INNOVATION KEY FOR VALUE-CREATION IN BUSINESS SCHOOLS

EFMD - DEANS / DIRECTORS MEETING, LYON
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Innovation

• Key!
  – Are we not in general too conservative? Too slow? Too tradition-oriented?

• Are we hindered by over-due traditions?
  – Tenure?
  – Departments?
  – Semester-based careers?
  – Axiomatic outlook?
A 5-point Approach - to Enhance Innovation

1. No permanent faculty. But a stable network of faculty from other institutions!
   • Must deliver research-based teaching!
   • Pressure on them to do a good job - no cushion from tenure!
   • No “ownership” by specific faculty members of specific courses!

2. Cut down on silos, kingdoms - not “me, me, me”, but a genuine commitment to the school, the “we”!

3. Cut down on wasteful red-tape, procedures, excessive meetings - less bureaucracy!
4. Students have job- and study at the academic institution, learning from both places! Modular program design, to allow the students to implement this dual focus!

5. The classroom is a “meeting place”! Propositions - for how to do things better “meet” prescriptions - what works!
Experiences with this approach at the Lorange Institute of Business Zurich

• The results so far re. our offerings are encouraging. Less commodity - orientation in our programs / cutting edge!

• We have been able to rearrange the curriculum in record time.
  – 8  2-week blocks
  – 25 2-day blocks
  – Virtual on-line learning!

Many new professors!
Experiences with this approach at the Lorange Institute of Business Zurich - cont.

• The development of the marketing has taken / is taking a lot of time. But here too the initial feedback is encouraging! The website has been key!

• To develop a more effective support organization is key - including for more effective “selling” and how to support the alumni. This is being started, but still a way to go.
Experiences with this approach at the Lorange Institute of Business Zurich - cont.

Accreditation, in the age of rapid / radical innovations

- Can quality based academic value creation be achieved when radically, for instance without a full-time faculty?
- It is key to strive for top quality!
- This is not a cost-saving issue!
- The accreditation - bodies may have a challenge re. this! AMBA has responded positively to this - we have gotten the accreditation from AMBA!