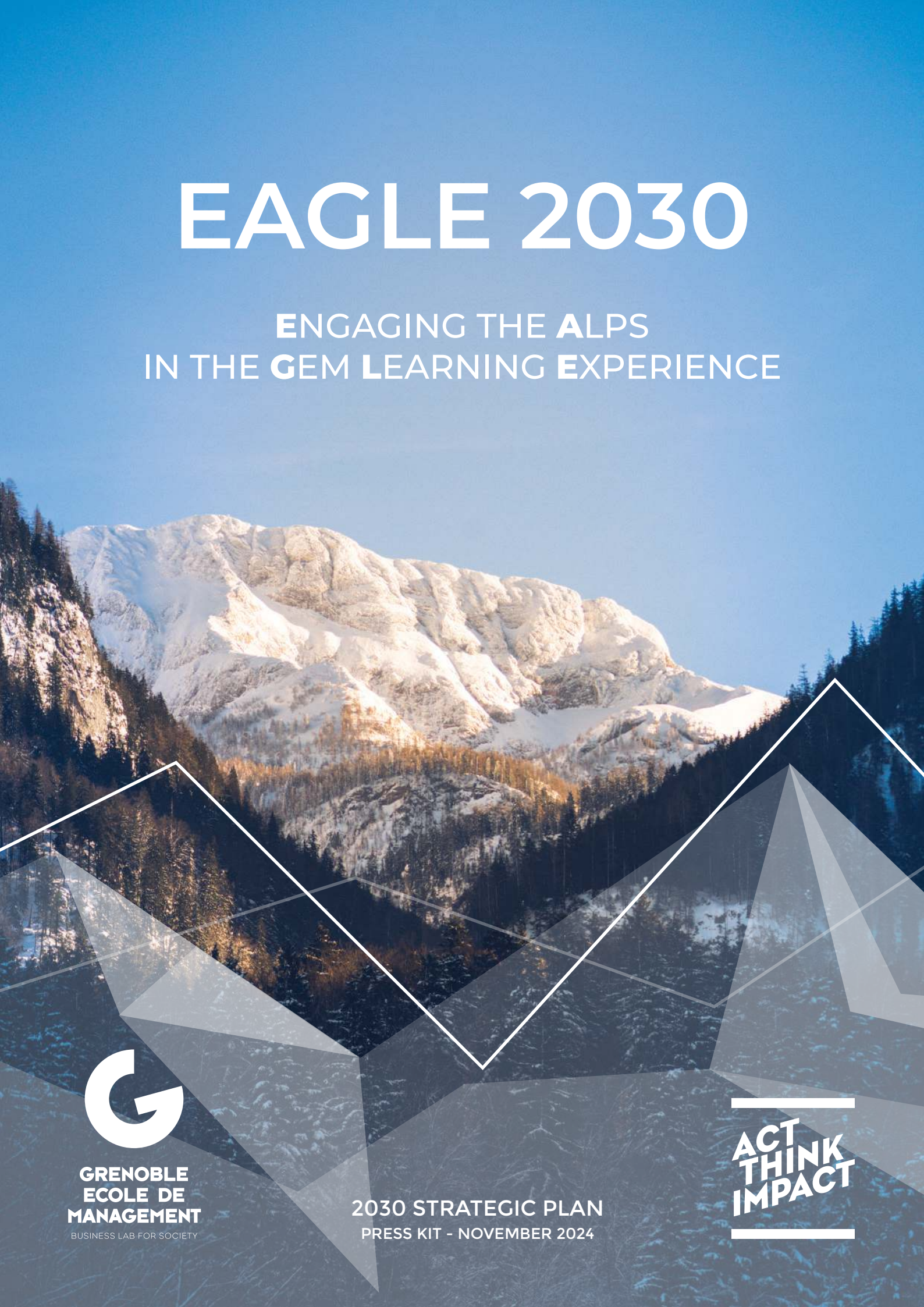
EAGLE 2030

ENGAGING THE ALPS
IN THE GEM LEARNING EXPERIENCE



GRENOBLE ECOLE DE MANAGEMENT
BUSINESS LAB FOR SOCIETY

2030 STRATEGIC PLAN
PRESS KIT - NOVEMBER 2024

ACT THINK IMPACT

A word from the General Director

A new era is beginning at Grenoble Ecole de Management (GEM). Celebrating its 40th anniversary this year, the school is proud to reaffirm its position as the world's leading **Business School in the Alps** at the heart of a dynamic ecosystem that was at the origin of its creation. Founded at the confluence of **science**, technology and innovation, in a unique setting where everyone can observe and experience **transition** at first hand, it has a strong legacy that makes it resolutely forward-looking.

The first Business School to become a Purpose-driven Company (Entreprise à Mission), GEM pushes the boundaries of technological management while cultivating its avant-garde identity in the Grandes Ecoles landscape. Combining scientific rigor and entrepreneurial dynamism with a deep commitment to progress, a bold vision for 21st-century education, and a strong sense of responsibility towards future generations, our **DNA** positions the school as a key player in shaping tomorrow's leaders. Recognised as one of the most prestigious business schools in Europe, GEM sets itself apart with its **triple international accreditation** — a quality endorsement held by less than 1% of the world's business schools.

The current context marked by geopolitical, economic, social and environmental upheavals puts GEM at a major turning point in its history. It's time to reassert our leadership and our identity and to chart a new course for the next five years by taking our students on a genuine ***learning journey*** where every step will be a life experience.

For us, learning means experimenting, experiencing the world around us to the full so that we can understand the issues and meet the challenges. The great climber Walter Bonatti reminds us that "the mountain is a life teacher". The mountain landscape serves as both a challenging environment and a place for personal growth, risk management, and leadership development. It is also a fragile and precious witness to ongoing climate change. GEM has a front row seat to this vibrant theatre in the heart of the Alps.

Our new **EAGLE 2030** strategic plan embodies this ambition and our desire to go back to basics, while embracing the new changes and challenges of tomorrow.

That's why GEM has established itself as the school for **learning journeys**, **science** and **transition**. We will be exploring new horizons and paving the way for a management education that is bold and committed, true to our Alpine and avant-garde identity, with excellence as our compass. The **Business School in the Alps** will conquer the summits!

Fouziya BOUZERDA

GEM. BUSINESS SCHOOL IN THE ALPS.

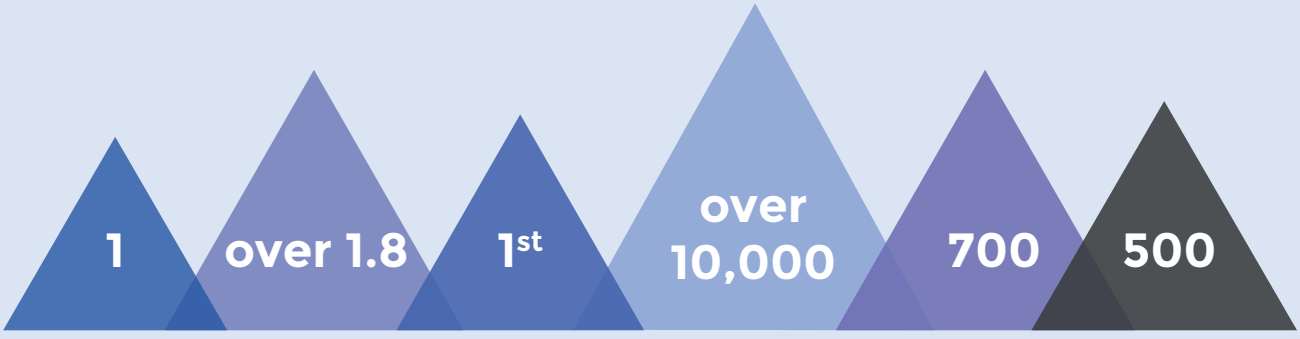
The school of educational journeys at the heart of science and transition

In the heart of the Alps, GEM enjoys a unique location at the centre of an area of innovation and resilience: Europe's Silicon Valley.

AN EXCEPTIONAL LANDSCAPE. This proximity to the peaks has shaped Grenoble's success, its industrial history and its technological boom. From the 19th century onwards, the power of the Alpine rivers enabled hydroelectricity to be invented here, and the town saw the development of innovative industries, particularly in the field of high tech. This awe-inspiring environment has led to the development of great organisations such as ***GIANT*** (Grenoble Innovation for Advanced New Technologies), of which **GEM** is an active **founding member**. GIANT is one of Europe's leading innovation hubs, embodying technological and scientific excellence at the service of social and environmental change. It brings together thousands of researchers, engineers and students, creating an ecosystem that is unique in Europe to accelerate sustainable innovation and boost Grenoble's technological appeal worldwide.

GEM IS AN INTEGRAL PART OF THIS FORMIDABLE ECOSYSTEM. IT IS SURROUNDED BY CENTRES OF SCIENTIFIC INNOVATION (Minatec, Minalogic, MIAI, Tenerrdis, French Tech in the Alps, Clinatec, etc.) and has established itself as a leader in Management of Innovation and Technology (MIT). Today, it embodies the symbiosis between higher education, research and industry. This ecosystem enriches the experience of students by providing **direct access to exceptional resources and immersive learning opportunities in the world of Tech and Deep Tech**. GEM also plays a role in developing initiatives in the cutting-edge technologies needed to regain **national and European sovereignty** in collaboration with its partners in the Alpine region, such as the Fondazione per la Sostenibilità Digitale (Italian National Foundation for Digital Sustainability). This strong link between the mountains, local organisations and the business world makes GEM a **key player in the transformation of industry and society**.

GIANT IS A 250 hectares campus that include:



4th generation **synchrotron**

billion € invested in research infrastructure and tech platforms

global centre for neutronics

researchers

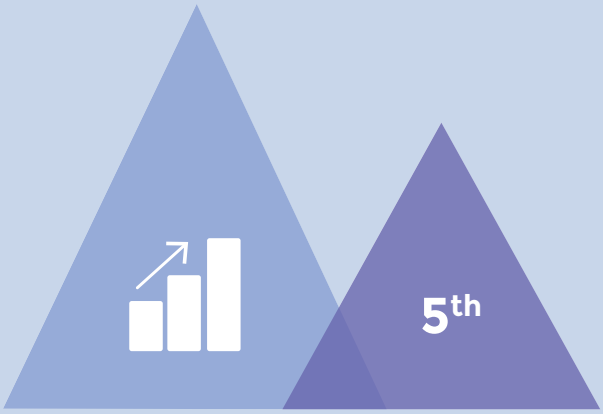
patents per year

start-ups created over the last ten years

TECHNOLOGICAL DNA ENRICHED BY AN IMMERSIVE TEACHING APPROACH

Today, GEM goes far beyond technology and incorporates into its teaching the challenges of the energy transition, sustainable development, social responsibility and the ethical values that are essential to modern leadership.

IN EDUCATIONAL TERMS, GEM'S VISION INVOLVES IMMERSION in both the artificial world (with artificial intelligence, Virtual Reality simulations, gamification) and the natural world (outdoors and the mountains, partner companies for in-the-field learning), to provide students with enriching and meaningful experiences. Through projects and Learning Expeditions, GEM provides a transformative learning journey, where each student explores new perspectives, hones their expertise, and cultivates their innovative mindset. This immersive environment, both in the heart of the Alps and in the inspiring setting of GIANT's unique ecosystem, prepares students to become agents of change in businesses and organisations, which they will be able to influence towards greater responsibility, inclusiveness and resilience.



The Grenoble region has the highest density of engineers and R&D jobs in France

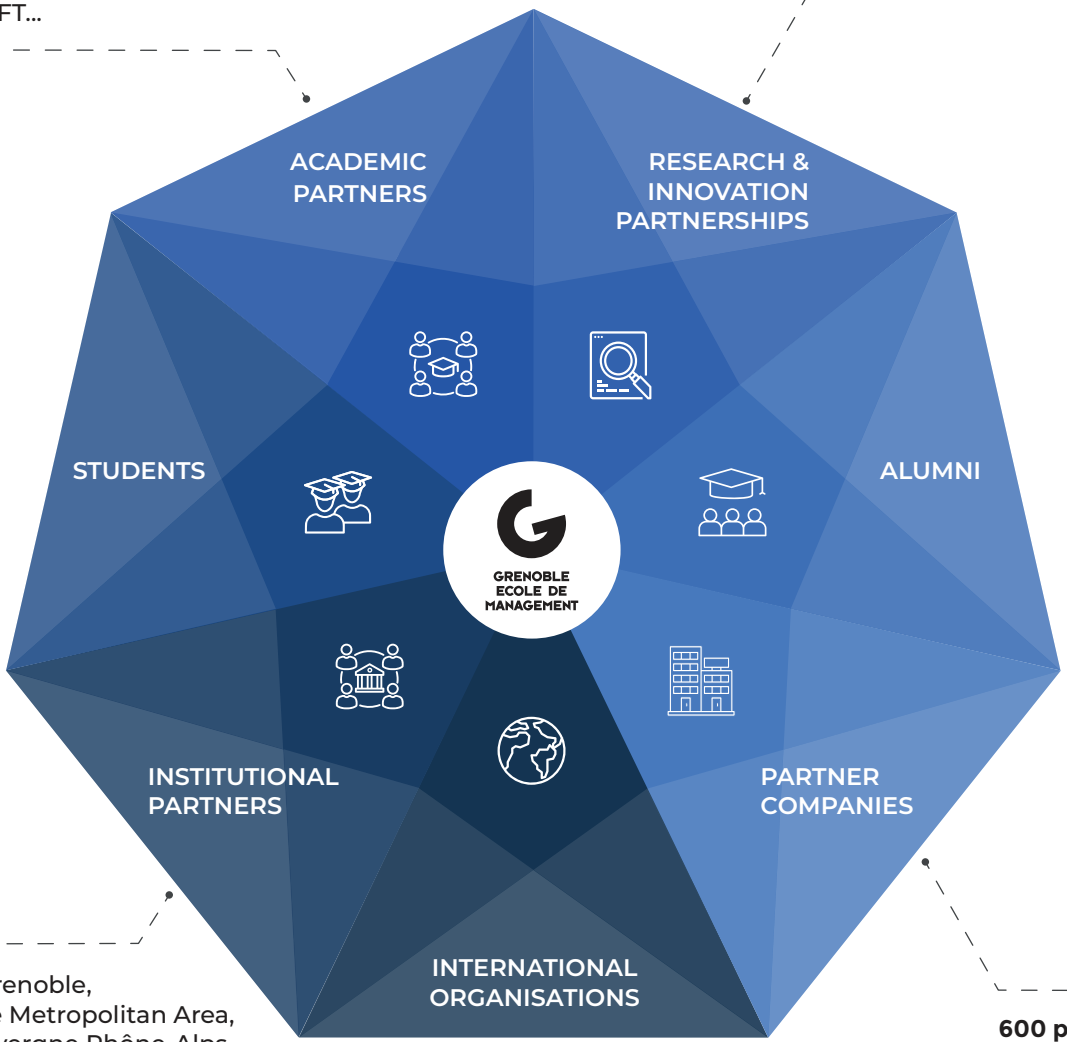
Grenoble is the most innovative city in the world (Forbes magazine)

GRENOBLE ECOLE DE MANAGEMENT

Bringing together communities and cutting-edge partners

200 academic partners in 40 countries
These include Duke University, George Washington University, SDA Bocconi, Universita Cattolica del Sacro Cuore, Milan, Universität Innsbruck, HEG Genève, Technische Universität München, TongJi University, Indian Institute of Foreign Trade - IIFT...

Commissariat à l'Energie Atomique (CEA), Fondazione per la Sostenibilità Digitale, INRIA, CNRS, Tessi, Ademe, Agence Nationale de la Recherche (ANR), IRT Nanoelec...



City of Grenoble, Grenoble Metropolitan Area, Isère, Auvergne Rhône-Alps Region, Ministry of Higher Education and Research, Ministry of Europe and Foreign Affairs

600 partner companies

IPCC, UN, EU

THE EAGLE 2030 STRATEGY

The Alps at the centre of the new GEM educational experience

EAGLE 2030 is a profound ambition supported by all our communities. It is the promise of a journey that our students will shape from their first steps at school in a world in transition and throughout their careers. They will be enriched by their immersive virtual and natural experiences rooted in reality and they will embrace every scientific advance in their environment, right through to their graduation and development in the professional world.

› VISION

Rooted in the Alps and Greater Paris, GEM stands out for its unique environment—a true open-air laboratory where climate and societal challenges take on their full significance, and from which the school draws its energy. That is why we aspire to be recognised as one of the most innovative and influential Grandes Écoles, providing students an immersive educational path combining virtual and real-life experiences, which prepares them for meaningful and committed careers. As agents of change from their very first steps at GEM, our graduates are committed to building a more sustainable and equitable future.

› MISSION

By leveraging our expertise in Innovation Management and our commitment to impact-driven research, GEM supports and anticipates the major transitions of our time. We deliver an unparalleled immersive learning experience designed to shape committed change-makers, capable of leveraging science and technology to help organizations develop innovative solutions to the economic, environmental, and societal challenges of the 21st century.

AMBITIONS GUIDED BY STRONG VALUES

The EAGLE 2030 strategic plan embodies GEM's commitment to developing visionary leaders with hybrid skills who are deeply aware of their social and environmental responsibilities, and who are ready to evolve and succeed in an ever-changing job market. These core values are at the heart of our community and inspire everything we do:

- **Boldness:** dare to undertake and innovate with a pioneering spirit to meet today's challenges.
- **Excellence:** aim for high standards to ensure a positive and lasting impact.
- **Responsibility:** adopt an ethical approach to ourselves, others and our environment.
- **Openness:** encourage diversity, curiosity and adaptation to the changing world.
- **Kindness:** cultivate an inclusive and respectful environment, conducive to the development of each individual.

CHOOSING GEM means choosing the management school that is most directly in touch with the **world of science**, technology and engineering, innovation, energy and industry.

CHOOSING GEM means choosing to embark on a **learning journey** where each stage is an opportunity for personal and professional development. This structured path punctuated by immersive experiences builds students' expertise and prepares them to use their full potential in their future careers.

CHOOSING GEM means choosing to **transform** in an open-air theatre, the Alps, where ecological and notably climate **transitions** and their social and geographical consequences are particularly striking.

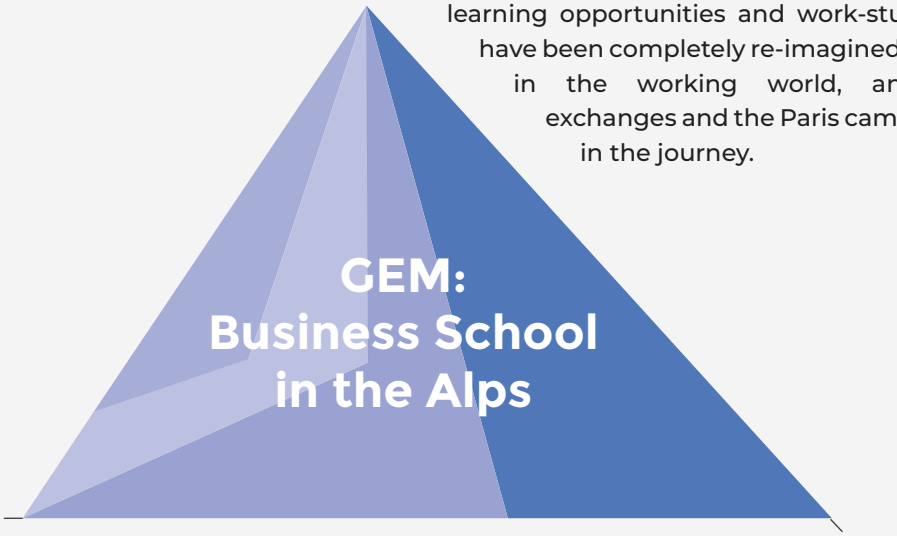
EAGLE 2030

A strategy structured around 3 key focuses

JOURNEY

THE PROMISE OF A UNIQUE IMMERSIVE LEARNING EXPERIENCE, ROOTED IN THE ALPS

From traditional classroom-based learning to **natural, real-life virtual** immersive experiences, each student builds their own personal and unique path. GEM Labs' immersive platforms plunge learners into simulations of real-life situations, encouraging active learning. At the same time, hybrid learning programmes, supported by partnerships and multi-degree programmes, offer other learning opportunities and work-study programmes have been completely re-imagined as an immersion in the working world, and international exchanges and the Paris campus as key stages in the journey.



SCIENCE

THE EMBODIMENT OF OUR DNA

GEM's **Science** focus embodies its technological, industrial and innovative DNA through three major fields: Microelectronics, Energy and Artificial Intelligence. Its teaching prepares students to meet today's technical challenges through rigorous training and partnerships with companies and research institutions, promoting innovative solutions for sustainable and responsible development.

TRANSITION

GEM'S COMMITMENT TO A CHANGING WORLD

This focus reflects GEM's commitment to safeguard societal and environmental challenges. The Alps serve as a living laboratory for exploring transitions, inspiring critical thinking and cultivating enlightened leadership to address pressing environmental and societal challenges.

The **Transition** focus highlights the importance of collective effort and innovative strategies in driving sustainable practices that contribute to the regeneration of ecosystems, while preparing students to become agents of positive change.

WELCOME
TO ALL OUR NEW
STUDENTS
ALUMNI &
PARTNERS LOUNGE

FOCUS #1. JOURNEY

We believe that the destination is not most important. It is the journey itself. This is why why we have designed a unique teaching approach, where sustainable learning is built first and foremost through experience.

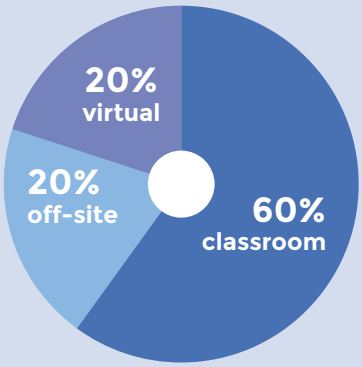
#1. THE GEM ALPINE IMMERSIVE LEARNING JOURNEY

60-20-20: the best of classroom, virtual and real world learning

GEM has developed an exclusive teaching model that fully harnesses the unique potential of the Alps. This natural and dynamic environment is a privileged setting for its leadership programmes, enabling students to take up concrete challenges linked to the Alpine ecosystem, ranging from the management of natural resources to the challenges of energy transition. Through immersive and intense workshops carried out in an authentic and demanding environment, crisis simulations and the management of collaborative projects, participants develop essential skills in decision-making, resilience and collective management. This experience strengthens their ability to mobilise and inspire teams around shared objectives, while integrating environmental and societal issues at the heart of their strategic thinking.

THE GEM ALPINE IMMERSIVE LEARNING JOURNEY

Gradually, all GEM programmes will adopt the 60-20-20 learning model



- **60% classroom learning,** with the emphasis on small discussion groups and close contact between students, to strengthen the dynamic and collective learning process.
- **20% virtual learning,** in the primary sense of the term, with virtual teaching taking a variety of forms: remote learning, virtual teaching via VR simulations on GEM Labs learning platforms, AI assistants being rolled out, etc.
- **20% off-site learning.** We are convinced that as society becomes increasingly artificial, the learning journey will be enriched by a return to nature, with time devoted to immersive experiences 'outside the walls': these **will** include **outdoor experiences,** projects **within** GEM's **companies** and industrial and socio-economic partners.

> *Educational science, cognitive science and neuroscience tell us that experiential learning is far more effective than traditional classroom learning. By enabling our students to experience situations first-hand, exchange ideas and get immediate feedback, we help them build and revise reflective frameworks and models of action that will serve them throughout their lives."*

Philippe MONIN,
Academic Director

The **ALPINE IMMERSIVE LEARNING JOURNEY** can be rolled out in a number of ways**:**

- At GEM Labs, the **Playground** will be an interactive space dedicated to gamification experiences with **serious games** that expose students to business issues.
- The **TIM Lab** and **BIZ Lab** will provide an opportunity to explore innovation issues, open up business opportunities, encourage creativity within companies and prototype new solutions.
- The **GEM VisionLab** will have workshops in foresight and creative innovation, combining **Design Fiction** and **Design Thinking** to encourage participants to imagine possible futures, anticipate societal transformations and devise innovative solutions.

With GEM's Alpine Immersive Learning Journey, students experience real-life situations that prepare them to take on the challenges of tomorrow, armed with resilience, determination and vision.

#2. HYBRID LEARNING: COMBINING KNOWLEDGE AND SKILLS ON THE LEARNING JOURNEY

The development of inter-disciplinary partnerships: key to our dynamic

More places to learn for deeper understanding. The learning journey opens up new horizons for inter-disciplinary learning. In a world where soft skills, hard skills and mad skills are becoming increasingly important, GEM relies on hybrid learning to provide unique degree courses covering a wide range of disciplines and expertise. It forges structuring partnerships, in particular with scientific institutions of excellence such as **Grenoble INP Ense3 - UGA** (the engineering school for energy, water and the environment), **Grenoble INP ENSIMAG - UGA** (the engineering school for applied computer science and mathematics), **ENTPE** (school of ecological transition and solidarity) and **ESIEE Paris** (an engineering school specialising in digital, energy and environmental transitions).

GEM is also forging alliances with key players in the arts, design and architecture, with the following organisations as partners: **Les Maristes, associated with the Grands Ateliers de Villefontaine and the Compagnons du Devoir**. These collaborations enable students to merge technical and creative disciplines, enriching their experience and broadening their perspectives. By combining high academic standards and creativity, GEM offers a signature teaching dynamic that educates versatile and inspired leaders capable of navigating an increasingly interconnected and demanding world.

GEM and ESIEE will be opening a brand new Bachelor's degree in 2026.

GEM and ESIEE, respectively the Grande École of management and the Grande École of engineering in Seine Saint-Denis, are preparing for the launch of a **Bachelor's degree in Science & Business** in 2026. This original 3-year Bachelor of Science & Business programme will serve young people and the challenges facing the local area and the wider Paris region in the field of security in all its forms: technological, organisational, IT, cyber, etc. This post-baccalaureate programme in Seine Saint-Denis will feature a hybrid mix of skills and represents promotion of access to higher education and even greater openness to social diversity.

GEM: a pioneer in teaching sustainable Deep Tech in Europe

GEM has set itself an ambitious goal for 2030: **to become a European leader in teaching sustainable Deep Tech, combining education, science, research and entrepreneurship**. As part of the ***DIGI-ME*** European project (Digital skills for Transformative Innovation Management and Entrepreneurship - Horizon Europe, €9.4 million), GEM is developing new teaching methods and digital tools for higher education and industry, including the creation of three-country degrees in digital skills for France-Italy-Finland.

At the heart of the project, GEM and its partner **Obloo VC** have formalised their collaboration and announced the creation of ***DETI - Digital Europe for Transformative Innovation***, a platform dedicated to advanced skills in management and digital entrepreneurship. DETI will offer customised training, supporting future digital talent in courses tailored to the requirements of the Deep Tech sector.

With this unique teaching innovation accelerator, GEM and Obloo VC aim to transform scientific breakthroughs into growth start-ups. Combining financial support, scientific expertise and ongoing training, this ecosystem plans to launch **ten start-ups and generate €30 million in revenue by 2030**.

GEM is positioning itself as a Tech leader with strong resources

From the end of 2024, GEM will operate the 1st **European accelerator for SportTech start-ups. This** BPI accelerator will support around thirty companies selected under the aegis of the Ministry of Sport, Youth and the Voluntary Sector and the Ministry of the Economy, Finance and Industry.

GEM has signed the first international research cooperation agreement on digital sustainability with the Fondazione per la Sostenibilità Digitale (Italy's leading player on these issues), to put digital transformation at the service of the sustainability objectives set out in **the United Nations' Agenda 2030**.

This new partnership is designed to provide practical solutions and will develop training programmes for decision-makers, in particular to preserve digital sustainability in the face of disruptive technologies.

FOCUS #2. SCIENCE

GEM. The business school for science. Since its creation, GEM has been at the forefront of technological management and innovation. Its DNA incorporates a reasoned approach to science in its teaching, based on research, interdisciplinarity and sustainable development.

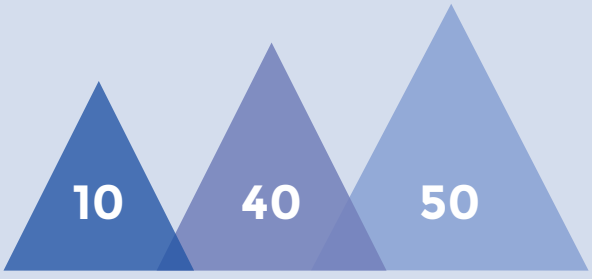
#1. CONFIRM ITS SCIENTIFIC COMMITMENT WITH ENERG INSTITUTE, A KEY PLAYER IN SCIENTIFIC INNOVATION

To support the energy transition, GEM has created the **EnerG Institute**, a centre of scientific excellence focused on climate change and energy transition. This institute will make GEM Europe's leading business school for energy and climate issues.

The Institute is supported by flagship initiatives such as the **Energy for Society Chair** which explores the relationship between energy, innovation and management, and the **TET programme (Technology and Energy in Transition)** programme, which focuses on training future leaders with technical and managerial skills specific to energy transitions. These initiatives will be complemented by Specialised Masters and Masters of Science programmes, designed to educate visionary leaders capable of designing and implementing practical solutions to the energy challenges of the 21st century, and helping economic players make the necessary transitions.

Finally, the launch of the **European Chair in Transitions, on 10 December 2024 in the presence of ADEME Chairman Sylvain Waserman, in partnership with the University of Lyon 1** and a number of European organisations, will enable students to take part in cutting-edge research into renewable energies and immerse themselves in the realities of the energy transition with leaders in the sector.

GEM & THE ENERG INSTITUTE IN 2030



Regular contributors to the work of the IPCC

Researchers and experts on topics covered by the EnerG Institute

Industrial, academic and political partners

FOCUS ON THE INSTITUTE'S FUTURE INITIATIVES

Drawing on GEM's innovative teaching methods and unique network, the institute will provide students with immersive experiences through energy crisis simulation workshops, collaborative projects with leading companies in the sector and field placements with key players in the energy transition.

#2. COMBINE MANAGEMENT WITH SCIENTIFIC INNOVATION TO SERVE THE ECOSYSTEM

As a key player in the innovation ecosystem particularly with GIANT, GEM is committed to working with major R&D players to support the development of Europe's Silicon Valley in terms of attracting and training talent. Working closely with research centres and technology companies, GEM is innovating to create tailor-made training courses that meet the specific needs of its partners while helping to have a positive impact on the ecosystem as a whole. GEM is committed to strengthening the Higher Education - Research - Industry continuum for which Grenoble is renowned, over and above its traditional position as a Grande Ecole of Management.

> *GEM has a special place among the CEA's teaching and research partners. Together we share the ambition of developing and promoting Grenoble's ecosystem for and through innovation and scientific excellence. This dynamic is also part of a commitment to value, in which technology is placed at the service of society."*

Julie Galland, Director General of Technological Research at the French Atomic Energy and Alternative Energies Commission (CEA)

GEM is launching France's first Tech MBA in partnership with the French Atomic Energy and Alternative Energies Commission (CEA), Europe's leading patent-registering research organisation. This programme of excellence will offer a number of specialisations focusing on economic and business development of the technological verticals operated by the Grenoble centre. For **Bruno Feignier, Director of CEA Grenoble**, "*GEM is an original and highly complementary partner with whom we are setting up a completely new type of hybrid training programme for scientists, between a world-renowned research centre and a leading business school, with high added value for our shared ecosystem. In fact, it is the only Business School with which we work.*"

STMicroelectronics, a world leader in semiconductors and a European champion at the heart of the competition for access to electronic chips, is a long-standing partner of GEM. This collaboration between the School and the Franco-Italian group is taking on a new dimension with projects that are intensifying the partnership and strengthening the hybrid learning of skills. For **STMicroelectronics** "*training is at the heart of the company's performance and the career development of its employees. The culture of innovation and co-construction is reflected in our programmes, and the choice of our partners is decisive.*"

GEM is positioning itself as a benchmark player to educate the talented people capable of supporting innovation and accompanying technological transformations within cutting-edge industries.

> *With its DNA resolutely focused on Technology and Innovation, GEM is the Management School with which we train tomorrow's talents who will join the company and today's talents who we help grow within STMicroelectronics."*

Moussa Belkither,

Vice-President, Microcontrollers and Digital Integrated Circuits and Director of the Grenoble site

FOCUS #3. TRANSITION

Grenoble Ecole de Management's ambition is to **anticipate transitions for a sustainable future**. Aware of the challenges posed by climate change and the need for sustainability, GEM's approach includes the energy transition and corporate social responsibility (CSR). By cultivating enlightened leadership and encouraging observation of complex issues, GEM's EACLE 2030 strategy prepares its students to understand and **act at the heart of these transitions**.

#1. CREATE MEMORABLE EXPERIENCES WITH ALPINE IMMERSIVE EXPEDITIONS

To understand transitions and prepare for action, GEM will be offering immersive initiatives from the outset, and then throughout the course of studies, provide an unprecedented learning journey with the ***Alpine Immersive Expeditions***. To develop essential skills, these expeditions will immerse students in the Alps from the very first months of the programmes. They will be faced with the practical challenges of sustainable management in a demanding natural environment. Guided by experts in leadership and sustainable development, participants will be able to explore a central theme each day - responsible leadership, resilience, resource management - through intensive briefing and debriefing sessions.

GEM X CHAMROUSSE

As part of its commitment to change and in harmony with the mountains, GEM is teaming up with the ski and mountain resort of Chamrousse to offer students an off-site campus space. This unprecedented partnership will make it possible to host **immersive winter and summer journeys** at the same time as developing applied research projects on the challenges of sustainability in the mountains, with a particular focus on tourism, mid-mountain valleys as climate refuges, and the transformation of economic models towards a four-season activity.

#2. CREATE VALUE THROUGH OUR INSTITUTES, CHAIRS AND SYNERGIES WITH OUR PARTNERS

GEM has positioned itself as a catalyst for transition with the launch of three institutes of excellence: **EnerG Institute, Future of Work Institute and Moving Mountains Institute.** These institutes will address three major transformations in the fields of energy transition, transition in the world of work and societal and territorial transition in mountain and high-altitude environments.

- **The EnerG Institute** will focus on the challenges of energy transition and climate change, offering students unique expertise in meeting the challenges of renewable energy, decarbonisation and energy efficiency.
- **The Future of Work Institute** will explore new forms of work, in particular the impact of digitalisation, and anticipate the skills of tomorrow through exclusive partnerships with experts in digital transformation and management.
- **The Moving Mountains Institute** has an ambition to reconcile economic development and sustainability in the Alps by working on major issues affecting economic activity. Focused on finding practical solutions, it is designed to mobilise all mountain professionals, residents and users. The creation of new business models, particularly in relation to the development of tourism in low- and mid-mountain areas, guaranteeing the sustainability of the Olympic Games and inventing new uses for major infrastructures are the main subjects under consideration. Particular attention will also be paid to the issue of

water resources and optimising their use, which is necessary to maintain economic activities while respecting ecosystems.

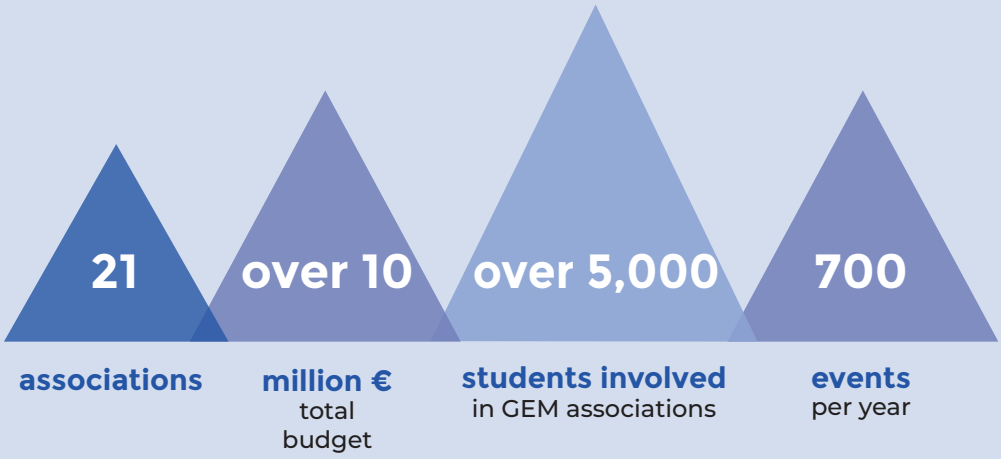
Founded in 2019 and supported by a number of partners[1], the Chair for Territories in Transition will play a key role in understanding, analysing and supporting transitions. This Chair will focus on the study of territorial dynamics and the promotion of inclusive and diversified development models, adapted to the needs of communities and ecosystems. By building bridges between education, research and the professional world, it will encourage collaboration and innovation in response to contemporary challenges.

[1] Partners and sponsors of the Chair for Territories in Transition: Ville de Grenoble, Grenoble Alpes Métropole, Département de l'Isère, Korus Groupe, Algoé, Fédération Léo Lagrange, Mutualité Française de l'Isère, La Turbine and several local charities.

STUDENT ASSOCIATIONS: KEY PLAYERS IN TRANSITION

As part of the objectives as a **Mission Enterprise** and in phase with our purpose, GEM will involve **student associations** more heavily to ensure their actions reflect GEM's commitment to sustainability. These actions could take various forms, such as eco-events, initiatives to reduce carbon footprints, mentoring programmes for sustainability, etc.

STUDENT AND COMMUNITY LIFE



GEM's ambition is to raise young people's awareness of about the climate transition in the mountains and our lifestyles, and encourage effort, resilience and surpassing oneself in competition.

The School and the Altigliss association are already preparing the evolution of the GEM Altigliss Challenge (Student Ski World Cup) to organise the **2028 Youth Olympic Winter Games**. Together with GEM's top-level sportsmen and women, these Youth Winter Olympics will help to produce the future generation of champions who will proudly represent the Auvergne-Rhône-Alpes region at the 2030 Winter Olympic and Paralympic Games.

The 2030 French Alps Winter Olympic Games are a wonderful opportunity to bring the French Olympic spirit to life with our students in the magnificent setting of the Alps.

#3. GEM LABS, FUTURE HUB FOR TRANSFORMATION, PLAYGROUND FOR DESIGN THINKING AND DESIGN FICTION

The GEM Labs campus, a laboratory for innovation and experimentation, unique in France, will evolve and become **a hub for transformation**. This hub will encourage the co-construction and regeneration of businesses and industries to make a lasting impact. The methods of Design Thinking and Design Fiction, which GEM is developing intensively, will enable us to come up with concrete solutions to today's major problems and imagine those of the future.

By 2030, all GEM students will have lessons dedicated to the use of these methods, with practical case studies based on the real needs of partner companies.

Two initiatives are already heralding the transformation of the Gem Labs campus into a veritable hub for Transformation:

- **The REFLEX programme** (**RE**generate companies through **F**ast **L**earning **EX**periences & **EX**peditions): through intensive reflection and inspiration programmes, companies rethink their strategies, explore new perspectives and find answers to today's challenges. These immersive experiences lead to a sustainable and innovative vision, which is essential if they are to thrive in an ever-changing environment.

- **The REVEAL programme** (**RE**generate industries through **VE**ntures in the **AL**ps): through the activities of its incubator, REVEAL actively supports the creation of start-ups and innovative projects, promoting access to finance and an environment conducive to experimentation. Through the creative activity of start-ups, REVEAL encourages the regeneration of industries and strengthens GEM's entrepreneurial ecosystem.

GEM today and tomorrow

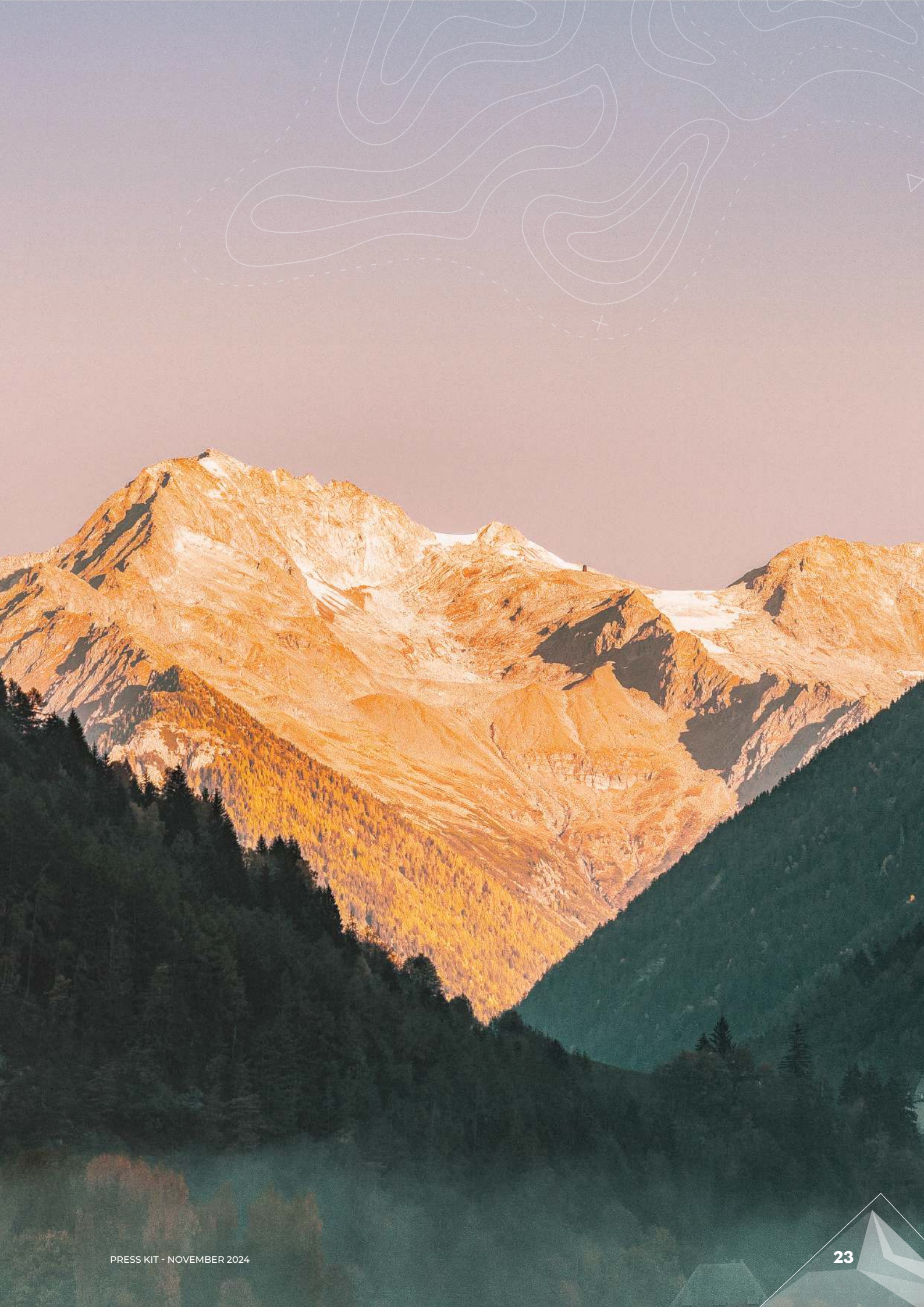
	TODAY	2030
CA €	• 75 M€ Of which ExecEd: 5 M€	• 150 M€ in 2028 • 180 M€ in 2030 Of which ExecEd: 30 M€
NUMBER OF STUDENTS	• 6,000 (4,500 in Grenoble, 1,500 in Paris) 40% of whom are international	• 12,000 (6,000 in Grenoble, 3,000 in Paris, 2,000 on international campuses and 1,000 in Lyon), of whom 50% are international
STRUCTURE OF THE DEGREE PROGRAMME PORTFOLIO	• Post-bac programmes: 600 • PGE: 3,500 • MSc: 800 • MS and executive programmes (MBA, DBA, etc.): 900 • SHN programmes: 200	• Post-bac programmes: 4,000 • PGE: 3,500 • MSc: 2,500 • MS and executive programmes (MBA, DBA, etc.): 1,500 • SHN programmes : 500
CAMPUSES AND HUBS	• 3 sites in France: 2 in Grenoble and 1 in Paris. • 2 international hubs (Tbilisi in Georgia; Beijing in China)	• 4 sites in France: 2 in Grenoble, 1 in Paris and 1 in Lyon-Fourvière (in partnership with the Institution Les Minimes) • 3 international hubs • 3 international campuses, 2 by 2027 (priority targets: Alpine Arc, Canada, India, China, West Africa)
NUMBER OF TEACHERS	• 150	• 250
CONTRIBUTORS TO IPCC REPORTS	• 3	• 10
TOTAL INVESTMENTS	• 30 M€	• 60 M€ (€20m in real estate, €20m in information systems, €20m in international campuses)

OUR TEACHERS IN 2030

- 80% teacher-researchers (200) and 20% professors of practice (50)
- 60% (150) in the EnerG, Future of Work and Moving Mountains Institutes
- 20% (50) with PhDs in related fields (mathematics, engineering sciences, humanities, political science, etc.)

GEM IS COMMITTED TO CONTRIBUTING TO THE WORK OF THE IPCC

Europe's benchmark business school specialising in energy, climate change and energy transition, as well as the evolution of mountain ecosystems.



PRESS KIT
NOVEMBER 2024

CAMPUS DES ALPES IN GRENOBLE
12, rue Pierre Sémard
38000 Grenoble - France
+33 (0)4 76 70 60 60

GEM LAB CAMPUS
142, Av. des Martyrs
38000 Grenoble - France

PARIS CAMPUS
183, Av. Jean Lolive
93500 Pantin - France

grenoble-em.com

GRENOBLE ECOLE DE MANAGEMENT
BUSINESS LAB FOR SOCIETY

ASSOCIATION OF MBAS ACCREDITED
AACSB ACCREDITED
EQUIS ACCREDITED

PRESS CONTACTS

Arifé Yildiz
arife.yildiz@grenoble-em.com
+33 (0)6 70 61 61 46

Sophie Almozini
sophie.almozini@grenoble-em.com
+33 (0)6 30 28 03 75