

## **CBS POST EXPERIENCE EDUCATION STRATEGY**

### **Summary**

The post experience education area encompasses different level programs for those with practical experience but not students directly from school. A fundamental pillar is that CBS takes societal responsibility for competence development by offering products suitable for a life long continued education. The world of Post experience programs is complex, highly competitive, and fast developing. There are a rapidly growing number of operators, change in demand, and worsening financial conditions. Participants have diverse and sometimes new reasons for attending programs. A surplus of young people having academic degrees has raised minimum requirements of employers, and Master degrees are increasingly required in many job announcements. Potential participants without an academic degree rapidly decrease in number, which reduces number of HD intakes dramatically. General and full time programs loose in demand while modularized and more specialized programs seem to be more attractive to both participants and potential employers; e.g. specialized masters win over general MBAs, some specialized HDs are doing well while general programs diminish, and customized or at least focused programs take over from open programs. A continued education program is often a part of a HR development activity, sometimes even a corporate academy, and the program may be a part of the individual's contract. Simultaneously participants ask for formal academic university credits not the least internationally valid ones such as ECTS.

CBS has a locally strong and internationally well recognized brand. Faculty resources are large but relatively few participate in or are geared at executive education. The activities have good support from the top but internal understanding can be improved. Marketing and financial conceptualization can also be further developed. There are some strong base products and substantial undergraduate and graduate programs as well as alumni to build on.

Overall strategies for CBS and hence for Post Experience Programs are Internationalization, Partnership with businesses and organizations, and The Learning University. Strategies for programs are the following.

*International Executive programs:* Develop more programs from national to international, Develop the products to be increasingly international in terms of participation, faculty and content and increase the volume of international faculty, and Invest in and strive towards further international acknowledgement by appearance in internationally recognized accreditations and rankings.

*National and Regional Executive programs:* Considerably expand the volume of activities responding to demands for programs and other activities for life-long executive development. Develop programs in non-explored areas such as Advanced Management Program, General Management program, Functional Vice Presidents and Managers programs (e.g. Finance and HR Executives program), and Young managers and High potentials program.

*National Non-Executive programs (e.g. HD programs):* Integrate HD programs in a Post Experience Programs concept, Make HD an instep to Executive Master programs, Develop and offer customized programs, Coordinate HD positioning and marketing, Develop and offer an accelerated version, Make HD an internationally recognized certificate, and Work for a new national directive.

*Short programs:* Emphasize the development of new executive programs and in-house company programs, Develop open programs at different levels and in different functional areas, Generalize customized programs to open ones, Develop international versions of programs, and Find international joint venture possibilities.