Beyond the Horizon

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Overview

- Beyond the Horizon: Global Drivers of Change
- Emerging Threats & Opportunities
- Strategic Issues
- Critical Questions
- “New Normals” in Executive Education?
Beyond the Horizon
Global Drivers of Change

Macroeconomic Trends
- Massive realignment of economic activity
- Expansion of public-sector activities
- A changing consumer landscape

Technological connectivity

A growing, global talent pool

Growth of corporate governance

Growing demand for natural resources

New global alliances and networks

Greater complexity in management

Universal access to information

Social & Environment Trends

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The Top 20 Countries in 2050
(Size of Economy by GDP, $ Tr.)

China, US, India, Japan, Germany, UK, Brazil, Mexico, France, Canada, Italy, Turkey, S Korea, Spain, Russia, Indonesia, Australia, Argentina, Egypt, Malaysia

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Beyond the Horizon …

- Rapid growth and development of emerging markets
- Growth of a global “middle class”
- Globalisation of democracy
- Demand for education at all levels
  - private and public sectors
- Growth in business-university collaborations
- The role of technology in creating “New Normals”
Beyond the Horizon …

- A rapidly growing pool of new talent, worldwide
- The need for greater corporate governance (trust)
- Explosion of knowledge and information production
- New global alliances and networks
- Greater complexity!
Emerging Threats & Opportunities: **Key Issues**

1. Global competition – as never before!
2. “Lost Decade(s)”
3. Explosion in demand for education
4. Rising cost of international travel
5. A “brain drain”
6. Impact of new technologies
7. Quality of education
Strategic Issues: Options

- Where to compete?
- How to compete?
- Sources of competitive advantage
- Links with governments, businesses and other universities?
- Remember the “Delta Model” (Hax & Wilde)!
  - Product Economics
  - Total Customer Solutions
  - Systems Lock-In
Strategic Issues: Branding

- Marketing – who, what, where, how?
- Identifying current and future needs of management and business – and society!
- The value of “brand integrity and trust”
- Importance and implications of rankings!
Strategic Issues: Faculty Development

- Importance of language, culture and diversity
- Understanding of different educational approaches
  - knowledge transfer v analysis/argument/discourse
  - technical skills
  - behavioural skills
- Emphasis on ICT skills
  - ever-increasing demands and expectations
  - zero tolerance for failure!
Strategic Issues: The Research Agenda

- “Pure” versus “funded” research
  - theory v practical applications?
- Short-term versus long-term payback
- Intellectual property rights
  - who pays, who controls?
  - implications for academic freedom?
- Open access to research and publications
- Speed of publication and the role of ICT
Critical Questions

- How will your institution be affected by the changing landscape beyond the horizon? *(do you know?)*

- What are the risks to your current business model? *(is it sustainable?)*

- Are you confident you will remain competitive and attractive? *(why and how?)*

- Are your faculty members equipped to cope with the new, emerging challenges? *(do you have the right faculty?)*
Critical Questions

- Has your institution adjusted to the “New Normal” of the digital age?

- Do you have mutually beneficial and effective relationships and partnerships with:
  - other universities & business schools?
  - businesses and governments?

- What is your strategy for developing your brand in an increasingly crowded international arena?
In summary

What are some of the “New Normals” in Executive Education?

- Competition
- Customer Expectations
- Business Models
- Partnerships
- Human resources
- Technology
- Other?
And finally, let us remember …

“"It is not the strongest species that survive, nor the most intelligent, but the ones most responsive to change”"

Charles Darwin (1809 – 1892)