

## Appendix 1: Executive board programme for member companies of DFA - agricultural companies and suppliers

Programme for the 5 modules (the programme will be taught in Danish)

| Aarhus BSS  | RESIDENTIAL COURSE - COMWELL KELLERS PARK, BØRKOP   |   |
|---|---|---|
| <b>Module 1</b><br>25.1. 2021 from 9:30 am - 5:00 pm  | <b>Module 2: Residential course</b><br>10.2. 2021 from 9:30 am - 5:00 pm  | <b>Module 3: Residential course</b><br>11.2. 2021 from 9:00 am - 4:00 pm  |
| <p><b>Paradigm shift of the board</b></p> <ul style="list-style-type: none"> <li>From control to strategic management</li> <li>What does it require of the board?</li> </ul> <p><b>The legal frames for the work of the board (obligations, rights and responsibilities)</b></p> <ul style="list-style-type: none"> <li>The overall strategic management</li> <li>Sound organisation</li> <li>Finance and risk management</li> </ul> <p><b>The interaction between board /ownership / management</b></p> <ul style="list-style-type: none"> <li>Matching of expectations between ownership and board</li> <li>Division of work between board and management</li> </ul> <p><b>Lecturers, module 1:</b></p> <ul style="list-style-type: none"> <li>Professor, Mette Neville, Aarhus BSS</li> <li>Lawyer/honorary professor, Carsten Fode, Aarhus BSS</li> <li>Professor Hanne Birkmose, Aarhus BSS</li> </ul> | <p><b>The strategic management task</b></p> <p><b>Strategy work - BMG as a common tool</b></p> <p><b>Mapping the company business model</b></p> <p><b>Working with the company's view of the world</b></p> <p><b>Specific strategic challenges</b></p> <ul style="list-style-type: none"> <li>Current megatrends</li> </ul> <p><b>Dinner and networking</b></p> <p><b>Lecturers, module 2:</b></p> <ul style="list-style-type: none"> <li>Professor, Mette Neville, Aarhus BSS</li> <li>Lawyer/honorary professor, Carsten Fode, Aarhus BSS</li> <li>Founder &amp; Co-owner Nils Wegener, 360°sprint</li> </ul> | <p><b>Specific strategic challenges (continued)</b></p> <ul style="list-style-type: none"> <li>Digitalisation/new digital technology</li> <li>Sustainability, environment and UNs 17 Sustainable Development Goals</li> </ul> <p><b>Strategy follow-up</b></p> <ul style="list-style-type: none"> <li>Action plans and goal achievement</li> <li>Practical tools used for follow-up</li> </ul> <p><b>Sound (future) organisation</b></p> <ul style="list-style-type: none"> <li>The overall management and organisational structure must support the strategy and the strategic management task</li> <li>Organisational culture(s)</li> <li>Distance management</li> <li>The role of the board</li> <li>Division of work between board and management</li> </ul> <p><b>Lecturers, module 3:</b></p> <ul style="list-style-type: none"> <li>Professor, Mette Neville, Aarhus BSS</li> <li>Lawyer/honorary professor, Carsten Fode, Aarhus BSS</li> <li>Associate professor Henrik B. Sørensen, Aarhus BSS</li> </ul> |
| <p><b>Teaching method:</b><br/>Teaching, cases and workshops</p>  | <p><b>Teaching method:</b><br/>Teaching, cases and workshops</p>  | <p><b>Teaching method:</b><br/>Teaching, cases and workshops</p>  |

| <b>RESIDENTIAL COURSE - COMWELL KELLERS PARK, BØRKOP</b>  |   |
|---|---|
| <p><b>Module 4: Residential course</b><br/>3.3. 2021 from 9:30 am - 5:00 pm</p>   | <p><b>Module 5: Residential course</b><br/>4.3. 2021 from 9:00 am - 4:00 pm</p>   |
| <p><b>Finance - audit, financial resources and risk management</b></p> <ul style="list-style-type: none"> <li>• Audit obligations</li> <li>• Budgeting and reporting to the board</li> <li>• Risk management procedures</li> <li>• Financial management from a distance</li> </ul> <p><b>The successful generational succession</b></p> <ul style="list-style-type: none"> <li>• Generational succession - how and when?</li> <li>• The role of the board</li> <li>• Sales preparation</li> </ul> <p><b>Dinner and networking</b></p> <p><b>Lecturers, module 4:</b></p> <ul style="list-style-type: none"> <li>• Professor, Mette Neville, Aarhus BSS</li> <li>• Lawyer/honorary professor, Carsten Fode, Aarhus BSS</li> <li>• Associate professor Morten Jakobsen, Aarhus BSS</li> </ul> | <p><b>The effective and dynamic work of the board</b></p> <ul style="list-style-type: none"> <li>• Annual cycle of work</li> <li>• Rules of procedure as a management tool</li> <li>• Dynamic agenda</li> <li>• Collaboration within the board</li> </ul> <p><b>Board evaluation</b></p> <ul style="list-style-type: none"> <li>• Topics</li> <li>• Process and tools</li> <li>• Follow-up</li> </ul> <p><b>Competence assessment and recruitment</b></p> <ul style="list-style-type: none"> <li>• Match between strategy and competences</li> <li>• Gap analysis</li> </ul> <p><b>Lecturers, module 5:</b></p> <ul style="list-style-type: none"> <li>• Professor, Mette Neville, Aarhus BSS</li> <li>• Lawyer/honorary professor, Carsten Fode, Aarhus BSS</li> </ul> |
| <p><b>Teaching method:</b><br/>Teaching, cases and workshops</p>  | <p><b>Teaching method:</b><br/>Teaching, cases and workshops</p>  |