MORIM

INSTITUTIONAL TRANSFORMATION

Building the institution that builds the nation

National business school: from national advocacy to institutional transformation

THE QUESTION

Does your country have the institution that trains the people who will build its future?

Nations draw up strategies, build infrastructure and attract investment. But who trains the people able to turn those ambitions into results?

THE PROBLEM

The gap nobody talks about: the capacity to deliver

12 million

young Africans enter the labour market every year, while employers still struggle to find the skills they need.

African Development Bank, 2026

40%

of young people entering Africa's labour market lack the skills needed for work.

UNESCO

A brake

Medium and large firms still name weak workforce skills as a constraint on their productivity.

World Bank, May 2026

Africa does not lack talent. It lacks systems that turn talent into capability.

So the real question is not "how many graduates do we produce?" but "what kind of leaders can we produce?"

WHY NOW

Countries compete for capital, and for talent

Industrialisation is moving, value chains are being redrawn and artificial intelligence is changing jobs. New sectors are appearing and a whole generation is entering the labour market.

Training more people is no longer enough. They have to be trained differently, at the scale of national ambitions. The country that builds leadership capacity fastest gains a lasting advantage.

THE CONCEPT

A national platform, not another campus

01

Train leaders

Future chief executives, senior managers and senior civil servants.

02

Prepare talent

Managers trained for the country's strategic sectors.

03

Serve employers

Executive education, partnerships, upskilling.

04

Grow new businesses

Incubation, innovation, support for entrepreneurs.

05

Inform public policy

A place where decision-makers, experts and business meet.

06

Open the country up

International partnerships, mobility, a draw for talent and investors.

NATIONAL IMPACT

One institution, a whole ecosystem

Employers
A pool of better-prepared managers.

Young people
Routes into high-value careers.

Universities
A reference institution that raises standards.

Entrepreneurs
Better access to skills and networks.

Government
New capacity for public leadership.

Investors
Local teams able to deliver investment.

In the end, the country gains a stronger capacity to deliver its development strategy.

TWO ROUTES

Reposition an existing institution, or create one

REPOSITION

The institution already exists

A historic grande école, a business faculty, a management institute or a public institution with real potential that does not yet play the role the country needs.

This is the ESCA case in Côte d'Ivoire.

CREATE

The institution has yet to be built

A business school of excellence within a university, a public-private institution or an independent national institution. The model varies; the ambition stays the same.

Vision, governance, business model and programmes designed from the start.



PROOF OF THE MODEL

ESCA Business School, Côte d'Ivoire

1975
founded

1 000
graduates

8
ministers

On 12 June 2026, at ESCA's 50th anniversary, the Minister of Higher Education and Scientific Research committed the State to creating ESCA Business School.

WHAT MORIM DELIVERED FOR ESCA

Positioning and strategy, a curriculum overview, the financial model, advocacy with decision-makers.

WHAT THEY SAID

> “A great school is not a prestige expense; it is the nation investing in itself.”
>
> **Prof. Adama Diawara**
> Minister of Higher Education and Scientific Research

> “An ESCA that stays true to its founding standards, while [...] establishing itself fully as a great business school through its partnerships.”
>
> **Patrick Achi**
> President of the National Assembly

Spoken at ESCA's 50th anniversary, 11–12 June 2026. Translated from French.

HOW WE WORK

From national ambition to an institution in action

01
Make the case
National advocacy, stakeholders aligned.

02
Diagnose
The institution, its environment, its legal framework, the country's needs.

03
Reposition
Role, identity, value proposition, positioning.

04
Transform
Governance, academic structure, curriculum, teaching, people.

05
Connect
Employers, government, investors, international institutions.

06
Activate
A national platform for leadership, talent and innovation.

MORIM stays with you all the way, from advocacy to delivery.

THE FIRST ENGAGEMENT

Diagnostic and roadmap

Most projects start with steps 1 and 2. As with ESCA, you receive:

- A diagnostic of the institution and its environment
- A report on risks and priorities
- First academic, financial and governance models
- An analysis of the legal and regulatory framework
- Briefing notes for decision-makers

You then decide what comes next, on a clear basis.



WHO LEADS THE WORK

A team that has run programmes, not only advised on them

Affi Agbodo, co-founder and Managing Director of MORIM, an ESCA graduate. Fifteen years in UK higher education as curriculum leader and director of master's programmes. In 2018, the postgraduate provision he led at University College Birmingham ranked first of 105 UK institutions for employability. Several times a Great Teaching Awards winner.

Through MORIM CAMPUS, MORIM works with 22 UK higher education institutions.

YOUR COUNTRY

Does this institution already exist where you are?

1. Does it have a vision tied to the country's economic ambitions?
2. Does it train the leaders strategic sectors will need?
3. Is it connected closely enough to employers and government?
4. Does it have real international ambition?
5. Can it keep transforming itself?

If the answer to several of these is "not yet", there may be a national opportunity.

MORIM

Let's start with a conversation

Which institution could become the leadership and human-capital platform your country will need over the next twenty years?

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Building Institutions. Developing Leaders. Advancing Nations.