

Summit design case

THE COMPANY

Thorne Industries is a multinational company with a solid base in biochemical production of additives for other industries. The company is well run and has had a solid profit from its core business for many years.

Each year, the company hosts a summit for their Top 300 leaders called the GLC300.

This year the focus of the summit is the new sustainability strategy "Green Shores".

STRATEGIC CHALLENGE

Thorne Industries has always focused on traditional production methods. The previous strategy, Market Boost, was based on aggressive growth targets at the expense of pretty much everything else.

Times have changed. The market now demands more transparency, environmental responsibility, and sustainability in the production. At the same time, production costs have increased due to higher prices on raw material and energy.

Headquarters wants to meet these challenges by moving to a more value-oriented business model with a focus on sustainability.

The newly launched strategy, Green Shores, aims to change workflows and introduce new sustainable product lines. Combined with a marketing and branding effort this, will ultimately result in a market repositioning of the entire company.

YOUR ROLE

You are responsible for the planning and execution of the annual, two-days manager summit.

There are great expectations for the summit – and you have been provided with a reasonable budget.

In this exercise, you will design the core process for the summit, design the process, and schedule a programme that will help you activate the new strategy effectively while keeping in mind the constraints and opportunities listed on the other side of this document.



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CONSTRAINTS AND REQUIREMENTS

This is a list of the formal and informal demands for the summit:

- The CEO of Thorne Industries is the main champion of the strategy. He wants to play a central role in the event. He is not a great speaker though. *How can you use him as a centrepiece?*
- The Heads of the four product divisions all want to play a role – so will the four owners of the strategy project in the divisions. *How can you involve these eight managers without wasting their or everybody else's time?*
- The direction of the strategy is not up for debate, but there is still room for involvement when it comes to how to implement the strategy and reach the goals. *How can you best use this room for involvement?*
- There is quite a lot of scepticism towards the new strategy. Some doubt the potential of the new market position others oppose the changes needed. *How can you deal with this resistance?*
- Around 20% of the managers, including some key individuals, are not able to participate in the event. *Can you find a way for them and the rest of the organisation to get value from the summit?*
- The previous leadership summit was seen as a failure by most. People are still talking about how boring it was. *How can you make this summit more entertaining?*
- The owner of the company-wide LEAN initiative would like to talk about his project and remind his colleagues that it is still a priority. *How can you solve this in a way that does not remove focus from your purpose?*

VENUE

There are three possible venues for the summit. They can all hold the 300+ crowd but have different strengths and weaknesses.

- An old shipyard has been converted into a rough and trendy multi-arena. The venue is very suitable for plenum events, but lacks group-sized workshop-facilities as well as luxury features.
- The old agricultural university is available for events. It features an old auditorium, plenty of classrooms for workshops, the old greenhouse for eating and a beautiful park. The venue is a bit run down and lacks some modern audiovisual facilities.
- At the outskirts of the town, a new state-of-the-art conference centre is available. It is situated close to the airport and offers all modern facilities at an affordable price and accessible location.

Which venue fits your core story and programme best?

PROGRAMME

The participants are flown in from all over the world. The summit ends early on day two to allow people to catch planes back again.

That gives you three half days as well as some time at the dinner and a little time after lunch if you push it.

Create a programme based on the ready-made content building blocks or come up with our own.

