Charting the Competitive Landscape in Executive Education

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Charting the Competitive Landscape in Executive Education

<table>
<thead>
<tr>
<th>Purpose</th>
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<tbody>
<tr>
<td>Awareness of the competitive landscape outside of our UNICON membership</td>
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### Charting the Competitive Landscape in Executive Education

<table>
<thead>
<tr>
<th>Process</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Categorize and identify the competition</td>
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<tr>
<td>2</td>
<td>Determine where you want to focus your attention</td>
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<tr>
<td>3</td>
<td>Dive deeper on each category</td>
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<td>4</td>
<td>Discuss as a group</td>
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<tr>
<td>5</td>
<td>Reflect on our takeaways</td>
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Charting the Competitive Landscape in Executive Education

<table>
<thead>
<tr>
<th>Clarifications, disclaimers, drivers, assumptions and caveats</th>
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<tbody>
<tr>
<td>Leadership Development space</td>
</tr>
<tr>
<td>General, Simple or Accurate</td>
</tr>
<tr>
<td>Broad needs in the room</td>
</tr>
<tr>
<td>No push, more pull</td>
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Categories of Competition

Providers that a client may consider as an alternative to UNICON members for executive education

- **Large Consulting Firms**
  - Full scale consulting

- **Specialized Firms**
  - Specialize in e.g. HR functions that have a broad portfolio of services, including leadership development solutions

- **Experiential Providers**
  - Non-academic providers of behavior based action learning, including immersive experiences and simulations

- **Online**
  - Electronic providers of leadership development content

- **Boutique Non-Academic Providers**
  - Smaller and position themselves as experts in leadership development solutions

- **In-house Solutions**
  - The organization seeks no external partner to deliver leadership development

- **Local Academic**
  - New local business schools or other departments within your own institution
## Category Deeper Dive

For your bucket of competitors consider the following:

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<tbody>
<tr>
<td>1</td>
<td><strong>What are the perceived strengths?</strong></td>
</tr>
<tr>
<td>2</td>
<td><strong>What are the perceived weaknesses?</strong></td>
</tr>
<tr>
<td>3</td>
<td><strong>Why are clients choosing to use them for leadership development?</strong></td>
</tr>
<tr>
<td>4</td>
<td><strong>What opportunities exist for UNICON members to succeed?</strong></td>
</tr>
<tr>
<td>5</td>
<td><strong>What specific intelligence would be good to share? Any competitors in particular that you would like to call out?</strong></td>
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</table>
Large Consulting Firms

- Full scale consulting

LARGE CONSULTANTS

Deloitte  
McKinsey  
Linkage  
Bain  
BCG  
Booz  
Accenture  
KPMG  

EY  
CCL  
KORN FERRY/HAY  
PIVOT  
CAP GEMINI  
P.W.C.  
(orp) EXECUTIVE FORUM  
Egon Zehnder  
HEIDRICK & STRUGGS
Boutique Non-Academic Providers

- Smaller and position themselves as experts in leadership development solutions

Clients feel they are more responsive, more scalable, deeper expertise, more corp. and practical experience, niche expertise, former practitioners, strong metrics

- Not as much breadth, depth, not research based, not grounded in research, personality based, cult-like

- Good marketing, perceived vs actual value, can accommodate large scale, easy to buy, very directive, many times “soap to nuts”, one stop shop

Danger of Corp. Univ. sy direct.

70-20-10

- Different methodology

- Risk averse

- Willing to customize

- Integrated

- Faculty support the activity

- Flexibility

- $5,500

- Smaller group vs. large groups
Specialized Firms

- Specialize in e.g. HR functions that have a broad portfolio of services, including leadership development solutions
Online

- Electronic providers of leadership development content

- Strengths
  - Flexible
  - Cheap
  - Easy to update
  - Mass distribution
  - Fast
  - Replicable
  - Technology
  - Young Audience

- Weaknesses
  - No face to face
  - Less networking
  - No peer learning
  - Less perceived value
  - Reliance on tech
  - Not high touch

- Moocs: - Academic Partnerships
  - Coursera
  - EdX
  - Bertelsmen
  - Pearson
  - Harvard ManageMentor
  - Skillsoft
  - Kahn

- HBSP
- Lynda.com/LinkedIn
- Corp U
- Mind Gym
- Open University
- Udemy
- Exec Online
- Eredits

- Strengths
  - Convenience & flexibility
  - Cost & scale
  - Consistency
  - Measuring effectiveness
  - Novelty
  - Future proof
  - Modularity

- Weaknesses
  - Impersonal
  - Startup cost
  - Uncertainty
  - Hard to inspire
  - IP protection
  - Faculty resistance
  - Learning curve

- Reasons to choose
  - Brand quality
  - Value
Experiential Providers

• Non-academic providers of behavior based action learning, including immersive experiences and simulations
ALL OTHERS

- Media Companies: Bloomberg, CNBC
- Publishers
- Corporate Universities
- Internal training Dep/HR
- Professional Associations
- Public television/radio
- Open Universities