



PRESS RELEASE  
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## Excelia Group signs its 2025 strategic plan, which further pushes the boundaries and includes an evolution of the Excelia brand

Excelia Group's new strategic plan, presented to the press today, 22<sup>nd</sup> September, marks an innovative step forward. Driven by the desire to provide coherent and coordinated responses to the challenges of education and sustainability, this plan is the result of a collaborative effort by all of the Group's stakeholders (students, learners, graduates, companies, local regions, personnel). **ITS OBJECTIVE: to guarantee access to knowledge and educational excellence for all, in all regions, by addressing economic, environmental, ethical, social, societal and regional changes.**

**A pioneering approach, building on the solid foundations laid by the previous development plan, whose objectives were 100% achieved.**

### Explore your future! Excelia Group's slogan for its 2025 strategic plan

In keeping with the pioneering spirit that has characterised Excelia Group over the last 30 years, its 2025 strategic plan is decisively breaking away from the traditional educational and economic models used in Business Schools. In response to the profound societal changes taking place across all sectors and in all companies, the Group's new strategic direction is based on a vision that pushes boundaries, to include...

- **a rethinking of learning approaches to adopt open innovation** so as to meet the needs of organisations in terms of creative and innovative personnel. A widening gap has emerged between the current education system and the ever-growing and ever-changing demand of organisations for certain competencies and skills.
- **broadening the scope of education** because Schools can no longer be the sole place for the dissemination of knowledge, which is now accessible to everyone, everywhere. It must be the place where we learn to harness knowledge, i.e. to develop our ability to filter it, understand it, use it and share it collectively.
- **the addition of instability into pedagogy**, making competencies the cornerstone of all training projects, encouraging discovery, exploration, test and learn, in order to develop reflexive learning behaviours to ensure that organisations can bounce back.

'Explore your future' is Excelia Group's slogan for its 2025 strategic plan. Over the next 5 years, it will enable the Group to introduce a new business model and to explore the scope of an educational approach that will create value for learners and the local regions alike.



*"Our ambition is to create an international training and education, research and consultancy Group, with a strong presence within its local regions, which participates in value creation for both our learners and the local regions by reaffirming our commitment to humanitarian values and to sustainability. We need to address social and societal issues, and to commit to education and research in the fields of Tourism, Environment and CSR, Health, and Digital Technologies."*

**Bruno Neil, CEO & Dean, Excelia Group**

## KEY values underpinning Excelia Group's strategic direction

In the pioneering spirit that has characterised Excelia Group over the last 30 years (creation of Humacité<sup>®</sup>, the first CSR/SD study programme, etc.), sustainability, openness and commitment are already firmly embedded in its system of values. Today, this is evolving to strengthen the focus of the Group's educational mission and its commitment to developing ambitious models that respond to societal challenges. Five key values therefore feed into the 2025 strategic plan:

- **Sharing**, so that we work together, promoting collective intelligence in order to co-develop and give MEANING.
- **Humanism**, so as to better understand how to accept others in all their diversity, with a major emphasis on the teaching of humanities in order to nurture the learner's sense of humility.
- **Audacity**, to develop a sense of creativity and have 'the heart of an explorer'.
- **Responsibility**, with the desire to infuse ethics, CSR and an all-inclusive circular approach into initiatives that are indispensable in responding to climate change issues.
- **Commitment**, so that the Group and all of its stakeholders do not compromise its identity and values, and are aware of societal issues when making decisions.

## Four strategic areas to drive Excelia Group's mission

With the aim of defining Excelia Group's mission to serve its local regions and people, and to provide the skills of tomorrow, these strategic areas are defined as follows:

- **Area 1: To further assert the Group's positioning in terms of CSR and Sustainable Development** with the aim of being a leader in the economic, environmental and climate issues of tomorrow and of taking an active role, on a daily basis, in the respect and protection of the environment, as well as in reducing the Group's impact on the environment.

### Initiatives

- ✓ **2020 - Launch Climacité<sup>®</sup> (environmental), alongside Humacité<sup>®</sup> (social), and make these projects available to employees:**  
*Climacité<sup>®</sup> is an educational tool designed to raise awareness, educate and train Excelia Group's students about the challenges of protecting the environment and adapting to climate change. The aim is to enable them to become responsible managers, by adding the environmental dimension to the social dimension that Humacité<sup>®</sup> has been promoting for 15 years, in order to meet the current challenges of climate change. By 2025, 100% of students will have carried out a Climacité<sup>®</sup> project in addition to Humacité<sup>®</sup>.*
- ✓ **2021 - Establish a system of governance to ensure the School's positioning in terms of CSR and Sustainable Development.**
- ✓ **2022 - Determine the carbon footprint of each student and each employee:**  
*Each student and each employee will be aware of their carbon footprint and will be provided with the necessary tools to understand it and limit it.*
- ✓ **2025 - Build a new environmentally-friendly campus, in line with the ZERO carbon objective of the La Rochelle region:**  
*To be designed as a third place for its local regions and stakeholders, and be exemplary in environmental terms. In addition, from 2022, the School will apply for the French 'Digital Responsible' quality label created by Digital Campus.*

- **Area 2: To develop activities with high added value for the benefit of the local regions** by further strengthening the School's role as a School for the regions, working closely with the companies located there, understanding their needs and supporting them in terms of economic, environmental and societal changes.

### Initiatives

- ✓ **2021 - Strengthen the internationalisation of our local regions through our global network of graduates:**

*Creation of a network of ambassadors for our local regions, using graduates and students in whatever country they are based, and setting up an annual meeting between local regional companies and these international networks.*

- ✓ **2021 - Set up a 'Regions and CSR Think Tank' laboratory** with local stakeholders.
- ✓ **2021 - Use BSIS\* as a tool for the continuous monitoring** of our economic, social and societal footprint and performance within the regions.
- ✓ **2022 - Set up a regional observatory for tourism.**

*\*The Business School Impact System was developed by FNEGE to determine the extent and nature of a Business School's impact on its local environment (i.e. the city or region in which it is located).*

- **Area 3: To build a differentiating, diversified and sustainable model** by prioritising responsible and value-creating development for all the Group's stakeholders (students, partners, personnel and the local regions).

#### **Initiatives**

- ✓ **From 2021 - Innovate by creating new products that explore new sectors and new professions, participate in the diversified growth of the Group and enable it to reach new audiences:**
  - *a joint MSc programme, with ISIT in Paris, in 'International Relations, Lobbying, NGOs' (2022)*
  - *new study programmes in Real Estate, Communications, Data Intelligence, IT Decision-Making, Health and Well-Being (2021-2022)*
- ✓ **2022 - Developing a new business model dedicated to a new value proposition:**
  - *free schooling via third-party funding, and unique School/company ventures (2022)*
  - *unbundling of the School's offer, via subscription-based education (2021-2025)*
  - *a School that offers à la carte programmes and removes the boundary between initial and continuous education (2022)*
- ✓ **2022 - A hybrid and fluid pedagogical model to drive this new Business Model which challenges top-down and static approaches to teaching, and for which the key to entry is no longer so much about knowledge as it is about skills and competencies:**
  - *multiple pedagogical approaches (2022)*
  - *student support, based on both individual guidance and AI technologies, to build 'adaptive' study tracks (2022)*
- ✓ **2022 - Placing 'experiential' at the heart of the model** with the creation of an Experiential Department (2021), an observatory of Humacité<sup>®</sup> skills (2021), a hub for green entrepreneurship, social and solidarity-based innovation (2022), a Junior Tourism Company in the form of a sustainable travel agency (2022).

- **Area 4: To increase internationalisation** with the threefold objective of spreading the Excelia Group model to new countries and developing mobility to increase its versatility and openness to diversity.

#### **Initiatives**

- ✓ **2021 - Become a pioneer by offering an international work-study track**, for which the BBA International will be the pilot programme, with 10 - 15 Paris-based work-study students (on the campus of our partner ISIT).
- ✓ **2021 - Launch an Excelia Group programme on each continent** (Asia, Africa, North America), each with the support of an international academic partner. Three projects are currently being finalised:
  - *a DBA with several international university partners, including a Canadian partner*
  - *a Bachelor First Year in China*
  - *a MSc in Tourism in China*
- ✓ **2022 - Modularise and digitalise all of the Business School's programmes** aimed at international target groups.
- ✓ **2025 - Increase internationalisation** with the objective, each year, of achieving 35% of foreign students, through the creation of one new international office per year\*\*, 65% of international professors and 6 new academic partners holding the triple crown accreditations.

*\*\* Excelia Group organises its international recruitment through 6 offices overseas (China, India, Morocco, Senegal, Ivory Coast and USA).*

## A development plan built on solid foundations...

Excelia Group's 2025 strategic plan is being built on strong foundations, given that 100% of the 2015-2020 objectives have been achieved:

- Excelia Group has extended its influence with the creation of its Tours campus and new study locations in Niort, Rochefort, Cognac and Paris.
- As a result of its pioneering approach, its impact and progress in the field of CSR/SD is constantly growing, both in the fields of education and research, and within companies.
- In addition to its Tourism School, Excelia Group further diversified its training offer, by creating a school dedicated to digital technology in 2018. This School meets the two-fold objective of training students to become professionals in the digital sector and also provides expertise for all Excelia Group's programmes.
- Last but not least, the international dimension of the Group has continued to progress: 25% of its students (72 nationalities) and 51% of its professors are international, it has a unique network of offices abroad, and has been ranked 6<sup>th</sup> worldwide in the Financial Times ranking for the international dimension of its Business School programme.

## ...And ambitious growth projections

Excelia Group demonstrates total confidence in its model of a School firmly rooted in its local regions yet with an international outlook with a **turnover doubling** in 5 years, an increase in **student numbers of more than 50%**, **more than a quarter of which are on work-study tracks**, and 35% international students.

	2020	2025
CA	35 M€	70 M€
Nombre de collaborateurs	275	330
Nombre de professeurs permanents	95	125
dont internationaux	51%	65%
dont PHD	68%	75%
Articles de recherche	138	240
Nombre d'étudiants formation initiale	3 800	5 800
dont internationaux	988	2 030 (35%)
dont alternants	613	1 525
Nombre d'apprenants formation continue	580	1 600
Campus et antennes	- La Rochelle, Tours - Niort, Rochefort, Cognac	Orléans

## An evolution of the Excelia brand in line with the Group's strategic ambitions

With the announcement of its new strategic plan, and a year and a half after the launch of the Excelia brand, the Group is now moving on to the next stage of its brand development. Although the existing brand was quickly embraced by all of the Group's stakeholders, the strategic ambitions of these stakeholders, along with the development of new campuses and study locations beyond La Rochelle, particularly in Tours, call for a more coherent, powerful and visible brand. With this in mind...

- Excelia Group will become **Excelia**
- La Rochelle Business School will become **Excelia Business School**
- La Rochelle Tourism & Hospitality School will become **Excelia Tourism & Hospitality School**
- La Rochelle Digital School will become **Excelia Digital School**
- La Rochelle Academy will become **Excelia Academy**
- La Rochelle Executive Education will become **Excelia Executive Education**

*Created in 1988, Excelia is one of the leading French Higher Education Groups. With a strong presence in its local regions, and an international outlook, it comprises 5 Schools: Excelia Business School, Excelia Tourism & Hospitality School, Excelia Digital School, Excelia Academy, Excelia Executive Education. It currently educates some 3,800 students and boasts a global network of 17,500 graduates. It holds the following labels and accreditations: EESPIG, AACSB, EQUIS, AMBA and EFMD, as well as UNWTO.TedQual (United Nations) in the field of tourism.*

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