

# Leading The Future

IESE Custom Program  
LESCHACO

Executive Education

# Leading The Future Program

IESE Program for senior  
Leschaco Executives

The Leschaco Group is a global logistics service provider that combines Hanseatic tradition with open-minded cosmopolitanism and a healthy spirit of innovation.

The company was founded under the name of Lexzau, Scharbau in Hamburg in 1879 by Wilhelm Lexzau and Julius Scharbau.

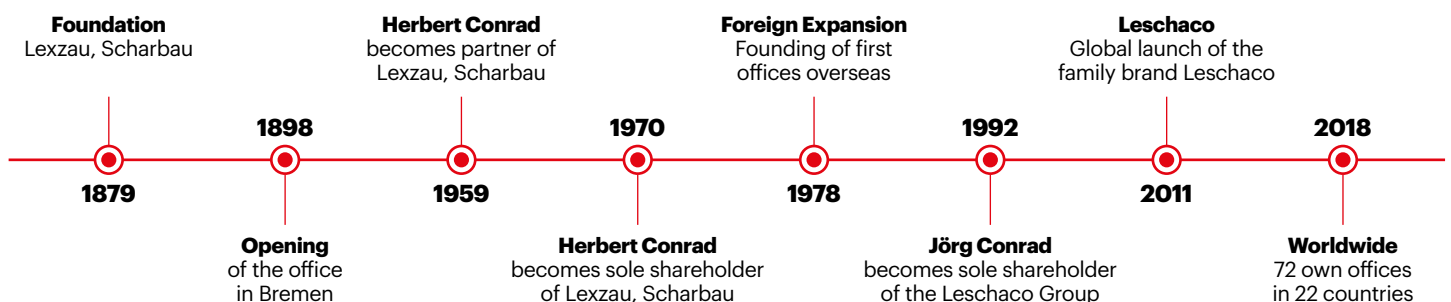
Since 1992 Jörg Conrad has been the owner and active managing director of the international Leschaco Group.

Today the company has 72 own offices and over 2,500 employees in more than 22 countries worldwide. Leschaco is active in the fields of sea- and air freight, tank containers as well as contract logistics.

Its worldwide logistics solutions ensure it is a reliable partner of leading companies in the machinery and plant engineering, automotive, chemical, consumer goods and pharmaceutical industries.

**“What a powerful thing was our Leading The Future program in IESE in the summer! It led to our Futures Platform Radar and the Individual Futures initiatives – which have come together to lead us into the future.”**

**Constantin Conrad**  
Chief Digital Officer, Leschaco







### The Leading the Future Program

The Leschaco Leading the Future program, scheduled in IESE's Munich campus, was timed to connect to the date of the company's 140 year celebrations held in Bremen. The top forty executives from around the world were invited to Germany and it made logical sense to link, within the same country, this forward thinking program to the celebrations of over a century of past achievements.

It all began with a kick-off invitation, six weeks before the program, to all participants to identify an initiative that they could envisage helping the company lead the logistics industry in the future as the company had done over the past 140 years.

It was made clear to all participants that participation in the program was dependent upon describing their business unit, region and/or functional context in such a way that it was easy to understand the issues and also easy to imagine a future initiative that would drive aggressive growth.

All participants met at the Juliet Rose bar in Munich's Hilton Central, a stone's throw from the famous Gasteig Kulturzentrum. The IESE program leaders presented themselves alongside Conrad Constantin who was there to sponsor the program on behalf of his father, Jörg. As he declared:

"You are all highly capable and experienced in freight forwarding. You and your predecessors have kept up with all the innovations in logistics over the last thirty years. However, the business model to which we have become accustomed will change dramatically over the next ten years. We need to be able to foresee such changes and be more creative and adaptable than ever before. It is for these reasons that we have designed the Leschaco "Leading the Future" program. Welcome to the Future of Leschaco!"

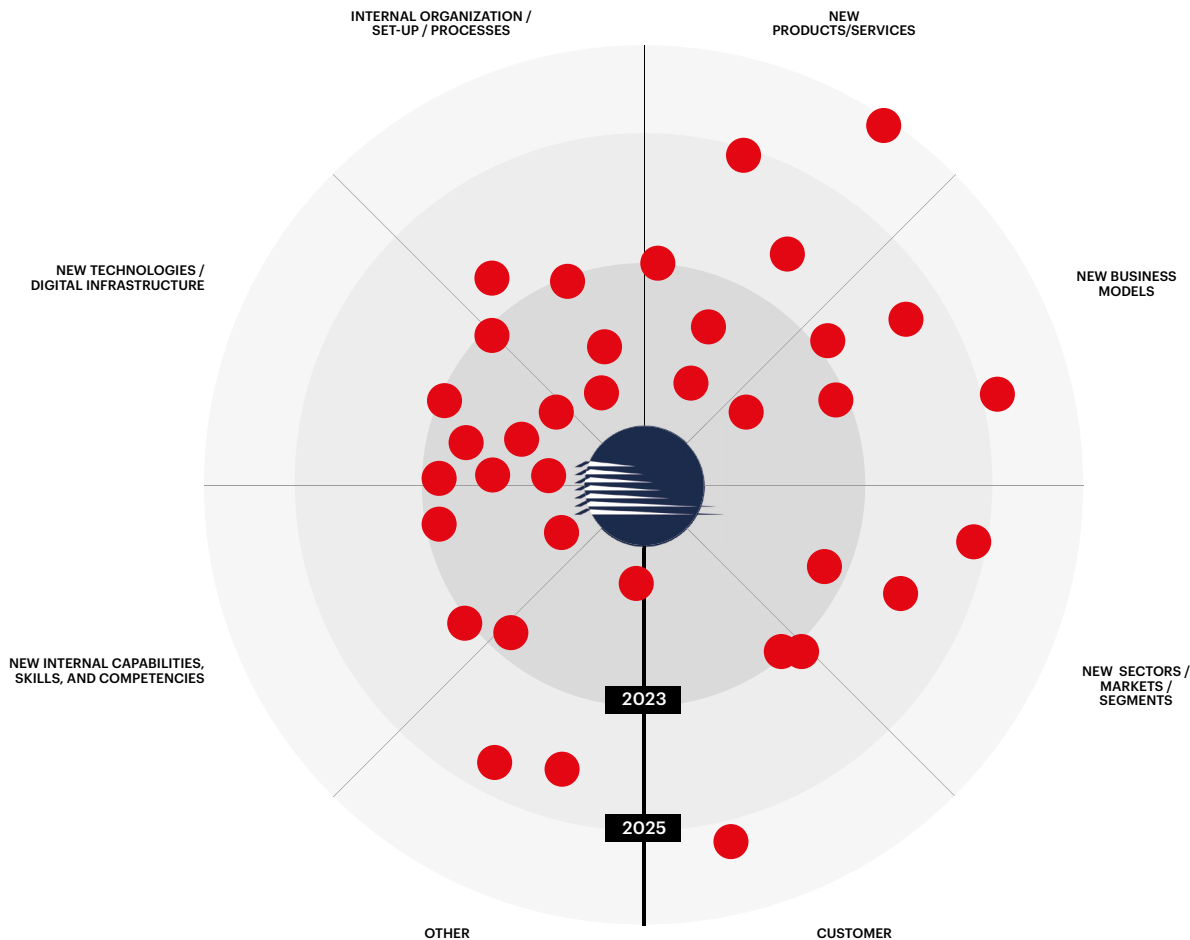
**"The Leschaco 'Leading The Future' program is the most ambitious program we have had to manage. Not only did we design it to be a bridge between the past and the future, it also had to herald new family leadership and be explicit in drawing together the energy and enthusiasm of the top forty managers from all around the world."**

**Eduardo Calvo** . Academic Director  
**Neil Selby** . Program Director

**"Es ist nicht genug zu wissen, man muss auch anwenden; es ist nicht genug zu wollen, man muss auch tun."**

**J.W. von Goethe**

The hallmark of this program is “The Leschaco Radar” – a visible summary of how all the individualized initiatives for the future created by the Top 40 executives combine into a series of unified directional drives for the company.



One of the challenges of the program was incorporating the different agendas and future initiatives from the countries, regions and functions. However, there was found to be sufficient overlap through the course of the program to begin the consolidation of strategic priorities.

The Future Initiatives “seven-step process” was carefully constructed by the IESE Learning Innovation Unit accordingly:

1. Pre-program “Future Initiative” submission
2. Opportunity to revise “Future Initiative” after a Scenario Planning Workshop

3. Review of “Future Initiatives” in teams
4. Showcase of an exemplary “Future Initiative” in plenary
5. Elevator Pitch of each “Future Initiative” in teams
6. Presentation in “Future Initiative” Radar Form
7. 100 Day follow-up of each “Future Initiative” in teams with support of Futures Platform technology

The process was guided on the final day by a group of eight carefully selected members from IESE’s Action Learning Team who encouraged, helped to develop and championed their particular five group members.



## Residential Learning

Following the program opening delivered jointly by IESE and Leschaco, the IESE Academic Director engaged participants in an exercise to “break the frame” – to cast aside assumptions and dearly held beliefs which are often the greatest impediments to change.

The group then reviewed the key geopolitical seismic shifts that are shaping the future. Following lunch, the group proceeded to investigate the effects of digitalization on the logistics industry, how it will revolutionize how business is done and how it might be envisaged through scenario planning.

After the red thread review, drawing together participants’ key take-aways, the group retired to the nearby Hofbräukeller on the Wiener Platz for Schnitzel, Wurst, Sauerkraut and Bier.



## Residential Learning

Having identified the effects of digitalization on the industry the previous day, the group was encouraged to consider how relationships with customers may need to change accordingly.

This process began by specifying the Leschaco Service Culture – a culture that was identified as one in which the customer reigns and by which great energy is devoted to meeting expectations in Leschaco’s chosen specialist industries - such as machinery and plant engineering, automotive, chemical, consumer goods and pharmaceutical.

The group then discussed how customer interfaces may change with digitalization and the customer value curves that would be consistent with such models. The group then looked at how processes would need to change to accommodate this and what resources would be necessary to create a Leschaco Digital Client Culture.

Following the eponymous Red Thread Review, the group then went to the Seehaus by the lake of Munich’s beautiful Englischer Garten, even welcoming previous colleagues from times past, emphasizing how family centered the Leschaco culture is and continues to be.



## Residential Learning

The final day was dedicated to incorporating the participants’ “Future Initiatives” into the models suggested by the new business models in digitalization and customer service.

The groups were introduced to their facilitators – eight business coaches selected by IESE specifically for their appropriateness to each group of five. The facilitators reviewed the “Future Initiatives” of their groups and then made a suggestion to the IESE and Leschaco leadership which ones they would recommend as a showcase. One was then chosen to provide a benchmark to all – combining both digitalization and an aggressive market strategy.

After each person had given a short presentation of the intent of the initiative, all were collected together to form a radar – that clearly demonstrated how each initiative worked to address the strategic imperatives of the organization.

The program closed – but with the prospect of continuing further with the “Next 100 Days”.



## Post program Activity

The 100 day follow-up was critical. IESE’s Action Learning team worked with the participants to take the output of the Scenario Planning Workshop, map those trends onto a Future Trends Radar (which is a visual tool & trend database provided by our collaboration partner *Futures Platform*), and enriched them by adding further relevant trends that had not been considered before.

Together with the Action Learning Team all participants continued to advance their initiatives in the same team set-up that had been created during the program after the end of the residential module, sharing progress and providing mutual support, leading in some cases to cross-country collaborations.

All “Future Initiatives” were then mapped onto the Leschaco Radar, allowing the Board to prioritize and support “Future Initiatives” expected to deliver the growth that will “lead forward to the future”.



# Conclusion

For Leschaco, the “Leading the Future” program has proven to be a big success. Not only has the program enabled a new common vision of the future across its worldwide base of senior executives, it has also helped to legitimize the succession of a next generation of Leschaco business leadership.

**“Each individual on this program was highly experienced. We needed to break the frame and open ourselves up to change. The charismatic IESE team helped to keep everyone engrossed and involved in a transformational journey that we need to lead amongst ourselves. It was very professionally arranged and delivered. Thank you – from the bottom of my heart.”**

Program Participant

## IESE

Since 1958, IESE Business School has been committed to developing exceptional leaders who aspire to have a deep, positive and lasting impact on people, firms and society.

IESE’s humanistic approach puts the participant at the centre of the learning experience with a focus on their personal and professional development.

At IESE participants hone their strategic leadership competencies within a global framework. With a thriving alumni community of more than 50,000 executives and entrepreneurs who work in more than 100 countries, IESE delivers cutting edge business programs designed around today’s critical and emerging business needs and challenges.

IESE has been ranked No. 1 in the world in Executive Education and Custom Programs for the last four years.

## LESCHACO

The Leschaco Group is a global logistics service provider that combines Hanseatic tradition with open-minded cosmopolitanism and a healthy spirit of innovation.

The company was founded under the name of Lexzau, Scharbau in Hamburg in 1879 by Wilhelm Lexzau and Julius Scharbau.

Since 1992 Jörg Conrad has been the owner and active managing director of the international Leschaco Group. Today the company has 72 own offices and more than 2,500 employees in more than 22 countries worldwide. Leschaco is active in the fields of sea- and air freight, tank containers as well as contract logistics.

Its worldwide logistics solutions ensure it is a reliable partner of leading companies in the machinery and plant engineering, automotive, chemical, consumer goods and pharmaceutical industries.

## LESCHACO “LEADING THE FUTURE” PROGRAM

The Leschaco Leading the Future program, scheduled in IESE’s Munich campus, was timed to connect with the company’s 140 year celebrations held in Bremen. The top forty executives from around the world were invited to Germany and it made logical sense to link, within the same country, this forward thinking program to the celebrations of over a century of past achievements.

The program exposed participants to a digital future that will dramatically change the way they engage with their customers. As part of this strategic change imperative, initiatives were created by all participants to anticipate the future and drive the necessary change.

The output of the program was the “Leschaco Radar”, a visual tool by which all the efforts of Leschaco senior executives around the world could be joined together, delivering both the strategic objectives and growth plans of Leschaco worldwide for the years to come.







# www.iese.edu

Barcelona  
Madrid  
Munich  
New York  
São Paulo



A Way to Learn  
A Mark to Make  
A World to Change

