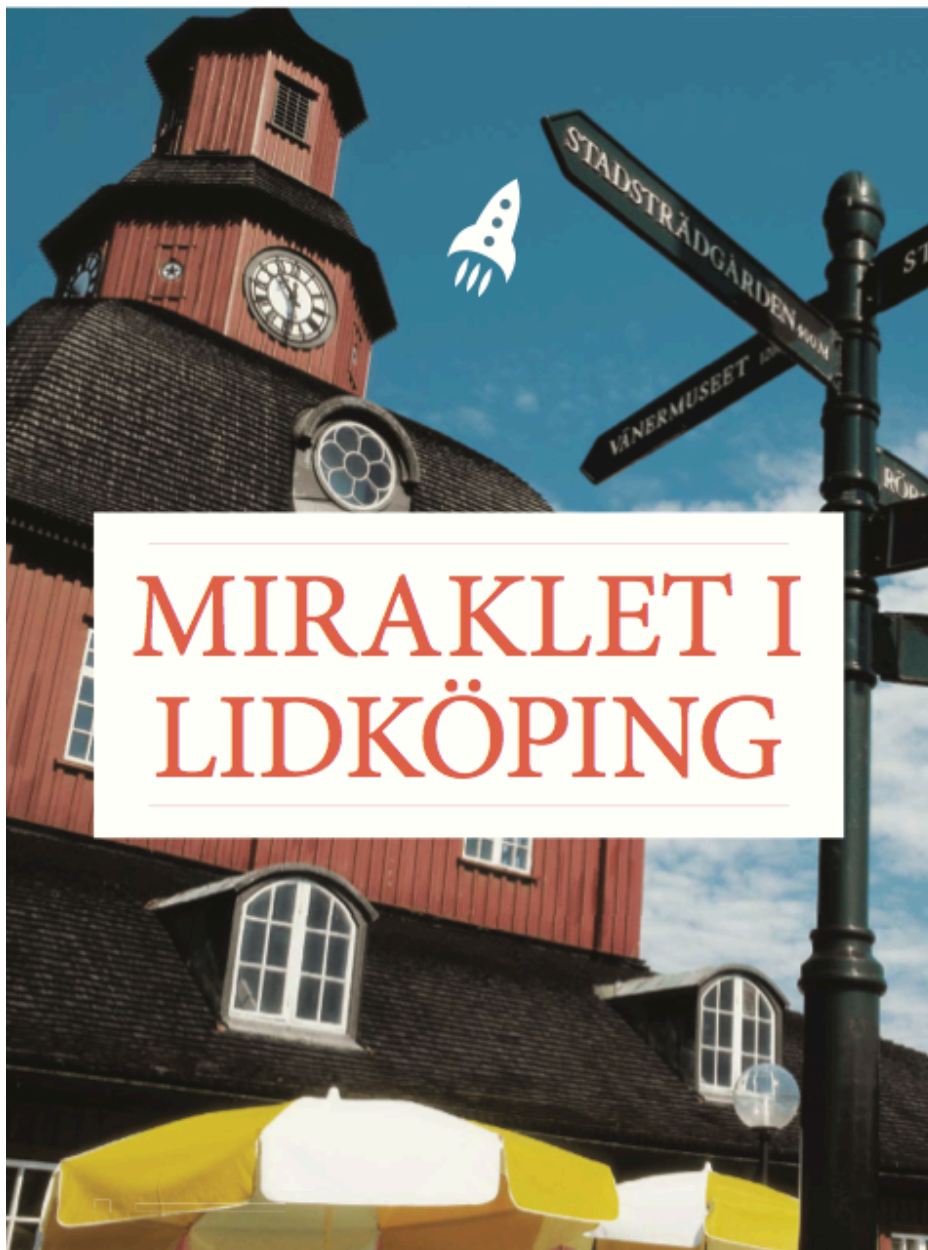


Mandagmorgen

In Sweden they have found a solution to one of the largest problems in Denmark.. A short internship based export training bridges the gap between peripheral regions small businesses and large urban unemployed young graduates.

1.100 young people have so far been through the program. They have on average increased their internship company exports 5 million Swedish kronor and create 2-3 new jobs in the first year after graduation.



When you walk into a business metropolis, you can feel it. Escalators are not going to stand on, but to go on. Hot summer days are celebrated with loosened ties but not unbuttoned shirts. Taxi slipping in and out of heavy traffic in order to take business people from one meeting room to another. You have no doubt: There is money in the air.

This is not in the Swedish city Lidköping. The buildings are not high enough escalators, the pale afternoon sun is absorbed by fathers of babies in bermuda shorts and the fastest taxi can be at busstation, three minutes after you call.

All roads lead to Rome, and all Swedish highways are elegantly led around Lidköping, which is the size of Svendborg and located south of Sweden's largest lake, Vänern. It takes six hours, two changes of train and a bus ride to get here from Copenhagen. You're almost sure, when you get off at the wind-swept space in the heart of the city: Is it really the home town of one of Sweden's greatest export successes?

A few quick questions about where the bus stand, turn down the doubt. The friendly man turns naturally into an English, there are far more fluid and flawless than the author's. Talking all Swedes so good English? Many in Lidköping do. They are used to it from the workplace. Your customers can not Swedish.

It is not the usual story of visionary enthusiasts who got a great idea despite the soporific province frames. It is the story of hard-working idea-makers who found a solution to a pressing problem because of them.

And in the middle of the story is one person: Hasse Karlsson. He is chairman of ITM Worldwide Foundation, a worldwide organization that helps small businesses find and train the right export employees.

HELP, THE CITY IS IN SLEEP

We trills of downtown's cobblestone. In the car tells Karlsson excited about the thousands of apartments and offices, which is currently being built in disused factories, the mayor initiative to equip all school kids with iPads and especially the booming export business, which he helped on the way and that we must visit soon.

It all started in the beginning of the nineties, when Karlsson worked for the Swedish Trade Council. He was at Lidköping to visit the city's business development manager, Leif Eriksson, who had a problem: Local companies had products and the desire to conquer foreign markets, but they lacked skilled labor to progress. The forces were not there, competencies were not for it. Politicians feared that the sleepy town would soon fall completely asleep.

It was far from the first time, Karlsson put ears to the kind of worried voices. At that time, he had worked for the export council for 15 years, and as long had Sweden's periphery cities found it difficult to attract astute talent. Just like in Denmark and in many other countries in Northern Europe.

When urban adolescents first had left provinces to study at the country's universities, they did not return home but stayed in the big cities. This meant that SMEs outside major cities lacked academic intellectual baggage and analytical flair, while the graduates of big cities lacked work.

It sounded undeniably like two problems with one solution.

A WIN-WIN SITUATION

The day came the idea of making a six-month export education. For the solution was in fact not as straightforward as one might think. The SMEs would not simply hire the graduates and not at fixed contract. The risk was too great. They needed experienced people, but the experienced people were not ready to move.

And even if companies would recruit graduates, the young people are not willing to move away from friends and city life to take a job as they did not know whether they could handle or wanted to have.

Karlsson saw his chance to build bridges between the new graduates, the knowledge-hungry businesses and the lucrative export markets.

The program is designed as a three-stage rocket, says Karlsson and cut into three jerks left arm out through the sunroof: The unemployed young graduates get an internship at a company to get to know it. An international vocation training in sales, negotiation, marketing, export strategy and everything a good exporter otherwise could. Finally, they are sent to one or more of the countries where the host company is planning a promotion. It would be an understatement to talk about win-win, says Karlsson: "The young people get jobs, firms will have academic skills and resources they have undertaken an analysis of potential markets abroad and they get even sent an employee to the market to assess business potential," he says.

The stark figures justify the grand gestures. See Figure 2 According to the latest analysis from the Swedish day Industri serves an export-educated scholar on average about five million Swedish kronor to the company the first year after graduation. And every scholar also creates 2-3 jobs in the company. A comprehensive list of the first ten years of ITM Worldwide's life shows that the program trainees increases the firms' exports by more than 10 billion Swedish kronor.

PRAKTIKANTER SKABER ARBEJDSPLADSER OG LØFTER EKSPORTEN MED MILLIONER

FIGUR 2 Eksportpraktikanterne er en succes. I de lande effekten af dem er blevet målt, har hver praktikant i snit løftet sin virksomheds eksport med mellem en halv og en hel million euro det første år efter endt praktiktid. I kølvandet følger nye job og erobringen af nye markeder.

Øget eksport første år efter endt praktiktid pr. praktikant

SVERIGE

500.000 euro øget eksport og 2-3 nye jobs det første år efter endt praktiktid pr. praktikant.

SLOVENIEN

800.000 euro i øget eksport det første år efter endt praktiktid pr. praktikant. Virksomhederne udvidede samlet set til 43 nye markeder.

ESTLAND

1 million euro øget eksport og 3-4 nye jobs første år efter endt praktiktid pr. praktikant.

"Companies make money in the world, and young people get into work. It is a great success," triumphs Hasse Karlsson and slamming the car door in front of one of his favorite examples: Handheld International.

A LOW HEADQUARTERS

Under the motto "rugged computers for harsh environments" doing Handheld handheld computers for forestry, construction, garbage handling, etc. Computers that are easy to handle and can withstand being dropped from a scaffold or a waterway.

It has proved to be a good deal. But the recital of the Handheld turnover of several hundred million dollars a year, is the headquarters astonishing anonymously. There is no plush entrance with the company name engraved and no fancy reception with soft armchairs for important guests.

It has a simple explanation: Handheld International serves 90 percent. of its money abroad and customers comes rarely past the main office. They visit the site one of the eight local offices spread around the world.

One of them is located in Sydney. ITM-trainee Christian Lofvendahl stayed in Sydney to open up an office in 2009. Everything was missing: customers, orders, employees, business partners - even the address. Immediately, it looked like an impossible task for an inexperienced trainee, but Lofvendahl was not complete without prerequisites: His university degree had an Australian stamp.

FROM TRAINEE TO AREA DIRECTOR

Christian Lofvendahl himself did not believe he would be the right man for a small business, when he knocked the mailbox in Swedish soil after five years of study in Australia. He had been given a place as a trainee in a major Swedish company, which he shared long hours with several hundred other ambitious suits. On paper a dream

job: large corporation, city and overlooking the big money. Nevertheless, flavor tea life not as he had hoped:

"It was not as satisfactory as I had imagined. You are in one department, and it is so the department you know nothing about. When you are in a small business, you get more responsibility and you come around more," he says. "And one thing is for sure: you do not come out into the world in the same way as I did at ITM and Handheld. I would not have been able to open an office in Australia, if I had first explored the market and has been around in Europe to learn how our other offices working," he says.

It is Thomas Löfblad agree: The separation of the process is the key to success, both for the trainee and the company. The time in the company means that candidates do not need costly training if they are employed afterwards. The teaching provided to young people, strengthens obviously their own abilities, but also impact on the entire company. And the forces trainee attaches abroad, opens faster and better for new markets and equips the possible future-sector employees to go the whole way.

"The program helps a small company with two things that are usually expensive: recruitment and export. When Christians apprenticeship was over, we knew him. He had no experience, but we knew he had the potential. Therefore, dare we put him to open office in Australia. That we had never done if he had sought in the normal way - simply for fear of failure," says Thomas Löfblad.

It is four years since Christian Lofvendahl took Australia. Now he is back in Lidköping as a newly appointed director of Handhelds operations in Asia and Europe, rated one of the nation's largest business talents of the magazine Veckans Affärer.

10 other trainees have ITM delivered to Handheld, and 9 of them were subsequently employed. Although Christian Löfvendahls meteoric career is perhaps the most startling. They have all done well. Today Handhel is the fastest growing in its field.

Hasse Karlsson also sees proudly out when he moves around in the corporate office corridors. He feels at home, he says, and he feels at home with the more than 1,000 other companies through the years he has paired with more than 1,100 young unemployed graduates.

He welcomes jovially on the owners and employees and asks, interested in the company's welfare. About the business cycle, the latest product, the latest export adventure?

LOCAL CULTURAL DIFFERENCES

A nice bus ride and a few changes of train away the company hopes Prismaflex that it has a good story to Karlsson, next time he'll visit. In a converted warehouse in a suburb of Malmö slaving one of Karl's trainees by phone. At the other end of the tube sits a department manager in a major Danish clothing chain. Could he be interested right in advertising screens for its stores? Or how about printing to the floors in the store? If he can decide the design, and it all gets set up. It sounds like a sales attempt, but it is not. The newly hatched export trainee Rami Al-Salih exploring options to make a sales campaign in Denmark at a later date. He tries to understand the Danish

market mechanisms.

Since March, he has been an intern at Prismaflex. The company makes commercial printing of all kinds. From the little stickers that show which way to go again – through a supermarket, to the large billboards that stand along the highway.

Prismaflex sell well abroad, but is ironically completely absent in the very near markets in Denmark and Norway. Rami Al-Salih has been tasked to develop a strategy for how the company can take Denmark and Norway by storm.

He is a systematic man. There are straight excelsheet with potential customers and your pens in the cup, as the pile of A4 papers are beaten against, so that they are oring extremely. But discipline is not enough.

"The Danish and Norwegian markets are difficult. We are jammed up and down together, but the cultures are very different. So far I have mostly worked with Denmark. One should be very straight in to make themselves heard. Not something to go around the bush, as you say, "says Rami Al-Salih.

Cultural differences make exporting difficult and time-consuming. Therefore, saw its French sales manager, Claude Leichtnam, a great chance of getting an export trainee from ITM. Besides herself, there are only a handful of employees to be responsible for operations, sales, customer care, and what-wise comes from the right. The rest of the time is to expand in existing markets - to conquer new there is no room for the calendar.

"If Rami was not here, we would not orchestra neighboring markets, although there is undoubtedly much to be gained.

FROM BRØNDBY OF BAGDAD

Rami Al-Salih speak Arabic. He was born in Iraq. Therefore, it is obvious that he will help price-Maflex into the Middle East. It's just not the job right now. For after all, it requires more to move to Baghdad than Brøndby. But if it goes well in Scandinavia, the sales manager did not rule out heading to Iraq next time:

"Rami has some abilities that we have in no way. He has an understanding of Arab culture and can speak the language. It is natural to use, and almost stupid not to. So if the cooperation works, what next step, "says Claude Leichtnam.

When she got the idea of getting an export intern on board, Management had long talked about Turkey as an obvious market, so she would have an intern who understood Turkey and spoke the language. But it was hard to find a suitable candidate. And Rami Al-Salih also had another jurisdiction which it lacked, namely strategic marketing.

Prismaflex 'initial thinking is far from one- standing, says Hasse Karlsson. On the contrary, there is a tendency for companies to very specific demand for graduates who have roots outside Sweden. After the crisis, the business started to look more towards growth markets in Asia, South America and the Middle East. And here it is not enough with good English and a semester abroad:

"Your chances of entering the Iraqi market is a thousand times better if your candidate can speak Arabic and are from Iraq. It goes without saying. At the same time we see more and more young immigrants pursuing higher education. Those we are trying to get their hands on, "says Hasse Karlsson.

NEW INITIATIVE ON THE WAY

The coming years will more companies in Sweden and as Denmark also be forced to turn towards markets outside Europe.

EU members to the east and south going to press companies in the rich northern countries on their home turf as they get their export up and running. And it helps ITM them. See Figure 3

The program are to be found in Estonia, Slovenia, Lithuania and Greece. Next year starts the first export trainees in Bulgaria, Croatia and Romania. All indications are that it's going to go fast everywhere. In Estonia, 50 trainees have been through the program, and the 28 first increased the year after training their companies' export earnings by 24 million and created 83 new jobs. This happened by going into the Swedish and Danish markets.

Northern Europe's big bet is the human resources that are hiding in the last decades of migration flows, "What can Swedish companies that Estonia can not? In so far as nothing. It is the employees that make the difference. And the last several years, the northern European countries have been plated with employee potential. The a thousand immigrants who have come here, represents a huge potential for businesses. It must be used, "says Hasse Karlsson.

For the same reason considering ITM Worldwide to launch a new program that educates non-academics to export assistants. The idea is still on the drawing board, but Hasse Karlsson know that there is a demand among businesses. It is about finding the right combination of training, education and study abroad. Exactly the same challenge as he stood at lidköping in 1993.

Now, companies just another problem, he must try to solve. Another bridge, he shall build.

EXPORT TRAINING GROWS TO AN EXPORT EMPIRE

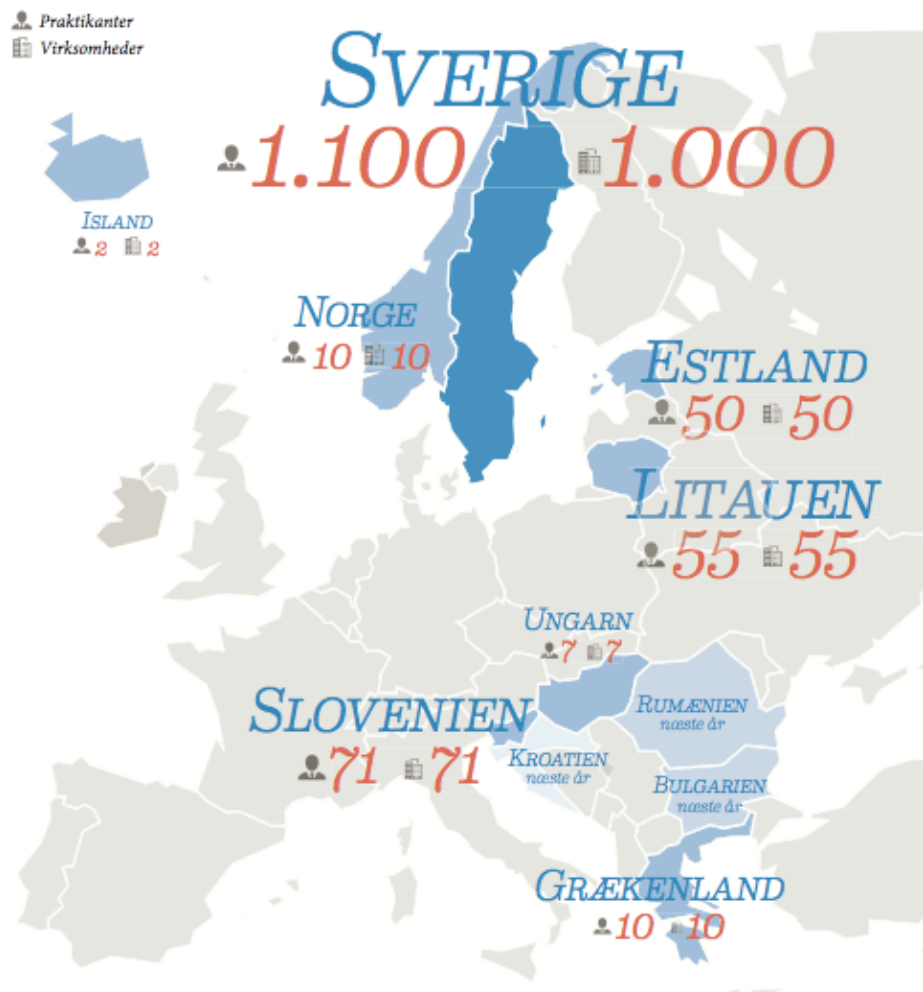
ITM Worldwide distribution in Europe

Now, companies just another problem, he must try to solve. Another bridge, he shall build.

FIGURE 3 ITM Worldwide is itself an export success. The concept has been sold to seven other countries in Europe and three outside. Next year, three new Eastern European countries. There have been no measurements everywhere, but the sites are, the degree program is being paid off.

EKSPORTUDDANNELSEN VOKSER SIG TIL ET EKSPORTIMPERIUM

ITM Worldwides udbredelse i Europa



MM FIGUR 3 ITM Worldwide er selv en eksportsucces. Konceptet er solgt til 7 andre lande i Europa og tre udenfor. Næste år kommer tre nye østeuropæiske lande til. Der er ikke lavet målinger alle steder, men de steder der er, har uddannelsen båret frugt.

Kilder — ITM Worldwide, Dagens Industri og Mandag Morgen.

HASSE KARLSSON

Founder and president of ITM Worldwide Foundation, which is behind Sweden's internship borne export education. The program has grown to include more than ten other countries in Europe and beyond. In 2008, ITM an Award for "performance in the export education - and developing world" by the International Society for intra-part iatto.

CLAUDE LEICHTNAM

Sales Manager at Prismaflex in Staffanstorps just outside Malmö. The company makes billboards and advertising printing for everything from bus stops to billboards. Claude Leichtnam got the idea of an-set an export trainee who could

help Prismaflex to expand into new markets. She is from France and even came in on the Swedish labor market as export intern in ITM-program.

THOMAS LÖFBLAD

International sales manager and co-owner of Handheld who makes rugged, hand-held computers for forestry, construction industry, the military, etc. Employees the then export intern Christopher stian Lofvendahl as head of the company at that time non-existing branch in Australia. Handheld has a total had 10 trainees from ITM. 9 of them have Löfblad employed subsequently.

RAMI AL-Salih

The first export intern at price-Maflex, where he started in March this year. He has responsibility for developing fir-refrigeration company's activities in Scandinavia. First of all, Denmark, which he has been tasked to plan a promotion measures in. It must be carried out in the autumn. He is a graduate of globalization, branding and marketing from the University of Lund. Raised in Sweden, born in Baghdad, Iraq.

CHRISTIAN Lofvendahl

Newly appointed director of Handhelds operations in Asia and Europe. Started his career with the company as export intern in 2009. Employed as a con-Head of Unit to open Handhelds department in Australia, immediately after the internship period was over. In January 2013 he was named as one of the country's largest business talents of the Swedish magazine Veckans Affärer.

PER Jenster

The Danish professor helped Hasse Karls-son to start the export program in 1993/1994. Now teaches at the training and is a member of ITM's board. He is chairman of the board at the Nor-dic International Management Institute in China. Per Jenster has advised a number of global companies, including IBM, Nestlé, Novo Nordisk and won the English Mar-keting Award for developing an MBA in exports to CBS. Member of the Monday Morning export kanonudvalg.