

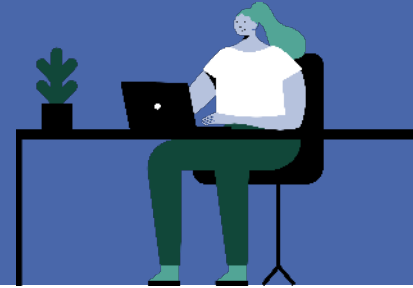
DIGITALISATION STRATEGY



Purpose

CBS aims to be a digitally leading institution of education and research, where digitalisation is integrated strategically and responsibly into education, research and administration. We shape the leaders, researchers and decision-makers of tomorrow by making digitalisation a driving force in everything we do – from teaching and research to administration and competence development. With a strong and secure digital infrastructure as a foundation, we create an innovative and sustainable learning and working environment where technology is used responsibly and with a human-centred approach. Through courage, curiosity and collaboration we set new standards for how knowledge is created, shared and applied in a digital age.

[Read our AI strategy here](#)



Vision

CBS will be a digitally mature and innovative business school that uses digital technologies to shape the leadership and solutions of the future. We use digitalisation to transform teaching, research and societal collaboration – not just as a means of efficiency, but as a platform to connect responsibility, business understanding and innovation. With digitalisation as a strategic lever, CBS will enhance its contribution to shaping a responsible, digital society. Our vision is to use digitalisation to improve personalised learning, so that our students are equipped to thrive in a digital world, accelerate impactful high-quality research, ensure efficient operations and promote responsible business solutions that address global challenges.

Strategic position

Leadership through understanding and responsible use

At CBS, technology is never the goal in itself. Our strength lies in understanding how digitalisation transforms business, leadership and society.

We focus on:

- Enhancing responsible digital leadership and decision-making
- Bridging technology, business and regulation
- Turning technology into sustainable organisational value

That is how we contribute to shaping society through business in a digital age.



Principles

- 1. User-centred approach:** Digitalisation must be based on the needs of students, employees and society in general.
- 2. Ethical and responsible use:** Digital solutions must be implemented with respect for ethics, data protection and academic integrity.
- 3. Collaboration and interdisciplinarity:** Digitalisation must facilitate collaboration across CBS and with external partners.
- 4. Agility and innovation:** CBS must be open to experimenting with new technologies and quickly adapting to change.
- 5. Prioritisation of resources:** CBS will digitalise where it creates the most value. Solutions must be scalable and shared across CBS to ensure efficient use of resources and support the core activities.





Strategic framework for CBS' digital development

1. **Security and integrity come first**

At CBS, security and academic integrity are non-negotiable. We only introduce digital solutions that meet these standards.

2. **We use data with purpose and responsibility**

Data is a strategic resource. That is why we prioritise clear ownership, transparency and leadership responsibility.

3. **We choose how we develop and partner**

We develop solutions in-house when it is essential to our core tasks.

We build partnerships when they improve quality, scale and resilience.





Focus areas:

We educate students to be digitally competent employees and citizens in a digital society and job market. This means that all CBS graduates are able to understand the significance of digitalisation for business processes, organisations and society, and are able to critically and reflectively relate to and identify, analyse and solve challenges using digital tools and methods. We integrate digitalisation into the curriculum and organise digitally supported teaching and education. We go beyond the technical use of digital tools. We are committed to shaping leaders who understand the consequences of technology for ethics, business and society – and who are able to act with reflection and courage in a digital reality.

Guiding principles:

a. Digital literacy as academic expertise

We educate students to understand and apply digitalisation as an integrated part of business understanding and societal responsibility – with a focus on competences that are in demand and recognised by the job market. Digital literacy at CBS is about more than application; it is about shaping leaders who understand the consequences of technology for ethics, business and society – and who are able to act with reflection and courage.

b. Digitalisation in practice – not just theory

We integrate digital tools and methods into teaching so that students not only learn about digitalisation, but with digitalisation. Our goal is for digitalisation in teaching not merely to modernise formats but to transform the learning space and prepare students to drive responsible innovation in practice.

Focus areas:

We use digital technologies to improve data collection, storage, analysis and dissemination in research. This includes the use of algorithms and artificial intelligence to analyse large datasets. We invest in digital tools and platforms that support collaboration and knowledge sharing across research projects.

We research the impact of digitalisation on business processes and value chains. We do not just study technology – we explore how digitalisation changes value chains, decision-making logic and societal contributions. With CBS' research capacity, we create knowledge that shapes the agenda for responsible, digital business development.

Guiding principles:

a. New technology and methods

We use AI and other digital technologies in our research while also contributing new knowledge by studying artificial intelligence and its applications. Our research also examines the structural impact of digitalisation – how it changes value chains, decision-making processes and business models.

b. Strengthened networks

We strengthen local, national and international research collaborations by using digital platforms that enable communication and data exchange across projects. Through these networks, we develop a research profile that actively shapes the debate on digital responsibility, ethics and business development.





Focus areas:

We automate and optimise administrative processes to free up time and create more value for our core activities: research, teaching and societal impact.

We simplify and standardise processes to make them more user-friendly, efficient and less vulnerable. By integrating systems and improving data quality, we build the foundation for faster case processing and better decision support. Users and well-being are central – for employees, students and society. We work with benefit realisation plans and business cases to highlight the value of administrative digitalisation projects. Our goal is not just efficient operations – but an organisation that embodies the transformation we teach.

We see CBS as a platform: a digital framework where students, employees and partners create solutions to today's major challenges.

Guiding principles:

a. Digital first – when it adds value

We choose digital solutions as the first option when they provide better quality, higher speed or less complexity. But digitalisation is not just about speed – it is about direction. Our administration must reflect the transformation we want to see in society and the business community.

b. Efficiency with human meaning

We automate routines and free up resources – with a focus on strengthening professionalism, well-being, collaboration and the user experience. At the same time, we develop CBS as a platform: a digital and collaborative framework where students, employees and partners co-create solutions to current societal challenges.

Focus areas:

We strengthen employees' competences through courses, workshops and knowledge sharing. This includes both technical skills, such as programming and data analysis, and competences like digital leadership, project management and the responsible use of digital tools. We establish a learning environment where employees are given the opportunity to develop digital skills and apply them in their daily work.

Guiding principles:

a. Interdisciplinary knowledge sharing

We promote knowledge sharing across academic areas to ensure that digital competences are applied broadly and effectively throughout the organisation. Digital leadership and responsible use of technology are integrated into professional development.

b. Lifelong learning

We build a culture where employees continuously update their digital skills through targeted learning initiatives and self-directed study. It is not just about technical upskilling – it is about being able to act ethically and strategically in a digital context.





Focus areas:

We ensure a stable, secure and scalable digital infrastructure that supports CBS' activities. This includes ongoing investments in hardware and software that can meet the growing demands of data processing. We choose long-term vendors who support a stable and secure operation. We implement robust security measures to protect our operations and sensitive data, so that our systems can withstand cyberattacks.

Guiding principles:

a. Long-term approach to operations and technology choices

We ensure a scalable and stable infrastructure by choosing proven technologies and vendors with documented long-term performance. At the same time, our technology choices must support CBS' long-term goal of responsible digital transformation.

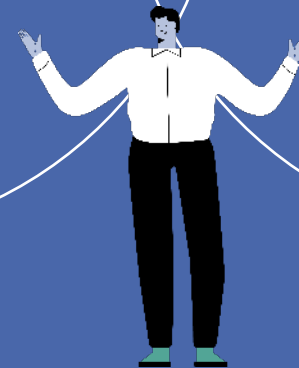
b. Cybersecurity with a proactive approach

We protect CBS through an active approach to cybersecurity – including prevention, monitoring and emergency preparedness that safeguard both data and operational continuity. Cybersecurity is a prerequisite for acting as a trustworthy and socially responsible knowledge institution in a digital age.

Implementation and governance

The implementation of the digitalisation strategy is anchored in CBS' existing governance structure, which means that overall responsibility follows the normal line management and Senior Management. This ensures clear roles and organisational anchoring.

Major digitalisation initiatives are collected in a single project portfolio, managed through the IT portfolio management group (PFL). This portfolio sets the framework for prioritisation, resource allocation and progress follow-up.



More than technology – a shared ambition

CBS' digitalisation strategy is not about keeping up – it is about leading the way.

We do not just want to be relevant in a digital future – we want to shape how it unfolds.

CBS will use digitalisation as a strategic lever for responsible knowledge, critical reflection and societal innovation.

