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**Partnering through  
complementary assets and compatibility**

**The case of MIP Politecnico di Milano**

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Management In Progress

## **Agenda**

- The Scenario
- The impact on Business Schools
- The Case of MIP Politecnico di Milano



## The Scenario

### Business schools targets:

- Open programs (various targets and formats),
- Corporate education.

### Different impacts of GFC

- Open programs: usually anti-cyclical, risk of structural adjustment according to a “L” curve,
- Corporate education:
  - ◆ Most companies have reduced the overall budget dramatically
  - ◆ Some have kept on investing but looking for quick wins and rapid paybacks
  - ◆ Shift from the generic managerial skills to training tightly connected to strategic changes (time-to-market)
  - ◆ Increasing focus at the individual level through individual coaching

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## The impact on Business Schools

### Strategic drivers and areas of changes for BS

- Governance
- Costs and Prices
- Contents
- Placement
- Co-petition



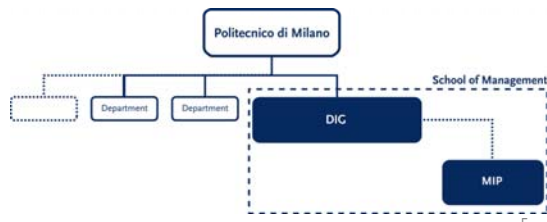
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## Governance

- Various examples of independent and private Business Schools merging with the university systems
  - ◆ Financial reasons
  - ◆ More emphasis on research capabilities
- Partnerships and alliances
- International Advisory Boards

### MIP Politecnico Milano

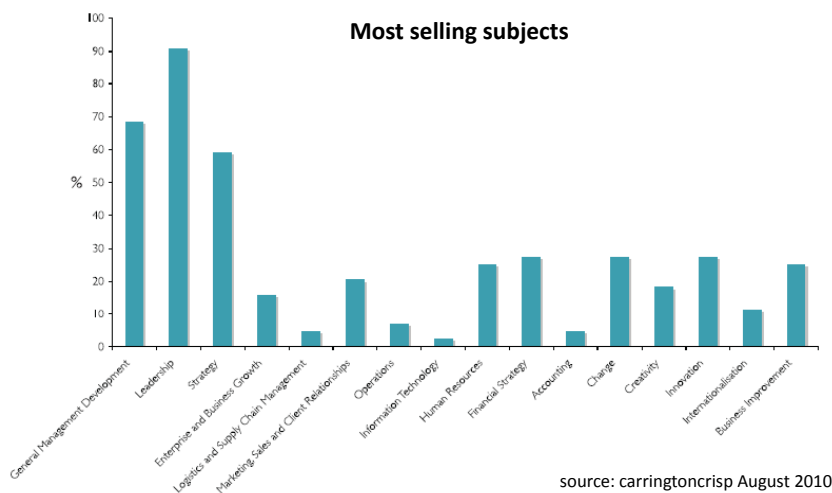
- Consortium
  - ◆ 13 international companies
- IAB
  - ◆ 16 corporate and academic international members



## Costs and Prices

- Redefinition of internal processes
  - ◆ costs control,
  - ◆ economy of scales.
- New flexible formats
- Blending e-learning and class sessions
- Partnerships with companies for scholarships and grants
- Difficulties of Western players penetrate emerging markets due to cost structure and high prices

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### Partnerships for joint programs

#### MIP Politecnico di Milano

- **Open** Degree programs partially **abroad**:
  - ◆ Master in Strategic Project Management (I, SW, UK)
  - ◆ Master in Supply Chain & Purchasing Management (I, FR)
  - ◆ International Master in Industrial Management (E, SW)
  - ◆ MBA and dual degree (Chapman University USA and Antai College China)
- **Short** Programs partially **abroad**:
  - ◆ Luxury Brand Management (I, China)
  - ◆ Managing Fashion and Luxury Goods (I, China)
  - ◆ Exhibition and Convention Management (I, China)
- **Corporate** Education partially **abroad**:
  - ◆ Sports Management (I, FR, China)
  - ◆ Fiat International (EU)
  - ◆ Global Executive Leadership MBA (I, USA, Taiwan)

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### International faculty and international research teams

#### MIP Politecnico di Milano

- **Leading research centers** in the field of management, economics and industrial engineering in faculty members boards of international scientific associations
- **Outgoing faculty:** lessons or training programs delivered in more than **40 international destinations**
- Improvement of the **international core faculty:** within 2010 the goal is to make up **over 10% of the core faculty** and **over 50% of the extended faculty**

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## Placement

### Networks among BS

#### MIP Politecnico di Milano

Two international alliances



- **JoinUs** supports employment opportunities outside Europe together with:
  - ◆ Audencia
  - ◆ HHL
- **Carnet** : a co-operation among 12 Business Schools for creating synergies on a global level

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## Co-petition

Networks among BS for joint programs. The partners should have complementary and compatibility assets in order to avoid competition or overlapping.

### MIP Politecnico di Milano

- **International Relations Office** for establishing co-operations and activities abroad: faculty exchange, students exchange, joint programs, research activities, etc.
- **More than 66 agreements** around the world

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## International networks

The change of the competition model has brought to the need of **Partnering through complementary assets and compatibility** because of the common need of:

- Costs reduction,
- Increase of efficiency ,
- Demand of international offer and opportunities.

The key role of the faculty body:

- Overlap and resistance,
- Promoting opportunities at the individual level

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