



WORLD CAFÉ SUMMARY: Marcus Frank, University of St. Gallen

Marcus led a discussion of a program that he and his colleagues created for LONZA – a \$3 billion life sciences company.

The company's board asked for a strategy review to take place in the next six months. But rather than engage in a top-down process, they wanted the strategy to be developed by the top 150 managers in all nine business units. The executive education program, therefore, had two goals: train all 150 managers in strategy formulation, and develop a company-wide strategy. This fusion of the theoretical and the practical proved to be the critical success factor for the program. This was, essentially, an action learning project on steroids!

The 150 managers were divided into four groups of about 37, each of which went through a two-day module on strategy development. They then spend six weeks applying what they had learned at the business unit level. They came back to review the results. At this stage they engaged in a process of peer learning and peer consulting to drive best practices around the creation of a new strategy for each unit. Two months later, they came back to finalize the overall company strategy.

A couple of breakthrough innovations in the program included:

- The program was priced using value-based pricing, as opposed to an hourly rate for each faculty member - this effectively doubled the usual price paid per participant per day
- The client agreed to include a 15% "success bonus" if the program delivered what it promised

