

# CAS in Growth and Transformation



# CAS in Growth and Transformation: Overview

Our flagship program seeks to inspire c-level executives on how to grow their firm beyond the traditional levers

## Profile and Content



- **Firms** across many traditional industries **struggle to grow** or are **confronted with novel conditions** (e.g. digital change, new entrants), which might even lead to shrinking businesses
- **Traditional levers for growth** (e.g. sales optimization, M&A) are usually **well-known**. However, there are **novel levers** for growth. Beyond these, growth requires **involvement of the people** within the firm and a growth culture
- This course intends to provide **top executives inspiration** on **novel growth levers** and understanding on **how to involve the people** within the organisation and to create a growth culture
- Intensive + exclusive format: **<10 participants, only C-level** or (as exception on request) close to c-level accepted

## Curriculum & Teaching Format

- **German or English**
- **8 modules in total**
  - 5 modules on novel growth levers
  - 3 modules on organisational change and culture
- **The course involves 3 steps:**
  - Content delivery
  - Application to own business, supported by peers and mentors
  - Final presentation to and discussion with mentors/ peers

## Timeline, Effort & Costs

- **Time effort:**
  - Approx. 8 days on-side
  - Approx. 16 days online, divided into sessions of 2-3 hours each
  - Additional effort for self-learning and application (on responsibility)
- **Fee** of 18.000 CHF per participant

## Key Take-Aways

- **Certificate** of Advanced Studies in Growth and Transformation of the University of Lucerne
- **Inspiration** and overview of timely growth levers and change/transformation approaches
- **Mentoring by peers and experts** on the **application** of all content on your **specific firm situation**

# CAS in Growth and Transformation: Modul Overview

The CAS covers 8 key modules in the fields of innovation, growth, and transformation

## Design Thinking & Business Model Innovation

Design Thinking allows for customer-centric innovation and rapid market testing of value propositions. The business model view opens-up the innovation space beyond the mere product and allows for the capturing and creation of customer value by the firm.

## Innovation by Ecosystems

Innovating in Ecosystems with partners allows firms to achieve innovations a single firm could not achieve in isolation. This approach creates major growth opportunities but requires new management methods and new thinking.

## Corporate Venturing and Start-Ups

Using innovation potentials provided by start-up or even trying to turn the corporate into a start-up – Typical instruments are venture funds, accelerators or incubation. But firms can only use that growth lever if they understand how start-ups are working and thinking.

## Technologies and Analytics

Creating new growth opportunities enabled by the major technology trends of our time – Such as blockchain, artificial intelligence or advanced analytics. They do not always need to be used by the firm but at least managers need to understand potential threats and opportunities.

## Organisation & Outsourcing of Innovation

Inappropriate organisational settings are one of the major barriers to innovation. Especially disruptive innovations require different organisational settings – Often achieved by outsourcing of innovation to accelerators and innovation labs/ hubs. But these are often used in the wrong way!

## Organisational Change Management

Leading organisations and people through strategic or innovation-driven change programs – overcoming organisational barriers, anchoring a flexible growth-oriented mindset and release the full performance.

## Change Communication and Storytelling

Implement an overall communication strategy with a strong focus on storytelling. The purpose of communication is more than sharing information; it is about creating commitment and connecting the different units to drive innovation initiatives.

## Change Leadership

Using appropriate strategic and operational leadership skills and tools to align the organisation. Strengthening of interdisciplinary collaboration without creating responsibility or resource issues.

Innovation in Start-up setting

Innovation in corporate setting

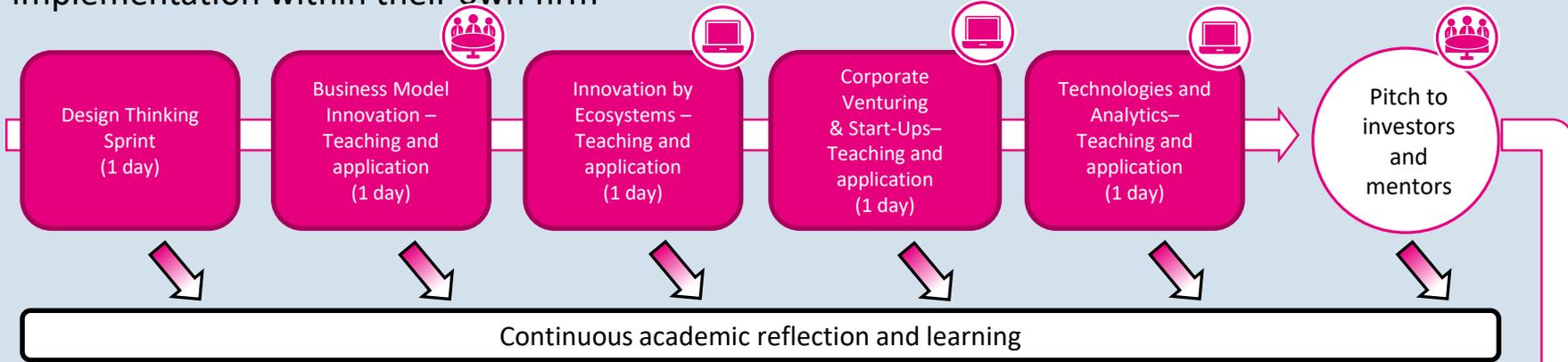
Growth and innovation modules

Transformation modules

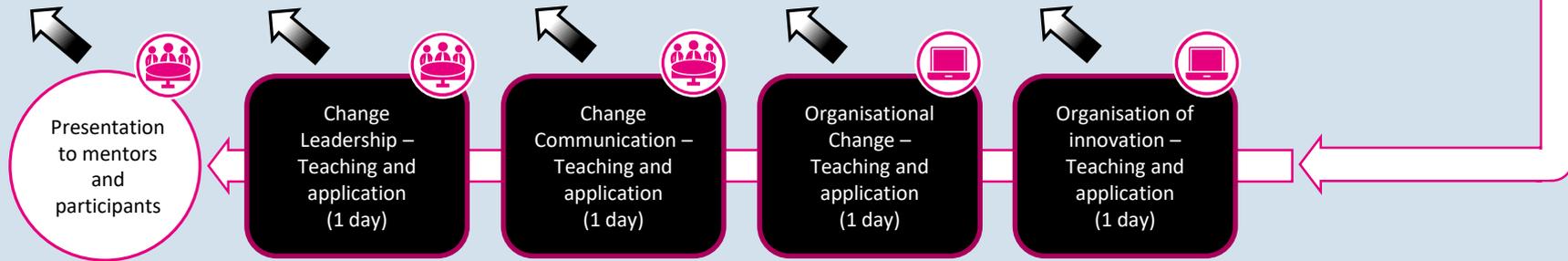
# CAS in Growth and Transformation: Curriculum

The CAS covers two parts: (1) Participants develop their own start-up and (2) plan implementation within their own firm

Innovation in Start-up setting



Innovation in corporate setting



Online workshop – split into sessions of ca. 2 hours each



Physical workshops – 1 day each, outside of the firm



Mentoring and remote group work on innovation initiative



Growth and innovation modules



Transformation modules

# CAS in Growth and Transformation: Teaching Team

Our teaching team and experts are managing the course and are your go-to-persons for all of your questions



**Dr. Bernhard Lingen**

Program Coordinator /  
Lecturer  
Expert on Innovation and  
Ecosystems

## Current Position

- Member of the board of directors IMA University of Lucerne, Head Area Innovation
- Visiting Professor Aalborg Business School
- Research Affiliate University of St. Gallen

## Background/ Education

- Dr. oec. HSG in Innovation Management
- M.Sc. in Management, M.Sc. in Engineering
- Background as consultant at Roland Berger Zurich, PostDoc at Imperial College London, Project Manager at University of St. Gallen



**Prof. Dr. Reto Hofstetter**

Lecturer  
Expert on Marketing  
and Innovation

## Current Position

- Full Professor of Digital Marketing, University of Lucerne, Switzerland
- Head of the board of directors IMA University of Lucerne

## Background/ Education

- Associate Professor of Marketing (with tenure), Università della Svizzera italiana
- Assistant Professor of Marketing, University of St. Gallen
- PhD in Marketing, University of Bern
- M.Sc in Business Administration, University of Bern



**Dr. Franca Burkhardt**

Lecturer  
Expert on Organisational Studies

## Current Position

- Founder Bandy Analytics GmbH
- Associate Fellow HSG for Organisational Development

## Background/ Education

- Dr. rer.soc. HSG in Organisational Studies and Cultural Theory
- M.Sc in Political Science and Public Policy Analysis, University of Geneva
- B.Sc in Social Sciences, Sociology and Psychology, University of Fribourg