

PRESS KIT

September 2016

Presentation of IÉSEG's new strategic plan 2016 - 2021

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IÉSEG between 2010-2016 Rapid development marked by:

📍 The opening of the Paris-La Défense campus and the extension of the historic Lille campus

The opening of the Paris-La Défense campus in 2009 was a milestone in the development of the School. The principal aims were: to meet the demand from students, and their parents, in Paris and the surrounding area; to increase the School's visibility and reputation by reaching a growing number of international students; and to reinforce links with businesses located in the *Ile de France*. Today, more than 2,000 students are enrolled at the Paris-La Défense campus, which is divided across 3 buildings, and spreads over a total surface area of 9,500 m².



Meanwhile, the Lille campus has also been extended in 2015, with the opening of a new 2,000 m² building. This increased the total surface area of the Lille campus to 13,500 m² - excluding the halls of residence and premises shared with the Université Catholique de Lille.

📍 Development of the portfolio of programs

For many years, IÉSEG only ran a single program – the 5-year “Grande École” Master in management program. Over the last five years the School, however, has developed a varied portfolio of programs taught in English.

Today IÉSEG offers:

- A Bachelor in International Business: since **2015**
- 9 Masters of Science (MSc):
 - Fashion Management: since **2013**
 - Digital marketing and CRM; Business Analysis and Consulting; Finance, and Accounting, Audit & Control: since **2014**
 - Investment Banking & Capital Markets; Big Data Analytics for Business; and International Business Negotiation: since **2015**
- An International MBA since **2014**
- An Executive MBA: since **2015**
- An Executive postgraduate program in Finance: since **2016**

With the launch of these new programs, the growing reputation of the “Grande École” Program, and the opening of the La Défense campus, the total number of students has risen from 2,400 in 2010 to 4,800 today.

Internationalisation at IÉSEG

The international development of the School has been reflected by:

- The recruitment of **international professors**, which offers students a **multicultural learning** environment on both campuses. Today, 84% of the School's permanent faculty are international (vs. 72% in 2010).
- A growing network of international partner universities (**262 universities** today vs. 140 in 2010), which provides students with the opportunity of carrying out an international exchange program for one semester or a year.
- The opening of **4 representative offices** between 2010 and 2016 (2 in India in 2010, 1 in China in 2013 and 1 in Colombia in 2016). The purpose of these offices is to raise awareness of the School and its activities, to recruit students for the various programs, to develop relationships with local and French companies and intensify links with universities, business schools and graduates in these areas of the world.
- In 2013, IÉSEG was ranked for the first time in the **Financial Times global ranking** of the best Masters in Management (in 24th place). Since then the School has climbed to 17th place (6th amongst French schools). This ranking has enhanced the reputation of IÉSEG internationally. Today, it welcomes more than 2,000 international students representing more than 100 nationalities.

Reinforcing Research

Since its creation, IÉSEG has always placed great emphasis on research. Together with HEC, IÉSEG is the only French business school whose research centre (IÉSEG Research) is incorporated into a CNRS laboratory (*Lille Economie Management* – LEM – UMR – CNRS 9221).

IÉSEG has a faculty boasting solid research competences in all management fields. 100% of our permanent professors hold a PhD (compared to 84% in 2010) and they regularly publish articles in the top international scientific journals.

In the past few years, IÉSEG has also developed company-sponsored chairs and three centers of expertise (IÉSEG's Center on Negotiation, IÉSEG Center for Marketing Analytics, IÉSEG Center for Organizational Responsibility), thereby reinforcing solid ties with the corporate world.

Gaining international accreditations

The School's efforts in terms of teaching quality, educational methods, innovation, research and connections with the corporate world, have been recognised with **3 international accreditations** between 2012 and 2016 – **EQUIS, AACSB and AMBA**.

The School has therefore joined an elite group of business schools, less than 1% in the world, that hold this 'triple crown' of accreditations.

From the VISION process to the elaboration of the IÉSEG strategy for 2016-2021

As the last strategic plan was due to end in 2015/2016, the Board of Trustees decided to launch in 2013 a collective Vision process, to lay the foundations for the design of the next 5-year strategic plan (for 2016-2021).

IÉSEG decided to conduct this project in a collaborative manner, by seeking the **involvement of the whole School community** (academic and administrative staff, students, graduates, companies...). The wealth of views and experiences contributed by all stakeholders made this process even more beneficial and rewarding. Overall, more than 400 members of the IÉSEG community took an active part in this effort.

What is a Vision?

A vision is a clear understanding of where an organization wants to be in the future. It is the collective idea of what it wants to be in the market, how it plans to be different from other competitors, what its distinctive values and characteristics should be in the face of different changes happening in society and the market.

Stages of the IÉSEG Vision for 2025

The work towards IÉSEG's future vision was structured in a series of phases, following the approach of [Meryem Le Saget](#), a consultant specialized in collaborative and participative change management:

1. First, the whole IÉSEG community (employees, students and graduates) **analysed the current position of IÉSEG**, its strengths and areas for improvement, based on interviews with internal and external stakeholders (corporate representatives, partner universities, journalists). This 360-degree analysis made it possible to make everyone aware of the way people with different experiences and roles see the School today.
2. The second step was to **take into account the history of the School and its values**, its distinctive features, and the traditions on which IÉSEG is based.
3. Thirdly, the **current trends** having an impact on education and society were examined. Members of the community explored different activities and experiences which can teach us things about the future, and provide inspiration for the future. Overall, 40 "*learning experiences*" involving more than 250 persons were carried out worldwide, enabling employees, students, and graduates to visit and find inspiration from a wide range of sources including universities, businesses, start-ups, associations...
4. Finally, after analysing the present, past and future, all the Stakeholders could **elaborate the IÉSEG VISION in a collaborative manner**, determining what IÉSEG will be in 2025.

The new VISION for IESEG which emerged from this collaborative effort was: **“In 2025, IESEG will be a unique international hub empowering changemakers for a better society.”**

The design of this Vision for 2025 was not the end point of the project. The Vision which was determined for the School has provided the foundation for the development of the School’s next strategic plan for 2016 – 2021.



IÉSEG strategic plan for 2016-2021

The strategic plan, which was established by the Management Board and approved by the Board of Trustees, incorporates:

1. Our mission:

- to educate managers to be inspiring, multicultural and ethical pioneers of change;
- to create knowledge that nurtures “innovative” leaders;
- to promote creative solutions for and with responsible organisations.

2. Our values (summarized by the acronym ARISE):

- Accomplishment
- Responsibility
- Integrity
- Solidarity
- Engagement

3. A unique positioning among Business Schools built on 3 pillars:

- Student’s outstanding learning experience
- International research reputation
- The School’s international orientation and multicultural environment

🌟 A unique learning experience

Objective: to create a “unique” learning experience which fosters student engagement, and prepares complete, innovative, and responsible changemakers for a better society.

Actions: A new teaching and learning strategy is gradually being implemented, which has an intercultural learning experience at its core. It is based on four key concepts – active, flexible, tailored and cross-disciplinary learning – and focuses on the development of students’ academic, managerial, interpersonal, intercultural and cognitive competences.



Some measures/objectives outlined for 2021:

- Recruitment of 50 new professors - 10 per year on average
- Launch of 5 new small private online courses (SPOCS) or massive open online courses (MOOCS)
- Reinforcement of corporate social responsibility (CSR) – e.g. 80% of courses will incorporate a CSR dimension. In 2021, 15-20% of professors will have expertise in CSR.

Research – Cutting-edge expertise recognised worldwide

Objective – The objective for the next 5 years is to build an internationally recognised and distinctive knowledge hub through academic and applied research.

Actions:

- Recruitment of professors in the various management disciplines (management, HR, innovation, entrepreneurship, finance, accounting, economics, marketing, negotiation etc.);
- To further support for researchers and implement “mentoring” for young researchers;
- Development of centers of expertise, and collaborative research projects with companies...

Some measures/objectives outlined for 2021:

- 100 research publications (CNRS list) each year
- Creation of 3 new centers of expertise (in addition to the three current centers: IÉSEG Center on Negotiation, IÉSEG Center for Marketing Analytics and IÉSEG Center for Organisational Responsibility).

Internationalisation: IÉSEG ranks among the most internationally-oriented institutions worldwide

Objective: to reinforce IÉSEG’s position among the [most internationally-oriented School’s worldwide](#)

Actions:

- To continue developing the intercultural skills of students and staff - a training system has already been deployed at all levels for Bachelor and Masters students as well as faculty and administrative staff of the School;
- To increase the overall number of international students in all programs;
- To increase the number of Double-Degree programs with world-class business schools and universities ;
- To implement new strategic partnerships worldwide, including in terms of research, executive education, and jointly created programs.

Some measures/objectives outlined for 2021:

- 300 international academic partners (the School currently has approximately 260 partners)
- 35% of students will be international (excluding those from exchange programs)

Implementation of the strategic plan

It is our ongoing belief that the quality of teaching is crucial, so that students can flourish both personally and professionally. Our strengths are derived from the continual improvement of our teaching methods, and our research, so that everyone at the School can be offered the highest standard of education.

🟡 Programs

In the next 5 years, IÉSEG plans to reinforce the reputation of its different programs. For the historic “Grande École” Master in Management program the objective is to strengthen our position in France, and attract increasing numbers of foreign students.

For the Bachelor and “postgraduate” (MSc, MBA) programs, IÉSEG aims to enhance the reputation of each of these programs, so they can gradually become national and international references in their respective fields.

Some measures/objectives outlined for 2021:

- The School estimates the number of students (outside exchange programs) will increase by approximately 7% on average per year (vs. 13% in the past few years) to reach approximately 6,000 in 2021 (3,000 on each campus – Lille and Paris-La Défense)
- Introduction of 5 “transdisciplinary” Double-Degree programs combining studies in management with other subjects – e.g. in September this year, the School launched a Double-Degree in management and law with the *Faculté de Droit* at the *Université Catholique de Lille*.
- 20% of IÉSEG graduates will have a Double-Degree (50% with a French institution and 50% with a School/University outside of France)
- Introduction of 5 new executive education degree programs

🟡 Our campuses

Our main objective is to continue the development of our 2 campuses in Lille and Paris-La Défense.

A new **8,000 m² building at the heart of La Défense business district** (located 200 metres away from the current premises of La Grande Arche) is currently being built. The new 7-floor building will include lecture theatres, classrooms offering interactive education tools, a trading room, a cafeteria and offices. Upon completion, the Paris **La Défense campus will double its capacity in terms of welcoming students and staff** (and will extend over 14,000 m²). This new building will be ready to receive students in September 2017.

IÉSEG also plans to extend its historic campus in Lille in the years to come.



The opening of a campus outside of France will not be a priority for the School. However, some programs and activities may be offered abroad on a partnership basis with other international business schools/universities.

➤ **Corporate relations at the heart of the School's activities**

Our objective, by 2021, is to improve the reputation of the School with French and international companies and organisations which recruit our graduates/students. Therefore, the School plans to reinforce its activities with companies and **develop new partnerships** (lifelong learning, research, chairs, recruitment etc.). It also plans to continue to reinforce its efforts in terms of high quality student internships and projects in companies.



Some measures/objectives outlined for 2021:

- 2.5 million Euros/year of funding from companies

➤ **Reinforced visibility and reputation in France and worldwide**

The School will also seek to reinforce its visibility and reputation with all stakeholders (potential students, companies, alumni, organisations...).

Some measures/objectives outlined for 2021:

- International rankings: the aim is to reinforce and improve the School's position in the Financial Times ranking of the best Masters in Management and to enter other rankings where it does not feature at present (e.g. QS ranking, or various rankings from the FT).

➤ **Budget previsions**

The School intends to increase its annual budget from 45 million Euros (in 2015/2016) to 74 million Euros in 2021. This increase will primarily be made possible by the growth of the overall number of our students (4,800 in 2016 and 6,000 in 2021) but also by the diversification of funding sources – executive education, fundraising campaigns etc.

Key figures for the 2016/2017 academic year

4,800 students

117 “permanent professors”
from **41** different countries

84% of permanent professors are international
and **100%** hold a PhD

262 partner universities in **66** countries

920 students abroad on academic exchange

900 students doing work placements abroad

2,090 international students

5,750 graduates

What's new for the 2016-2017 year?

🌟 IÉSEG obtains the “Triple Crown”

After being awarded the AMBA international accreditation (Association of MBAs) in August 2016, IÉSEG joined the very exclusive group of Schools holding the “Triple Crown” (less than 1% in the world) – EQUIS, AACSB and AMBA. The fact that IÉSEG has obtained these 3 international accreditations in such a short space of time (EQUIS in 2012 and AACSB in 2013) shows the dynamism of the School.

🌟 Curriculum changes – “Grande École” Master in Management program (effective from September 2016)

In line with our new strategic plan, a number of changes have been made to Grande École program curriculum (these have been approved by the relevant Ministry during the renewal of the School's ‘grade de Master’)

Major changes include:

- The possibility to be admitted directly to the second year following a competitive examination (selection based on academic record, interview and proficiency in English)
- Changes in the duration of work placements:
 - 1st year – the duration of the first internship has been increased to 2 - 3 months (instead of 1-2 months).
 - 2nd year - the duration of the 2nd year work placement has also been increased to 2 - 3 months (instead of 1-2 months).
 - 3rd year – the internship now lasts 4 or 5 months (instead of 2-3 months).
- To obtain his/her degree, each student will have to have gained at least 6-months work experience abroad and to have spent a minimum of one semester in a partner university abroad.

🌟 IÉSEG launches its first fundraising campaign



Entitled "[IÉSEG Jump – Un bond vers l'avenir](#)" ('a leap to the future' in English), the campaign will focus on raising funds for four specific areas of development that have been identified by the School. More information is available here : <http://jump.ieseg.fr>

🌟 **Launch of an innovative 5-year program leading to a Double-Degree in law & management with the Faculty of Law of the Université Catholique de Lille.**

Both institutions will combine their competences and expertise to offer a rich, internationally-oriented course in the fields of law and management. This Double-Degree will enable students to gain multidisciplinary skills, combined with a strong capacity for analysis, rigour, and critical thinking. This program, entitled “International Business & Law”, is offered on the Paris campuses of both institutions and opens in September 2016.

<http://www.IÉSEG.fr/programmes/international-business-law/>

🌟 **IÉSEG is developing its human and intercultural competence division**

IÉSEG already offers students the opportunity to gain significant international experience during their studies. The School has decided to go further by enhancing the intercultural aspect across all dimensions of its teaching, through the creation of a Human and Intercultural competence division. This division is directly linked to the School’s Academic Committee, and is designed to serve all programs and departments. As part of the intercultural activities introduced, Bachelor-level students must take an intercultural passport, which is required for any academic exchange scheme abroad. Students can also take a certificate in intercultural management at Master’s level in the Grande École program. Finally, all academic and administrative staff will take intercultural training; while personal development and intercultural management courses are offered across all programs.

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