



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

In 2021, we had launched the “Confluences 2025” plan. We have renewed our governance, developed our research and programs, expanded our international outreach... And 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.

Since our world is caught up in challenges (social and ecological emergency, geopolitical crises, information warfare, technological disruptions...) emlyon, as a **benefit corporation** (*société à mission*) whose purpose is to “*train and support all throughout their lives, informed leaders able to transform organizations efficiently for a fairer society, with more solidarity and respect for the planet*”, wants to provide through its research and teachings, answers to address the issues of a changing world.

A world which more than ever is in need of change entrepreneurs 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. In 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 the 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 been 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.**

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

# Action plan

## 1 Academic excellence

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

- Making major investments in the **recruitment of top world-class professors-researchers**: 50 new positions by 2028.
- Launching the **Healthcare Innovation, Technology & Society Institute (HITS)**.
- Ramping up in **signing off research chairs** with the best companies in energy and health-related subjects.
- Developing our capacity to answer the large **international calls for 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 micro learning complementary micro-learning approach.
- 100% of our degree programs integrating an **initiation to research**.

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

- **Training of 100%** of our students, professors and staff members **to social and environmental issues**.
- Consolidation of all these initiatives related to social diversity within a **Solidarity & Inclusion Center** to take actions from education orientation, to integration and up to professional insertion.
- **Scholarships** dedicated to the Global BBA students providing up to 100 free 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** (CHEL[s], Artificial Intelligence, Data, Arts, Social Sciences, Design Thinking, soft skills).
- Creating new **double and triple degrees** (European Master in Management, Finance & Technology with Politecnico di Milano and Bayes Business School; schools of the Galileo Global Education Group - Cours Florent, Strate, Penninghen, Istituto Marangoni...).
- Accelerating the development of a **Global Management University** primarily in Europe.

## 2 Entrepreneurial spirit

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

- The surface dedicated to the **makers' lab** is doubled on our new campus.
- 100% of our students training is 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.

## 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 engagement, 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**.

## 3 Engagement

**Our ambition:** Increase our impact, reduce our footprint.

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



## 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 to social and environmental issues**

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