



A World of Opportunities

NOVA
School
of Business
& Economics

Shaping
powerful
minds

Accredited by:



Member of:





João Amaro de Matos | 5th Eduniversal World Convention | Lima, October 2012

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

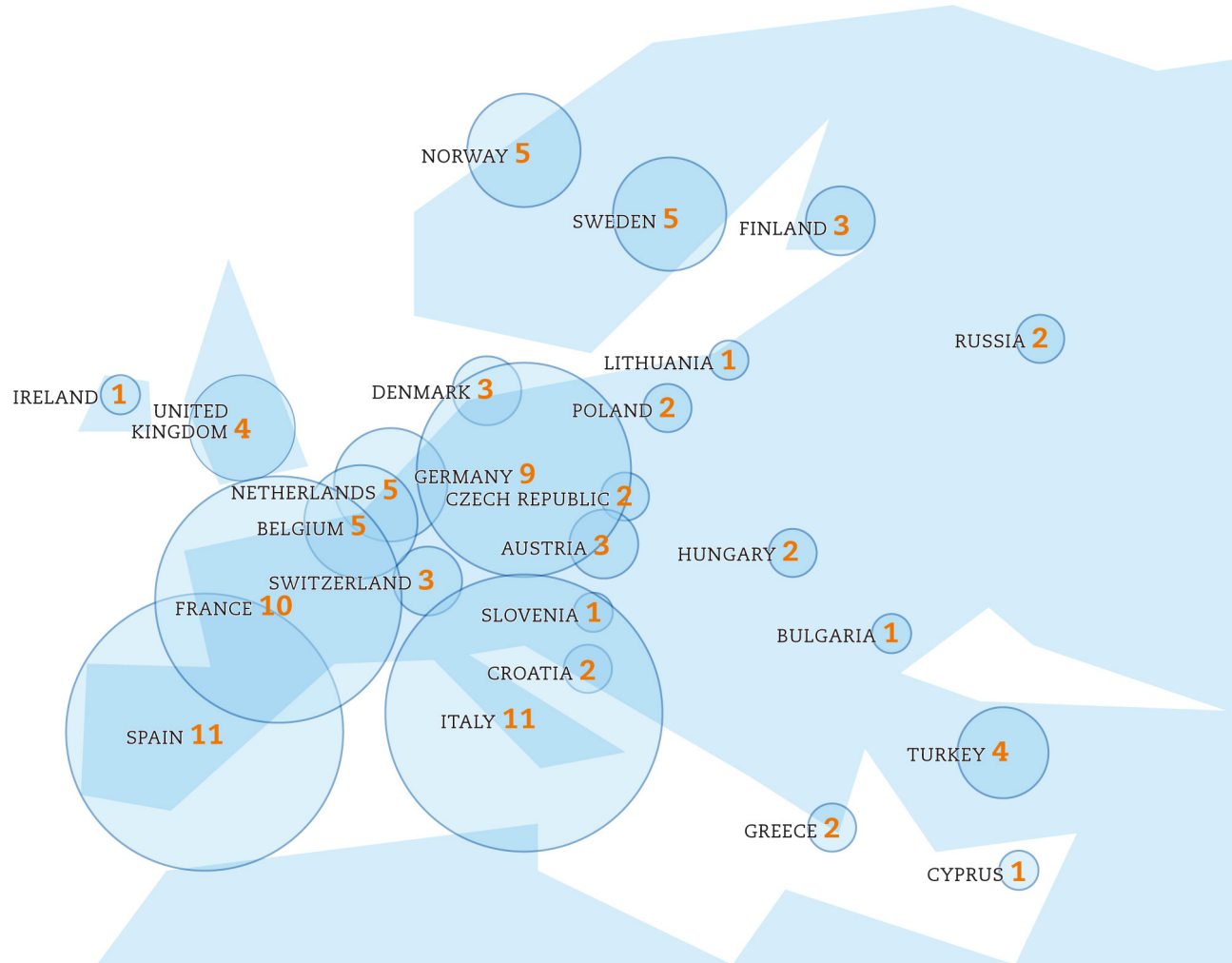


150 agreements

50 countries

400 students

In Europe and
around the world



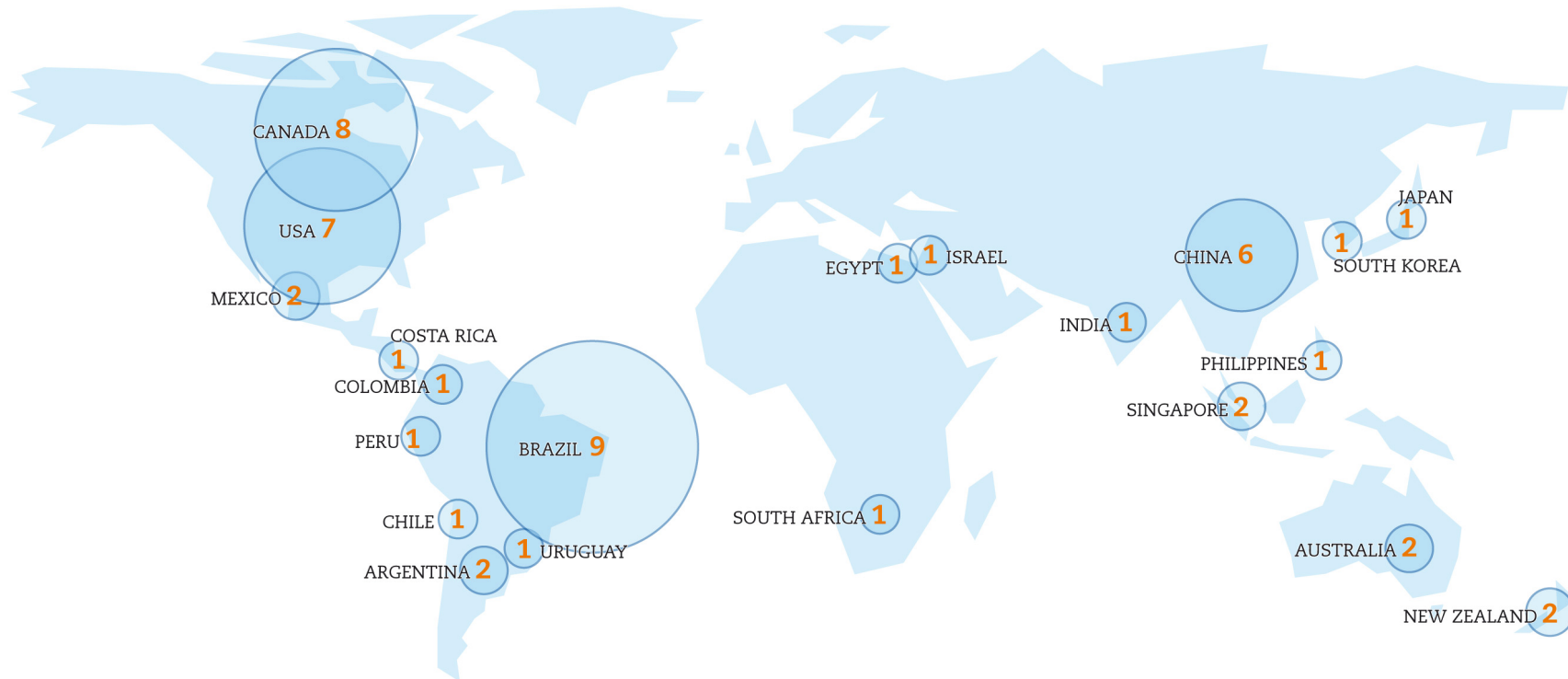
Exchange Agreements outside Europe

GOAL:

To provide our students
an international education
based in Lisbon

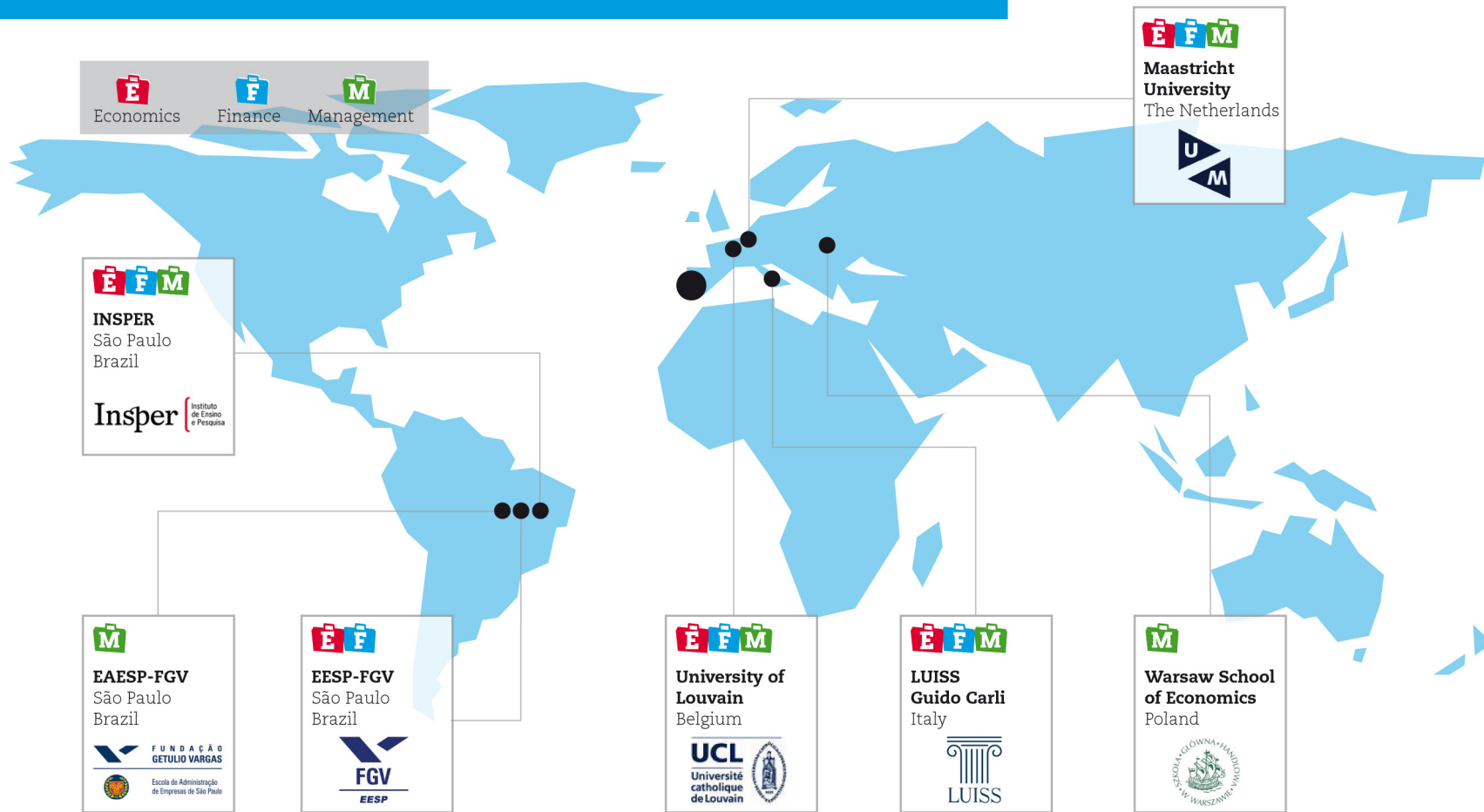
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Double Degrees

For Master students



- Two remarks about these agreements

- Still Bilateral
- Still Import model

- But,

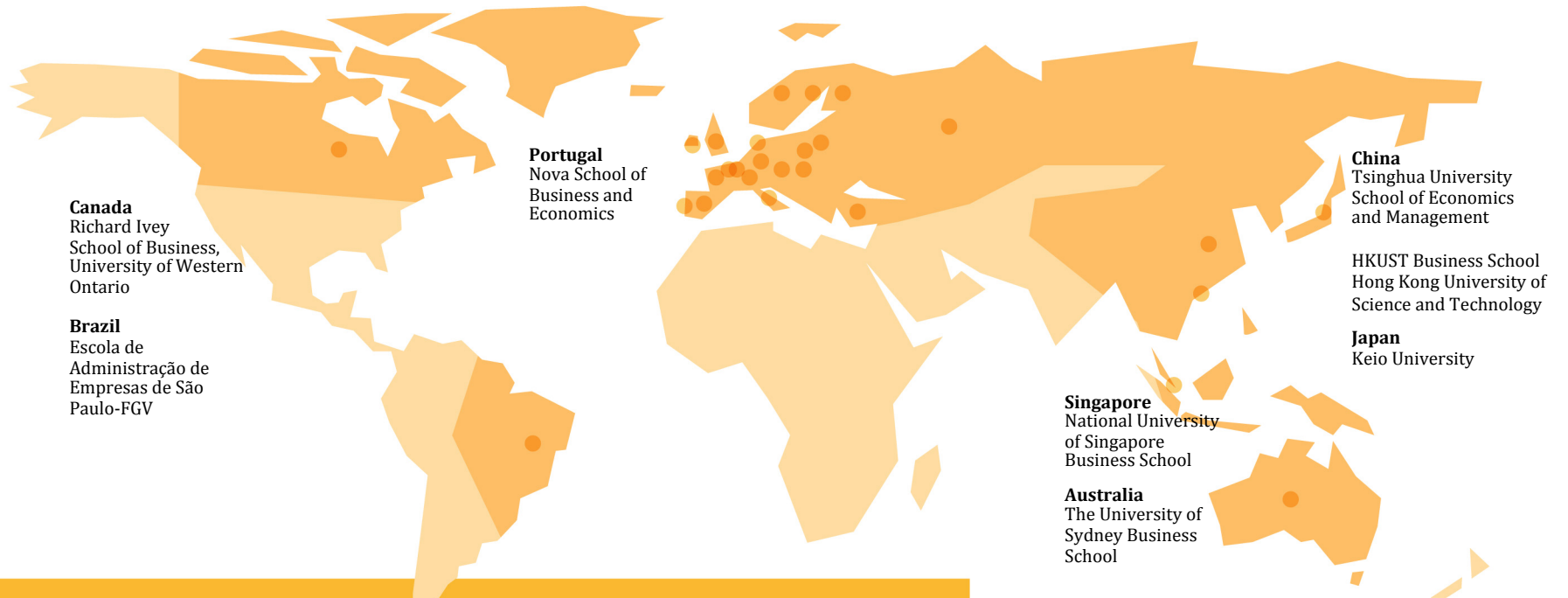
They provided a global network of contacts critical for next phase

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



- France**
HEC Paris
- Belgium**
Louvain School of Management
- The Netherlands**
Rotterdam School of Management, Erasmus University
- Denmark**
Copenhagen Business School
- Spain**
ESADE Business School
- Italy**
Università Bocconi
- Germany**
University of Cologne
- Hungary**
Corvinus University of Budapest
- Switzerland**
University of St. Gallen
- Austria**
WU, Vienna University of Economics and Business
- Norway**
Norwegian School of Economics
- Sweden**
Stockholm School of Economics
- Poland**
Warsaw School of Economics
- Czech Republic**
University of Economics, Prague
- Turkey**
Koç University Graduate School of Business
- Finland**
Aalto University School of Economics
- Russia**
Graduate School of Management, St. Petersburg State University



Canada
Richard Ivey School of Business, University of Western Ontario

Brazil
Escola de Administração de Empresas de São Paulo-FGV

Portugal
Nova School of Business and Economics

China
Tsinghua University School of Economics and Management

HKUST Business School
Hong Kong University of Science and Technology

Japan
Keio University

Singapore
National University of Singapore Business School

Australia
The University of Sydney Business School

CEMS Schools

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

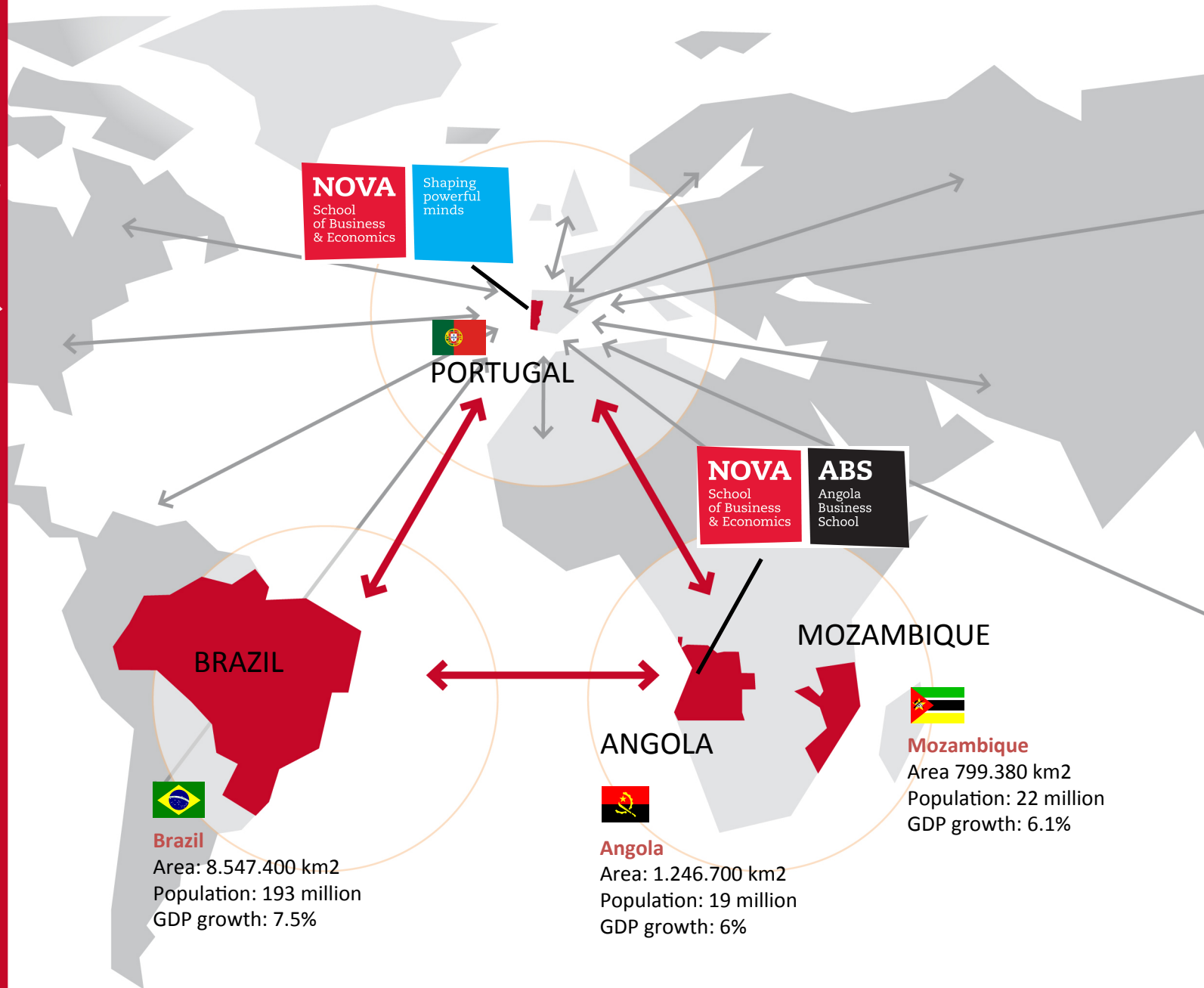
To construct a distinctive persona:

The International Business School of the Portuguese-speaking world

South Atlantic Triangle



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