Services Tax Number (GST)			Permanent Account Number (PAN)		
Office Address					
City	Pin	Country	Mobile		
Phone	Fax	Email			
<b>Information on Organisation</b>					
Total Assets (Last Year)			Total Sales Turnover (Last Year)		
Major Products/Services					
Form of Organisation	Proprietary	Partnership	Public Sector	Public Ltd.	Others (Specify)

Date \_\_\_\_\_

Signature \_\_\_\_\_

Please Indicate the Sources of Information of This Programme	
➤ Advertisement (Please Specify)	➤ From Website (Yes/No)
➤ Brochure Received by Post (Yes/No)	➤ E-mail Received from Exed. Office (Yes/No)