



« Resonance »

Strategic plan 2024-2028

→ The maker spirit at the heart of our
academic model and our strategy



What are the key principles of our strategic plan, Resonance 2028?



Isabelle Huault
Executive President and Dean
of emlyon business school



Resonance* is the harmonious presence with the world around us, a successful relationship with society. **Resonance**, is our project enabling students, professors and all staff members of emlyon business school to develop answers to the great challenges of today and of tomorrow.

In 2021, we launched the “Confluences 2025” plan. We have renewed our governance, developed our research and programs, and expanded our international outreach. We have achieved our goal to rank among the 10 best business schools in Europe. With **Resonance 2028**, our new strategic plan, built with all our stakeholders, we are stepping into a new phase to go further while maintaining course.

Our world is caught up in multiple challenges including social and ecological emergencies, geopolitical crises, information wars, and technological disruption. As a benefit corporation (*société à mission*) emlyon has the purpose to “train and support all throughout their lives, inform leaders able to transform organizations efficiently for a fairer society, with more solidarity and respect for the planet”. Through its research and teachings, the School wants to provide answers to address the issues of a changing world.

The world is more than ever, in need of entrepreneurs for change, who have access to the most advanced knowledge and know how to connect disciplines, perspectives, cultures, competences and world visions, in order to create economic, social and environmental value. From this perspective, emlyon business school wants to be a forum of scientific, intellectual, civic, and economic exchanges, a place of connection:

- between the academic world and the socio-economic sphere;
- between research, and the dissemination of scientific knowledge in its programs and towards society;
- between students and the professional world;
- between Lyon, Paris, France and the whole world.

Thereby emlyon, an engaged school for engaged students, wants to train “makers” who can explore alternative futures, to build and take actions.

The maker spirit has constituted emlyon’s DNA ever since it was created. The maker spirit is at the heart of its academic model and strategy. That is why our strategic plan is built around the five qualities a maker is expected to demonstrate: **academic excellence, entrepreneurial spirit, engagement, hybrid knowledge and resonance.**

Action plan

1 Academic excellence

Our ambition: Provide the latest scientific output and the best teaching to each student.

- Making major investments in the **recruitment of top world-class professor-researchers: 50** new positions by 2028.
- Launching the **Healthcare Innovation, Technology & Society Institute (HITS)**.
- Ramping up **signing of Research chairs** with the best companies in energy and health-related subjects.
- Developing our capacity to compete for **large internationally funded projects** (ERC, ANR).
- Disseminating our research more widely in the **mainstream media**, in addition to our scientific publications.
- Providing our students with **innovations in digital pedagogy** via our new classrooms and a complementary micro-learning approach.
- 100% of our degree programs integrating an **initiation to research.**

2 Entrepreneurial spirit

Our ambition: Allow each and every one to become action-driven leaders.

- The space dedicated to the **makers’ lab** is doubled on our new campus.
- 100% of our students’ training based on an **action learning pedagogy**: think to do and do to think.
- Provide the support and guidance of our incubator, a front-runner in France over the past 40 years, and that of our **Sustainable Entrepreneurship Institute**, launched in 2024.
- Creating a **fund with impact** with the support of the emlyon alumni.
- Reinforcing the leadership of our programs designed to support **High-Level Athletes** from the start of their career to their professional retraining.

3 Engagement

Our ambition: Increase our impact, reduce our footprint.

- **Transformation** of all our teaching, with SDGs inside, driven by the **Associate Dean for pedagogy in Anthropocene.**
- Creation of an **Academy of the Transition**, to reinforce the impact of all experiential pedagogical projects (Responsible Commitment Program, makers’ projects, etc.) in which students are committed to address the

ecological crisis, with a specific perspective on decarbonized neo-industrialization.

- **Training of 100%** of our students, professors and staff members in **social and environmental issues.**
- Consolidation of initiatives related to social diversity within a **Solidarity & Inclusion Center** to take actions from education orientation, to integration and up to professional integration.
- **Scholarships** dedicated to Global BBA students providing up to 100% tuition fees.
- Implementation of our **Climate Plan** and contribution to a **net zero by 2030.**

4 Hybrid knowledge

Our ambition: Develop openness and multi-disciplinarity in connection with society and the planet.

- **Systematic hybridization** (Artificial Intelligence, Data, Arts, Social Sciences, Design Thinking).
- Creating new **double and triple degrees** (European Master in Management, Finance & Technology with Politecnico di Milano and Bayes Business School; and schools of the Galileo Global Education Group - Cours Florent, Strate, Penninghen, Istituto Marangoni...).
- Accelerating the development of a **Global Management University**, primarily in Europe.

5 Resonance: openness and exchanges

Our ambition: Allow each student of emlyon business school to interact at the very heart of the city in connection with other ecosystems and the rest of the world.

- Transferring the School’s activities to **Lyon city-center** as of September 2024 to develop student commitment, reflexivity, employability, creativity, projects...
- Increasing our presence in **Paris** and acting for the international outreach of Lyon.
- Reinforcing our **international attractiveness**, especially in Africa and amplifying our historical cooperation with China and India.
- Developing and promoting the outreach of the **alumni community** across the world.
- Providing companies with a **comprehensive and collaborative service offer.**
- Creating connections with executive leaders as part of the **Leadership Academy For New Futures.**

* inspired by the ideas of the German academic philosopher Hartmut Rosa, and his work about resonance theory (*Resonance*, 2018).



The 2024–2028 strategic plan Resonance

11,200 students in 2028

150 million euros for optimum student experience on our new campus in central Lyon

50 new professor researchers

100 million euros of investment capacity to drive a **Global Management University**

10 new double hybrid degrees

A 200 million euro turnover in 2028

60 million euros of investment (infrastructure / IT / pedagogy)

900 entrepreneurial projects incubated or accelerated, including **500 student projects**

8.5 million euros dedicated to **socio-environmental issues** in 2028

100% of professors, staff and students **trained on social and environmental issues**

100% of the pedagogy transformed with **SDGs inside**