

Menadžeri su ljudi koji čine stvar pravilno,  
dok su vođe ljudi koji čine pravu stvar.

Warren Bennis

Managers are people who do things right,  
while leaders are people who do the right thing.

Warren Bennis



C`B5A 5 ""

Svan Consulting nastao je kao plod dugogodišnje hrvatsko-norveške suradnje u poslovnoj edukaciji. Nađ tim predava!a predstavljaju hrvatski i norveđki stru!njaci sa Norveđke đkole za ekonomiju i poslovnu administraciju u Bergenu, jedne od najprestiđnijih poslovnih đkola u Norveđkoj. Uz veliko teoretsko znanje oni posjeduju i prakti!no iskustvo iz rada sa razli!itim norveđkim i hrvatskim kompanijama. Svojim klijentima nudimo edukaciju temeljenu na vode!im poslovnim idejama iz podr!ja strategije i marketinga.

## Neke od tema koje obrađujemo:

- τ poslovno vo!enje (leadership)
- τ poslovno odlu!ivanje (organisational decision making)
- τ upravljanje brandovima (brand management)
- τ reklama i promocija (advertising and promotion)
- τ organizacijsko u!enje (organisational learning)

Uz op!u edukaciju i treninge, nudimo i tzv. étailor madeê treninge prilago!ene individualnim potrebama svake kompanije.

## 56 C I H I G ""

Svan Consulting is a product of a long-term Croatian Norwegian cooperation in business education. Our team of lecturers is comprised of Croatian Norwegian experts from the Norwegian school of economics and business administration in Bergen, one of the most prestigious business schools in Norway. Besides the theoretical knowledge, they possess vast practical experience in working with leading Croatian Norwegian companies. To our clients we offer education based on the leading business ideas from the field of strategy and marketing.

### Some of the topics we cover:

- τ leadership
- τ organisational decision making
- τ brand management
- τ advertising and promotion
- τ organizational learning

All of our general trainings and seminars can be tailor made to fit the individual needs of every company.

## STAVIŠTA

Diplomirala je ekonomiju na Ekonomskom fakultetu u Zagrebu. Prva je Hrvatica koja je magistrirala na prestižnoj Norveškoj školi za ekonomiju i poslovnu administraciju u Bergenu. Magistarski rad pisala je kao stipendist Pricewaterhouse Coopersa u Bergenu.

Radila je kao financijski analitičar u Plivi, te na mnogobrojnim istraživačkim projektima u Norveškoj (transportni sektor, prehrambena industrija, koncertne dvorane, shopping centri). Bila je izvanredni predavač na CEMS (Community of European Management Schools) seminaru iz poslovne etike u Bergenu.

Trenutno piše doktorat iz područja tržišnog managementa.

Ratkinji interesi su strateški management, ponašanje u organizaciji, poslovno vođenje (leadership), poslovna etika, organizacijsko učenje.

mr. Ratka Jurković



mr. Irene Nyg@rdsvik



Irene je upravnik odbora Skandia banke, najveće internet banke u Norveškoj, zadužena za marketing. Mr. Nyg@rdsvik je u svojoj karijeri radila kao marketinški konzultant u konzultantskoj kući Deloitte & Touche te kao direktorica marketinga u nekoliko norveških internet start-up tvrtki i marketinških agencija.

Mr. Nyg@rdsvik stručnjak je za komunikaciju, reklamu (advertising), osobito za netradicionalne načine reklamiranja, te propagandne stereotipe. U suradnji sa američkim sveučilištem Yale i Norveškom školom za ekonomiju i poslovnu administraciju predaje na izvanrednim poslovnim studijima u Bergenu predmet dijaloga kao komunikacije.

Mr. Nyg@rdsvik je doktorand marketinga pri Norveškoj školi za ekonomiju i poslovnu administraciju u Bergenu.

dr. Leif Hem



Direktor prestižnog MBA programa iz Upravljanja Brandovima, pri Norveškoj školi za ekonomiju i poslovnu administraciju u Bergenu. Dr. Hem radi i kao istraživač na Norveškom institutu za ekonomiju i poslovnu administraciju te kao izvanredni profesor iz područja upravljanja brandovima, marketinga, reklame i promocije na Norveškoj školi za ekonomiju i poslovnu administraciju u Bergenu.

Dr. Hem vodi je norveški marketinški specijalist, osobito u području reklame (advertising) i upravljanja brandovima (brand management) sa preko više od 50 objavljenih članaka u stručnim i ostalim publikacijama. Osnivač je i tzv. branding škola, korporativnih programa dizajniranih za vodeće norveške kompanije kao što su Rieber i Mills (prehrambena industrija), Sparebanken Vest (banka), Hansa (pivo i voda).

""5B8`K 9`5F9""

Ms. Jurkovic holds a BSc degree from the Faculty of economics in Zagreb. She was a first Croatian to attend a Master of International Business program at the prestigious Norwegian school of economics and business administration (NHH) in Bergen. She wrote her master's thesis under the sponsorship of Pricewaterhouse Coopers in Bergen. Her business experience comes from working as a financial analyst in the Croatian pharmaceutical company Pliva and on the vast number of research projects in Norway (transport, food and beverages, concert halls, shopping centers). She was also a co-lecturer at CEMS (Community of European Management Schools) course in business ethics, held in Bergen. Currently, she writes her PhD thesis from the philosophy of management field. Her teaching areas are within the field of strategic marketing: organizational behavior, leadership, organizational learning and business ethics.

mr. Ratka Jurković



mr. Irene Nyg@rdsvik



A member of the Skandia Bank management board, the biggest internet bank in Norway, responsible for marketing. Mrs. Nyg@rdsvik worked as a senior consultant in Deloitte&Touche consulting company and as a marketing director of several Norwegian internet start-ups and marketing agencies.

She is an expert in communication, advertising, especially non-traditional advertising and commercial stereotyping. At her home university, Norwegian school of economics and business administration (NHH), she teaches the course on dialog as the art of communication. The course was developed as a cooperation between Yale university and NHH. Mrs. Nyg@rdsvik is a research scholar at NHH, writing her PhD thesis in communication and marketing.

Dr. Hem is a director of the prestigious MBA program in Brand Management, held at his home university, Norwegian school of economics and business administration (NHH). He also works as the researcher at the Norwegian institute for economics and business administration in Bergen, and as an associate professor of Brand Management and Marketing at his home university.

Dr. Hem is a leading Norwegian marketing specialist within the field of advertising and brand management with over 50 published articles. He is a founder of so called Branding schools, a tailor made corporate brand programs for leading Norwegian companies, such as Rieber and Mills (food-processing), Sparebanken Vest (bank), Hansa (beer and beverages).

dr. Leif Hem



G9A =B 5 F =

Na našim jednodnevnim seminarima upoznajte se sa novim dostignućima svjetske menadžerske teorije i prakse. Seminari se održavaju na hrvatskom i engleskom jeziku, te mogu poslušiti kao baza za tzv. tailor-made seminare, specijalno dizajnirane za potrebe Vaše kompanije.

## Poslovno vođenje (leadership)

Menadžeri su ljudi koji čine stvar pravilno, dok su vođe ljudi koji čine pravu stvar. – Warren Bennis, *On Becoming a Leader*

U današnjem kompleksnom poslovnom svijetu, dobro poslovno vođenje postaje temeljna komponenta uspješnog biznisa. Iako se i teorija i praksa već 60-ak godina bave objašnjavanjem poslovnog vođenja, jedina dečinja u kojoj su svi eksperti suglasni govori slijedeće:

1. poslovno vođenje je kompleksni fenomen koji uključuje primjenu neke vrste utjecaja i moći u organizaciji na splet različitih ljudi, procesa i situacija.
2. dobri vođe se ne rađaju nego stvaraju kroz iskustvo i rad na sebi (edukacija, treninzi, usavršavanja)
3. biti dobar menadžer nije isto što i biti dobar vođa. Menadžer izvršava ciljeve, vođa stvara ciljeve. Menadžer potpaljuje vatru ispod nogu zaposlenika, vođa je potpaljuje u njihovim srcima.

Cilj ovog 1-dnevnog seminara je provesti sudionike na jednostavan i praktičan način kroz kompleksnost poslovnog vođenja. Inspirirani vodećim primjerima iz svjetskog liderstva, sudionike ćemo upoznati sa

temama kao što su:

- učinkasno vođenje radi postizanja produktivnosti i učinkasnosti
- kako motivirati i inspirirati zaposlenike
- upravljanje sobom i svojim vremenom
- teambuilding
- upravljanje promjenama

Seminar je uvod u modularne treninge iz poslovnog vođenja kojima se dublje ulazi u problematiku uvodno izloženih tema. Svaki polaznik/polaznica nakon ovog seminara može izabrati modul za koji smatra da najviše odgovara potrebama njihovih kompanija. Dodatno, modularni treninzi se mogu prilagoditi individualnim potrebama svake kompanije.

Seminar je namijenjen srednjem i visokom menadžmentu, poduzetnicima i ostalim profesionalnim osobama koji žele produbiti svoje vještine vođenja ljudi.

## G9A B5FG

Our 1-day intensive seminars are designed to give the participants insights into leading managerial theories and practices. Seminars are held in Croatian and English language, and can serve as the basis for the tailor made seminars, specially designed for the individual purposes of Your company.

### Leadership

Managers are people who do things right, while leaders are people who do the right thing. Ć Warren Bennis, ĆOn Becoming a LeaderĆ

In today's complex business world, a good leadership becomes a crucial component of success. For more than 60 years now, both leadership theory and practice are trying to explain what good leadership is. However, the only definition which unites majority of the experts states the following:

1. Leadership is a complex phenomenon that includes exercising the influence and power in organization over different set of people, processes and situations.
2. Good leaders are not born but made, through experience and self management (continuous education and self-insights)
3. Being a good manager is not the same as being a good leader. Manager does the task, leader creates it. Manager lights the fire underneath employees' feet, leader lights the fire in their hearts.

The purpose of this 1-day intensive seminar is to guide the participants through the complexity of leadership on a simple and practical way.

Inspired by the leading examples from the global business scene, we will introduce our participants to the following topics:

- T effective leadership that produces breakthroughs in productivity and effectiveness throughout an organization
- T motivation and inspiration of others
- T self-management
- T teambuilding
- T change management

The leadership seminar is an introduction into modular leadership trainings, that provide in-depth knowledge of the topics stated above. After the seminar, each participant can choose a modul which he/she thinks is most suitable for the purposes of his/her company. Additionally, modular trainings can be adjusted to the particular individual needs of every company.

The seminar is designed for top and middle management, entrepreneurs and other professionals who want to improve their leadership skills.

G9A =B5F =

## Organizacijsko učenje o pomodnost ili nužnost u biznisu 21. stoljeća?

Organizacijsko učenje ili organisational learning je već 15-ak godina jedno od područja interesa kako kompanija tako i poslovnih škola.

Svi su svjesni da je stjecanje novih znanja u organizacijama ključ razvoja kompanija i zato seminari o organizacijskom učenju i njegovom velikom bratue knowledge managementu nisu kao gljive poslije kiše.

Konzultantske kuće i poslovne škole obasipaju kompanije mističnim dečnicijama iz vodećih organizacijskih udžbenika, koji objašnjavaju organizacije koje uče kao: é... mjesta u kojima zaposlenici kreiraju rezultate koje zaista čele, gdje se njeguju novi i prodorni načini razmišljanja, gdje je kolektivna tehnika za oslobađanjem i gdje ljudi kontinuirano uče kako učiti zajednoé /Peter Senge (1990): éThe 5th disciplineé (Peta disciplinaé), str. 1, NY: Doubleday/.

Međutim, poslovna praksa sve više pokazuje probleme sa takvim idiličnim i ezoteričnim idejama organizacijskog učenja. U svijetu i kod nas, kompanije su uspješno naučile razna nova znanja, kao što je Total Quality Management, Just-in-Time, Balanced Scorecard ali implementacija tih znanja u njihovim kompanijama nije završila uspjehom. Lak i poslovne škole koje podučavaju takvim znanjima padaju na testu njihove implementacije.

Ipak, postoje kompanije koje možemo smatrati čampionima implementacije novih znanja u operativne i strateške prakse. Neki od primjera su Xerox, Honda i General Electric.

### Zašto neke kompanije uspijevaju u implementaciji novih znanja i kako to čine?

Odgovore na ova i još mnoga pitanja daje naš seminar o organizacijskom učenju. Na praktičnim primjerima čampiona implementacije novih znanja čelimo Vam prikazati da ulaganje u nova znanja može biti itekako isplativo.

Seminar je namijenjen visokom i srednjem menadžmentu, poduzetnicima i svima onima koji znanje smatraju ulaganjem u budućnost a ne samo troškom tekućeg razdoblja.

## G9A =B5FG

### Organisational learning ò fashion or necessity in the 21st century business?

For over 15 years now, organisational learning is an important topic, both in business teaching and practice.

Everyone is aware that continuous improvement via learning represents crucial point in the development of core competencies, making the seminars on organisational learning and his 'Big Brother' knowledge management sprouting up all over.

Leading consulting businesses and business schools are loading companies with near mystical definitions of learning organisations as places where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free and where people are continually learning how to learn together. /Peter Senge (1990): 'The Fifth Discipline', NY: Doubleday, p.1/

However, such reverential and utopian ideas have shown as a hard framework for practical action. What companies miss, as the scholar David A. Garvin states are the gritty details of practice. Many of the companies are effective at creating and gaining new knowledge (ex. Balanced Scorecard, Total Quality Management), however the number goes down on the companies successful in applying that knowledge to their particular activities. Even business schools that teach such knowl-

edge are failing the test of implementation.

Nevertheless, there are companies that we can consider champions of translating new knowledge into their strategic and operational behavior. Some of the examples are: Xerox, Honda, GE.

#### Why and how do some companies succeed in implementing new knowledge?

The answer to that and many other relevant questions is given in our organisational learning seminar. Inspired by the examples of those champions at translating new knowledge into practice, we would like to show you ways in which continuous improvement can represent a crucial core competency.

The seminar is designed for top and middle management, entrepreneurs and everybody who considers knowledge as the investment for the future and not just as the cost item in the current P&L statement.

G9A =B5F =

## Upravljanje promjenama (Change Management)

Lak i kada menadžment osigura tvrtki dobar poslovni poletak, nema garancija da će se organizacijski uspjeh i nastaviti. Menadžerske tehnike koje su dovele do uspjeha u prošlosti ne znači da će dovesti do uspjeha i u budućnosti. Vrlo često se postavlja pitanje da li je iskustvo iz prošlosti dobar učitelj procesa budućnosti. Garancije ne postoje zato što je budućnost nesigurna, teško predvidiva i promjenjiva.

Bitni čimbenik u takvom nestalnom okruženju postaje spremnost kompanija na stalne promjene i prilagodbe. Jedino na taj način kompanije mogu odgovoriti zahtjevima koje promjenjivost i nestalnost okruženja od njih zahtijeva. Izazov za svaki menadžment postaje ne samo uspješno postizanje strateških i operativnih ciljeva nego i zadržavanje na tom nivou uspjeha.

Cilj ovog seminara je upoznati sudionike sa temom upravljanja promjenama. Na praktičnim primjerima sudionici će se upoznati sa faktorima koji utječu na promjene, načinima na koji kompanije reagiraju i/ili ne reagiraju kada su suoženi sa promjenama te reorganizacijskim procesima koje promjene donose.

Seminar je namijenjen srednjem i visokom menadžmentu u organizacijama od kojih poslovno okruženja zahtijeva brzo reagiranje i prilagodbu.

G9A =B5FG

## Change Management

Even when top management gets an organization off to a good start, there are no guarantees that the success will continue. Managerial techniques leading to success in the past will not necessarily lead to success in the future. The question remains whether experience from the past represents a good teacher of the future. There are no guarantees because the future is insecure, hard to predict and constantly changing.

The crucial factor in such ever-changing environment becomes the organisational readiness to change in order to respond effectively to the demands around them. The management challenge is not only to attain strategic and operational goals but also to sustain that level of success over time.

This seminar represents an introduction to the change management topic. Using the mixture of both business theory and practice, participants will learn the crucial factors leading to change, ways that companies react or do not react when faced with change and corporate reorganizations as a product of change.

The seminar is designed for middle and top management, operating in the ever-changing business environment, demanding of them swift reaction and adjustment.

HF 9B -BN=

Naši intenzivni treninzi u trajanju od 3 dana predstavljaju multi-disciplinarni susus prakse i teorije dizajniranih kako bi se poslovnim ljudima omogulo produbljivanje specijlnih znanja i vještina.

Treninzi iz postojele ponude mogu posluhiti kao baza za tzv. tailor-made treninge, specijalno dizajnirane za potrebe Vaše kompanije. Treninzi se odrhavaju na hrvatskom i engleskom jeziku.

## Modularni trening poslovnog voenja (leadership)

Iako moemo prepoznati dobrog voLu kada ga vidimo, obilno je teško deynirati što ga l'ini dobrim voLom. Ovaj trening poslovnog voenja inspiriran je amerilkim modelom razvoja tzv. leadership competencies ili sposobnosti poslovnog voenja. Model je nastao kao rezultat dugogodišnje praktilne edukacije lidera, analize ve! postoje!ih modela razvoja u nizu kompanija te teoretske analize vode!ih stru!njaka iz polja poslovnog voenja.

U!enje specijlnih sposobnosti poslovnog voenja podijeljeno je u par modula, koji predstavljaju susus potrebnih vještina, tehnika i znanja za svakog lidera. Naravno, lideri ne trebaju poznavati detaljno teme koje se obraLuju u pojedinim modulima, ali moraju ih biti svjesni, kako bi znali prepoznati vlastite organizacijske prednosti ili nedostatke u tim podru!jima.

Uvod u svaki od modula sudionici dobivaju na našem jednodnevnom seminaru iz poslovnog voenja. Tada se mogu odluliti koje sposobnosti hele dublje usavrđiti, ovisno o organizacijskim potrebama. Naravno,

uvodni dio nije obavezan, ako ve! znate koji bi modul odgovarao potrebama Vaše organizacije. Osim toga, modularni treninzi se mogu prilagoditi individualnim potrebama svake kompanije.

Moduli poslovnog voenja koje nudimo su slijede!i:

- T kako voditi druge (komunikacija, motivacija, utjecaj, mo!, razvoj)
- T upravljanje sobom (osobni rast, u!enje, upravljanje stresom, stvaranje radne atmosfere)
- T upravljanje resursima (rijeđavanje problema, izvršenje zadataka, upravljanje vremenom, informacijom, materijalnim resursima)
- T razvoj tima i grupe (vještine potrebne za uspješan rad tima, odjela, poslovnice i sl.)
- T upravljanje promjenama (razvoj kreativnosti, inovativnosti, predvi!anja)

Trening je namijenjen srednjem i visokom menadmentu, poduzetnicima i ostalim profesionalnim osobama koji hele produbiti svoje vještine voenja ljudi.

## HF 5 =B =B ; G

Our intensive 3-day trainings represent a multi-disciplinary summary of theory and practice, designed for the in-depth learning of specific business skills.

Offered trainings can serve as the basis for tailor-made trainings, designed for the individual needs of Your company. Trainings are held in Croatian and English language.

### Modular training in leadership

Although people tend to recognise a good leader when they see one, it is usually hard to define what makes him/her as such. This training is inspired by the American model of leadership competencies development. The model represents the summary of necessary leadership skills, behaviors and knowledge areas that leaders should develop and/or be aware of. The model was designed through a number of processes, such as analysis of the existing models in the business practice, reviewing the academic literature on leadership and executive leadership education.

Learning of the specific leadership competency is divided into several modules, representing the essentials of skills, techniques, abilities and knowledge areas for a leader. Although leaders are not going to master every competency, they will need to be aware of all of them, know their own organizational shortcomings or advantages in particular areas. The introduction to each of the modules is given at our 1-day leadership seminar. The participants can then decide which of the competencies they want to master more thoroughly. Of course, the introductory seminar is optional, if participants are aware of the modules that would best serve

the needs of their organisation. On top of that, modular trainings can be further adjusted to serve the individual need of every company.

We offer the following modules:

- T leading others (communication, motivation, influence, power, development)
- T self-management (personal growth, learning, stress management, creating the working atmosphere)
- T resource management (task solving, managing time, information, material resources)
- T group and team development (skills necessary for successful guidance of team, group, department etc.)
- T change management (development of creativity and innovativeness)

Training is designed for top and middle management, entrepreneurs and other professionals who would like to further develop their leadership skills.

























