

ACTIVITY REPORT

for 2018 and 2019







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Message

ESCP, the world's first business school, celebrated its 200th anniversary in 2019!

The School ended the year on a very high note. Its ambitious positioning means it can better communicate its brand and what differentiates it: a School with a unique range of courses and cross-cultural leadership capable of tackling the new issues emerging from the 2020 crisis. This is how ESCP will maintain its excellent position in world Business School rankings while continuing to meet the standards for academic excellence.

Nevertheless, ESCP has seen its fair share of turmoil throughout its history: two world wars, three revolutions, decolonization, seven political regimes in France and several economic crises, while also supporting the construction of the European Union... By helping to transform industry, commerce and services, it is now supporting the renewal of enlightened capitalism, as demanded by young people today. In the light of events in 2020, capitalism must be redefined and the role of business leaders in society reappraised.

As President of the Administrative Board, I am overseeing the efforts to attain this major objective and I have requested that it become an integral part of the work underway in relation to the new "ESCP Business School" brand. This means reverting to our institution's historical name, while simultaneously asserting its 200-year-old entrepreneurial tradition and humanist values. To this end, I am supported by ESCP's new governance structure as an Etablissement d'Enseignement Supérieur Consulaire (EESC) since 1st January 2018. I would like to thank the highly committed Board members whose strategic guidance is helping me successfully steer the School into its third century.

The Administrative Board's diversity and great expertise are provided by the elected representatives of the CCIR, which now holds 99% of the shares, members of the CCIR senior management team, and representatives of faculty, administrative staff and students. The ESCP Foundation and the 65,000 members of the Alumni Association act as shareholders in the EESC and stakeholders in its transformation.

ESCP also benefits from the wise counsel of its Advisory Board which met in November 2019 to support projects working towards the common good, collective prosperity and the sustainable development of organizations. ESCP's teaching and research is now adapted to reflect these orientations.

The challenge is indeed to transmit European values and open up ESCP's six urban campuses to a broader public at the international level. ESCP's pioneering reputation encourages it to pave the way to prosperity by adopting an entrepreneurial vision that is in harmony with society and respectful of our much-abused environment.

It is precisely thanks to the successive generations of entrepreneurs, professors, employees, students and graduates at ESCP that we can now serenely develop a plan to invest over €200 million by 2026.

This development plan will provide the School with greater resources than ever before and will strongly contribute to building our brand's reputation, and to the feeling that "it all starts here" at ESCP. These investments will enable our community to envisage the possibility of lifelong learning within our walls, with the provision of multiple learning opportunities on our urban and connected campuses.

Let us be proud of such successes but also humble as we face up to the challenges before us. Management styles, hierarchical relationships, the nature of the workplace and the very purpose of business are all undergoing rapid transformation: it is our responsibility to train our students and alumni to adapt to this new world that is emerging, and to prosper in it.



Philippe Houzé
President, ESCP Business School
Chairman of the Board, Galeries Lafayette Group

June 2020

2018/2019

Two key years for a new era

2018 and 2019 proved to be exceptional years in ESCP Business School's history, enabling us to lay the foundations for a new model and to enter our third century with confidence. This renewal appears in the form of eight short messages which I am pleased to share with you as a foreword to this progress report. I hope you enjoy reading it.

New governance: On 1st January 2018, the School became an autonomous structure of the Paris-Île de France Regional Chamber of Commerce and Industry (CCIR), has thus acquiring a separate legal existence and benefiting from special status as a Consular Higher Education Establishment (Etablissement d'Enseignement Supérieur Consulaire (EESC)). The School's first Administrative Board meeting bore witness to its much stronger governance structure, bolstered by the elected members of the CCIR, alumni with unique experience as major business leaders, the Director General of the CCIR, and the presence of the Alumni Association and the Foundation.

A new strategy: These two years have been pivotal for the Brand & Size strategy, demonstrating that an unprecedented increase in student numbers is possible while maintaining the standards of excellence cherished by the School, and initiating a profound transformation of the School that should greatly enhance the reputation of the ESCP brand.

In two years, the number of students has increased by 25%, thanks in particular to the success of the Bachelor of Science and to the launch of the new intercampus MSc, enabling us to consolidate our academic progress in major subjects: entrepreneurship, sustainable development, digital transformation, the real estate industry, etc.

New recognition: National - in 2018 ESCP was recognized by the Italian Ministry for Education, University and Research (MIUR) as a foreign university in Italy while in 2019, we passed a key stage vis-à-vis the British Office for Students (OfS) with the imminent objective of being recognized at the highest level.

New international recognition - faithful to its pioneering reputation, ESCP is among the very first Schools to have obtained a new international label: the EFMD Accredited Programme, for our MBA and EMBA programmes.

Finally, our AACSB accreditation was renewed in 2018 and EQUIS in 2019, thus confirming our pre-eminence in the national and international rankings.

A major new programme: In 2018, the first graduates of our Bachelor degree programme received a European degree recognized in its own right, a premium three-year programme of excellence fully conforming to the Bologna process. Its competitive advantage also lies in the opportunity given to our students to obtain two Bachelor degrees, one in France accredited by the MESRI (Ministry for Higher Education, Research and Innovation) and one in Germany accredited by the Berlin Senate.

In 2019, this double recognition and the sought-after competencies of ESCP Bachelor graduates distinguishes the School clearly from its European competitors. Consequently, 77% of our 2019 graduates were immediately recruited for a mean salary (including bonuses) of €45,849 while nearly 55% of the graduates who chose to study for their master's degree in France went to Sciences Po, thanks to the Humanities courses which complement the quantitative teaching of this multifaceted Bachelor of Science programme.

A new site: In 2018, ESCP took possession of several thousand additional square metres of premises in the Montparnasse district of central Paris, thus providing support for programme development and particularly for the pledge that every student will study on at least two ESCP campuses. Moreover, the Montparnasse site is better adapted to our Executive Education courses than République.

Finally, it should be emphasized that each campus is currently considering or already implementing a considerable increase in capacity as part of a major real estate investment plan devised by all of the School's stakeholders.

New communication strategy: In 2019 the School also celebrated its 200th anniversary and, at the behest of the President of its Administrative Board, reverted to its original name in order to simplify and reinforce its brand strategy. ESCP has worked hand-in-hand with the Foundation and the Association to launch a multi-year awareness-building campaign.

New challenges: ESCP has instigated several transformations in response to the massive changes currently taking place in the world of *élite Grandes Ecoles*. Firstly, our faculty has been reinforced becoming even more international and boosting our research, for which significant results were obtained in 2018-2019.

As well as producing knowledge, we are redesigning the manner in which teaching is delivered online: online courses, greater contributions from disciplines that are peripheral to management sciences but essential to leadership development, and a development plan for *phygital* student experience on two main themes: digital technology and real estate.

A new century: After celebrating its 200th birthday, ESCP is proudly entering its third century. Attached to our European values and to the excellence of our institution, and driven by the international ambitions that our students, companies and the international academic community expect of us, our School is entering a new era. Every day, I am aware of the honour of steering ESCP towards the future under the leadership of Philippe Houzé. The task is difficult, but it is made possible by the outstanding work of everyone involved in the School – faculty, administrative personnel, alumni and students – who are tirelessly contributing to our success.

Let us pay tribute to them in this progress report.



Pr. Frank Bournois
Executive President & Dean

June 2020



1 | **ACADEMIC AND INTERNATIONAL AFFAIRS**

1.1

Programmes from Bachelor to Ph.d

The Assistant Academic Dean’s office responsible for Academic and International Affairs, reporting to Professor Leon Laulusa includes all degree programmes, the Federal Marketing Division “degree programmes” as well as the Student Experience Division. Its development is an integral part of the School’s global Brand and Size strategy, based on the values of Excellence, Singularity, Creativity and Plurality (E.S.C.P).

A wide portfolio of programmes of excellence, constantly evolving and rapidly developing.

ESCP Business School offers a very complete portfolio of programmes of excellence, with 29 multi-campus initial education courses from undergraduate (Bachelor in Management) to Doctorate. Its range of programmes distinguishes it from other business schools with global ambitions thanks to the great wealth of its curricula and a unique multi-campus experience; this enables students not only to acquire fundamental and technical knowledge, but also to develop numerous intercultural and behavioural competencies in an international environment.

The full-time and block release degree courses are as follows:

- Bachelor in Management (BSc)
- Master in Management (MiM)
- MBA in International Management

- 24 Specialized Masters’ (12 MS and 12 MSc) including three new courses:
 - MSc in Strategy and Digital Business (2018)
 - MSc in Entrepreneurship & Sustainable Innovation (2018)
 - MSc in Digital Transformation & Leadership (2019)
- The two doctoral programmes in Berlin and Paris.

Thanks in part to the creation of the Bachelor in Management in 2015, these programmes have seen a significant increase in student numbers, particularly over the last two years. The number of students in initial education increased by 37% – from 4,248 to 5,819 – between September 2017 and September 2019.

Full-time degree programmes	Number of students			
	17/18	18/19	19/20	Change 17/19
Bachelor in Management	442	749	1130	156%
Pre-Master year	472	471	505	7%
Master in Management (M1/M2) ¹	2 231	2 534	2 794	25%
MSc / MS ²	841	950	1089	29%
MBA in IM (incl. Conversion path)	151	165	169	12%
Ph.D	111	130	132	19%
TOTAL	4 248	4 999	5 819	37%

(1) including gap years and DD

(2) excluding figure for MMK entry (January 2020)

This increase has taken place while conserving a very high rate of selectivity, with a mean of 18% for the School as a whole



A full portfolio recognized for its excellence

BSc

#2 in France – Le Parisien 2019 and Challenge magazine 2020
French governmental visa (CEFDG) for 5 years – Recognition by Berlin Senate of the Licence level

MiM

#4 Master in Management (MiM – Grande Ecole, #1 in each non French campus) – The Economist 2019
#5 Master in Management – Financial Times 2019
Visa of Master by French Government renewed for 5 years

24 MS/MSc

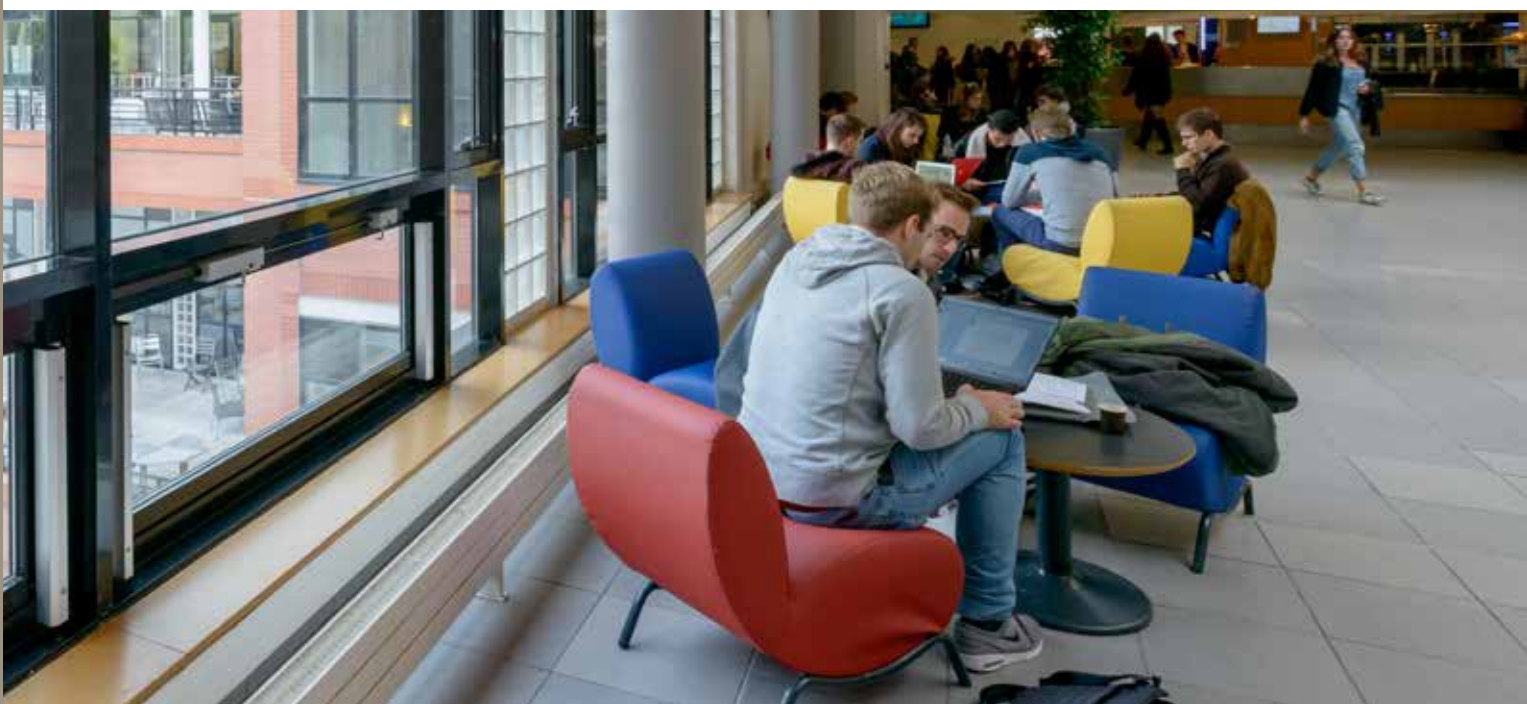
#2 Advanced Master in Finance - Financial Times 2018
#2 MSc International Food and Beverage Management - Eduniversal 2019

MBA

Visa of Master by French Government renewed for 5 years

Ph.D

Doctoral Grade of French Ministry of Education and Berlin Senate



Bachelor in Management (BSc)

The Bachelor in Management (BSc) programme is positioned as a premium programme delivered in “3 Years – 3 Countries”, accredited both in France by the Ministry for Higher Education, Research and Innovation and in Germany by the Berlin Senate. Since its first students graduated in 2018, it has become increasingly attractive – 506 first-year students in 2019 compared to 47 in 2015 – and today, there are 1,130 students from all over the world:

- 2018: 72% of students were non-French representing 59 different nationalities
- 2019: 71% were non-French representing 80 different nationalities.

Following the creation of the “Tsinghua Track” in 2018, it will soon be possible for BSc students to complete their third year (B3) in China, thanks to an agreement signed with Shanghai Tongji University.

Highlights of 2018-2019:

- On 4 and 5 September 2018, the hundred or so students registered for the third year went to Luxembourg for the “European Business Environment Seminar” to reflect on and work on economic, financial and legal issues from a European perspective. They had opportunities to talk to Luxembourg Chamber of Commerce representatives and European Court of Justice judges.
- In 2018, thanks to the partnership with Tsinghua University – China’s top university – around twenty students completed their first year in China.
- In 2019, a new admission pathway was opened, enabling a dozen students to join the Bachelor programme in the second year.
- For the start of the 2020-21 academic year, the French Ministry for Higher Education, Research and Innovation has exempted French Baccalaureate holders registered for a first year outside France from the need to register on the “Parcoursup” university admission system.



What becomes of our graduates?

After completing the Bachelor,

31%

of the students from the first intake continued their studies (Columbia, Bocconi, London School of Economics, London Business School, Cambridge...) and

64%

started work (McKinsey, EY, Amazon, Accenture...).

The employability rate six months after graduation reached

98%.



“You’ll be challenged in a way that you could never have imagined, you’ll meet new people and you’ll develop new competencies that will be useful not only in your professional career but also in your private life. An experience I’ll never forget.”

Hannah Massal, Class of 2020

Master in Management

Known in France as a “Grande Ecole programme” (programme Grande Ecole - PGE) the Master in Management is the ESCP Business School programme with the most students: more than 3,300 in 2018-19, corresponding to a 22% increase in M1/M2 since 2017.

A major overhaul of academic provision began in September 2019. Changes included making the foundation courses in the pre-Master year denser, reducing them from 30h to 24h and introducing a new start-of-year seminar covering current societal and environmental issues (see Chapter 8).

Open to the hybridization of knowledge, the MiM offers up to 36 opportunities for double degrees thanks to a large number of partnerships with some of the most prestigious institutions in the world (see paragraph 1.4 of the International Relations section) and more than 100 possible pathways for an “à la carte” experience.

Highlights of 2018-2019:

- Introduction of a new “Fast-Track your Career” workshop: 15 hours of mandatory sessions to enhance students’ employability as soon as they enter the School.
- New induction seminar in the pre-Master year: “Designing Tomorrow: Business and Sustainability” which relates to the School’s commitment to training leaders with awareness of environmental and social issues
- The M1 seminar: “Start @ Europe” has become “Designing Europe” with a denser, one-and-a-half-day programme completely managed and run by the School.
- The “New Research Method” seminar is now on Blackboard and thus accessible to students at any time.
- Computer coding courses now involve learning a new language.

2018 intake employment survey



What becomes of our graduates?

98% of MiM graduates find a job within three months of graduating. While their mean annual starting salary (including bonuses) is **€61,906**, the increase in salaries three years after graduating is **49%**.



“By enabling me to study in London, Paris and Berlin, the MiM improved my intercultural competencies. Beyond the international experience, the programme offers the opportunity to specialize in finance, at the same time opening the doors to European companies. This experience prepared me to work in an international context, serving clients all over the world.”
Marcel Kwiatkowski, 2018 Intake, Private Debt Syndicator, Deutsche Bank AG, Frankfurt.

MBA in International Management

In 2016, ESCP Business School transformed its “Master in European Business” into a full-time “MBA in International Management”. The intensive programme lasts ten months, is aimed at young professionals and is delivered at any two of the six European campuses that the students choose. Numbers have increased by 11% since 2017. It is highly international with 169 students with 28 different nationalities.

The programme consists of 19 foundation courses, four seminars, two consultancy projects in two countries dealing with live projects proposed by companies, and four optional courses to be chosen from a portfolio of 24, enabling the student, depending on their choice, to specialize in finance, marketing, etc.

It is doubly accredited:

- “Master Grade” renewed for five years in 2019 by the French Ministry of Higher Education, Research and Innovation
- “EFMD Accredited Programme” awarded in 2019 for five years.

The highlights of 2018-2019:

- In September 2018 and 2019, the students took part in the “I-Leap” seminar for three days, during which they are encouraged to apply a personal approach to thinking about their career objectives. From the start of the programme, the different workshops made participants aware of the necessity to develop a “personal career plan” and the importance of networks (ESCP Business School Careers Department, Alumni, LinkedIn, other social networks, etc.) in their search for employment.
- In 2019, ESCP hosted the 36th edition of the GBC (Graduate Business Conference) bringing together students from the world’s 70 best business schools, thus affording entry into the ecosystem of the best global MBAs and providing the School and its MBA Programme with greater visibility.



What becomes of our graduates?

According to the employment survey conducted out on the 2018 intake, **90%** of graduates found a job within three months of graduating (48% of whom found their job before graduation).

83% of graduates changed industry, job, or country: 58% changed industry, 56% changed job and 48% changed country.



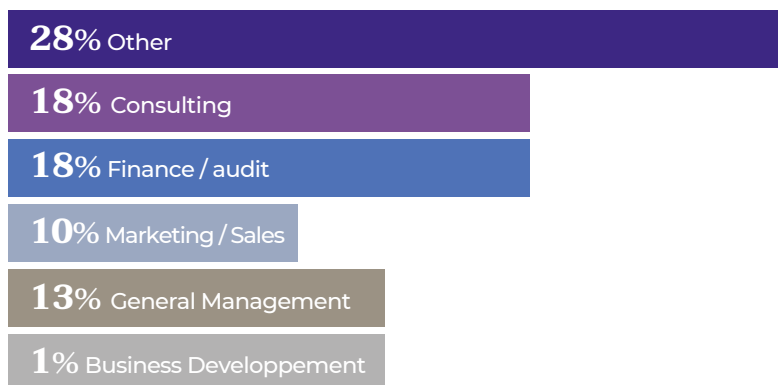
- For the first time in September 2019, the MBA in IM brought together the entire 2020 intake in Paris for the three-day “Induction Seminar: Problem Solving and Decision Making”. A case study is used to introduce the students to a process that encourages them to think methodically and to diagnose the main cause of a problem before devising an effective solution. A networking evening was organized during the seminar for programme students and Alumni.

After spending eight years in consulting, insurance and the media, Mathieu Beau, 31, an ENSIIE graduate and IT engineer, was restless. "I wanted to broaden my horizons and get involved in larger-scale projects", he said. In September 2018, he left his company to start the ten-month ESCP MBA. He was one of six French students in an intake of 90 from 33 nationalities. With the course having to be completed in two countries, he chose Paris and Berlin. "Everything was new for me", he admitted. "I preferred to work in the city where I'd always worked." After the core curriculum, he chose

four options: corporate transformation, leadership, entrepreneurship marketing and well-being at work. "In the beginning, I didn't have a clear idea where I was heading", he said. "Very quickly, I found the logistics course fascinating. But changing job and industry at the same time is difficult; choosing a new country as well..." Amazon was then offering an accelerated three-year leadership programme to those with high potential. Mathieu Beau applied. "I asked the academic director in Berlin, who specializes in leadership, to coach me", he recalls. "I applied in early summer. In mid-September, I learned that I'd been accepted. I start in December."

Source: "Le Figaro": "Un MBA pour prendre le bon virage dans sa carrière" ("An MBA to make the right career change") (by Christine Piedalu, 21 October 2019).

2018 intake employment survey



Specialized Masters and MSc

The 12 Specialized Masters (MS), the 8 MSc accredited by the Conference des Grandes Ecoles (CGE) and the 4 Masters of Science leading to the German Master grade all focus on a specific field or sector of activity.

This portfolio of programmes is constantly evolving to meet the challenges of today's world and to prepare the students for responsible leadership, as illustrated by the opening in September 2018 of programmes such as the MSc in Entrepreneurship and Sustainable Innovation and the MSc in Strategy and Digital Business in Berlin.

Delivered over one or two academic years, these MS and MSc programmes contain an initial intensive phase of courses followed by a Professional Assignment lasting at least four months, and finally, the production and defence of a Professional Thesis. Particular attention is paid to "soft skills" which complement the academic programme. In addition, all students participate in a seminar or study period overseas on an ESCP Business School campus, or that of one of its academic partners.

In September 2019, 1,089 students representing 76 nationalities followed one of the 24 specialized programmes. This represents a 29% increase in student numbers compared to 2017-18 for these increasingly highly regarded programmes:

- The Advanced "Master in Finance" (pre-experience) was ranked second in its category by the *Financial Times* in 2018
- The "International Food & Beverage Management" MSc was ranked second in its category by *Eduniversal* in 2019.

Highlights of 2018-2019:

- In 2018, the launch of the MSc in "Entrepreneurship and Sustainable Innovation" and the MSc in "Strategy and Digital Business" in Berlin.
- In 2019, the launch of the MSc in "Digital Transformation Management and Leadership" in London.
- The Berlin campus hosted the "Experience Day" for the first time in 2019. The candidates for the different programmes participated in lectures, test workshops, career development services and even an improvisation workshop.



"One of the highlights of the Big Data & Business Analytics MSc is the hackathon at the end of the second semester. Thanks to this event, I obtained an internship with L'Oreal, which had been one of my objectives on joining the programme. I knew that it was one of the companies taking part, and that motivated me even more for this project. From the personal standpoint, the hackathon opened my eyes to the fact that no matter how little time is available, or the pressure that you are under, as long as you are passionate about something, you can do anything. Thanks to this programme, I was able to understand the commercial aspects of a problem and learned to react quickly as a consequence. I also learned to focus my analytical competencies and to use critical thinking in order to be more effective in my current job. The programme was thus personally fulfilling while providing me with all the tools required for my professional life."

Sabrina Azor, 2019 Intake, MSc in Big Data & Business Analytics, Junior Advisor in Data Science & Business Analytics EI Technologies.



What becomes of our graduates?

The careers of ESCP Business School MS and MSc programme graduates are particularly gratifying. Two examples:

- MS in Finance (2018 intake):

100%

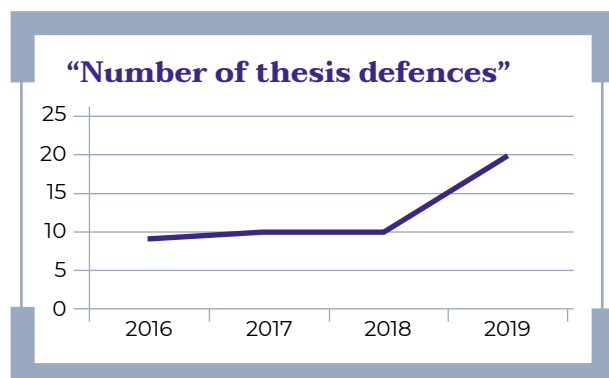
of graduates were professionally active within three months of finishing the programme. According to the Financial Times, their mean salary is \$111,341 three years after graduation (increase of 48% over the mean graduate salary).

- MSc in Marketing & Creativity (London) (2018 intake):

90% of graduates were professionally active within three months of finishing the programme, and 92% had a job with an international dimension. Their mean salary is €46,400.

Ph.D

The 2018-2019 academic year featured an exceptional performance in terms of thesis defences for the Paris doctoral programme: 18 defences compared with an average of 10 per year over the three previous years. 2019 was thus the first year in which the number of alumni (85) exceeded the number of current Ph.D students (66).



Moreover, there has been a quantitative and qualitative improvement in performance in terms of publications. Publications by Paris PhD students increased significantly (+300%) between 2013 and 2017. Their counterparts in Berlin published 19 articles in 2018/2019 (compared with 12 in 2017/2018). Although the number of publications by Paris PhD students has now stabilized, there is also an improvement in their quality: over the last three years, the number of publications in journals ranked B+ and above is three or four per year, compared with only one in 2016 (see table below).

Publication performance for Paris Ph.D students:

Journals	2013	2014	2015	2016	2017	2018	2019 (on 15/10)	Total
FT		1		1				2
A+					1		1	2
A						3		3
B+					2	1	2	5
B				3	1	1		5
C+				1	1	1	2	5
C		2	1	3	4	5	4	19
D		2		1	2		1	6
Not ranked	4	4		3	5	3	4	23
Total	4	9	1	12	16	14	14	70

Highlights of 2018-2019:

- The course has been restructured in order to introduce key events at the beginning and end of the academic year for second year Ph.D students. The objective is to avoid dispersion of those students after the first year, which contains most of the taught material.
- The second year now begins with a seminar on the development of teaching skills and ends with a data analysis seminar organized in partnership with Birmingham University.
- “Learning by doing” writing workshops have been introduced to help Ph.D students produce a publication from A to Z.



What becomes of our graduates?

The great majority of alumni (**100%**) obtain jobs as lecturer-researchers. An increasingly high proportion of these posts are in engineering schools (20% this year, compared to 70% in business schools and 10% in universities).



“The doctoral programme gave me the solid methodological foundations required to write a thesis, to become part of the international academic community and to gain teaching experience.

The first year of my doctorate, mostly focused on courses and learning how to conduct research, also allowed me to meet other doctoral students, with whom close links were formed, in particular via the offices of the Bluet building. The second year was marked by discovering research practice and participating in conferences, such as Alternative Accounts in Canada. My third year began with a three-month visiting position at the London School of Economics, opening up new perspectives in my research and the academic world.”

Marianne Strauch, 3rd-year doctoral student.

1.2

Marketing of degree programmes

As part of ESCP Business School's "Brand and Size" strategy, the Federal Marketing Department is developing and managing the marketing strategy and communication plan in order to enhance the reputation and visibility of the School and its federal programmes (MiM, MBA and BSc.). It aims to recruit the best students, combining academic excellence and diversity.

Main achievements in 2018-2019

ESCP Business School's international visibility and reputation were enhanced by the promotion of rankings, participation in 633 salons and high school visits in 47 countries, the monthly MBA master classes highlighting the excellence of our Faculty and meetings with our Alumni.

With the six European campuses, the senior management team has introduced targeted actions to promote the richness of the curricula and the multi-campus experience of the programmes in an active strategy of acquisition and selectivity.

Multimedia campaigns have helped to promote the unique features of our programmes, such as:

- **MiM:** 36 opportunities for double degrees and more than 100 possible pathways;
- **MBA:** partnerships with leading companies such as Renault and opportunities for in-company consultancy projects in two countries;
- **BSc:** unique 3-year course in 3 countries combining management, languages and social sciences.

To engage and convert target candidates into actual students, the Federal Marketing Department has created content on students' multicultural experiences, promoted it on social networks (more than 40 videos of student and alumni testimonials, blogs, etc.) and run ambassador programmes.



Illustrations of three major programmes

- **MiM:** the Designing Europe seminar enabled more than 1,000 students from 72 countries to simulate the decision-making process at the European Parliament in Brussels. The Marketing team carried out a major campaign (press releases, digital video campaign, social networks and emailing) to promote this exceptional event.
- **MBA:** the marketing campaign drew attention to the MBA through live videos of seminars on YouTube and the promotion of testimonials from students and speakers on the social media.
- **BSc:** a Business Game has been offered to candidates and students already accepted on

the BSc programme in order to give them an overview of the unique study experience provided by the School and to attract the best profiles. The game reflects ESCP Business School's desire to promote social diversity and equal opportunity, with the winners eligible for a scholarship. Of the 30 participants representing seven nationalities, six obtained funding of between 20% and 50% of their tuition fees. Five of them joined the programme.

1.3

The student experience

One of the Academic Division's major strategic approaches is the development of a sense of belonging to the ESCP Community. To this end, the Student Experience Division was created in 2018 to support students throughout their course. Its objectives are:

- Personal support for students;
- Professional support for students;
- Development of the social inclusion policy.

This department brings together:

- The Career Centre
- The Internship services department
- The Partnerships and Business Development department
- The "Blue Factory" Incubator
- The Student Affairs department
- The Health department
- The Sports department

Personal support for students

Personal support for students has been simplified and improved using digital tools, thus enabling the dematerialization of registration files, and also by setting up student orientation platforms (accommodation platforms, "welcome pack", health guides, brochures for preparing for international exchanges and internships, etc.).

The "Contribution to Student Life and the Campus" (CVEC) – a compulsory tax on students at the Paris campus, collected by the CROUS – made €49,000 available to the School, which was used to set up and improve different student services, including:

- numerous preventive programmes (combating alcoholism, stress and gender-based and / or sexual violence);
- development of the medical and paramedical centre including the organization of individual on-site psychological and psychiatric consultations and a nurse specializing in disability issues;
- development of the sports department, in order to offer an increasingly diverse range of activities to students, nearly half of whom practice at least one sporting activity.

Student life is also represented by around a hundred associations and a similar number of projects (humanitarian projects, strategic consulting and entrepreneurial projects, projects promoting sustainable development, social integration, etc.). These associations, spread across all campuses, work in close collaboration with the school administration, in particular through the Student Union (BDE).

In order to improve the student experience, AGORA (see Paragraph 12.1) – the inter-campus body representing the students – maintains permanent links between the administration and the students, mainly by participating in the various local and federal academic committees.



Sports-minded students

Over 50% of ESCP students are regularly involved in at least one sporting activity. On the Paris campus, they can participate in dance, fitness, yoga and weight training. They can also use external sites (stadiums, golf, rowing, etc.). Their achievements speak for themselves in both individual sports:

- windsurfing: Lucie Belbeoch, 14th place at the 2019 World Cup final,
- Paris half-marathon: Josephine Colin, 2nd most-promising female athlete, and team sports:
- rowing: 2018-2019 French Business School champion
- indoor rowing: winner of the female team relay at the French Cup
- men's football: 5th in the French Business School Cup
- men's futsal: winner of the French Business School Cup
- Women's rugby: 3rd in the French Grandes Ecoles Championship
- men's rugby: 3rd in the French University Rugby Tens Championship
- triathlon: 7th in the French University Championship team event
- fencing: the women's team qualified for the French championship
- climbing: winner of the Grandes Ecoles Trophy team event



Professional help for students

The Student Experience Division also aims to improve access to the job market for students in all programmes, both during their studies and after graduating. The combined efforts of the Careers department (including the Job Teaser platform) and the Alumni Association give students access to more than 13,000 exclusive internship offers and 30,000 job offers each year.

In 2019, the Careers department on all campuses also organized around twenty forums bringing together 300 different companies, more than 130 workshops, a dozen seminars and 49 other events (boot camp, and "recruiting days").

In 2018, in association with the MiM programme management team, the Careers department introduced "Fast Track Your Career" workshops for pre-Master and Master 1 students in Paris, in order to optimize the relevance of their professional experience and improve their employability from the very start of the programme. These workshops consist of 15 hours of compulsory courses featuring lectures by alumni, CV workshops, etc.

In addition, ESCP Business School maintains close relationships with more than 1,200 companies, which provide additional resources, particularly in support of equal opportunities projects and entrepreneurship, through donations and the apprenticeship tax, for which the amount collected (excluding the quota) exceeded €1 million in 2019.



The Blue Factory

ESCP Business School's incubator – the Blue Factory – helps to promote entrepreneurship, part of the School's DNA since its creation by Jean-Baptiste Say in 1819. It hosts entrepreneurial projects created by students and alumni of the Community through its Start, Seed and Scale programmes and in 2018 it supported the creation of 60 new projects (i.e. twice as many as in 2017) and co-supported 18 others with companies such as Hachette Livre and Malakoff Mederic Humanis.



1.4

International relations

With its six campuses in Berlin, London, Madrid, Paris, Turin and Warsaw, ESCP stands out as the only globally oriented pan-European Business School.

As part of its *Alliance in Art, Business, Culture, Diplomacy and Engineering (ABCDE)*, ESCP Business School is seeking to strengthen its partnerships with prestigious academic institutions with a view to:

- recruiting the best international students;
- offering students the opportunity to study in the world's best universities and schools;
- increasing diversity within its programmes by recruiting students of different nationalities: 118 nationalities in 2019 from very diverse fields (e.g. engineering, humanities, political science, medicine and pharmacy);
- developing international partnerships for all programmes with the best academic institutions, in particular those whose academic excellence is recognized worldwide. The objective is to increase and promote the mobility and internationalization of students on all the School's programmes, while also enabling students to acquire additional competencies through joint programmes (double degrees in engineering, law, political science, etc.);
- improving the range of Executive Education opportunities through joint transcontinental training programmes for senior executives such as the Executive Ph.D programme with Tsinghua University;
- consolidating the school's expertise through international research projects.

This international dimension is illustrated by its multiple national accreditations and awards, being witness to its excellence (see page 51

“accreditations and rankings”):

- AACSB
- EQUIS
- AMBA
- ACQUIN (Germany)
- ANECA (Spain)
- QAA (United Kingdom)
- Office for Students - OfS (United Kingdom)
- CEFDG and HCERES (France)

The international dimension – key figures:

ESCP Business School's international influence is illustrated by the diversity of its community. The school has signed agreements with more than 135 academic partners in nearly 50 countries, in particular for exchange programmes (PE), double degrees (DD), student recruitment and seminars, all aimed at both initial and Executive Education programmes.



Off to China

ESCP Business School is developing numerous projects on the Asian continent, particularly in China. It has forged a special relationship with Tsinghua University, China's top university, and one of the best in the world. In parallel with the “Tsinghua Track” launched in 2018 for students in the first year of the Bachelor in Management programme, the two institutions are creating an Executive Ph.D in Art and Management, in partnership with the University's Academy of Art and Design, and opening a Franco-Chinese Innovation Centre, supported by the French government and incubators at both institutions.

In early 2019, ESCP Business School created the European Business Confucius Institute, in partnership with Beijing Foreign Studies University – China's top-rated institution for foreign languages. This unique institute (one of only 12 Confucius Institutes dedicated to business in the world), is a platform for dialogue and economic exchange, whose objective is to strengthen the links between France, Europe and China.



In 2018 and 2019, ESCP Business School signed the following new agreements:

Partners	Nature of partnership	Programmes	ABDCE
Asia			
Tsinghua University School of Social Sciences	PE	BSc	B – D
Tsinghua University School of Public Policy Management	PE and strategic partnership	MiM	D
Tsinghua University School of Economics and Management (SEM)	PE	Incubateurs	B
Renmin University – School of Business (Chine)	DD	MiM	B
Tongji (Chine)	DD	MiM	E
IIM Bangalore	DD	MiM	B
Fudan University – School of Management (Chine)	PE	MiM	B
CEIBS (Chine)	Pre-MBA Recruitment	BSc	B
MDI Gurgaon	DD	MiM	B
SMU (Singapour)	Admission post bachelor	BSc	B
Europe			
MGIMO (Russie)	PE/DD	MiM	D
Wien Universität	PE	MiM	B
Copenhagen Business School	PE	MiM	B
Imperial College	PE	MiM + BSc	B
London Business School	PE	MiM	B
Mines ParisTech	DD	MiM	E
IFM Paris	DD	MiM	A – B – C
Ferrandi Paris	DD	MiM	A – B
Americas			
ITBA (Argentine)	DD	MiM	B
FVG (Brésil)	DD	MiM	B
HEC Montréal	DD	MiM + Incubator	B

For the MiM programme, ESCP hosted 178 students on exchange programmes, and 52 students for double degrees during the 2018/2019 academic year. In the same year, 313 students left for exchanges with partners and 11 took double degrees. 75 students participated in ERASMUS mobility programmes, benefiting from a subsidy of €107,482 from the Erasmus + programme.

It further strengthened this position in November 2019 by becoming a member of the **European University Association**. It is the first business school to become a full member out of 800 universities in 48 countries.

In October 2019, with a view to creating a European University for Entrepreneurship (EU4E), ESCP Business School also signed a MoU with the University of Mondragon (Spain), the Catholic University of Lisbon (Portugal), Kozminski University (Poland), Oulu University (Finland) and ISM University of Management and Economics (Lithuania).

European University – EU4E - 10/11 October

- As a leading member of the EU4E consortium, ESCP Europe will be submitting its European University proposal to the European Commission's next round of calls for projects related to European universities
- The "European University for Entrepreneurs" (EU4E) consists of: ESCP Paris campus, ESCP Berlin campus, ISM University of Management and Economics (Lithuania), Kozminski University (Poland), Mondragon University (Spain), Portuguese Catholic University (Portugal) and Oulu University (Finland).
- EU4E's ambition is to become the global reference for entrepreneurship





2 | EXECUTIVE EDUCATION

The “Executive Education & Corporate Initiative” Division is responsible for the ESCP Business School’s Executive Education activities, which are one of its key missions serving the corporate sector. Since August 2018 it has been run by Professor Bertrand Moingeon, former Deputy Director General of HEC, responsible for executive education and academic development.

The Division is in constant contact with personalities and influencers who are likely to profoundly transform the corporate sector in the future.

2.1

Supporting global changes today and tomorrow

Innovative teaching methods

Following the creation of the English version of the EMIB - Executive Master in International Business - in 2016, the French version of ESCP Business School's first 100% online degree programme was launched in 2018. It was developed by the Madrid campus and today has a total of 114 participants, against 40 in 2018 with 46 different nationalities.

On the strength of this success and keen to break even more new ground, ESCP Business School decided to offer a Blended track for the EMBA in 2020.

In the field of open programmes, the "digital transformation facilitator" certificate was launched in 2018, following a study and survey on changing talents in the digital age and the organizational and cultural consequences for businesses, carried out with Netexplo, the leading digital transformation observatory, and led by Frank Bournois (more than 1,000 certificates issued by the School in 2018-19).

ESCP
EUROPE
BUSINESS SCHOOL



18th
2019
BICENTENARY

NETEXPLO
observatory



Fully aware of the ongoing digital revolution, the Executive divisions signed a partnership agreement with First Finance (leading certification portal for key corporate competencies in the digital age) in 2019, to launch a range of on-line programmes leading to certificates aimed at managers and covering cutting-edge subjects including Data Sciences and the Digital Transformation. This "Skill First" range emerged from discussions led by the Client Advisory Board which brought together more than 100 HR and training professionals from over 50 companies (CAC 40, intermediate-sized enterprises, and SMEs).

Diversity and inclusion

Diversity and inclusion are constant concerns of the School and its Executive Education division. Today, the EMBA and the Executive Specialized Masters include 30% and 33% of women, respectively.

For this reason, two innovative programmes have been launched on the Berlin campus: "Women in Leadership" and "LGBT+ Leadership Programme", the first of their kind in Europe.

After earlier success at Stanford, ESCP Business School's LGBT+ Leadership programme is the first and only academic programme in Europe aimed at LGBT+ talents. It runs in collaboration with RAHM "the global LGBT+ Leadership Community". The first edition took place in July 2019 in Berlin and brought together participants from many European countries, high-flyers, young and future leaders defining themselves as LGBT+, and company diversity and inclusion managers. The aim of this pioneering programme is to help participants with their personal and professional development and to establish a network of LGBT+ leaders. It combines innovative management-related subjects (storytelling, decision-making, negotiation games, MBTI (Myers Briggs Type Indicator) tests, a psychological evaluation tool) and others aiming to encourage inclusion. Design thinking sessions are held to help participants create concrete tools to encourage a more inclusive working environment.



2019 also saw the launch of the “Women in Leadership” programme. Two editions have already been organized and bespoke versions have also been offered in several companies. During these sessions, participants work on their “own” leadership styles, and assess how to improve their presence within the management team and their aptitudes for communication and negotiation. Working with high-level executive coaches, they develop a concrete plan designed to increase their impact as leaders.

Taking sustainable development issues into account

The “Stand Up for a Sustainable World” conference cycle is the first series of events for the “Executive Community” devoted to the theme of “Sustainability”. Organized in partnership with ESCP Business School’s “Circular Economy and Sustainable Enterprise Models” Chair, the series reaffirms the School’s commitment in the field. It enables participants to attend lectures by high-ranking individuals involved in environmental protection such as H.E. Dr Ameenah Gurib-Fakim, Prof. Jaideep Prabhu (co-author of Frugal Innovation) and His Serene Highness Prince Albert II of Monaco.



Focus

Innovation serving organizations and their transformations

Many of our clients want to involve their top management in the transformation of their organizations. To facilitate this sometimes radical change and prompt managers and directors to “think differently” and explore other possibilities, the Art Thinking method, developed by ESCP Business School’s Institute of Entrepreneurship run by Professor Sylvain Bureau, provides a learning experience that has a particularly strong impact on participants. This approach aims to teach managers and directors a method that will enable them to produce unlikely outcomes with certainty. Many companies have successfully benefited from this unique approach over the last two years.



2.2

Main changes and creations introduced in 2018 / 2019 to develop Executive Education activities

Launch of the Executive Community, the Exed global network

The Executive Community, a community of managers educated by ESCP Business School was launched on 5 June 2019. Its main mission is to facilitate networking and communication between ESCP Exed and its past and present participants. It offers its members a platform designed to inform them about what is happening on the different campuses and throughout the world in the management development field. The community is also designed to enable all our former participants to keep developing their ESCP Business School experience through networking events, master classes and seminars.



Worldwide development

In July 2019, with a view to developing promising new markets, Exed organized a networking reception at the French Ambassador's residence in Abidjan, which brought together many alumni and various local figures. During the reception, Professor Moingeon announced the nomination of HE Charles Gomis, the Ivorian Ambassador to France, as an honorary ESCP Business School Ambassador to his country. The following day, a master class on strategic innovation brought together around 100 senior managers interested in Exed programmes.

Other key figures close to ESCP Business School also agreed to help develop the School's international reputation, and particularly that of its Executive Education programmes, in their countries, especially in India and the Maghreb region.

In order to raise its profile on the African continent, Exed also helped organize various events, including the grand Afric'innov soirée in May 2019, on the fringes of the Viva Technology conference. The event focused on African start-ups and Tech companies through lectures, debates, pitches and competitions attended by MEDEF, CIAN, EY, and Club Efficiency representatives, investors and Business Angels.



In November 2019, in the presence of Jean-Bernard Levy, CEO of EDF, and Marianne Laigneau, Group Senior VP International Division, Bertrand Moingeon awarded the "ESCP Coup de Cœur" (ESCP's Choice) prize at the EDF Pulse Africa event, whose participants included more than 500 African start-ups, and which aims to support and assist African innovators who are key players in energy development on the continent. The "ESCP Coup de Cœur" prize was won by Cameroon-based start-up Clean Energy Services, represented by its founder Triomphant Tchulang.



Focus

“Designing Tomorrow’s Management” forum

In June 2019, as part of the School’s bicentenary, the Executive MBA organized a two-day event on the Madrid campus involving 100 current participants and 50 Alumni. For the occasion, three panels including company representatives, experts, former graduates and professors were formed to consider topics related to the School’s business Chairs: Internet of Things with Schneider, Circular Economy with Deloitte and Social Dialogue and Competitiveness with Airbus. After the panel discussions, the participants worked in groups before presenting their findings which can be put into practice by the participating companies.

Marketing the Executive Division

The marketing strategy adopted for Executive Education corresponds to a twofold objective: building up an extensive pool of verified “leads” - which will then be followed up by our sales teams - and working to boost the reputation of the ESCP Business School Executive Education brand.

These marketing activities have been launched in a new context in France, as the funding arrangements for continuing education have recently been overhauled by the “professional future” reform.

Constructing our new marketing strategy

The foundations of an effective marketing procurement strategy – synchronising our inbound and outbound marketing approaches – were laid in 2019 in preparation for activation in 2020. We also mapped out customer experiences for each product range in order to better understand the interactions between ESCP BS Executive Education and our clients, with a view to creating positive user experiences.

Boosting the reputation of Executive Education

As part of our efforts to develop the Executive Education brand, the Executive MBA has been identified as the flagship programme whose reputation and visibility will reflect positively on the other programmes in our range. Reputation-boosting campaigns focusing on the Executive MBA ran from March through June and from September through December 2019 on the Financial Times website (in the EMBA ranking section), thus reaching a 24% audience share, the highest achieved by any business school (France and worldwide).

Meanwhile, we ran Google adwords campaigns throughout the year, achieving coverage of over 90% of search engine requests. This campaign has been backed up with an effective programmatic advertising campaign (advertising which is tailored to consumers’ browsing behaviour in real time) and monthly advertising purchases on LinkedIn to promote our events. These have included 35 trade fairs and 30 information meetings, as well as 25 webinars (across all campuses).

Meanwhile, the Executive Education marketing division has also been working to develop new, high-potential markets in Africa, particularly Ivory Coast.



Customized programmes for companies

- **5,000** managers and directors trained
- More than **250** programmes
- **30%** of programmes implemented across countries
- Clients in 2018-2019: Bpifrance, BNP Paribas, Metro, EDF, BPCE, Ford, LVMH, Manutan, Galeries Lafayette...



Open programmes and SEMs

- **40** inter-company programmes/year
- **1,000** participants/year
- **6** Specialized Executive Masters (SEMs)
- **2** overseas seminars per SEM



Programme Executive MBA

Executive MBA Financial Time Ranking 2018

#1 for Career Progression worldwide (with an average 65% increase in salary)

#2 for Aims Achieved worldwide

#3 for International Course Experience worldwide

#11 Worldwide in 2018

#14 Worldwide in 2019

112 participants for the 2020 intake



"My EMBA experience was everything I had hoped for, an unparalleled academic and social experience that has enabled my professional growth during the course and into the future. As an expat in the Middle East, I was immediately drawn to the international aspect of ESCP Business School and the ethos of the Itinerant track in particular. Courses and seminars in 8 cities across Europe, the US and China with over 100 colleagues from diverse backgrounds and industries broadened my perspectives, while equipping me with the skillsets and knowledge required to progress my career. Having a background in technology, and recently strategy, courses on financial subjects from the wide-variety of electives were the most challenging and brought the most benefit to me, and I would recommend the ESCP Business School EMBA in particular for the ability to easily adapt my personal curriculum during the EMBA once it became clearer where I needed to focus my development."

Barry Rodgers, EMBA 2018, English, Corporate Strategy Senior Manager, Etihad Aviation Group.



3 | RESEARCH

3.1

Outstanding research performance

ESCP Business School's permanent faculty have made significant increases in publishing research articles in high quality international academic journals over the last few years. The number of peer-reviewed journal (PRJ) publications has increased with an average of 133 PRJ articles per year during 2018-2019 as compared to 109 articles in 2017. After the establishment of EESC (Etablissement d'Enseignement Supérieur Consulaire), the research output has increased by 33% in total number of articles. More importantly, there has been a noticeable increase in top-tier high quality journals ranging from +110% in A journals to +333% in Alpha journals. The number of alpha articles increased from 3 articles in 2017 to 13 articles in 2019. There is a clear trend that our faculty members publish more and more their research articles in high quality journals. The proportion of A and B journals has significantly increased from 58% (63/109) to 66% (105/160). The number of FT articles published by our faculty has also confirmed the outstanding research performance. In 2019, our faculty published 25 FT articles as compared to 8 articles in 2017, representing an increase of 525%. In sum, this research performance emphasizes ESCP Business School's positioning as a leading research-based business school in Europe.

ESCP Europe	2017	2018	2019 (au 31/12/2019)		% change 2017-2019
			Published and Accepted	% change	
Alpha	3	5	13	160%	333%
A	10	13	21	61%	110%
B	50	36	71	97%	42%
C	34	39	44	13%	29%
D	12	13	11	-15%	-8%
Total	109	106	160	51%	47%

Classement FT	2017	2018	2019 (au 31/12/2019)		% change 2017-2019
			Published and Accepted	% change	
FT50	8	11	25	127%	213%

3.2

Creation of ESCP Research Institute of Management (ERIM)

ESCP Business School has demonstrated its successful positioning in higher education in France and in Europe. ESCP is the second business school which is eligible for granting a state-recognized doctorate degree. To allow ESCP to deliver a doctorate degree independently, ESCP Business School created a state-recognized research laboratory of excellence, namely ESCP Research Institute of Management (ERIM) which was officially evaluated with a very positive evaluation report from the French state institution (HCERES) in March 2019. The ERIM is officially registered as a research laboratory at the Ministry of Higher Education, Research, and Innovation under the identification

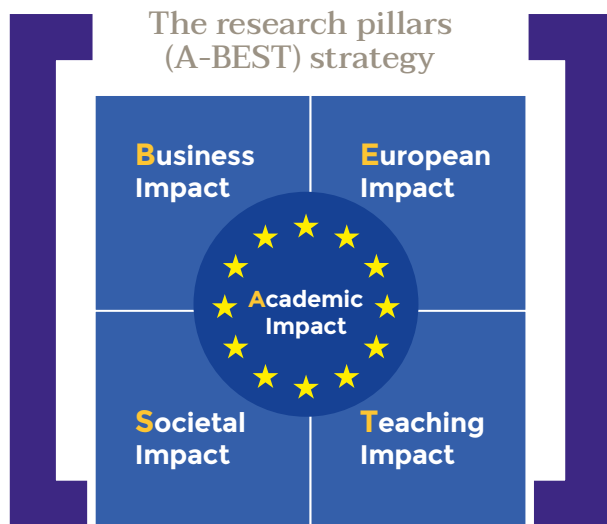
number (RNSR) 201823197R. This successful creation of a state-recognized research laboratory allows ESCP Business School not only to deliver the Doctorate degree independently but also to apply for the national research funding such as the ANR funding for example. In addition, the ERIM will play an important role in promoting research activities of ESCP Business School in the future to the benefit of ESCP researchers and ESCP PhD students alike. Also of note is that ESCP Business School is a member of the Doctoral School of the Management Pantheon Sorbonne (ED559) with University Paris 1 Pantheon-Sorbonne and IAE de Paris.

3.3

Research awards and dissemination

Research at ESCP Business School is taking a step further towards more relevant and impactful research. ESCP Business School seeks to improve its research impact through a framework defined for, and with, its stakeholders.

Research at ESCP Business envisions a unique and dynamic environment, aiming at not only maintaining the highest international research standards but also making impacts to focused stakeholders beyond the academic community. Each high-quality research publication translates into business knowledge that informs stakeholders: business practitioners, students, the European community and Society at large - the Figure below presents a general framework of our research mission built on the A-BEST impact strategy.



The following are examples of different types of research impact according to the five pillars of the A-BEST strategy realized during the period 2018-2019.

- Professor Christian F. Durach, Chaired Professor of Supply Chain and Operations Management, Berlin campus, received the 2018 Emerald Outstanding Paper Award for his paper published in the International Journal of Physical Distribution & Logistics Management. He was also appointed as Editorial Board Member of the International Journal of Operations & Production Management and the Journal of Business Logistics in which he received the Outstanding Reviewer Award in 2019.
- Professor Jaime Luque, Associate Professor of Economic, Madrid campus, held a new BNP Paribas Real Estate Professorship at ESCP Madrid campus. In June 2019, he successfully co-organized an international research conference on Housing Affordability with the top academic institutions, namely UCLA and Tel Aviv University. Jaime received the Ideas Worth Teaching Award by The Aspen Institute Business and Society Programme for his educational innovations to address affordable housing development.
- Professor Regis Coeurderoy, Professor of Management, Paris campus, received the National Federation for Independent Business (NFIB) award for his research article co-written with his Ph.D student at ESCP, Anna Souakri, titled "Does Entrepreneurial Experience Really Matter in Venture Capitalists' Screening Decisions? Preferences and Similarity-attraction in the VC-lead Entrepreneur Dyad" presented at the BCERC (Babson College Entrepreneurship Research Conference), which is considered as one of the world best conference in Entrepreneurship.
- Professor Alberta Di Giuli, Professor of Finance, Paris campus and the LabEx Refi member, won two awards in 2018 for her case study, "Prada's Hong Kong IPO", from the UK-based Case Centre and the AFFI (Association Française de Finance).
- Professor Maral Muratbekova-Touron, Professor of Management, received the 2019 case study award of category free case from the UK-based Case Centre for her case study titled the Acquisition Experiences of KazOil.

ESCP's scientific journal, the European Management Journal (EMJ), publishes leading international research in all areas of management. The EMJ team does an outstanding job, as evidenced by journal evaluation metric CiteScore: EMJ's **3.88** score in 2018 was upgraded to **5.27** in 2019, a remarkable increase.

The CiteScore data are based on the Scopus data system.

2015	2016	2017	2018	2019
2.47	2.98	3.77	3.88	5.27



The number of research paper submissions to EMJ has also increased to 801 in 2019 (from 652 submissions in 2018 and 639 in 2017).



“My main academic research applies general equilibrium theory to financial and real estate markets. I have conducted research on the consequence of repo and rehypothecation on security pricing and market pressures. This line of research evolved towards the understanding of leverage dynamics, security bubbles, anomalies in currency markets, and banks’ portfolio rebalancing in sovereign debt crises.

I have also investigated different issues related to housing affordability, including subprime mortgage lending, Tax Increment Financing (TIF), Low Income Housing Tax Credits (LIHTC), and mixed income communities. His book Affordable Housing Development published by Springer provides insights and practical demonstration of important financial tools often necessary to the financial feasibility of affordable housing projects, including TIF and LIHTC. My research has been published in journals such as Journal of Economic Theory, Journal of Public Economics, Economic Theory, Real Estate Economics, and Regional Science and Urban Economics. I have also written opinion pieces for the Financial Times, the Huffington Post, The Repubblica, Expansion, Cinco Días (El País), and Actualidad Económica (El Mundo), as well as for the Vox.eu, Eurointelligence and The Conversation economics op-ed sites.”
 Jaime Luque, Associate Professor of Economics, ESCP (Madrid campus)





4 | **FACULTY**

4.1

Presentation of Faculty and changes in 2018 and 2019

The ESCP Business School faculty, which in 2018/2019 consisted of 156 professors across five campuses, is continuing to develop, both in quantity, in response to the School's rapid growth, and in quality.

In 2018/19, 15 new professors were recruited and eight left, leading to net growth of 5% compared with 2017/18.

Thanks to this recruitment, the number of professors at the Berlin, Madrid and Turin campuses increased by 25%, 36% and 25% respectively. This growth is in line with the School's strategy of reinforcing the European campuses other than Paris. It also contributes to further emphasizing the School's international dimension.

The faculty on all campuses also shows increasing diversity in terms of nationality (29 different nationalities in 2018/19 compared to 25 in 2017/18).

Finally, changes in the faculty highlight the strengthening of the research dimension. The percentage of doctors increased from 94% to 97% between 2017/18 and 2018/19 and the number of professors with an HDR* or equivalent increased by 13%. Moreover, the recent recruitments reflect the increasing quality of research production with a significant increase in the number of publications at level A and higher.



ESCP Faculty						
Campus	2017/18		2018/19		variation 2018/19 vs 2017/18	2019/20 Forecast
Paris	99	66%	97	62%	-2%	93
London	19	13%	19	12%	0%	21
Berlin	16	11%	20	13%	+25%	23
Madrid	11	7%	15	10%	+36%	17
Turin	4	3%	5	3%	+25%	6
Total	149	100%	156	100%	+5%	160
Number of nationalities	25		29		+16%	29
Number doctors	140		152		+9%	157
% doctors	94%		97%		+4%	98%
Number HDR*	54		61		+13%	64
% HDR*	36%		39%		+8%	40%

HDR: Habilitation à Diriger des Recherches (Higher doctorate with accreditation to supervise research) - the highest level of university degree in France and Germany.

In addition, members of faculty were responsible for several noticeable advances in 2018 and 2019 in terms of teaching innovations, corporate partnerships as well as research.

Several innovative teaching methods have been developed on the different campuses. Among them, Professor Emmanuel Zilberberg's initiative in developing interactive on-line modules for different audiences (pre-requisites for the MiM, Bachelor, and EMBA) enables the teaching of large, geographically dispersed groups, generates increased commitment from participants and enables personalized learning and supervision related to the student's level and profile. This initiative will be reproduced in other disciplines. Moreover, Art Thinking, and particularly the "Improbable" seminar – a teaching innovation developed by Sylvain Bureau to increase participants' creativity – is meeting with growing success, not only among all audiences (undergraduate teaching, executive education) at ESCP Business School, but also in a number of international institutions including Stanford University and the Centre Georges Pompidou, which now offer this "Made in ESCP Business School" seminar.

As previously mentioned, the intercultural management case simulation, developed by Professor Marion Festing with support from the Renault foundation, a finalist at several award ceremonies for innovative academic approaches in Germany has enriched teaching in this field on several programmes and different campuses.

Finally, the academic case studies developed by Professors Alberta di Giuli and Maral Muratbekova were ranked as Europe's best case studies in 2018 and 2019 by "The Case Centre".

Several new Chairs were created in 2018 and 2019: The "Circular economy" Chair led by Professors Aurelien Acquier and Valentina Carbone was launched in 2018 in partnership with Deloitte. It has already developed an impeccable reputation among students and partners and enables the organization of regular conferences on the subject, while enhancing academic innovations and research projects in the field. A course totally devoted to the circular economy is offered in different programmes.

In 2018, a new Chair was launched by Professor Jaime Luque in Madrid on the theme of real estate, in partnership with BNP Paribas.

2019 saw the launch of the BNP Paribas "Re-inventing work" Chair, led by Emmanuelle Leon. Finally, several existing Chairs have been renewed and, in some cases, reinforced by the addition of new partners.

The Commerce 4.0 Chair directed by Professor Olivier Badot has been renewed and enhanced by a new partner, Bearing Point.

The "Entrepreneurship" Chair directed by Professor Sylvain Bureau has been joined by RCI in addition to EY, the L'Oreal Professorship based at the London campus and directed by Professor Marie Taillard was renewed.

Finally, the research production of ESCP Business School professors has increased in both quantity and quality (see part 3 "research" page 29). Beyond its academic value, some of the research by ESCP Business School professors has even been recognized in the business world. Isaac Getz's book "L'Entreprise libérée" ("The Liberated Company") won the 2018 Rotary Prize for Business Books, while Valentina Carbone's article "The Rise of Crowd Logistics: A New Way to Co-Create Logistics Value" (published in the "Journal of Business Logistics") won the 2018 Syntec Management Research prize.

Numerous white papers, policy papers, academic articles and publications produced by the Chairs help to advance research on many subjects.

In 2018 and 2019 the IoT Chair published two white papers: "Ethics and IoT" and "Design of the IoT". Each containing over 60 pages, these white papers contain numerous contributions by researchers, professionals and professors. "Distribution 4.0", the book produced by Olivier Badot and researchers from the Leclerc Chair (which has also published several academic case studies), won the EFMD FNEGE prize for the best management book (in the "Manual" category). The Jean-Baptiste Say Institute contributed to producing the first National Overview of Effective and Committed Entrepreneurs with EY. RH&M magazine has published several "policy papers" produced by the Social Dialogue and Company Competitiveness Chair. The Professors involved in the chairs have also published many articles popularizing their research, among others in The Conversation (particularly the edition covering the Circular Economy with six articles).





4.2

Reinforcing the European harmonization of the faculty

In 2018 and 2019, the European integration and harmonization of faculty was considerably strengthened.

First, the faculty management policies and processes were clarified and standardized at the European level i.e. on all campuses. The elected body responsible for evaluating professors has been renamed EFAC (European Faculty Advisory Committee) and has become fully European. In 2018, all professors on all the campuses were evaluated by this committee for the first time with the active involvement of the Dean of Faculty, the Associate Dean for Research and the local management teams (Campus Dean, Finance Director). This new operating method provides a complete, in-depth view of the faculty as well as greater equality and harmonization. It also formalized the inclusion of all professors on all the campuses in the nominations for the annual “faculty awards” (teaching prize, innovation prize and research prize which, until 2018, were only available to Paris professors) with nominees from each campus and a collegial decision.

Management tools were also made available to all members of faculty on all campuses with, for example, the launch of European work schedules on the Academ system for all campuses from the summer of 2019.

At the same time, policies relating to recruitment, promotion, tenure and sabbaticals were formalized and approved by all EFAC members.

The recruitment process was subject to a collaborative, inter-campus approach, which applied to all academic departments and campuses. This process enabled the harmonization of recruitment criteria and thus of the competencies sought and the profiles recruited, irrespective of the campus. This led to an improvement in the quality of the profiles recruited on all campuses.

In addition, the practice of sabbaticals – hitherto available only in Paris and Berlin – was extended to London and Madrid: London awarded sabbaticals to two professors in 2018/19 and Madrid followed suit in 2019/20.

Finally, the departments became more Europe-oriented with the organization of regular inter-campus videoconference meetings. Since 2018, no department has been exclusively Parisian. For the first time, one of them – the marketing department – is “directed” by a coordinator working on the Berlin campus. This development will be continued over the next few years in order to optimize the performance of the School’s multi-campus model.

4.3

Dean of Faculty's Office projects and main achievements in 2018 and 2019

Defining a vision and a mission statement for Faculty

A multi-campus, multi-disciplinary working group established at the end of 2017 and consisting of 15 professors who volunteered for the task defined a vision and a mission statement for ESCP Business School faculty and identified the main issues for faculty development over the coming years. The vision and mission statement drawn up by the working group and subsequently enriched with input from all professors are set out below:

Vision: "A united and fulfilled faculty that drives the school's leadership to impact business and society in a sustainable way."

Mission: "Create sustainable positive impact on business and society through innovation and unique interconnectedness among activities (education, research and corporate partnerships)".

Beyond the appropriation of these elements by the entire faculty, this vision and mission statement emphasize a real and growing societal commitment among faculty members. This commitment was made more concrete in 2018 with the nomination of professor specializing in these issues (Aurelien Acquier), with responsibility for the sustainable transition at European level. His role was further reinforced in 2019 with his promotion to "Associate Dean, Sustainable Development" (see part 8 "the ecological transition and sustainable development").

The working group identified six priority projects:

- overhaul the organization of the academic departments – titles, roles and boundaries;
- rethink faculty governance: number, role and missions of the various committees;
- better recognize and evaluate the different types of contribution from faculty members;
- improve social links between faculty members;
- increase the impact of faculty;
- increase the social and societal impact of faculty.

In a vote in March 2018, the entire faculty chose the third of these 6 projects as the highest priority. A team of five professors then began work on refining this project and enabling its concrete implementation by proposing "engagement paths", later renamed "My ESCP".

My ESCP

My ESCP enables the implementation of differentiated pathways according to a professor's abilities, wishes and the stage of his or her career. The system has been designed to allow people with different profiles to achieve personal and professional fulfilment, and develop excellence based on different types of contribution, while promoting the equality of treatment of professors regardless of their type of activity, and the attractiveness and competitiveness of ESCP Business School for highly research-oriented individuals.

The model includes four types of pathway, all of which can evolve and be combined, and whose titles reflect the ESCP acronym:

- E (for Equilibrium): a central profile combining a balanced investment in the three main types of activity: teaching, research and contributing to the life and management of the institution.
- S (for Scientific): a profile oriented towards high-level research with ambitious publication objectives and a reduced teaching load.
- C (for Corporate): a profile with high external visibility and competencies in Executive training and in high-impact publication for a wide audience, corporate partnerships, fundraising, etc. This profile can also include professors with significant managerial responsibilities.
- P (for Pedagogical): profile of excellence in teaching and innovative teaching methods.

Teaching	150h	100h	180h	260h
Intellectual production	PRJ articles (at least 1 every 2 years and level B regularly)	Alpha and A+	High impact publications for business and /or general public	Case studies for teaching, manuals, MOOCs...
Citizenship	Contribution to recruitment and supervision of students, and to responsibilities	Contribution to recruitment and supervision of students, and to responsibilities	Contribution to recruitment and supervision of students, and to responsibilities	Contribution to recruitment and supervision of students, and to responsibilities



These principles will be gradually introduced on all campuses from September 2020 in the form of a test in order to refine the system before its general application. The evaluation and promotion systems will be adapted to the different profiles and always managed by the European consultative committee or EFAC.



“To move beyond the ‘one-size-fits-all’ model, which often creates frustrations among professors with different backgrounds and profiles, the Dean led the “Engagement Paths” project [renamed ‘My ESCP’] in an iterative and collaborative manner. A working party, to which I belonged, first defined the principles and aims of these engagement paths before working on the conditions and expected contributions.”

Charlotte Gaston Breton, Associate Professor of Marketing, Madrid campus, EFAC faculty representative, Madrid campus.





BERLIN



LONDON



MADRID



PARIS



TURIN



WARSAW



5 | **CAMPUSES**

5.1 Berlin Campus



Main evolutions

During the last two years, ESCP Business School in Berlin has continued to strengthen its positioning in its key academic areas: Digitalization, Entrepreneurship, and Sustainability. Several partnerships, events, and activities have been initiated and organized within these domains. Furthermore, two new master programmes were successfully launched, which perfectly illustrate Berlin's dedication to these topics: the MSc in Sustainability Entrepreneurship and Innovation as well as the MSc in Strategy and Digital Business. For the latter, Bain & Company could be won as strategic partner.

ESCP Business School Berlin also has continued its steep growth path resulting into the size of a full-fledged business school in Germany. Over the last two years, ESCP Business School in Berlin almost doubled its size of faculty to currently 23 permanent professors, more than doubled its students numbers while securing highest quality to reaching approximately 1000, and extended its executive education activities with big steps. This significant increase in size will give ESCP Business School Berlin a natural visibility, boost its brand awareness, and strengthen its positioning on the German market.

To absorb the aforementioned growth, financing for an additional 3,000 square meters in one part of the Schools current premises was secured. In September 2019, the application for the building permit was handed in with the objective to finish construction works by July 2021. This building will be used for additional classrooms and offices, as well as a large amphitheatre. Moreover, the refurbished building will host a cafeteria as well as a modern library and learning centre. Also, a significant share will be specifically dedicated to increase the campus activities in the area of entrepreneurship.



Illustrations

• Sustainability: Berlin's annual Conference for Sustainable Innovation

ESCP Business School's Conference for Sustainable Innovation has become a cornerstone in Berlin's event calendar taking place annually at the heart of Germany's capital right next to the Brandenburg Gate in the Allianz Forum. The conference serves as platform bringing together students, alumni, professors, and institutional partners: Academia, the business world, governmental institutions and NGO's meet, discuss, and exchange their ideas around how to combine management, entrepreneurship, and sustainability. As such several hundreds of ESCP Business School's students learn from one another, expand networks, and reflect about the UN Sustainable Development Goals (SDGs) and the Agenda 2030.



• Entrepreneurship: Three new Chairs and Professorships

During the last two years, three new professors based on the Berlin campus joined the School's entrepreneurship department. This is a clear illustration of ESCP Business School Berlin's dedication to this academic area. Prof. Florian Lüdeke-Freund's interests lie at the cross-roads of sustainability, new business models, and entrepreneurship. Dr Matthias Mrożewski focusses on international entrepreneurship, specifically analysing how culture impacts entrepreneurial activities and decisions. Dr Christoph Seckler, holder of the Chair of Entrepreneurial Strategy, works on ecosystems around the areas of artificial intelligence, deep tech, and robotics.



• Digitalization: Creation of the School's European Centre for Digital Competitiveness

With the help of Klaus Hommels, Europe's leading business angel and venture capitalist, ESCP Business School established the European Centre for Digital Competitiveness in Berlin in October 2019. It aims at bringing digital competitiveness increasingly to the political and public debate, where it must take a centre stage to secure Europe's prosperity. This centre, led by Prof. Philip Meissner, perfectly illustrates ESCP Business School Berlin's academic focus on digitalization, and helps to position Europe as a future global leader for the responsible application of technology for the benefit of society.



- **1 000** students
- **30** affiliate & permanent professors
- **3000** additional m² to come
- Digitalization, Entrepreneurship, Sustainability



In my role as Green Campus Coordinator, I am in charge of any initiative in the areas of sustainability on the School's Berlin campus. For example, during the last two years we could open our own green campus garden and also work on, e.g., a more efficient and sustainable campus energy management. On many of these activities we collaborate with our student societies dedicated to sustainability such as Ethos focusing on sustainable entrepreneurship or Oikos Berlin aiming to increase the relevance of sustainability within higher education.
Alina Iakovleva, Green Campus Coordinator.

5.2

London Campus

The School has enjoyed presence in the U.K. since 1973. Its current premises in North West London are based in Hampstead, providing close to 4,000 square meters of office and study space. 23 full time faculty and 46 professional service staff are central to the delivery of 14 different ESCP Business School degree programmes and a range of commercial services.

Operating under the regulatory control of the Office for Students (OfS), the School is fully recognized as a higher education provider in the U.K. Independent degree awarding powers are being sought for 2024, which will be our 50th U.K. anniversary year.

Well over 1,000 ESCP Business School students complete a period of study on the London Campus each year. Since 2015 London has grown rapidly with a 50% increase in its student numbers and revenues, which now total £10mn. per annum.

In addition to ESCP Business School's key topics of International Management and Cross-Cultural Management, the London

Campus adds specializations in the areas of Creativity & Innovation; Marketing; Finance; Entrepreneurship; and Digital Transformation. Complementing this is strong sectorial expertise in Automotive Industries; Creative Industries; and Energy Business. London is currently home to two ESCP Business School Centres/Institutes: the Centre for Marketing Creativity (CMC) and the Centre for Energy Management (CEM).



Campus Activities (2018-19)

• Degree Education

London delivered part of 14 different ESCP Business School degree awards to ~1,300 students. This included contribution to the School's four large multi-campus programmes: the BiM; MiM; MBA; & EMBA. Additionally, London delivered its three "home-grown" Masters: MMK (Marketing & Creativity), MEM (Energy Management) & MDT (Digital Transformation Management), and a term or semester for seven other Specialist Masters, including the School's Advanced Master in Finance (AMIF).

• Executive Education

Executive Education functioned as a second key area of activity with a full revenue contribution of £2mn. Large-scale non-degree executive education programmes were delivered for leading European brands such as LVMH and Savencia and for global clients including Sephora and HPLC. In addition to its EMBA hosting and delivery, two successful EMS awards operated from the London Campus, reaching a total of 50 participants. The Executive Masters in Energy Management (EMEM) and Automation Management & Digital Transformation (EMMA) reflect the School's specialization in these areas, where the School also operates Centres and Institutes breaching the gap between business and academia.

External Engagement

The Campus operated within several key fora in the U.K. It was an active member of the U.K.'s Chartered Association of Business Schools (CABS); the U.K. Parliament-Industry Trust (IPT); and the French Chamber of Commerce in Great Britain (CCFGB). The London School partnered with the CCFGB to run its high-profile forum for Brexit and also for Digital Transformation. The School maintained its awarding partnership with City University providing for double degree qualification for MiM students spending a full year in London.

• External Engagement

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• Scholarship and Research

London based faculty are all engaged in research and scholarship. In 2019 London Faculty produced 20 ESCP Business School categorized journal articles including a total of 3 ALPHA/A+ publications. London Faculty has also been widely published in professional and practice oriented publications such as: INFO Magazine, Global Focus Magazine, The Conversation, and Harvard Business Review. Over 50 accepted national/international academic conference presentations took place within the year.

Esteem Factors and Milestones

The School was awarded the title of U.K. Business School of the Year 2018 by the Times Higher Education (THE), making it the first non-U.K. school by origin to achieve this award.

The nomination and award was based on an overall, assessment of the School's performance, service and record of innovation. The Awarding Panel drew specific attention to the Campus' "Re-thinking Europe" series, which brought together leading politicians at national and European level



with leading industry figures in a series of events and seminars focused on Brexit and the changing contours of U.K.-EU relations. The Panel also highlighted the Campus's focus on energy security and the industry 4.0 agenda through its programme innovations and partnership with advanced robotics company, Comau.

The Campus was recently featured as a best practice case study for educational support in Westminster's The Parliamentary Review publication.

Rankings

The ranking position of ESCP Business School programmes translated into U.K. market positioning is impressive. FT Rankings for the EMBA; AMIF and MiM, place ESCP Business School within the top 3 in the U.K. for each programme category. Our Masters in Marketing and Creativity (MMK) was also ranked in year by QS as No.5 worldwide.



- Establishment: **1973**
- Facilities: **4,000** sq.m.
- Faculty: **23**
- Staff: **46**
- Students: **1,300**
- Campus Revenue: **£10.1 mn.**



"Working with ESCP Business School (London) on our leadership programme has been truly rewarding...they have developed a unique and impactful learning experience. They consistently challenge themselves to ensure the format, material and messages align with the LVMH culture and the many complexities of a global, 'multi-Maison' organization. The result is a personalized and highly effective programme that we are proud to include in our senior leadership development portfolio."
Jane Palmer Williams, Senior Learning & Development Manager, LVMH House.

5.3

Madrid Campus

Despite a highly competitive environment in Spain due to the presence of very dynamic and highly regarded private Universities and to the existence of three internationally renowned Spanish Business Schools all in the top 10 of the FT rankings, the Madrid campus is continuing to significantly increase its activity, with growth of 184% over the last five years. This growth should enable it to achieve financial self-sufficiency very soon, thus contributing to ESCP Business School's strategy.

The strong growth of the Madrid campus is due to the introduction of significant teaching innovations, a stronger presence in the Spanish academic environment and a considerable increase in student numbers on the campus.

Significant teaching innovations

The Madrid campus has created and developed on-line teaching by introducing the European Master in International Business (EMIB), a completely online master's degree, initially offered in Spanish and then in English and French with the support of professors from other campuses. Today the EMIB has 200 participants representing 60 different nationalities.

The creation of this course has helped open up the School to foreign students, mainly from Latin America when it was in Spanish, and now to students from other countries thanks to its availability in three languages. These courses are now available to all ESCP Business School students.

The existence of online courses in the campus' portfolio has contributed to a significant increase in Executive Education activity. "Blended" courses, i.e. partly online and partly face-to-face, are organized for international companies. These courses are meeting with great success and therefore contributing to a significant increase in revenue from Executive Education: in 2019 the campus had 21 corporate clients and 1,574 participants.

Examples of the campus' corporate clients for "Blended" training: Atos, Iberia, Indra, Red Eléctrica, Axa, Repsol, Generali, Maxam, BNP Paribas.



Stronger presence in the Spanish academic environment

The relationship established over many years with Carlos III University, which led to a double degree with respect to the MiM, this year led to a double accreditation from Carlos III University and ESCP Business School for the bachelor programme.

In terms of recruitment, the campus is focusing on Spanish-speaking students; achieving this objective naturally means developing relations with Latin America.

The European programmes launched by the campus, in collaboration with Spanish and Portuguese universities, with a view to creating more management Masters in the field of sustainable development in Latin America, have enabled ESCP Business School to establish significant links with top universities in the region (Panama, Colombia, Guatemala, Mexico, etc.).

The European projects conducted in this way over the past few years have been so positively received by the European Commission that the Madrid campus is now engaged in its fourth project.

These programmes have also enabled agreements to be signed with the public institutions in certain countries whose objective is to award scholarships to their citizens to study at European universities, particularly at ESCP Business School.

All these actions increased the number of Spanish-speaking students on the campus by 25% in 2019.

Since 2008, the campus has been officially recognized by the Spanish Education Ministry's Higher Council for Universities and by the Community of Madrid government as a foreign establishment authorized to provide programmes leading to the acquisition of official qualifications. This authorization has been renewed every year.

Considerable growth in student numbers on the campus

To cope with the growth in the number of students, the Madrid campus is working closely with the Dean of Faculty's Office to recruit research professors of international standing.

The academic development of the campus, associated with the reforms introduced by the School to oblige students on the MiM to complete part of their course on a campus other than Paris, has enabled the Madrid campus to increase its student numbers very significantly. In addition, the success of the "Masters in Science" developed by the campus has also contributed to the increase in numbers.

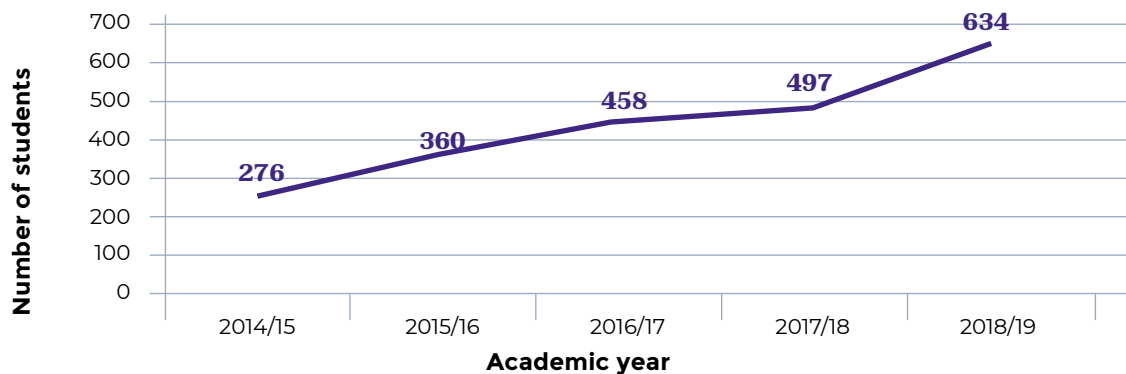
As a result of this significant increase in student numbers on the campus, the capacity of its premises proved to be inadequate. Since the temporary solutions that were introduced did not provide an ideal response to the requirements generated by the intense activity, an extension of the campus has been programmed for the 2019/2020 academic year.

Increase in turnover



The graph shows continuous growth in turnover which has allowed for the diversification of activities, the recruitment of qualified professionals, additional investment in communication and development and above all the attainment of financial self-sufficiency in 2020.

Growth in student numbers ESCP Business School Madrid



The constant increase in student numbers has led the Madrid campus to improve its facilities.



- Establishment: **1988**
- Facilities :
Arroyofresno Campus : **2.069m²** +
Navalmanzano Campus: **611m²**
- Affiliate & permanent professors: **17**
- Students: **608** (March 2020)
- Campus revenue 2019 : **9.382K€**



"The results of the SDM Academy and of our partnership with ESCP have exceeded our expectations and drawn praise from all the participants. By adapting the course content to participants' needs and providing group work, examples and practical exercises, we have offered our Service Delivery Managers a very rich learning experience which places them in situations that enable them to develop and apply the competencies necessary to be an IDM Service Delivery Manager with Atos."

Richard Lapham, ATOS Senior Global SDM.

5.4 Paris campus

NB: The fact that ESCP Business School's senior federal management team is located in Paris puts its campus in a unique position when compared to the others.

For this reason mainly logistical aspects, events and student life are dealt with below.

2018 was marked by the opening of a new campus at 3, rue Armand Moisant, near Montparnasse station in the very heart of Paris. It was previously occupied by Novancia Business School and belonged to the Paris-Île-de-France Chamber of Commerce and Industry. It provides an additional 15,000 square metres, and was completely renovated in 2011, which has made it possible to expand the School.



Above all because of its location and facilities, it has been decided to use this building primarily for Executive Education courses as well as for specialized master's programmes.

In 2019, it was decided to create a department devoted to student life and events. Its staff of 20 cover associative activities, events and catering at the two Paris sites. More than 600 events are organized on the République and Montparnasse campuses by the School, students, professors, Alumni and external companies. In the associations, the emphasis is placed on the inclusion of all students, particularly those who are not French and those who are on courses other than the MIM.

The School Open Day, held on 2 February 2019, was a real success.



During 2018 and 2019, the School welcomed the Paris-based ambassadors of the countries in which its campuses are located: the United Kingdom, Spain, Germany, Italy and Poland. For each event, the students of the relevant country were given prior notice so that they could contribute to the success of the meeting.



Over the last two years the Tribunes Association has received a large number of prestigious guests, including Bernard Cazeneuve, Manuel Valls, Jean-Paul Agon, Ségolène Royale, Louis Gallois, etc.

It also continued to organize "Europe Day", an opportunity for genuine discussion on themes inherent to key European issues, based on a series of lectures and round-table discussions, and offering various opportunities for interaction between guests, members of the association and the public.



Seven honorary Doctorates were awarded. Two in 2018:

- Sunil Mittal (Bharti Enterprises)
- Carlos Moedas, European Commissioner

And five in 2019:

- Dr Ameenah Gurib-Fakim, former President of Mauritius
- Jean-Jacques Bienaime (graduated in 76), CEO of BioMarin
- Leon Cligman (38), entrepreneur and patron (ceremony at the Friedland hotel)
- Jean-Pierre Raffarin (72), former Prime Minister of France
- HSH Prince Albert II of Monaco



5.5

Turin campus

Campus activities and development

In the last two years, the Turin campus strengthened its role within ESCP Business School by achieving **recognition as "Foreign University in Italy"** and further developing its unique key positioning in the area of Food and Beverage Management and International Development. The campus offers its students a wide range of lectures and events, allowing them to get in touch with companies and top managers. Among them, several company visits and company presentations, the series of lectures "Economy 21st", held by experts and leading figures from the business world, and the annual Career Fair, which in 2019 hosted about 200 recruiters from 82 companies. The main event of the year was the conference "Human Intelligence in the era of Artificial Intelligence", part of the "European Festival: Designing Tomorrow's Business" organized to celebrate ESCP Business School's Bicentenary. The speakers debated on how technological innovations are transforming the business world and how AI cannot replace a variety of human competencies.

The growth of Turin Campus, in terms of number of students and employees, has been exponential in the last two years. In the 2019-20 Academic Year, the campus welcomed 424 full time students (+23% compared to A.Y. 2018-2019, +63% compared to A.Y. 2017-2018) from 36 different nationalities. 56% of the students were international, coming from every part of the world. Executive education activities witnessed an important increase in volume of both EMBA participants and Custom programmes delivered. The aim of ESCP Business School in Turin is to reach a size of around 800 students within the next 5-6 years to reach the necessary critical mass needed to be a key player in the Italian market. This increase in size will give the campus a higher visibility, enhancing its brand awareness and positioning.

To cope with this growth, the Turin campus will hire further faculty members and administrative staff, while keeping on operating at no subsidy, as it has been doing since 2016. Last but not least, a new building will be bought for a total surface of roughly 5,500 sq.m. starting from Academic Year 2021-22.



Illustrations

- **Integration: Recognition as "Foreign University in Italy"**

After a long accreditation process started in April 2017, ESCP has been recognized by the Ministry of Education, University and Research (MIUR) as a foreign University in Italy. With the beginning of the 2018-2019 academic year, the Campus of Turin became the third university centre of the Piedmontese capital and can confer Bachelor and Master's degrees in full autonomy. ESCP Business School emerges, therefore, as a new player accredited by the MIUR, enriching the Italian academic offer and representing an added value for the territory.

- **Positioning: 2nd worldwide in Eduniversal Ranking of the Best Masters in Food and Beverage Management**

ESCP Business School's Master in International Food and Beverage Management programme has been ranked 1st in Europe. This result testifies to the quality of the work that ESCP Business School's Turin team have done and which the Eduniversal has measured through three main criteria: the prestige of the programmes, the salary of the first employment after graduation and student's satisfaction. The Eduniversal Ranking rewards the uniqueness of Turin Campus' flagship specialized programme for its remarkable international career prospects offered to its students.

• **Internationalization: Recruitment in China**

In the last couple of years, Turin campus focused its efforts in promoting the ESCP Business School brand and recruiting in China, with a particular focus on prospective Bachelor students, the fastest pace growing programme of the business school. Turin campus team developed innovative Chinese student recruitment strategies, reaching prospective students through online marketing and local social media, in addition to the usual network of local partnerships and education fairs. The result is an impressive growth in the number of Chinese students in the Business School, especially in the Bachelor in Management Programme. In Turin campus, in 2018 the 5% of the students were from China, in 2019, the Chinese students are 12% (24% of the BSc students).

	A.Y.	A.Y.	A.Y.	A.Y.	A.Y.
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
BSc	-	20	49	118	172
MiM	105	155	162	151	186
MBA	29	32	20	21	25
IFBM	-	25	30	41	41
Total	134	232	261	331	424



- **424** students
- **55%** of international students
- New Campus of roughly **5,500** sq.m to come



"The students have the whole programme at ESCP Business School to learn, but also to learn about themselves. I discussed with a few of them and I am really impressed. They seem already passionate, self-confident, with a great maturity. ESCP Business School is a real accelerator of maturity and that is very valuable. The Business school can boost the careers of these students by the quality of the disciplines, of the lessons, and of the teachers."

Jerome Salemi, General Manager of East Mediterranean Air France-KLM.



"Every time I teach ESCP Business School students, I learn something new. Their varied backgrounds, cultures and experiences allow discussions to cover many different points of view and deeply explore the content."

Associate Professor, Chiara Succi, Organizational Behavior.



"The IFBM programme is a perfect balance between theoretical sessions and practical experiences provided by case studies, value adding testimonials of highly skilled managers and company visits. Moreover, the four-month company project, in close collaboration with company management, allows us to get a taste of a real-life experience. This general hands-on approach gives the master students the chance to get full insight of the many opportunities the food & beverage industry offers."

Michelle Vandamme, Alumna MSc in International Food & Beverage Management, class of 2017.

5.6

Warsaw campus

In 2015, ESCP Business School established its sixth campus, this time in Eastern Europe, thanks to its strategic alliance with Kozminski University, the top university in Central and Eastern Europe and the only one in Poland with triple accreditation (AACSB, EQUIS, and AMBA). ESCP students have access to all the university's resources.

The local activities of the campus are overseen by the Deputy Director General responsible for Academic and International Affairs.



The main entrance to Kozminski University, location of the Warsaw campus

In the framework of its "Brand & Size" strategy, ESCP is seeking to raise its profile in this region and strengthen its inter-campus model by developing more activities on the Warsaw campus, particularly by hosting Executive Education programmes such as those for Canal Plus, the EMBA and degree courses, such as the doctoral and Bachelor programmes. ESCP also wishes to offer more options for the MBA in IM programme on this campus, in collaboration with the Berlin campus, and to offer more specializations for the MiM.

The MBA in International Management has two optional courses on this campus:

- Entrepreneurial Marketing (28 students registered in 2018-2019)
- Strategic Digital Marketing (22 students registered in 2018-2019).

Two specializations are available on the Warsaw campus for students in M2 of the Master in Management: Finance & Accounting and Strategic Management. The possibility of offering foundation courses in semester 1 of M1 is also under consideration.

In addition, students on the Master in Management can obtain a Polish Master's degree, in addition to their French, Spanish or Italian degree, if they do both semesters of their M2 on the Warsaw campus.

ESCP professors are working on research projects with certain professors from Kozminski University, particularly in the fields of Marketing and Big Data.



6 | ACCREDITATIONS AND RANKINGS

6.1 Accreditations

At the end of the 1990's, ESCP Europe applied for internationally-recognized accreditations to validate its programmes and confirm its positioning as an international centre of excellence.

In 1998, it was among the very first French management schools to obtain the precious EQUIS quality label (EFMD) for the maximum period of five years. Since then, and most recently in 2019, this accreditation has been renewed without interruption, each time for five years.

The School was accredited for the first time by the AACSB in 2003 and this has also been continually renewed for five-year periods, most recently in 2018.

Its full time and part time MBA programmes have also been accredited by the AMBA since 1998 and 2005, respectively.

ESCP Business School is thus part of the very exclusive circle of 90 business schools worldwide to hold the three major international accreditations (EQUIS, AACSB, and AMBA).



Stop press

In September 2019, the School submitted two of its programmes: *MBA in International Management* and *Executive MBA* to a pilot evaluation as part of a new EFMD accreditation process – “*EFMD Accredited Programme*”. The two MBAs are the first to be accredited for five years and ESCP Business School now holds a fourth international quality label!



“ESCP Business School is one of the first EQUIS accredited schools worldwide to seek EFMD Programme Accreditation for its part-time EMBA and its MBA in International Management. It has been a great pleasure to work with the School to take an in-depth look into these two programmes. Through this process, we have been able to identify new opportunities for developing the programmes further.”

Ansgar Richter, Dean, Surrey Business School, University of Surrey.

National accreditations

Here is a less well-known fact, but one of great importance and illustrating the singularity and solidity of the School's European integration: its programmes are also recognized and accredited by the national bodies in each of the countries in which it is located (CEFDG¹ and HCERES² in France, QAA³ in the United Kingdom, ACQUIN⁴ in Germany, ANECA⁵ in Spain, Ministry for Higher Education in Italy).

¹ CEFDG: Commission d'Evaluation des Formations and Diplômes de Gestion (<https://www.cefdg.fr/>)

² HCERES: Haut Conseil de l'Evaluation de the Research and de l'Enseignement Superieur (<https://www.hceres.fr/fr/>)

³ QAA: The Quality Assurance Agency for Higher Education (<https://www.qaa.ac.uk/>)

⁴ ACQUIN: Accrediterungs-, Zertifizierungs- und Qualitätssicherungs-Institut (<https://www.acquin.org/>)

⁵ ANECA: Agencia Nacional de Evaluación de Calidad y Acreditación (<http://www.aneca.es/>)

6.2 Rankings

The “premium” position occupied by the School in the national and international rankings confirms the external recognition of its teaching degree programmes such as the Bachelor, the Master in Management, the MS Finance and the Executive MBA. In France, ESCP Business School is among the three best management schools together with HEC and ESSEC.

In 2018, the Master in Management remained in 3rd position in all the main French rankings (L'Étudiant, Le Point, Le Figaro, and Le Parisien). In 2019, Le Figaro and Le Parisien placed this prestigious programme in 3rd and 2nd place, respectively.



Focus

In 2019 for its first appearance in the national rankings, the Bachelor in Management (which opened in 2015) was ranked 2nd by Challenges magazine and the Parisien newspaper.

At the international level, the Financial Times (FT) rankings remain an essential benchmark for world business schools and ESCP Business School is ranked very favourably. In 2018 and 2019, the Master in Management was ranked 5th and the Specialized Master in Finance (MiF) 2nd in the world.

FT Rankings ESCP global rank	2014	2015	2016	2017	2018	2019
Master in Finance	8	3	2	4	2	2
Master in Management	7	7	4	6	5	5
Executive MBA	16	13	12	10	11	14
Executive Education	43	23	24	21	22	29



In the FT⁶ European Business Schools Ranking (EBS), ESCP Business School is 14th out of 95 European schools ranked by the FT (4th in France and in the top 3 in the other ESCP Business School countries).

⁶ EBS is a synthesis of the following FT rankings: MiM, Executive Education, EMBA and MBA. ESCP Business School's final score in EBS is penalized by the absence of the full-time MBA yet in the rankings. In fact, the MBA in International Management will only be eligible for the FT in 2020 (after three intakes have graduated). Its entry into the ranking will improve ESCP Business School's position in the general "European Business Schools" ranking category.

FT Rankings EBS rang global	2014	2015	2016	2017	2018	2019
ESCP Europe	12	11	12	13	11	14

In 2018, on all its campuses including France, ESCP Business School is ranked between 1st and 4th with respect to its main national competitors.

FT 2018 Rankings ESCP Business School rank by country	France	Germany	Italy	Spain	United Kingdom	Poland
Master in Finance	2	1	1	1	1	1
Master in Management	3	1	1	1	2	1
EMBA	2	1	1	2	3	1
European Business Schools*	4	1	2	2	3	1



ESCP Business School is featured in other international rankings. For its first appearance in The Economist in 2019, the Master in Management obtained 4th place.



7 | DIGITAL LEARNING AND DIGITAL TRANSFORMATION

7.1 Digital Learning

Since 2014, ESCP Business School has been developing online learning programmes and courses. This activity started at Madrid campus with the design, development and launching of the Executive Master in International Business (EMIB), made of 18 online courses. The Spanish version started in October 2014 (in partnership with the Universidad Politecnica de Madrid) and the English version in October 2016 (cf. page 43 The Madrid campus) In this context, the Madrid campus also developed several custom blended learning programmes (in-company). In parallel 3 MOOCs have been developed in other campuses.

In 2018-2019 several digital learning developments have taken place. In 2018-2019:

- French version of the EMIB
- Online track of the core courses of the Executive MBA (8 online courses)
- "MBA Blended" in Latin America, in partnership with the School of Engineering of the University of Chile (10 online courses)
- Digitization of 2 catch-up courses
- Business simulation case in Intercultural Management (developed at our Berlin campus)
- "Digital Transformation Facilitator" Certificate (6 short online modules, developed in partnership with Netexplo and Praditus)
- A MOOC on "Classes Preparatoires"
- An online course on "Dialogue Social"
- Production of 18 online "Units of Competence" (UC) for the Skill First project, done in partnership with First Finance. Each UC is made of a collection of short videos (2 hours total), their written transcript, many quizzes and a final case study.

The uniqueness of our digital learning lies in the combination of pedagogical innovation and digital technologies. Moreover, the school strategy for pedagogical innovation consists in promoting active learning methods. In this context, digital learning casts students in professional situations where they have to put knowledge into practice, share learning with their peers, engage in teamwork (face-to-face or at a distance) and practice reflective learning.



« Despite of being an online programme the level of interaction is very high. What I really love is the fact that you get plenty of feedback about each assignment and that you also see the applicability of what you do into your day-to-day job. »

Roberto Castañeda, Senior Manager Global Customer Operations, EXPEDIA Group, El Salvador – EMIB student.

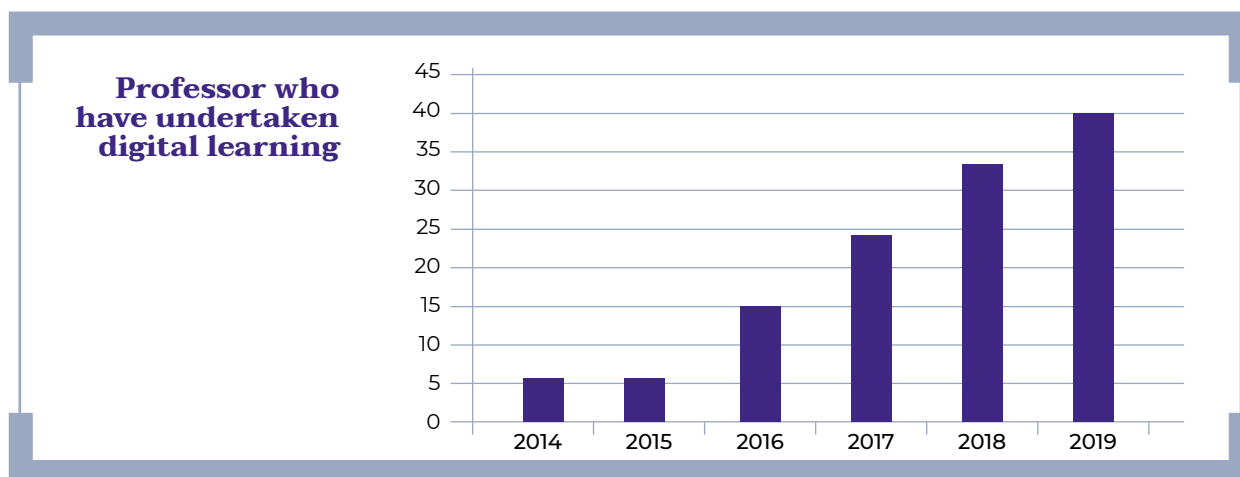
Objectives and KPI

Our objectives for 2022 are:

- To be clearly recognized as one of the leaders in digital learning among European business schools, thanks to our portfolio of online and blended learning programmes.
- Be perceived by companies as a privileged partner for digital learning. SUPP 13/11/2019
- Be seen as an innovative school in terms of pedagogy.

Some key data:

- 10% of the courses are online
- 25% of students have been taught either wholly or partially online
- 27% of the professors have done digital learning (production and/or teaching). The graph below shows the evolution since 2014.



7.2

Digital transformation

To optimise the benefits to be gained from digital transformation, ESCP Business School is gradually introducing a unique “*phygital*” experience named “So’SCHOOL”.

The four main objectives of this transformation are as follows:

- Improvement of the user experience for students, teachers and administrative personnel,
- acquisition of a digital culture,
- development of and support for teaching innovations,
- development of a reliable, open and upgradeable technological foundation.

In 2019, important elements have already been introduced:

- Specialized Master’s degrees are validated using Blockchain technology, providing students with digital, unlimited and guaranteed degree certificates. In 2020, the system will be extended to all degree certificates,
- an ESCP Business School mobile application has been developed. It is now open to teachers and gives them access to course schedules,
- a self-service, all-in-one mobile studio with augmented reality called RapidLearning has been implemented as part of a videomaton approach. It gives the user total autonomy, with no need for specialized filming or editing staff.
- a system has been rolled out for professors’ provisional work schedules at the European level (ACADEM package), including management of professors, research and accreditation, provisional work schedule of hours taught at the European level and a questionnaire for visiting lecturers.



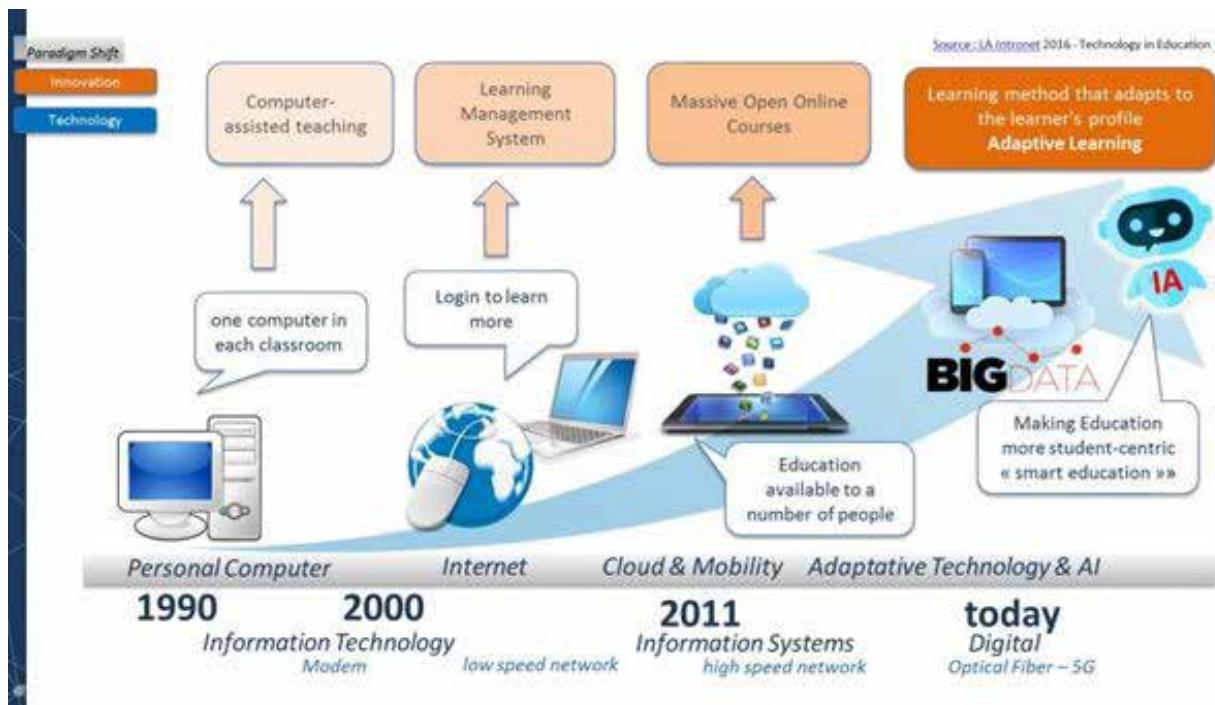
“ESCP Europe is in the throes of digital transformation. Among the different projects, for the first time, professors can now enter and manage their teaching and work schedules on our ACADEM system which is standardized throughout Europe.”
Valérie Moatti, Dean of Faculty.

Plan for 2019/2022

This plan includes 40 projects with the following objectives:

- continuous improvement of *quality of service and development of new digital services*,
- development of an augmented learning experience thanks to digital technology,
- increase in the level of *maturity* and management of projects involving digital technology,
- simplification and improved consistency of information systems destined for our audiences

This strategic plan to support the development of the School on all its campuses, involving changes in approach and working methods, is the subject of co-construction with all those concerned.





8 | ECOLOGICAL TRANSITION AND SUSTAINABLE DEVELOPMENT

8.1

Presentation of the approach

Sustainability constitutes a fundamental transformation for our societies and economies. As a leading European business school and academic institution, ESCP Business School has a key role to promote awareness and innovation on sustainability across our stakeholders. To do so, we act along four dimensions. Our first role is to educate future leaders able to tackle sustainability issues from a strategic approach, but also from a personal and ethical perspective. To achieve this goal, *we are in a process of integrating contents related to CSR and sustainability for all students in all our flagship programmes*. Our second responsibility is to foster research on sustainability and diffuse such knowledge in society. Third, we catalyse sustainability innovation across stakeholders, through corporate events, student commitment, start-up projects, research chairs, etc. Fourth, we integrate ethical principles and sustainability concerns in our internal processes and operations, through social diversity programmes among students, as well as internal policies.

8.2

Three exemples of innovation

The ESCP Business School-Deloitte chair on Circular Economy and sustainable business models

In October 2018, ESCP Business School founded a Research Chair on Circular Economy supported by Deloitte for 3 years, led by Aurelien Acquier (Professor in Sustainability Management) & Valentina Carbone (Professor in Supply Chain & Logistics). The Circular Economy Chair aims to promote research and teaching about the circular economy, and to build bridges between companies, students, and external stakeholders. Its approach is completely interdisciplinary, because the circular economy brings into play social science, political science, engineering science, economics, design and the various management disciplines.

The chair follows three missions: promoting teaching, research and events around the circular economy within ESCP Business School ecosystem. Courses on circular economy are being offered in the Master in International Sustainability, as well as the Re-Think specialization in the MiM Programme, reaching about 90 students every year.

Since 2017, within the framework of the Horizon 2020 project, the Sustbusy research centre received funding of €216K from the European Union, within a European research project entitled "the route to circular economy". The project is coordinated by Sylvie Geisendorf (Berlin Campus) involving professors from various campuses (Berlin, London, and Paris).

The chair also organizes various conferences and events with external guests. During its first year of activity, the chair welcomed 6 international guests: Muhammad Yunus, Nobel Prize winner; Magali Delmas «The green bundle: Pairing the market with the planet »; Dr Ameenah Gurib-Fatim, ex-President of Mauritius; Gunther Pauli, Blue economy; Pierre Larrouturou, Depute European; Jaidheep Prabhu, Cambridge University- Frugal innovation, and organized 4 professional events with roundtables involving companies, start-ups, and public representatives.

Integrating sustainability in generalist programmes: Designing Tomorrow Seminar (Pre-master)

From 3 to 5 September 2019, the 400 new students on the Grande Ecole programme started their course by taking part in a new seminar: Designing Tomorrow – Business & Sustainability. The entire intake initially learned about the major climate-related issues and then how these issues affect companies, in terms of risks as well as opportunities. Accompanied by 14 ESCP Business School professors from different departments (Marketing Strategy, Entrepreneurship and Innovation, HR, Management, Sustainable Development, Supply Chain and Logistics, Finance, Law), the students had the opportunity to:

- think critically about the limits to “business as usual”,
- identify innovation drivers in this field, based on testimonies from senior company representatives and workshops involving around 20 partner professionals
- understand how sustainable development redefines the classic management disciplines

- simulate strategic decision-making in a crisis management situation in order to understand the complexity of the decision-making process in relation to sustainable development issues.

For three months, the students then conducted surveys in small groups. They identified a major issue (e.g. the energy and environmental impact of digital technology) on which they had to obtain documentary information before carrying out fieldwork to identify corporate strategies in relation to their chosen issue.

For Aurelien Acquier and Anne-Charlotte Teglborg, who designed the seminar, “the fact that the students are thinking about sustainable development issues as soon as they arrive at the School sends out a particularly strong signal, and responds to very strong demand from students who are conscious of the need to rapidly rethink our economic models in view of the urgency of the environmental situation.”

Pedagogical innovation: entrepreneurship meets art... and sustainability: *Improbable Planet*

Since 2011, Sylvain Bureau (ESCP professor in Entrepreneurship) and Pierre Tectin (artist) created a new type of seminar, for entrepreneurs to produce art in order to grasp social transformations and connect them to their entrepreneurial project.

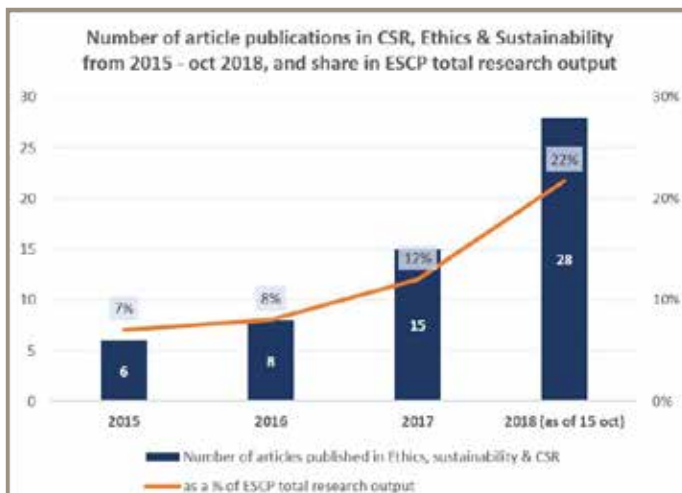
Since its creation, this seminar, called “Improbable”, has attracted more than a thousand entrepreneurs and executives (Orange, The Redoute, Sacem, BPCE, Galeries Lafayette, Canon, ...). The rules of the game: create a work of art in three days, in small groups. The objective: to shake up entrepreneurial habits through the experience of artistic creation.

In 2018, Sylvain Bureau has focused this seminar on environmental issues, for entrepreneurs to reflect about current business models, environmental challenges, and the bright and dark sides of technological innovation on these issues. In 2018 only, more than 150 students have been producing art pieces all in different campuses of the school.



Research

Ethics, responsibility, and sustainability represent a significant part of ESCP Europe research output (see graph below). Since 2015, there has been a significant rise in both the total number of published articles of the Faculty on these topics, accounting for more than 20% of the publications in 2018.



"I enrolled in ESCP's International Sustainable Management MSc in 2018. I'm French and lived in Colombia, the US, China, Norway, UK, Algeria. I joined the programme with a lot of aspirations and a great load of energy. With a growing concern in increasing inequalities and environmental issues, I wanted to contribute in bringing a positive impact to this ever so divided and endangered planet. The courses that we were offered were truly eye-opening. Not only did I acquire the necessary insights and competencies, I was able to apply them. Last summer, I launched a personal project to go to the Himalayas and provide a sustainable energy solution to an isolated village. As a result from this trip, households were equipped with solar panels in order to bring access to electricity to the community. Courses at ESCP, as well as Sponsorship from the ESCP Deloitte Chair in Circular Economy not only allowed me to succeed in a personal project, it also changed the life of 90 Ladhakhi inhabitants of all ages, teaching us all an important lesson : social, economical and environmental issues can be tackled altogether."

Elissa Ferron, "Turning ideas into projects : how ESCP helped me install solar panels in the Himalayas".



9 | **SOCIAL INCLUSION POLICY**

Throughout its history, ESCP has demonstrated its attachment to social inclusion and the promotion of diversity. At the end of the 1960s, it was the first Grande Ecole to recruit students from outside the preparatory class cycle. In 2016, the “Diversity and Inclusion Manager” role was created. In order to ensure equal access to knowledge and employment and to encourage access to the School for students from socioeconomically disadvantaged backgrounds, ESCP Business School is strengthening its equal opportunities programme.

The scholarship policy is based on grants paid by ESCP, the ESCP Foundation, the French State (CROUS) and private organizations. There are also grants to encourage international mobility (Erasmus+, Eiffel, etc.).

Detail of scholarships awarded in 2018

Programs	No. students 2018	No. students on scholarships	Grant-aid amounts 2018			
			ESCP	ESCP Foundation	Others	Total
BSc	749	250	748 K€	20 K€		768 K€
MiM	2 360 (1)	296 (2)	1 676 K€	718 K€	270 K€	2 664 K€
MS/MSc	1 010	109	285 K€	20 K€	37 K€	342 K€
MBA	98	72	344 K€	30 K€		374 K€
Ph.D Paris	81	26	288 K€	180 K€		468 K€
TOTAL	4 298	753	3 366 K€	968 K€	307 K€	4 616 K€

(1) excluding students taking gap years or on apprenticeship schemes

(2) including 162 scholarship students from preparatory classes

For its part, apprenticeship financed the tuition fees of 121 apprentices at the start of the 2018/2019 academic year (including 35 on apprenticeship for 24 months), and 113 apprentices the following year.

In September 2019, 10 students (9 in 2018) were able to join the School thanks to the “Talent Spring” programme, reserved for “high-potential students confronted with a disadvantaged personal environment” (see below).

Other initiatives are in place to promote equal opportunities:

- with the Institut de l’engagement (a body that helps high-potential young people after they have volunteered for the French civilian national service (service civique) programme);
- with the *Cordées de la réussite* (a French system designed to help young people from all backgrounds obtain admission to the best educational institutions);
- in partnership with Article 1 in the context of Talent Spring;
- in agreement with the Paideia Education Fund.

Talent Spring: a programme encouraging the social diversity of students

Established in 2016, Talent Spring is a direct admission pathway to Master 1 for students with limited opportunities to enter Grandes Ecoles by normal pathways. Non-academic criteria are at the heart of its recruitment system, which involves two days at an *assessment centre* which aims not only to limit phenomena of self-criticism related to more traditional recruitment methods but also to make the most of competencies developed during difficult life stories.

Thirty five students have been admitted since 2016 and receive personalized support: a specific one-day induction seminar to anticipate their choice of pathway and the financing of their studies, academic tutoring by a professor, group forum, support classes, etc.



“I discovered and joined the world of Grandes Ecoles thanks to a Talent Spring competitive entrance exam which enabled me to enter ESCP Europe via an original and innovative format based on the candidate’s interpersonal and managerial competencies. Once admitted to ESCP Europe, I appreciated the supervision and support provided by our mentors through this programme as well as the links that are forged between the different Talent Spring intakes. These links enabled us to fit into the School better but also to integrate with students who had entered by the “traditional” admission pathways. I completed the 24 months of my education at ESCP Europe as an apprentice, which gave me access to the career that I have today... to my great delight!”

Dylan Delapré, Graduate who entered ESCP through the Talent Spring system



10 | FINANCE AND HUMAN RESOURCES

10.1

Human Resources

In 2018, the fact that ESCP became a Consular Higher Education Establishment led to a major change in the status of its employees.

Those who were working here on 1 January 2018 had to choose between secondment from the Paris-Île-de-France Regional CCI and the new EESC status.

However, all staff recruited after that date are employed under the latter, private status.

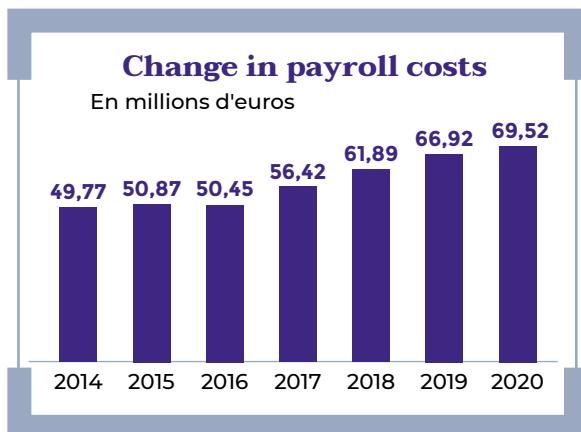
Staff numbers: Paris Campus

Date	Staff numbers ESCP BS	CCIR status	EESC status
01/01/2018	363	97%	3%
31/12/2019	398	57%	43%

At the end of 2019, nearly half of the staff had private contracts (EESC).

In 2017, some of the personnel from the former Novancia Business School joined ESCP (professors and administrative staff) and the School's activities were re-distributed between the two Paris sites (République and Montparnasse).

The Executive Education division and the specialized master's thus moved to the Montparnasse campus and the support services (finance, legal, governance, real estate) then joined them there, followed more recently by the Human Resources Division.



In order to support personnel-related changes at the School and meet the needs of staff, HR activity has been reorganized over the last two years.

A considerable effort has been made to help staff develop their competencies and provide support for major changes to certain posts. We have recently made an ESCP micro-learning platform available to all staff on the five campuses.

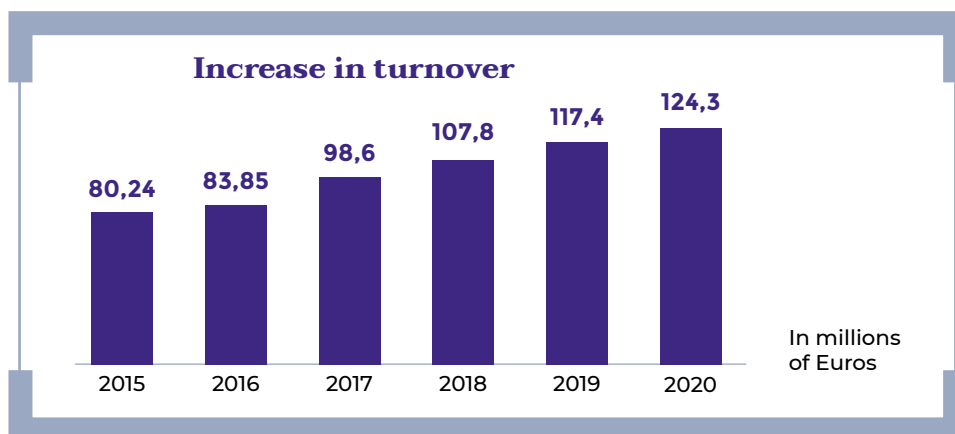
Strategic Workforce Planning is being introduced and will help ESCP to manage its talents and plan for their replacement.

Communication has also been improved and several newsletters are now sent to staff on subjects as varied as recruitment, health in the workplace, monitoring of all sorts of projects related to the digital transformation, the organizational chart, available jobs, new arrivals...

On the Paris Campus, a "Together Day" was introduced in 2018 and repeated in 2019. This day devoted to staff enables them to spend time together in a convivial atmosphere.

10.2 Finance

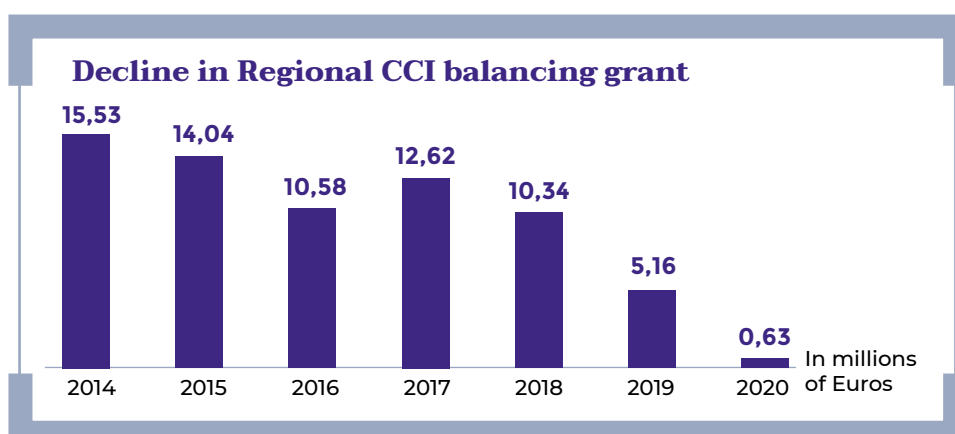
In accordance with its “Brand & Size” strategy, over the last five years ESCP Business School has increased in size and considerably developed its degree and Executive Education programmes and research activities. Its global budget has risen from €80 M in 2015 to a projected €124 M in 2020 – an increase of more than 50%.



In 2019, global income came from the following sources:

Tuition fees, admissions	65%
Executive Education	18%
Apprenticeship tax	4%
Foundation	3%
Grant from regional CCI	5%
Other income (catering, research, forums, sundry grants..)	5%

Due to the financial disengagement of Paris-Île-de-France Regional Chamber of Commerce, ESCP must achieve financial self-sufficiency by 2021.







11 | COMMUNICATION & BRAND

The Brand and Communication Department has three objectives: to clarify the brand's positioning in line with the school's strategic positioning as defined by the Dean, to develop the school's awareness among corporate and institutional targets and to support the marketing of programmes by providing influence relays to the marketing teams (press relations, digital communications).

3 PROJECTS

11.1

A new visual identity to accompany the new mission and the new strategy

In order to prepare the School to the Bicentenary celebration, a substantive work, involving both executive governance and the brand teams, has been done to define the mission, values and vision of the School. This work was carried out in parallel with the definition and deployment of a new visual identity. A new campaign has been launched in 2018: "Designing Tomorrow". It is no longer about the School itself, but more about the School's promise and impact.

In 2019, the School has worked deeply with its community (Alumni, donors, non-Executive Directors...) to design and launch a corporate communications campaign. With a well-known and recognized agency, this campaign has led the school to redefine its brand platform at the very moment it enters into its 3rd century.

The school's name now focuses on its core and historical name ESCP (ESCP Business School). As the school is aware of the evolutions and challenges the capitalism is now facing and the need to settle a new model of economy and society, the new signature, launched the day of the Closing Gala of the Bicentenary, becomes "It all starts here". While the communications trends and messages usually focus on "the future" or "tomorrow", the school wishes to recall its truly pioneering DNA as well as its readiness to face global business and society challenges. It all starts here sounds like a call to reboot the business school model, and as the world's first business school, ESCP is legitimate to pave the way. Find out more about our brand manifesto here: www.escp.eu/statement

11.2

New comms tools and process

In 2018 a new brand identity was unveiled to bring the new corporate baseline to life with the introduction of a new graphic charter and visual guidelines, based on pictures and videos promoting our students and participants' life experience on our six urban campuses. September 2018 saw the launching of the new website, meeting the latest technical and UX standards and providing the simplest experience

to our targets. The development of newsletters for different targets (Alumni, partners, journalists...) contributed to the diffusion of our messages. As such, strategic and functional links between the campus comms teams and also with comms executives of the Alumni Association and the Foundation have been strengthened with regular work sessions.

A new content strategy has been defined making our Business school a true content factory with a social, societal, if not political, responsibility. Therefore a revamped Knowledge section has been developed as a core section of the corporate website, centralizing the production of our European faculty and conferring a global impact to it. Partnerships have been signed with the media – such as *The Conversation*, *the FNEGE Medias* and *Xerfi Canal* – ensuring a wide promotion of Faculty members.



11.3 Achievements

The introduction of an integrated pan-European process has reinforced an increase in the impact of our corporate communications.

1 • Brand management

Following the launching of the new brand in November 2019 a corporate advertising campaign based on the new concept *The Choice* was launched in December, targeted at business leaders and influencers in the UK, Germany, France, Italy and Spain. Ads and sponsored videos could be seen in the Financial Times, Challenges, Le Point, L'Echo, ft.com, LinkedIn, as well as in Eurostar coaches or Air France Business lounges.

The investment of this initial campaign was 220K€.

2 • Press relations

The Brand and Communications Division ensures that the school “stories” are covered, by supporting daily the local and European events, communicating news programmes, and promoting success stories to confederate the Alumni.

From 2018 to 2019, the school generated a total of **20 751 clippings** (source: Kantar media), and published more than 132 press releases in the media room. The best clippings (qualitative articles) increased by 10% with an equivalent raw advertising value (EAV) estimated around **97 Million euros**. Over that period, ESCP reached more than **10 494 million people**.

In the context of the school's bicentenary, the media coverage was very positive. ESCP obtained 80 articles in French and 74 international articles, including a special publication in the magazine Le Point.

Most of the clippings appeared in business/news magazines and trade magazines due to their topics being essentially corporate matters & interviews from Faculty. 30% of press coverage is linked with Faculty members. Top target publications carry higher advertising equivalents and the large number of these explains the substantial increase in EAV.

Even though France remains the most important regional zone for the school in the European media, the most featured campuses, excluding France were Berlin, Madrid, Turin, and London. ESCP also produced many publications in the US and in China thanks to Alumni appointments in top positions.



Focus The Conversation

In 2017, ESCP signed a partnership with The Conversation to promote the research activities conducted at ESCP.

Since 2018, the faculty published 74 articles (representing 706 000 views). Most of the articles appeared in French media but it is important to note the percentage in the United States.

This quantitative and qualitative growth has been enabled by a refocusing upon key messages and the systematic highlighting of what makes ESCP unique:

- Expertise of the faculty on key-topics (European topics, digital, entrepreneurship, sustainability...)
- Personal branding of the Dean as the spokesperson to comment on the School's evolutions as a fast-developing institution, a pan-European Business school as well as a general commentator on the international business for Higher Education.

3 • Social Media and Digital Communications

Social Media is a key asset in the school's communication strategy.

As part of ESCP's communication based on the promotion of excellence, cultural diversity and innovation, the school has chosen to invest its efforts on social networks that focus on content and provide visibility, rather than diffusing efforts on less mature social networks.

LinkedIn, Facebook, Twitter, and YouTube are at the heart of this strategy.

LinkedIn is used to promote our academic excellence through the publication and sharing of high quality faculty work and projects. Our programmes are also a key asset, and are promoted via the numerous student projects in various fields of expertise. Alumni success stories and achievements are also extremely important and are relayed extensively to build the community's sense of belonging. In 2018, LinkedIn followers have grown at an impressive scale with 1000 new followers monthly.

Between 2015 and 2018, **the LinkedIn community had increased by 58%**, starting with 54.240 followers in January 2016 and reaching 91.604 followers in December 2018.

In December 2019, ESCP Business School's LinkedIn account had 107.862 followers (+17,7%)

Facebook is used in a community way, and is organized as follows: a Federal corporate Facebook page, ensuring our institutional visibility among prospects, and one Facebook page for each of our campuses, showing local life, events, and projects. Between 2015 and 2018, **the number of Facebook followers has more than doubled (+182%)**, rising from 41.100 followers overall to 116.000 followers between April 2015 and December 2018 and to 120.061 in December 2019.

Here is a Facebook breakdown for Dec 18 and Dec 19

Twitter is mainly aimed at institutional partners, the media and influencers.

It is still considered as a valuable communication channel for content curation and influence. Even though the brand account has a lower engagement rate than the personal accounts, we still need to empower our usage of Twitter.

We must continue to work on our visibility and, above all, our influence through a policy of targeted content, even if the number of people reached by our messages must be reduced, engage more with our community.

The number of Twitter followers has doubled in 3 year's time, from 14.388 followers in April 2015 to 29.400 followers in December 2018.

At the end of the year 2019, the ESCP's Twitter account had 32985 followers (+11,51% compared to 2018).

YouTube, as the 2nd largest search engine and video leader, this is a major channel for ESCP Business School for visibility, brand awareness and reputation.

The ESCP's YouTube channel has 1127 videos, grouped in playlists presenting programmes, events, testimonials and interviews

YouTube breakdown for 2019 (mixing organic and sponsored videos)

- 17577 followers (+6970 followers → +65,71%)
- 10.858.730 views (+544%)
- 3.481.100 impressions (+34%) with a 4,3% CTR (2018 CTR: 4,5% → -4% for 2019)

The strong increase in our subscriber base and views (compared to last year) is due to a major communication campaign during the month of November on the MiM (student journey and Start@Europe).

The number of subscribers has risen by 116% during the last 3 years.

Instagram

Instagram is used to create a bond between our audience and the "story" of the school. As a visual social network, Instagram is used to promote our major events (with pictures and stories), testimonials (with videos and the use of IGTV) and, more broadly, the student life on our campuses.

As a "new" social media, our major audience age range is 18-24

In December 2018, ESCP's Instagram account had 6368 followers.

At the end of December 2019 ESCP's Instagram account had 11844 followers).

Excerpt from the EQUIS student report (2019)

" The marketing strategy of ESCP has recently improved greatly thanks to the production of more online content (videos, more social media posts on Facebook, Twitter, LinkedIn, YouTube). Also, the 2018 redesign of the website makes it easier to understand and presents in a clearer way the different sections and programmes."



Focus on the Bicentenary hotspot

By 2022, ESCP 's ambition is to be recognized as the best European business school. This implies not only to boost our position in key rankings, but also to give evidence of the accuracy and relevance of our unique model.

The Bicentenary of the school, held from January to November 2019, was not only the opportunity to celebrate our 200 years of existence, as the *World's First Business School*, but to pave the way to a necessary reboot of the business schools model, to meet the 21st Century's global and critical challenges. This year was particularly dedicated to the acceleration of content production – with webseries of professors, students and Alumni, or Faculty talks throughout the year and across campuses.



BERLIN
LONDON
MADRID
PARIS
TURIN
WARSAW

Web series

Throughout the year, videos on future management issues were produced to promote the ESCP Business School community of professors, students and graduates. They were published on the ESCP website and promoted on social networks all year long.

Storytelling

Every Thursday, a story, or the portrait of a personality linked to the School, was posted on the social networks.

Podcasts

Five ESCP graduates from the 1938 / 1958 / 1978 / 1998 / 2018 intakes recounted their personal stories covering 80 years of life at the School.



Events

- **14 January** • the Foundation presents its New Year wishes
- **18 January:** Gala to launch the bicentenary celebrations (Students' Union)
- **7 February:** Prestige evening organized by the Exed Division hosted by Philippe Gabilliet
- **8 March:** Bicentenary gala in London
- **28 March:** Bicentenary gala in Madrid
- **2-3 April:** MBA graduates' conference
- **30 April:** Opening of the on-line "bicentenary range" boutique
- **16 to 19 May:** The Regatta in Italy, major nautical competition
- **14 June:** Bicentenary evening in San Francisco organized by the local Alumni group
- **21 June:** Bicentenary festival and gala in Turin
- **24 June:** Bicentenary interview – Benoît Heilbrunn
- **28 June:** EMBA seminar in Madrid
- **4 July:** Together Day on the history of the School
- **12 and 13 September:** International Congress on the history of French companies
- **19 September:** Historical lecture by Jean Marc Daniel, emeritus professor at ESCP Europe
- **24 September:** Reading of texts by J.B Say and A. Blanqui at the library
- **26 September:** Bicentenary Talk with Veronique Tran in Geneva
- **1 October:** Bicentenary Talk with Frederic Frery
- **11 October:** Issue of official ESCP bicentenary stamp
- **12 October:** Exhibition on "Stamps and Trade" (exhibition at the autumn Philately Salon – Porte de Champerret)
- **13 October:** 200 runners from the ESCP Business School Community in the Paris 20 km
- **17 October:** Conference – Artificial Intelligence and ESCP Europe: both 200 years old.
- **7 November:** Foundation charity dinner in London
- **19 November:** Bicentenary talks with Emmanuelle Leon
- **21 November:** Bicentenary Talk with Sylvain Bureau
- **26 November:** Bicentenary gala evening at the Atelier des Lumières
- **27 November:** Bicentenary evening organized by the Argentina group
- **28 November:** Bicentenary evening organized by the Morocco group





12 | **PARTNER BODIES**

12.1 Agora

Agora Association represents ESCP Business School students through its membership in the decision making bodies of the school, including the Administrative Board and the ETLC (European Teaching and Learning Committee) It also holds a permanent guest status at the Boards of Studies and it interacts with class representatives & other dedicated students to better understand student's concerns. It works on projects, tailored to improving student experience.



Ses actions

2018:

Build on the Agora Quality of Teaching survey and report for the MiM programme, gathering over 1000 responses and promoting the enactment of a redesign of the MiM programme, which will equip MiM students to be even better equipped for tomorrow's job market.

2019:

Creation of an Innovation Prize under the patronage of the ESCP Foundation, to award a student or recent alumnus/a with a five-figure stipend for their start-up to encourage entrepreneurship and innovation at ESCP.

2019-2020 - looking into the future: work on a mechanism to simplify the access of ESCP students to affordable and high-quality housing across our campuses, promote sustainability at our school, ameliorate communication between different stakeholders of the school, encourage the digital transformation at ESCP.

Agora's motto:

"The Education You Want. The Attention You Deserve."



"AGORA brings a unique opportunity to become a partner in your education and a full member of our European ESCP Community. It's exciting to work together with the management to ensure that students are heard, and that their needs are being met."
Felix Heumann, President, Berlin Campus.

12.2

Alumni Association

With more than 55,000 Alumni present on the five continents, nearly 350 events every year and a team devoted to its Alumni, the missions of the ESCP Business School Alumni Association are:

- to create links within the community, particularly through the various events bringing together more than 6,000 alumni every year
- to act as a career booster by offering one-to-one interviews, workshops, conferences and webinars on personal development
- to promote the reputation of the ESCP Business School brand, by highlighting the community's talents in our different media (magazine, Internet site, social networks)

In 2018, Stephane Distinguin (97), Chairman and founder of FABERNOVEL, took over the chairmanship of the ESCP Europe Alumni Association from Arnaud Nourry (82). His mission, with the support of the Association's Council, is to work on introducing a lifetime subscription, improving the database and creating yet more synergies between the School, the Foundation and the Association.



"Let's keep striving to form connections, develop networks between intakes and professional groups, forge links between students and graduates via sponsorships and boot camps, and promote the network of volunteer delegates and of all the Alumni who take part in our events all over the world."

Stéphane Distinguin (97), Chairman of ESCP Europe Alumni.

12.3

ESCP Foundation

Established in 2005 on the initiative of former students, the ESCP Foundation has been officially recognized as public-interest foundation since 18 March 2012. Its mission is to support ESCP Business School's ambitions and academic excellence using four strategic approaches:

- Scholarships and diversity to attract the best students
- Promoting the search for excellence
- Constructing the Business School of the future
- Enhancing the reputation of the ESCP Business School brand

To accomplish its mission, the ESCP Foundation relies on donations from companies, foundations and individuals.

Since its creation, the amount collected by the Foundation has been constantly increasing. In 2018, it collected over €4 million.

Actions

Equality of opportunity

ESCP scholarships: The Foundation contributes to the financing of ESCP's scholarship programme. In 2019, it contributed €1.3 million to the School's programme of scholarships awarded on social criteria. These apply to the MiM, the Bachelor, the MS and the doctoral programme.

Emergency grants: The Foundation offers help to students who have to deal with an unexpected problem during the academic year.



Guarantee fund: in 2018, the Foundation launched its first endowment fund based on the approach used by the major Saxon universities in the English-speaking world. Using donations from Alumni and companies, placed in a dedicated account, the Foundation can guarantee loans to ESCP students, thanks to a x5 leverage effect.

Talent Spring: (see below) is supported by the KPMG Foundation.

The search for excellence

The Foundation actively supports the School's research and teaching activities by financing ESCP Chairs and Professorships.

New Chairs and Professorships in 2018-2019:

- Deloitte Chair: Circular Economy and Sustainable Business Models
- BNP Paribas Chair: Reinventing Work
- KPMG Professorship: New-Generation Management

It should be noted that Bearing Point also joined the "Prospects for Commerce in Society 4.0" Chair in 2019.

The reputation of the brand and the development of campuses

In 2018- 2019, the Foundation helped to spread the School's reputation by financing:

- The launch of the new Internet site
- The TBWA brand campaign
- The ESCP Bicentenary, particularly the gala evening on 26 November at the Atelier des Lumières.

Key events

Francis C. Lang-Amiot (54) is a Founder of and Major Donor to the ESCP Foundation.

On 7 November 2019, he became the first alumnus and donor to the School to commit to the sum of €1 million. His donation will be used to finance the development of ESCP Business School and the roll-out of its international strategy.



Be on the Bicentenary Wall

In order to celebrate the School's Bicentenary, in 2019 the Foundation invited Alumni, parents and friends of ESCP Business School to take part in an original fundraising campaign called "Faites the mur... du Bicentenaire" (Be on the Bicentenary Wall).

With a minimum donation of €500 (€200 for those who joined the School after 2010), donors could have their name, or the name of their choice engraved on the Bicentenary Wall.

The "physical" Bicentenary Wall will be installed at the School in mid-January 2020. Donors will be invited to its unveiling at a convivial evening on 23 January 2020.

There are more than 500 names on the Bicentenary Wall.

Bicentenary Fundraising Gala Dinner in London

In 2018, the ESCP Foundation launched its first Fundraising Gala in London. The principle was to invite alumni to an exclusive philanthropic event including a gourmet meal, an auction and testimonies from students who have benefited from grants.

After the success of this first edition, the Foundation organized a new event on 7 November 2019 on the theme of the Bicentenary.

More than €200,000 was collected at each evening to finance equality of opportunity at ESCP.

ESCP Europe Foundation – key figures

	2018	Variation 2017	2019	Variation 2018
Donations collected	+ 4 M€	6%	+ 4,6 M€	14%
Donors	500		1176	
Corporate companies	28		28	
Major donors and junior major donors	73		88	

"The guarantee fund enabled me to pay for my final year and thus to complete my studies at ESCP. It would have been impossible for me to borrow because I had no guarantor. I would like to thank the ESCP Foundation, which also helped me a great deal during my first two years at the School, as well as the donors who made that help possible. I was able to concentrate on my professional future and to find good internships. I hope that in the future my situation will enable me to contribute, in turn, to the ESCP Foundation."
Sophie Thiel, 1st beneficiary of the guarantee fund, MiM student.



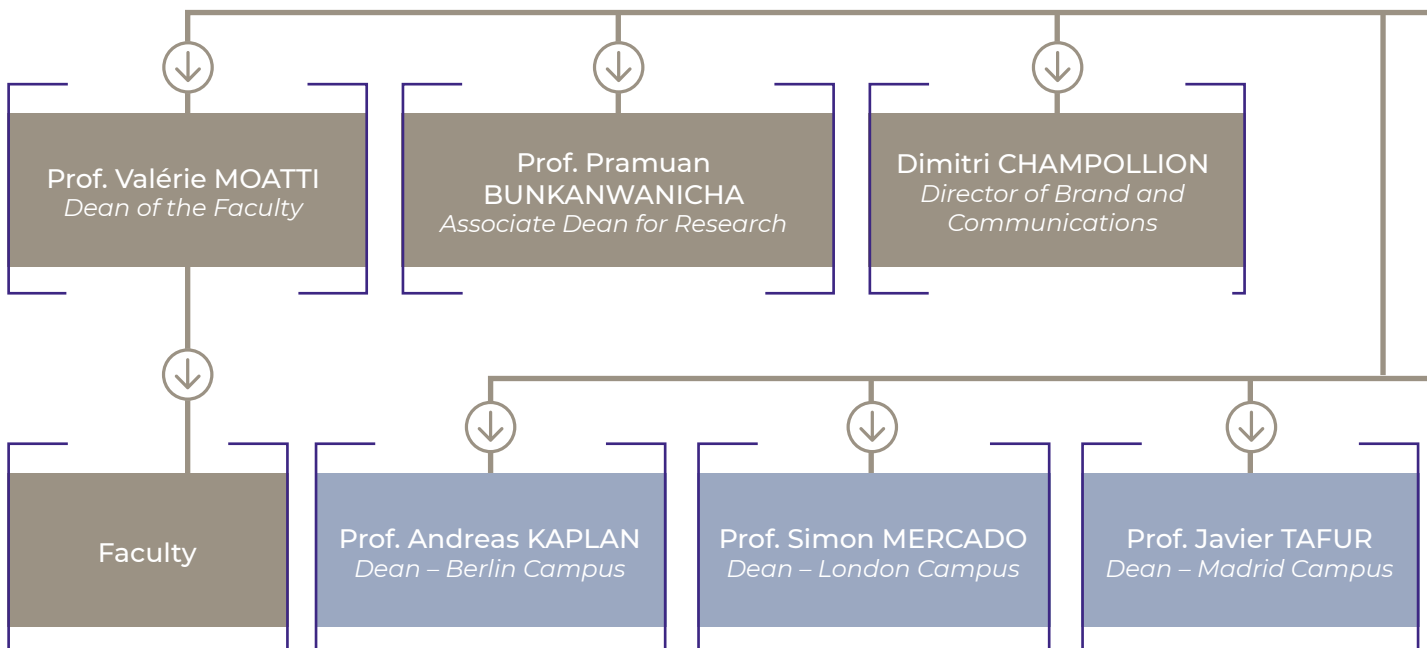
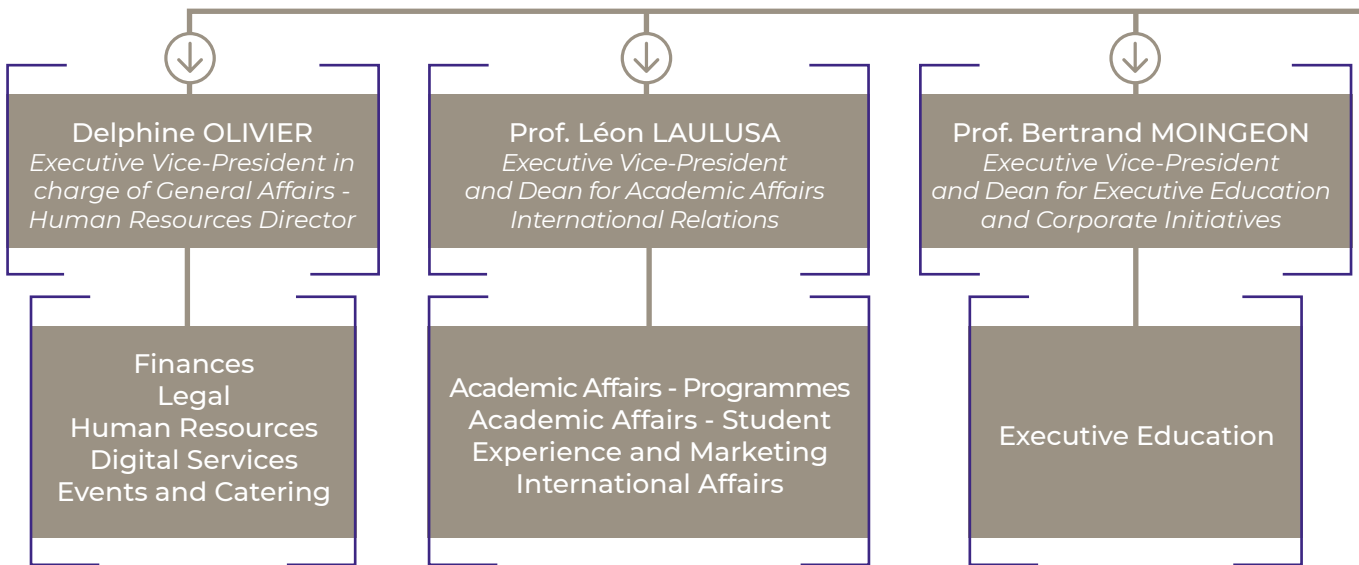
"The School is making phenomenal progress, both in terms of its international development and the diversity of its programmes. My time at ESCP was an important period of my life and I am very grateful for what it gave me. I wanted to significantly increase my donation so that it matched ESCP's current needs. I have complete confidence that the School and its Director General Frank Bournois will use my contribution for the best purposes and enable ESCP Business to surmount this crucial stage in its development. I encourage all my comrades to follow my example!"
Francis C. Lang-Amiot, (Alumnus from the 1954 intake).

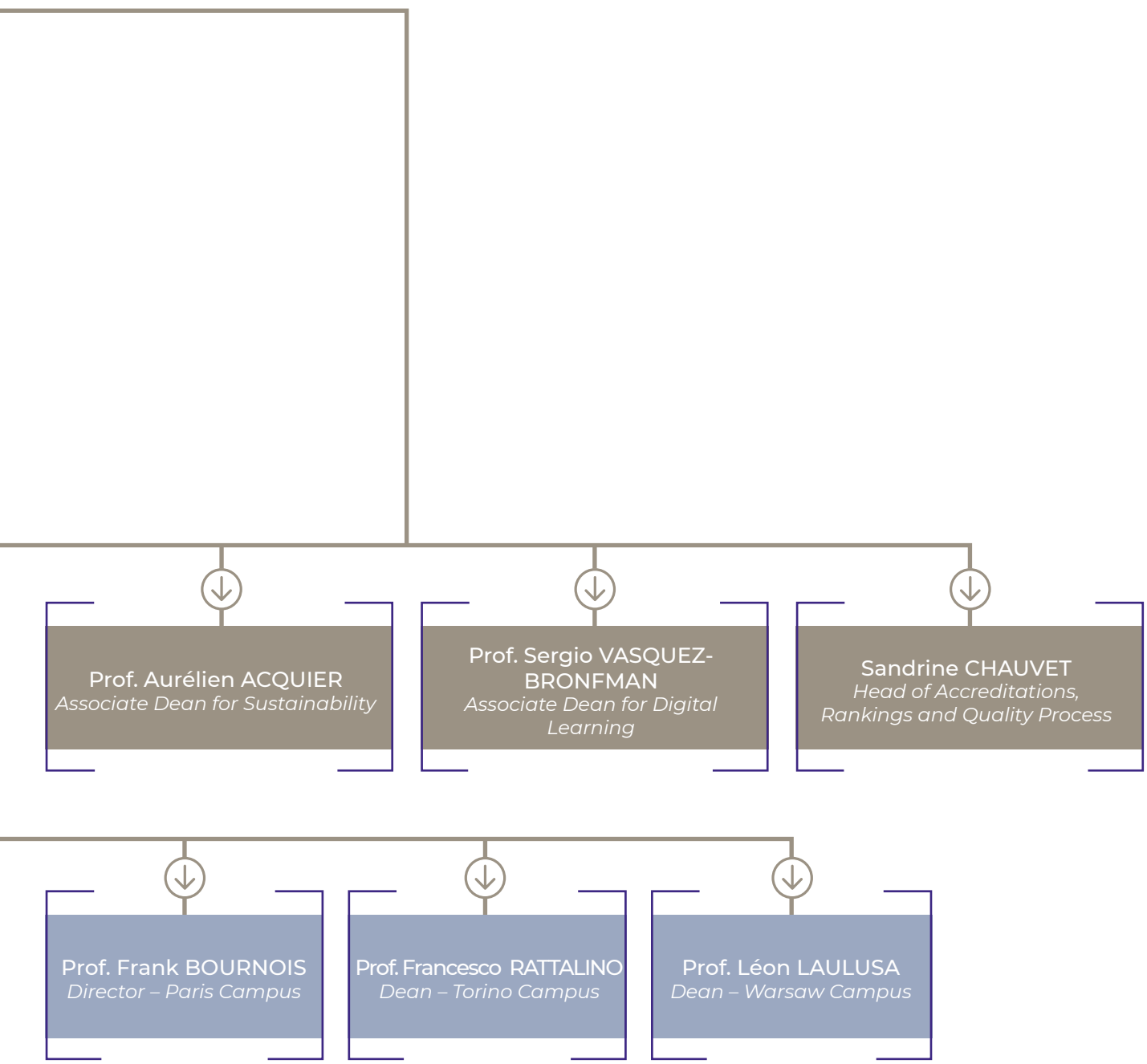




Organisation chart | 31.12.2019

Prof. Frank BOURNOIS
*Executive President and Dean
ESCP Business School*









ACTIVITY REPORT

for 2018 and 2019

ESCP benefits from the best international accreditations.
Our European campuses enjoy national recognition.



**5 European Higher Ed
accreditations**

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