



XTM 2025 EXECUTIVE TRAINEE MODULE

STOCKHOLM SCHOOL OF ECONOMICS





XTM IN SHORT

SSE HAS ALWAYS had a uniquely close relationship with the business world. During the past few years, we have noticed a growing demand for integrating practical learning into traditional academic training of management. Our response is XTM.

XTM (9310 Executive Trainee Module) is an opportunity for SSE MSc students to put your academic theories into practical use on a top-executive level. Towards the end of the course you then put your practical experience into an academic perspective, which furthers and deepens your learning.

The course emphasizes the executive dimensions that shape today's business organizations. As an XTM student, you will work closely with a top-executive at one of the companies. You will be involved in projects central to the company, either on your own or as part of a team. Just as an example, we can mention that an XTM alumnus played an important role in transforming the way one of the companies handle spare parts worldwide.

You will be exposed to three types of learning situations. Firstly, you will participate in the tailor-made executive trainee program (80 days). Secondly, you will select a particular topic (central and relevant to the trainee company) for a written case report (20 days). Field work will provide you with specific knowledge

to be used in the written assignment. You will receive close supervision from the company executive as well as the course director. Thirdly, you will work in groups in accordance with the capstone project method developed at SSE in order to enhance group-work learning.

THE XTM COMPANIES* ARE:

Ministry of Finance – Department
for State-Owned Enterprises

Ministry of Finance – Budget
department

Carla

Convini

Enable Banking

Epiroc

Ericsson

Identity Works

Lynxeye

Pfizer

Scania

* The participating XTM companies
vary slightly between semesters.

MINISTRY OF FINANCE – DEPARTMENT FOR STATE-OWNED ENTERPRISES

THE DEPARTMENT FOR STATE-OWNED ENTERPRISES at the Ministry of Finance is responsible for managing the 43 state-owned companies, such as Vattenfall, LKAB, Sveaskog, Telia, SJ, Systembolaget, Apoteket, PostNord, Svensk Exportkredit, and Akademiska hus. The company portfolio constitutes a significant share of Swedish business: the value is SEK 820 billion, the annual turnover is well over SEK 500 billion and it pays a dividend to the Swedish state of SEK 20–25 billion annually.

The Department for State-Owned Enterprises consists of approximately 30 people, including investment directors, investment managers, business lawyers, specialists in sustainable business and board recruiters. The department is responsible for continuously analyzing and assessing the companies' fulfillment of the state's ownership policy and financial, operational, and sustainable performance. A central part of the management of the state-owned enterprises are regular follow-up meetings through owner dialogues with the chairman of the board and the CEO.



Former XTM students Herman Johansson and Zain Awad meeting the Minister for Finance, Elisabeth Svantesson. Photo: The Government Offices of Sweden.

WHAT WE LOOK FOR

- High analytical skills, both qualitatively and quantitatively
- High degree of self-motivation and collaborative skills
- Strong interpersonal skills with ability to interact with senior stakeholders at both the Ministry of Finance and the state-owned companies
- Experience of, or strong motivation to learn about, business and corporate management
- Interest in the field of strategy, sustainability, and/or finance. Interest in generative AI is meritorious

LANGUAGE REQUIREMENTS

Swedish, English

SUITABLE FOR

- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students



Klara Palmberg Broryd, Head of Department for State-owned Enterprises. Photo: The Government Offices of Sweden.

As an XTM-intern at the Department of State-Owned Enterprises, you will gain firsthand experience in the management of some of Sweden's most influential and leading businesses. You will be working on one main project and brought into at

least one of the investment teams of the companies, allowing you to gain hands-on experience in business management and give you exposure to top executives of the companies as well as political leadership within the Ministry of Finance. Thriving at the Department of State-Owned Enterprises requires strong analytical skills, high collaborative skills, a professional interpersonal approach and an ability to quickly absorb and apply information within a business context.



Former XTM student Zain Awad meeting Anders Borg, Chairman of the Board at LKAB, at an owner dialogue. Photo: Zain Awad.

CONTACT INFORMATION

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MINISTRY OF FINANCE – BUDGET DEPARTMENT



THE BUDGET DEPARTMENT at the Ministry of Finance plays a central role within the Government Offices, leading and coordinating the government's work on the state budget. We review all government decisions with financial, organizational, and socio-economic implications, ensuring that public funds are used as effectively as possible. Our guiding principles are strong budget discipline, economic efficiency, and high cost-effectiveness.

The department analyzes the efficiency of resource use in society, provides advice on economic policy design, and participates in economic policy cooperation within the EU and OECD. We also handle structural issues in the Swedish economy and the EU's public finance system.

As an intern in the Budget Department, you'll have the chance to work on major projects as well as smaller, varied tasks that align with our needs and your

profile. Previous interns have tackled projects such as EU competitiveness, skills provision to increase Swedish productivity, measures to assess and combat the criminal economy, and public energy support programs. You'll gain hands-on experience in reviewing and developing proposals to promote sustainable growth and efficient resource utilization in the economy.

WHAT WE LOOK FOR

- High analytical ability, both qualitatively and quantitatively
- High motivation to learn and understand the possibilities and constraints of economic policy, government and civil service
- A high degree of self-motivation and collaborative skills

LANGUAGE REQUIREMENTS

Swedish, English

CONTACT INFORMATION

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SUITABLE FOR

- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students

CARLA, A DYNAMIC ONLINE marketplace and retailer, specializes in buying and selling electric cars. As one of Sweden's fastest-growing tech scaleups, we are at the forefront of transforming the automotive industry. Our mission is to streamline the online buying and selling process for used electric vehicles, making it as easy, safe, and seamless as any other online transaction. Established in late 2021 in Stockholm, Carla has quickly ascended to market leadership in Sweden for used electric and hybrid cars, earning over 700 positive reviews and an impressive 4.8 out of 5 rating on Trustpilot. For two consecutive years, we've been recognized among LinkedIn's top 10 startups.

Supported by Europe's top investors, who are committed to the electric future of mobility, Carla has gained the resources



to expand swiftly and redefine the automotive customer experience. Our investors include renowned firms like Verdane, Bonnier Capital, Luminar Ventures, Inbox Capital, and Sophie Stenbeck's Max Ventures, known for their expertise in scaling tech-driven businesses and promoting sustainable growth.

Looking ahead to 2025, Carla is on track to reach a turnover exceeding two billion SEK and is nearing profitability—a remarkable achievement for a company in its infancy. Our team of 130 drawn from leading companies like H&M, Instabox, Volvo Cars, BCG, and McKinsey, reflects our commitment to excellence. Our founders, seasoned serial entrepreneurs, drive innovation and exceptional customer experiences, setting Carla apart in the tech industry.

SUITABLE FOR

- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students

CONTACT INFORMATION

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WHAT WE LOOK FOR

At Carla, we believe that solving real-world problems in a fast-paced and innovative environment requires a special kind of mindset. We are looking for individuals who are not only eager to learn but also ready to take on responsibility and grow with us. Problem-solving is at the heart of what we do, and we value team members who can approach challenges with creativity, determination, and a focus on results.

Here's what we value in our team members:

- **A Problem-Solving Mindset:** You thrive on tackling complex challenges and finding practical solutions. You see obstacles as opportunities to innovate and improve, always keeping our customers and goals in mind.
- **Strong Communication Skills:** Whether it's brainstorming ideas, sharing insights, or collaborating across teams, you have excellent oral and written communication skills in English, allowing you to articulate problems and solutions clearly.

- **A Sense of Ownership and Responsibility:** You take pride in your work and hold yourself accountable. You're detail-oriented, ensuring your solutions are accurate and well-executed.
- **Ability to Prioritize and Deliver:** In a dynamic environment like Carla, being able to manage competing priorities, stay focused, and meet deadlines is crucial. You know how to balance immediate tasks with long-term goals to ensure continuous progress.

At Carla, we are shaping the future of mobility. If you're someone who enjoys solving problems, embracing challenges, and making a meaningful impact, we'd love to have you join our journey

LANGUAGE REQUIREMENTS

Excellent oral and written communication skills in English, including finance terminology.

Do you want to be a part of an exciting growth journey?

Convini is Europe's leading company in the field of innovative food and beverage solutions in workplaces. With barista level office coffee and high technology self-service stores we create an extraordinary experience for our clients and consumers. We make it easy and comfortable by offering an all-inclusive concept, from installation and delivery to replenishment and service. Over and above that we continuously improve and expand our product range with well-known brands and exciting news.

We are more than 300 employees, located in Stockholm, Gothenburg and Malmö, and since 2019 on an international expansion journey starting in Germany.

Nevertheless, the sky has no limit. With the acquisition of our biggest competitor in Germany in 2022 we established a

presence also in Hamburg, Essen, Düsseldorf, and Cologne. Together we provide approximately 3,000 client companies in 15 cities with energy to make people at work feel better and achieve more.

Our vision is to develop an outstanding company, and to manage, we always strive to think differently and take actions to develop new innovating and inspiring working methods

By joining us as an executive trainee you will get the opportunity to deep-dive into exciting projects that have a great impact on our business. Of course, we are open-minded and interested to chat if you have an innovating or crazy idea yourself – e.g., how to make latte art a luxury in every human's life! Today, when consumers are high-demanding, requesting fast-paced on-demand service, we know that digital, innovative, and sustainable solutions are and will be key factors to success. And it all starts with the people creating it.



You will be based in our office in Frösundavik in Solna and work closely with our senior management team, who will support you along the way. As a bonus you will be a part of a culture

influenced by joy, high ambitions and employee engagement which according to us are important factors for business development and growth.

WHAT WE LOOK FOR

- We are looking for driven students who are interested in joining us on an exciting growth journey.
- You are target oriented and always searching for different solutions with a positive attitude. To think outside the box is a natural state of mind and you share our vision regarding sustainability.
- You are adaptable and comfortable with both qualitative and quantitative methods.
- You like to connect with people and are thrilled to be a part of an inclusive and diverse workplace.

LANGUAGE REQUIREMENTS

English, preferably Swedish

SUITABLE FOR

- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students

CONTACT INFORMATION

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Join us in shaping the future of the open economy. Over the past decade, FinTech has transformed into its own dynamic industry, driven by cutting-edge technology and progressive regulations.

Enable Banking was founded in 2019, the same year PSD2 was implemented. We enable businesses to harness the potential of open banking. With operations spanning 29 countries, we've built a reputation for secure and private connectivity to over 2,600 European banks. In 2023, we entered the payments space, in 2024 we have been building on that, and now in 2025 we are entering an exciting new chapter fueled by our latest funding round as we expand our services even further.



At Enable Banking, we value hands-on learning and are thrilled to be part of the XTM program at SSE. This partnership offers students a unique opportunity to collaborate closely with our Chief Commercial Officer, Sarah Häger, and our Chief Marketing Officer, Sarah Kok gaining meaningful experience across key areas of our business.

Our mission? To enable businesses to redefine financial services with Open Banking connectivity whilst ensuring the privacy of their customers' data. We have

been highly successful in providing secure connectivity to thousands of European banks. Everyday, we empower businesses that are pushing the frontiers in financial services and Open Banking.

ABOUT US

Enable Banking is redefining the ways in which open banking is used by making connectivity simple, secure, and private. Through a single, universal API, we connect businesses to over 2,600 banks across Europe, enabling them to leverage Open Banking without ever accessing their customers' data. We handle the complexities of connectivity so our partners can focus on building innovative solutions.

By participating in XTM at Enable Banking you gain exposure to the fast-paced world of fintech and work across various functions in a collaborative, growth-focused environment. In 2025, our goal is to drive continued growth. Through your participation, you will contribute to initiatives such as:

- **Sales and Business Development:** Gain hands-on experience in the sales process, from understanding our products to engaging with potential clients.
- **Regulatory Research:** Dive into PSD2, PSD3, and Open Finance, exploring the impact of regulatory frameworks and their future implications on the financial industry.
- **Customer Analysis and Strategy:** Help us segment our customer base and design communication strategies that resonate with each segment.

- **Growth Marketing:** Support the design and execution of campaigns that increase brand awareness, generate leads, and drive customer acquisition, leveraging both digital and traditional marketing channels.
- **Outreach Activities and Follow-Ups:** Engage in outreach efforts to connect with potential clients and partners and follow up with existing leads, building meaningful relationships to drive growth.
- **Conferences and Networking Events:** Attend relevant conferences and networking events, gaining insights into the fintech ecosystem and expanding your professional connections.



WHAT WE LOOK FOR

We are looking for a curious and tech-savvy individual with a passion for fintech and open banking. Ideal candidates are problem solvers with strong communication skills, attention to detail, and an interest in commercialization. As part of a collaborative, fast-paced team, you'll need to balance independence with teamwork, contributing to challenging and impactful projects.

LANGUAGE REQUIREMENTS

Fluency in English is essential; Swedish is a plus.

SUITABLE FOR

- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students

CONTACT INFORMATION

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The world needs metals and minerals for the energy transition, and we need cities that can cope with a growing population in a sustainable way. To succeed we need to speed up the shift towards a more sustainable mining and construction industry. We at Epiroc accelerate this transformation.

With ground-breaking technology, Epiroc develops and provides innovative and safe equipment, such as drill rigs, rock excavation and construction equipment and tools for surface and underground hard-rock applications. We offer world-class service and other aftermarket support as well as solutions for automation, digitalization and electrification.

Our role is to ensure that our customers within mining and infrastructure can work in the safest, most environmentally friendly, and efficient way possible. Epiroc is a global organization with headquarters in Stockholm, Sweden, has annual revenues of about SEK 60 billion, and has around 19,000 passionate employees supporting and collaborating with customers in around 150 countries. The company is listed on the Nasdaq Stockholm Exchange with a market capitalization of around SEK 230 billion.

AS AN XTM STUDENT

By joining us as an executive trainee, you will be assigned projects relating to one of the three trends defining our industry: Automation, Electrification and Digitalization. We are looking for one or two analytical and communicative individuals with the bravery and willingness to take

on and lead a project within our reporting segment "Equipment & Service". The exact project will be defined by the divisional President and the XTM student before the start of the project. At Epiroc, we work in a high-paced environment and collaborative with colleagues around the world.

WHAT WE LOOK FOR

- We are looking for individuals with the right mindset, which to us means having the ambition to learn and take on responsibility along the way. We are in this journey together.
- Excellent oral and written communication skills in English. It is an advantage if you are interested in finance and understand the importance of a results-oriented organization.
- Strong sense of responsibility in combination with attention to detail and accuracy.
- Ability to set priorities and meet deadlines.
- Please let us know in your application which of the three trends that are the most interesting to you, and why.

LANGUAGE REQUIREMENTS

Excellent oral and written communication skills in English.



SUITABLE FOR

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CONTACT INFORMATION

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ARE YOU READY to Imagine Possible and radically transform Ericsson through the Power of Automation, AI and Analytics? New emerging technologies are changing the world and reshaping industries at an ever increasing pace. We aim to radically transform Ericsson and create a competitive edge through Intelligent Automation & AI. As an XTM student, you will become part of Ericsson's Product Area Enablement Platforms Team, a group dedicated to driving transformative change through Intelligent Automation, Data & AI. We are on the path to automating repetitive tasks, developing zero-touch workflows, and democratizing & industrializing Intelligent Automation & AI across the company. At Ericsson, we are at the forefront of successfully developing and scaling disruptive technologies like Advanced Analytics, Generative AI, Machine Learning, Blockchain, Robotic Process Automation, Low Code, and Integrations. We have had a great experience with the XTM program over the years and are committed to providing you with the best possible experience. You will engage with important, strategic topics close to the



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110,000 employees globally, we have developed technologies that make the world work today and we are leading the development of technologies for the future such as 5G, 6G, Internet of Things (IoT), and AI. At Product Area Enablement Platforms, you will work directly with our business leaders and their ongoing projects. You will also be a part of our Unit's Leadership Team. You will be considered as a valued part of the team and get hands-on support and guidance from experienced managers and projects leaders in the field.

WHAT WE LOOK FOR

- Team player with a positive, can-do attitude, intellectual curiosity and a sense of ownership
- Ability to identify and define problems, analyze data and create recommendations to top management, using a consultative approach
- Willingness and ability to work across countries and cultures to deliver results

LANGUAGE REQUIREMENTS

English

Enablement Platforms Leadership Team – real work that helps us realize our vision.

ABOUT US

Ericsson is a world leader in the rapidly changing environment of communications technology – by providing hardware, software, and services to enable the full value of connectivity. With nearly

CONTACT INFORMATION

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Identity Works is the largest independent brand agency in the Nordics. With our team of 70+ brand builders we create, evolve and position some of the world's most iconic brands.

In everything we do we place humans at the center, because successful brands are created and experienced by humans. Being part of IW's strategy team means being in the driver's seat for meaningful change. We form collaborative partnerships with our clients and shape the



WHAT WE LOOK FOR

Analytical, strategic and creative team-players curious about brands and design. A couple of brilliant minds that will join our strategy team and play a vital role in our client projects and support us in internal business development at the agency. During the XTM program you will combine hands-on work with our client assignments, internal projects and a deep dive in a subject relevant for you and us. We are open to ideas for subjects covering branding, design, innovation, digital transformation, customer experience, sustainability and other perspectives. Let's talk!

LANGUAGE REQUIREMENTS

Swedish

strategic direction for brands such as Arla, Google, Kry, Blocket, Holmen, Morakniv and Spendrups. If you like to have an impact and mix your analytical skills with creativity, Identity Works is the obvious place to be.

ABOUT US

It is our never-ending ambition to be home to the most progressive brands and brilliant humans out there. We combine competencies in strategy, design, communication, experience and culture, and offer our clients complete brand journeys that support successful development and positioning of their brands, from insight to impact. We recognize brands as living

entities that grow and evolve organically through every interaction with the people and the world around them. Our passion for brand building has taken us along 500+ brand journeys with recognized and distinguished brands since it all started 30 years ago. We work together

and share office with our sister agencies IW Edition (advertising) and Adore You (digital services).

CONTACT INFORMATION

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SUITABLE FOR

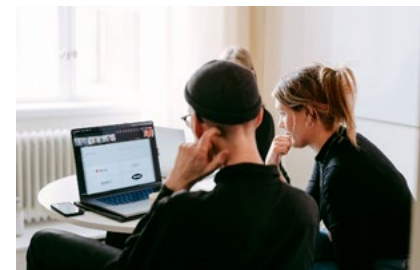
- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students

A bold and multifaceted team of analytic, strategic and creative minds pushing for purpose-driven change in business.

At Lynxeye, we share a passion for supporting companies that need to navigate major shifts that require them to transform their business. Using purpose-led strategies, we make sure that these companies can tackle these challenges and progress while making a difference for people, businesses and society. Our approach takes our clients beyond the obvious, in search of insights about people and the world, today and tomorrow. Our proprietary methods gives us the answers to the most complex questions about the future

of business: how it should transform and why. This is possible thanks to a bold and multifaceted team of analytic, strategic and creative minds working together, each bringing a different perspective and skillset.

Previous Executive Trainees testify that being a member of our team is both dynamic and personally developing. Our trainees get the opportunity to take part in exciting client projects with some of the world's biggest companies, combining analytical and creative skills. With us, trainees are able to contribute both theoretic and practical knowledge, in a supportive and people-focused professional environment.



ABOUT US

Lynxeye is an independent management consultancy based in Stockholm, Singapore and New York. For the last 25 years, we have developed some of the world's most accurate methods for identifying transformative business insights and turning them into successful strategies to secure future relevance in the market. We work with some of the world's biggest companies and brands.

WHAT WE LOOK FOR

We are looking for a team player with a strategic and analytical mindset. You have an interest in brands and strategic business development, and you are curious with a strong desire to make an impact and drive change. As an Executive Trainee with us, you will both get the opportunity to work hands-on in client projects as well as lead your own internal project within a topic that both you and we deem relevant and interesting. We are looking forward to hearing from you!

LANGUAGE REQUIREMENTS

Swedish

SUITABLE FOR

- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students

CONTACT INFORMATION

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Breakthroughs that change patients’ lives.

Science is the foundation of our company. At Pfizer, we are driven to discover the cure – driven to significantly improve the lives of everyone, everywhere. It starts with the discovery and development of new innovative medicines and vaccines for patients with great medical needs, but also includes a vision of quality health-care for patients. We have an extensive research program and work with universities, healthcare providers, government agencies, non-profit organizations,

biotech companies, technology companies and patients to find new approaches to serious health problems. The future of medicine is happening at Pfizer. We are driven by science, discovering breakthroughs that change patients’ lives, for generations to come. To learn more about Pfizer, visit www.pfizer.se.

WHAT YOU WILL BE PART OF AT PFIZER

We are undergoing an inspiring transformation re-imagining the way we work and the way we provide our products and solutions to healthcare and patients. You will be working closely with the country

manager/VD in Pfizer Sweden and the Swedish leadership team, involved in day-to-day local business operations & management, in rethinking how we do things and in refining our patient-centric

mindset. This mindset is critical to our success and our ability to deliver breakthroughs that change patients’ lives. At Pfizer, you will find a company as focused on its internal culture as it is on its external reputation. A culture defined by our values: Courage – Excellence – Equity – Joy.

WHAT WE LOOK FOR

You are committed to making a difference, have a high inner drive and are comfortable navigating in a complex matrix structure. You are curious and thrive in change, think big, prestigeless, inclusive, and dare to speak up; happy to share ideas, successes and failures. You make things happen by holding yourself and others accountable. You have awareness of your emotional intelligence and also have analytical skills. You are interested in people, transformation and general management. And you like to do all of this while never ceasing to have fun.

LANGUAGE REQUIREMENTS

Swedish and English

SUITABLE FOR

- MSc in Accounting, Valuation & Financial Management
- MSc in Economics
- MSc in Business & Management
- MSc in Finance
- Suitable for all MSc program students

CONTACT INFORMATION

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Let's drive the future together!

Scania's purpose is to drive the shift towards a sustainable transport system, by developing safe, smart and energy-efficient transport solutions that are better for people and the planet. It is a bold and exciting journey with no finite end. Our innovative spirit and determination are what keep us going until we reach the science-based targets that Scania, as one of the pioneers of the industry, has proudly committed to.

During your XTM program, we offer you the chance to join one of our departments at Scania. There will be internships in:

- **Sales and Marketing** (e-mobility strategy, Business Planning and Control, Strategy team at Scania Services)
- **Finance and business control** (Corporate Finance Strategy)

- **Ventures and new business** (Special projects, VC and M&A, Venture Operations, Strategy)

- **Procurement** (Logistics Procurement)

In every department you will work with strategy and be included in a team and take part in the daily operations. We look for ambitious and driven students, who will work with strategic topics and projects and support each other in this period of transition for our industry. By joining us, you will get deep insight into what it means to work at Scania with the present and future offering of Scania and gain experience within business strategy and development and product management in a global environment. We want talented minds to add their expertise and knowledge to our teams, and we are hoping for your application. To make the best out of your XTM, you will be



supported by a mentor and will work in close contact with the management team in your department. You will also take part in several activities, for example study visits, presentations etc., arranged for the XTM group. We will make sure that you have the support and resources needed to help us drive the shift towards a sustainable future!

WHAT WE LOOK FOR

You are a curious, entrepreneurial and driven person who likes to work with both technology, strategy and business development close to customers in a high paced environment. You have an open mind and enjoy building things in a context where the road forward is not always clear. You are a team player with a positive attitude and are interested in developing leadership skills. You share the interest with us in transforming the transport sector into a modern and sustainable industry. You are flexible and adaptable, like to work with strategic topics with a good mix of quantitative and qualitative methods and enjoy communicating and collaborating with people from different cultures and backgrounds.

LANGUAGE REQUIREMENTS

English

ABOUT US

Scania is a world leading provider of transport solutions with over 50,000 employees in about 100 countries. Together with our partners and customers we are driving the shift towards a sustainable transport system. We believe that together with our partners and customers we can develop solutions to reach tangible results in reducing our carbon footprint while ensuring that we meet the demands of a growing population – profitably and sustainably. By working together, we can identify opportunities and solutions to the local and global challenges that we face. Scania is part of TRATON SE.

SUITABLE FOR

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- Suitable for all MSc program students

CONTACT INFORMATION

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STUDENT INTERVIEWS

We talked to Rishika Banerjee and Marco Schröder on their thoughts about XTM.

What attracted you to XTM?

– The chance to work full-time at Ericsson and apply what I had learned at SSE in a global company. It was a great opportunity to gain hands-on experience in AI and automation, areas at the forefront of innovation. Instead of focusing solely on theory, I got to see how concepts apply in a corporate environment.

Which aspects did you find most enjoyable?

– The variety of projects and teams stood out, along with the freedom to choose where to contribute. Meeting senior leaders and attending important meetings provided insights into the company's strategy and decision-making. I also appreciated the collaborative environment, which made every task feel meaningful.

Any important lessons learned?

– Flexibility and curiosity were key. Exploring new topics pushed me to learn quickly. Building relationships and communicating effectively across teams were essential, as was proactively seeking input to understand the broader picture. I realized that being adaptable and open-minded can lead to unexpected opportunities.



Rishika Banerjee.

How did your XTM learning go beyond formal business education?

– XTM showed me how different functions—technical, strategic, and operational—work together to drive results.

It gave me practical insights into managing cross-functional initiatives and understanding team interdependencies. Seeing how theoretical concepts translate into real-world strategies was invaluable.

What did you learn from working on strategically critical projects?

– I learned to balance short-term pressures with long-term goals and the importance of clear communication to align teams. Asking for help and collaborating effectively were crucial for success. These projects taught me to stay focused on the bigger picture while addressing immediate challenges.

Would you recommend master's students apply?

– Definitely! XTM offers a chance to gain real-world experience, apply academic learning, and work on impactful projects. It's an excellent opportunity to build skills, connect with industry leaders, and gain clarity on your career path.

What attracted you to XTM?

– Coming from a Computer Science background and prior experience in software engineering, I wanted to gain practical exposure to a business-oriented role. The XTM program seemed like the perfect fit, allowing me to earn credits while interning. It was also an opportunity to apply theoretical knowledge from SSE and develop soft skills beyond lectures, something previous Scania XTM students highly recommended.

Which aspects did you find most enjoyable?

– I appreciated the freedom and flexibility my team gave me, treating me as a full team member rather than just an intern. Highlights included attending a two-day off-site in Kalmar and contributing to Scania's BEV strategy. It was fascinating to gain insights into the complexities of transport electrification for legacy OEMs.

Any important lessons learned?

– Strategic projects in large, international organizations are complex and require significant effort. Coordinating changes across diverse teams with varying interests can be challenging and frustrating,



Marco Schröder.

but it's incredibly rewarding when things come together successfully.

How did your XTM learning go beyond formal business education?

– Theoretical logic doesn't always translate into action. Driving impact in a large organization requires understanding others' perspectives and convincing them to act. Soft skills are essential to complement business frameworks and theories.

What did you learn from working on strategically critical projects?

– Working on a project to implement a strategic framework across hundreds of initiatives taught me that change in large organizations takes time and patience. Frustrations are inevitable, but finding personal motivation is crucial to keep going.

Would you recommend master's students apply?

– Absolutely! XTM was the most impactful learning experience of my master's program. If you're interested in the automotive industry, Scania is an excellent choice—they ensure XTM students gain as much as possible from the experience.

FROM XTM PROJECT TO AN ACADEMIC THESIS



BEING EXPOSED TO the experience of working closely with executives on strategic issues in the XTM program, you will learn not only what it implies to be a top executive but also about the complexities of getting things done in an organization. This forms the heart of the program, something that you need to see from the inside to really understand. Central to getting experience is the writing of a report on a specific project of strategic importance to the company. The intention is to work on something that really matters to the company's future, something valuable.

XTM also builds on an academic pillar, namely the idea that there is nothing more practical than a good theory. This notion ties academic thinking to practical work in the program. To develop academically, we expect the XTM student to write an academic version of the project reports. In practical terms, this means that

the student under academic supervision identifies the main questions, the relevant theoretical perspectives, models and methods to dig deep into the main issues that we identify in the XTM-project.

You will receive support and guidance. First and foremost, the topic for your XTM-project will be carved out in collaboration between the company and the XTM course director, who also serves as your academic tutor, making sure that there is a good fit between the company's expectations and the academic requirements. Second, you will meet with all XTM students for seminars on a regular basis throughout the course in order to drill deeper into theoretical aspects as well as to discuss how to move forward in your writing. Third, you are expected to consult with the academic staff on a regular basis for your progress.

PREVIOUS XTM PROJECTS

OPEN BANKING FROM A PLATFORM PERSPECTIVE

ENABLE BANKING

THE MENTORSHIP PROGRAM AT LYNXEYE

LYNXEYE

BALANCING FAST-PACED CHANGE WITH RIGOROUS CONTROL

PFIZER

SHUT THE DRAIN — AN INVESTIGATION ON THE GOVERNMENT SPENDING ON LEGAL REPRESENTATIVES

MINISTRY OF FINANCE

EQUAL PUBLIC HEALTH — HOW TO INCREASE VACCINATION RATES IN VULNERABLE GROUPS

PFIZER

STRATEGIC CHOICES FOR A DESIGN AGENCY IN TIMES OF DIGITALIZATION AND INDUSTRY CHANGE

IDENTITY WORKS

BECOMING A DIGITAL TRANSFORMER

ERICSSON

THE FUTURE OF FOOD-AT-WORK

CONVINI

THE CHALLENGES FOR THE SUPPLY OF SKILLS IN THE BUSINESS WORLD

MINISTRY OF FINANCE

WINNING IN INNOVATION

ERICSSON

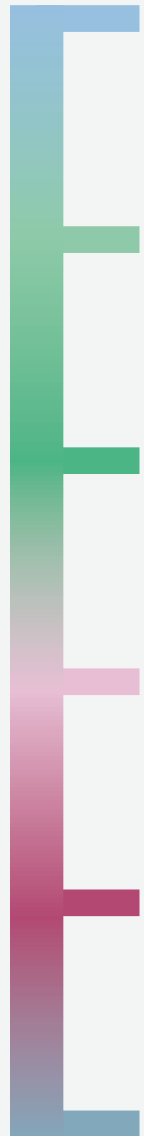
UNDERSTANDING TRANSPORT OPPORTUNITIES

SCANIA

YOUTUBE AND THE VALUE GAP

SONY MUSIC

THE XTM TIMELINE



FEBRUARY:

XTM Fair – your chance to meet and mingle with the XTM companies.
Start of the application period.
Deadline usually around the end of the month.

MARCH–APRIL:

Company recruitment processes.

APRIL:

Matching between students and companies.
If you accept an offer, you will then be registered to the course.

AUGUST–SEPTEMBER:

Kick-off event and the start of your traineeship.

SEPTEMBER–DECEMBER:

You will be working at the company and come to class about once per month for seminars.

JANUARY:

Kick-out event and hand in of your XTM thesis.



THE APPLICATION PROCESS EXPLAINED



STEP 1:

Attend XTM Fair and meet with the companies.



STEP 2:

Apply with your CV, cover letter, and transcript of records through hhs.fullfabric.com. Choose up to three companies.



STEP 3:

SSE will distribute your documents to the companies.



STEP 4:

Companies directly contact those students they want to learn more about for interviews.



STEP 5:

After all interviews, companies reach out to SSE with a list of the names they could imagine working with. SSE asks companies to provide all students with a response, even if it is negative.



STEP 6:

SSE match students with companies.



STEP 7:

Companies can choose to offer one or more students a XTM spot.



STEP 8:

Once accepted and confirmed, students will be registered to the course by end of April/early May.



HOW TO APPLY TO XTM

**You apply to XTM via hhs.fullfabric.com
Applications are due 9.00 PM March 2, 2025.**

YOU MAY APPLY for up to three different companies. For each company you are interested in, we require that you write a separate cover letter. All documents should be uploaded as a pdf-file.

It is important to note that you are not guaranteed interviews with any of your chosen companies. The companies themselves pick whom they want to work with. However, if you are selected for an interview by one or more of the partner

companies you have chosen, you will be contacted by that/those companies in due time. If you accept an offer you will be registered for XTM before August. For more details, see SSE PORTAL.

Please note that you cannot combine XTM with the Student Exchange Program, nor can you apply to XTM if you are a student of the MSc in International Business or any of the double degree programs or Wallenberg IFP.

YOUR APPLICATION SHOULD INCLUDE

- A personal cover letter to the company
- Curriculum Vitae
- SSE MSc transcript

