A World of Opportunities
Schools in small countries are different

- Internationalization is a must for relevance
  - Parochialism
  - Economies of scale
  - Growth with quality

- Two assets
  - Multicultural sensitivity
  - Agents of foreign policy
Alliances adjust to strategy

- Internationalization has meant different things to Nova SBE over time
- Alliances adjusted accordingly!
1. Benchmarking

Learn from the best (American Schools):

- Role of research
- Publish or perish
- Resident faculty
- No inbreeding ...

Examples:

- MBA in collaboration with Wharton
- Hiring Portuguese with PhD’s from the US
- Financing talented undergrads to get PhD’s in the US

Typical import model!
2. Positioning

- Be admitted in the club of respected BS
  - Accreditations EQUIS, AACSB, AMBA
  - Extensive teaching in English
  - Recruitment of faculty in the international job markets

Plus
- Exchange agreements
- Double degrees
Exchange Agreements

Europe

150 agreements
50 countries
400 students

In Europe and around the world
GOAL:
To provide our students an international education based in Lisbon
Double Degrees

For Master students

GOAL:
To provide our students an international education based in Lisbon.

Exchange Agreements outside Europe

Double Degrees

NOVA School of Business & Economics

Economics
Finance
Management

INSPER
São Paulo
Brazil

Maastricht University
The Netherlands

EAFIT
Medellín
Colombia

UAH
Seville
Spain

University of Louvain
Belgium

LUIS
Guido Carli
Italy

Warsaw School of Economics
Poland
Two remarks about these agreements

- Still Bilateral
- Still Import model

But,
They provided a global network of contacts critical for next phase
3. Exporting HE services

- Bologna Accord was a game changer
  - Pan-European market
  - High mobility

- Compete in the market for tradable students
  - Attraction of tuition paying foreign students
  - Retain the most talented Portuguese

- Academic quality + differentiation
The CEMS alliance offers the consortium Master in International Management consistently top 3 in FT world league – a magnet for international students
Lever on:
1. The credibility of the School
2. The international network of alliances
3. The global economic relevance of countries like Brazil and Angola

To construct a distinctive persona:

The International Business School of the Portuguese-speaking world
1. 4.6% of world GDP speaks Portuguese
2. Portuguese speaking countries generate €1,857 billion of wealth
3. Portuguese speaking countries are responsible for 2% of all international trade
• School in Angola
• Offices in Brazil and Mozambique
• Research Center NOVAFRICA affiliated with Oxford’s CAE

• **Nova SBE as the gateway to learn about business and economics of this part of the globe**
A new kind of Alliances for this phase:

- Not BS 2 BS
- Rather partnership with the individuals and companies

Alliances with BS will come latter as feeders of programs focused on South Atlantic triangle

- Africa
- China
- Brazil
- India
Conclusions

- Schools need to figure out what being international means to them
  - Reputation?
  - Learning environment in home campus?
  - Differentiation?
  - Market size?
- Schools need to figure out what are their competitive advantages
- Alliances’ strategy follows from there