

# Break-through Program\*

**ACTION LEARNING  
SUPPORTING THE STRATEGIC EVOLUTION  
OF YOUR COMPANY**

early  
makers

em  
lyon  
business  
school

**A unique Action Learning program designed to enhance your people's intrapreneurship skills to support the company's strategic evolution.**

## What the program can do for your company

- Attendees will work on transforming the company -> An innovative proposal.
- It helps staff find new sources of motivation and investment in their work -> Boosts energy
- Employees develop their skills
- After completing the program, the group makes recommendations and innovative proposals to the Board of Directors -> Collective intelligence

## Participant profiles

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- Primarily for talent and experts, and any other manager
- The program is for all companies that want to innovate: large and small, from any sector.

## Program structure

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***An intrapreneurial innovation program designed to support the company's strategic evolution.***

Its exact makeup can be changed to suit the individual needs of each company.

It is a development program made up of several components:

- individual coaching
- seminars
- project team sessions

The program's success also hinges on:

- Management being on board
- Contributions from sponsors and internal mentors

At the end of the program, its findings will be presented to the teams. The modules are designed to grapple with strategic issues, combining academic input and external benchmarks.

## Course Director

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**Eric Vogler is a strategy and organisation professor at emlyon business school.** He is also



the joint occupant of the Green Packaging chair. Eric Vogler was head of the MSC in Management of Services Companies for four years. His thesis examined the diversification of services and the role that knowledge acquired by staff plays in a successful diversification plan. Eric Vogler has written strategic management manuals for services companies and published research papers, in particular about the role of middle managers in the strategic processes of network services companies.

With over 20 years' experience in strategy and the services sector, he supports entrepreneurs starting a business and oversees 3 year strategic plans for services companies.

### In brief

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- 96 participants in the first four BMS classes
- A 5<sup>th</sup> BMS class is being planned for 2017

## Examples from the Bristol-Myers Squibb Break-through program, since 2013:

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- A comprehensive overview (360°), delivered by a coach. After this, participants can request up to two coaching sessions to further their personal development.
- A 3.5 day module launches the program, and creates group cohesion, touches on the initial themes of leadership and collective performance, begins work on the BMS projects, and sets a benchmark.
- A 3 day module focusing on strategy, covering concepts like the creation of value and strategic analysis, and how they apply to the BMS project.
- A 2 day module providing an overview of design thinking, with a theory class and practical application to BMS innovation projects.
- A 2.5 day module on communications, with role play a look at how communication factors in to MBS projects.
- A half day spent giving a team presentation to management, covering the various innovative proposals for BMS.

## “Vik-e” pilot project, in partnership with IHOPE at the Centre Léon Bérard in Lyon and the charity APPEL

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### A project resulting from a reflection initiated during the Break-through program from 2015

**The concept:** Give children hospitalized in paediatric oncology wards, and sterile wards in particular, avatars in the form of robots.

**The aim** is both psychological and educational, **enabling the hospitalised children to** maintain social contact. It is an initiative that offers a way to maintain this connection that is simultaneously **emotional, educational** and **fun**:

- **Family ties**
- **School work**
- **Friends**

**In practise:** The avatar is outside the hospital (house, school, etc.) while the child remains in the sterile ward in the hospital. The child can use an internet connection and PC to move the robot around and be in direct contact with people outside the hospital (their family at home, classmates at school). The robot also takes part in cultural and sporting events, as if the child was there themselves. Thanks to this technology, the hospitalised children can **share experiences and interactions** and maintain **their relationships** with “normal life” outside the hospital.

## Your contact

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## Learn more

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