



5 questions to...

Christian Iversen

*Executive Vice President
Corporate Center, LEGO® A/S*

Christian Iversen has had a wide-ranging career with the LEGO® Group since his arrival in 1993. Following several years as brand manager, he joined the staff of the Strategy Department, transferring later to the office of Kjeld Kirk Kristiansen as Executive Assistant.

This was followed by a period as head of Business Support at the LEGO Group's British subsidiary, where he was responsible for financial, administrative and personnel matters. In 2001 Christian Iversen took on global responsibility for LEGO Group Human Resources. In 2004 he was appointed head of Marketing Communications, and in 2006 he was also given responsibility for product development of LEGO Group Make & Create products.

In August 2006 Christian Iversen was appointed Executive Vice President, Corporate Centre, which comprises economy, IT, HR and legal affairs. At the same time he became a member of Corporate Management

• In the past 5 years, it seems that the economic situation of the company has cleaned up after the problems in the beginning of the last decade. What has led to reversing this situation and which are the prospects for the future?

I believe the answer is that there are no silver bullets. It is a combination of a strong brand and product that we started treating in a professional way. That means not compromising on the consumer proposition for what a good LEGO product is, listening to the customers and building organisational capabilities. I think that with that in mind we have succeeded in turning the company around and created a platform that holds great prospects for the future if we maintain that focus.

• Today no one can imagine a world without Internet, social networks, forums, virtual communities ... How important is IT in the evolution of the company and the LEGO game?

Today IT and the computer is a fully integrated part of children's lives and in order to be relevant to children we need to have a LEGO offer in the virtual world. And not just any offer. It has to be an offer that holds the core values, beliefs and promises of the real LEGO play experience. That's when we become relevant in the digital space.

• What complexity has the management of a workforce of about 10,000 employees worldwide, having in mind the differences between different cultures, social structures, economic levels, etc.?

There is not a 1-1 relationship between doubling the number of employees over the last 30 months and the complexity of the business, but for sure the increased number of employees and the expanded geographical footprint has increased complexity. The main area where we experience increased complexity is in onboarding so many new employees and ensuring that they quickly adopt the real values of the company.

• What strategy is followed to fight the clone brands that copy the LEGO product or system?

We still fight them through legal means wherever that is possible, but overall and longterm we must out-compete them through providing the best play experience for the \$. In that sense the competition keeps us on our toes and ensures that we constantly innovate.

• How has the LEGO Company been affected by the sentence that prohibits the use of the 2x4 LEGO brick as a brand, the brick being the icon of the company? In the future, does will the same happen with the minifig?

I guess the answer is the same as above. Losing the legal protection just means that we will need to work even harder to ensure that we deliver the best and most innovative construction product in the world.

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