

It is all about the bricks

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THE LEGO® CASE

MANAGEMENT DECISIONS

The authors prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. Although based on real events and despite occasional references to actual companies, this case is fictitious and any resemblance to actual persons or entities is coincidental.

Introduction

In the following, the management decision will be given. It will be stated if the LEGO® Group kept LEGO® Serious Play® (LSP) and, if so, how it is now integrated into the LEGO® Group. Due to the extensive repositioning, LEGO® created a clear new position, with new values of imagination, creativity, fun, learning, caring and quality. All sub-brands connected to the new position and their values were kept in order for the brand to stay true to its new values and identity. It was important for LEGO® to reconnect to its main target group - children. By staying true to its new values, prioritising, and the resulting repositioning, LEGO® was in a strong position in 2010. While the integration of LSP internally worked well for employees to promote imagination and innovation, the management was put in the position in 2010 to decide if keeping the LSP brand would be beneficial for the newly repositioned and strong brand, since the sub-brand was created during the repositioning and the training for new customers of LSP costs high efforts and costs.

LEGO® Serious Play®

Since the LSP concept was still not fully established and developed to the point that the concept worked perfectly by 2010, the company decided to drop the sub-brand to a specific limit. Since LSP developed a strong, connected community that was convinced of the concept and integrated the method firmly into their businesses, the LEGO® Group did not want to drop the concept completely. After there have been many tryouts of business models of how to distribute the brand and train people to become facilitators, the LEGO® Group decided to offer LSP in a community-based model with a Creative Commons License Deed. This means that people using the LSP method were able to use the name and the methodology and no longer had to pay for the license when using it. Furthermore, the LEGO® Group stopped training people for the method to become facilitators. The company keeps the naming rights and owns the brand, which means they have certain trademark powers. Therefore, the LEGO® Group only stands for the quality of the concept and the bricks themselves. People who use the methodology are responsible for the quality of workshops that integrate LSP. Today, LEGO® creates four different LSP brick kits which can be bought in the LEGO® shop. Rasmussen and Kristiansen created an Association of Master Trainers in LSP, which consists of people being able to train other people for facilitators. Since the training can be offered by anyone who knows the methodology and LEGO® does not offer the training themselves anymore, the customer has challenging times to know which training is best for the method. Rasmussen and Kristiansen recommend working with trainers from their Association of Master Trainers since they were trained from the LSP founders themselves.

Figure 1: Overview of LEGO® SERIOUS PLAY® after 2010

