ENABLING INTRAPRENEURSHIP AND CRITICAL DATA CONSUMPTION

A blended learning journey to enable business success after a merger and in times of Corona

Application for the Excellence in Practice awards

March, 2021

TRATON GROUP

mindset

ESMT BERLIN

EXECUTIVE **SUMMARY**

01. EXECUTIVE SUMMARY

02. THE CHALLENGE

03. THE COMMITMENT

04. THE L&D INITIATIVE

05. THE IMPACT

When the MAN Truck & Bus, Scania and Volkswagen Caminhões e Ônibus brands merged into the TRATON GROUP, one key priority was to enable cooperation and business success, especially after the public listing. Targeted at high potential middle managers, the aim of the Management Excellence program was to foster an intrapreneurial mindset and critical data consumption in times of rapid and often unpredictable change.

At the same time the Management Excellence program is designed to drive collaboration and improved decision making, it is also a role model example of the same. When evaluating the pitches of the suppliers, TRATON arrived at the conclusion that a combination would provide the best solution.

The Swedish training company, Mindset with the German business school ESMT would work together leveraging each other's strengths and areas of expertise to achieve synergies in just the same way that is required of the TRATON brands.

The uniqueness and strength of the Management Excellence Program lies in a series of combined factors:

- The alignment of the diverse team based on a detailed impact map
- The 3-layer program design that puts focus on targeted performance improvement and behavioral change
- Judicious use of technology to support social learning and drive impact
- Seamless integration of world-class faculty content

The original idea to link content and online learning with specific application challenges in order to change behavior was enhanced by Corona allowing for even more interventions and more regular check-ins.

The program team has recently started the next cycle of Management Excellence and is employing the lessons learned from the first cycle. The journey design is even more aligned to the design thinking diamond with converging elements for class preparation, interactive class sessions to foster diverging thinking followed by converging assignments to translate the learnings into behavioral change.