

CHALLENGE 3 – GROWING THE BUSINESS

FACULTY

- Have faculty sell their service.
- Create sales training for faculty.
- How to get faculty to want to sell for Executive Education?
- Hire more industry practitioners as faculty in Executive Education.
- Feature them prominently on the web and in marketing materials.
- Feature power points on web sites.
- Position faculty's "real life" (i.e. non-academic) experience prominently.
- Do webcasts of them talking about it.
- Don't invite the president of Iran as guest speaker.
- Invite Colin Powell.
- Hire new faculty.
- Require faculty to provide at least 3 referrals.
- For Executive Education every year.
- Compensate faculty for Executive Education referrals.
- Create faculty committee for support/brainstorming with Executive Education.
- Bring consultants to train us.
- Train consultants.
- Each consultant must also refer a participant as he/she gets hired.
- Try selling Executive Education to consultants.
- Hire client executives to teach in Executive Education programs.
- Teach with dogs.
- Incorporate unusual faculty in programs in order to innovate.
- Use retired faculty as sales people with their contracts.
- Use faculty consulting as entry into company.
- Trump up faculty relevancy.
- Less focus on rankings more focus on faculty engagement in real business.
- Ignore business focus on not-for-profits.
- Enlist faculty to do free brown bag topics @ corporations.

- Enlist faculty for webinars.
- Faculty Chamber of Commerce sessions.
- Train faculty to actually listen to clients.
- Train monkeys.
- Require all faculty at the Journalism school to write positive articles about Executive Education.
- Promote that faculty travel to clients just as easily for those clients reducing travel costs for programs.
- Change salary policy.

- Publish salaries on a site with faculty evaluations – bonuses for bringing in business.
- Add 1,000 faculty.
- Fire bad faculty.
- Only work with the best.
- Get grant funding for programs for non-profits.
- Get all Deans to require faculty to teach in Executive Education for no extra money that would remove one of our largest expenses.
- Donate faculty time as requirement to help school finance.
- Hire professionals to run Executive Education.
- Have a portion of all consulting contracts go back to school.
- Lower faculty compensation.
- Raise prices for Executive Education products.
- Make faculty sit through and listen to recording of their own classes and then go out and sell them.
- Chain our faculty...
- ...To each other – let them fight it out.
- Require faculty to gain business knowledge during summer months “internships”.
- Tell faculty the problem.
- Ask faculty what is the problem from their perspective.
- Blue Ocean strategy.

Partnerships

- Partner with government groups
- Share
 - With other schools
 - With other clients
- Create consortium of schools to work together on program and sale
- Hire clients to hire you
- Hire clients to hire faculty directly- eliminate the middle man
- Work more closely with faculties of law and engineering
- Fewer meaningless partnerships more profitable ones
- Visit with Angelina Jolie and revert? African tribal as participants
- Give tarp? Money to UNICON members?
- Band together with other schools for Tarp funds
- Create international partnerships
- Bond together
- Share faculty and ideas
- Build synergies with exec MBA programs
- Enlist clients in helping you find other clients
- Enlist faculty to find other clients
- Engage consultants to fill content gaps

- Share faculty across universities but NOT with training ones
- Partner with nearby schools
- Partner with internal schools
- Leverage local networks as vital marketing opportunities
- Leverage partnerships with non competing consultancies- BTS DDI ect
- More collaboration with corporate HR
- Consult
- Manage
- Forge long-term partnerships
- Get acquired by Princeton
- Value partnerships- exec. Edu. Program with each BMW or ROLEX
- Use CCL as part of a package
- Use IDEA methodology
- Partner by competencies/market niches
- Partner to fill competency gaps
- Link other relationships within university environment
 - Sports/ athletics
 - Healthcare/hospital

Organization/ Business Model

- Spin off exec ed shop to private entity
- Find donors to help
- Sponsorships for programs
- Create and live the image we seek
- Be the solution you seek
- Cut staff
- Add staff
- Cut faculty
- Add faculty
- Improve the quality of our catering
- Hire celebrity chef for a key program
- Develop programs for celebrities and public
- Exec ed reality show
- Hire Wal-Mart greeters to smile and welcome participants
- Rent dogs to guide pts around school
- Think outside the box and try new things
- What can adults learn from children?
- More support from the dean by having him/her actively promote value of exec ed to business leaders
- Consult of deans and CEOs of area schools meet to brainstorm ideas of solution? Across businesses and industry
- Engage- SOB board members to sell
- Focus on your strengths and use the downturn as a way to efficiencies in your own operation

- Provide free resources- free books, access to online articles, webseminars, ect so the customers has you in mind when they're ready to spend again
- Only make clients pay for and specialized content
- Open architecture approach when designing program pick faculty based on content (not always your faculty)
- Trade in kind services for training new computers or air travel
- Allow industry SMEs to switch with faculty or an exchange program with faculty and CEOs
- Redesign school around a business model
- Become independent from university
- drop university from the brand if you are still part of it
- partner strategically with strategy
- promote to consulting firms clients
- adapt to the changes in technology and create programming that is convenient and relevant to clients
- be more flexible
- have a campus in a golf course
- offer discounts on programs in the hope of getting more registrations
- scale down exec ed offering to managers to broad market potential
- only retrench if necessary- examine the images on each program
- become more consulting like
- exec like a business
- include coaching as part of program
- more individualized learning
- do 1 on 1 learning for execs - no classroom
- free case writing in customs unlashes
- have a campus in Hollywood
- have a campus in Hollywood
- have a campus on the moon
- give free access to gyms
- manage internal expectations
- pay less to faculty
- use brainstorming in OE
- use brainstorming with faculty
- pay less to dean's office
- think of more clever ideas for these cards
- Restructure org
- Frequent flyer like loyalty program
- Free messages at breaks
- Make it more fun to come to exec ed
 - Exec ed at sea on a cruise ship
 - exec ed at the beach
 - exec ed at the Four Seasons
 - exec ed in Vegas

Alumni

- make better use of alumni
- offer exec ed as an extension of the EMBA program
- Have alum sell our services to their corps
- Have alums become our ambassadors
- Develops a comprehensive alumni plan to leverage their experience during and post program
- Alumni referrals
- Offer special discounts for alums
- Offer access to faculty for alums
- Solicit current exec MBA students to introduce us to their leaders?- they set some cash rewards for doing so
- Have onsite alum activities of main business partners- cocktails and learning to build brand building (and developments)
- Alum mailings/ campaign
- Work with alumni affairs
- Organize networking events for alums

Business Development

- Do business development/ client relationships building
- Hold exceed open houses showcasing top faculty
- Explain to faculty the elevator speech about exec ed
- Find all warp companies engage with our schools and go after those companies
- Use faculty contacts for school advantage
- Distribute California wire to winning
- Have “ice breakers” in all programs- two truths and 1 lie to build community
- Replace our faculty
- Replace our deans with those who can sell
- Or at least require dean to give minimum of 5 reference yearly for custom work
- Decide if we want to grow
- Do we want to be small exclusive or big
- Merge schools to after programs
- Send exec Ed representative along on key trips with senior university or bus. Schools reps. To “talk us up”
- Especially on development calls to key companies
- Especially to dean’s advisory council/ board
- Require exec ed staff to spend 4 days a year on retreats in exotic locations to “think”
- Develop relationships first- provide “free” services to best customers
- Compensate other schools within university to recommend contacts
- Buy ABC NBC and CNN
- Create program around faculty research, blast market with applicability
- Truly understand how we are different then competitors (not just school)
- Truly understand how we have changed
- Fire crap deans
- Do the research to make sure it is relevant
- Faculty at conference

- Deans decide what they want for perception- do current EE leaders help or hurt
- Buy our competition
- Grow in size vs. \$\$
- Create low cost model for small businesses
- Have programs in pieces of special interest and include their theme in program content
- Dress adjusted accordingly
- Come to UNICON conferences
- Regional school meeting
- Understand strength of other schools
- Build more effectively on existing relationships to get deep into a company
- Provide free services and stay in touch as a friend through thick and thin
- Offer free session spec for nearby HR execs to attend/meet faculty

Curriculum

- Offer more programs online, onsite, on campus, in communities, for free
- Become more solution based act as academic and consultant
- Promote consulting function/ capability of faculty
- Become all solution producer
- No job is too small
- Offer more vertical solutions
- To rethink what we are offering now
- Offer current hot topics NOT faculty research only
- Give certificate for program
- Webinars
- Iphone apps
- Books on tape
- Books on DVD/ Blu-ray
- Create a series of short convinces that hit the needs of clients in today's challenging economy
- Create a series of seminars/ workshops for alums and encourage them to bring a friend for free
- Have add on services like post program webinars
- Write papers
- Download to Ipods
- Use faculty articles to download to Kindle- how to create a presence there? Sponsor books by faculty that are being sold on amazon
- Work together (unicon) to provide case studies on exec ed
- Develop new ideas for programs
- Collaborate with another school to do a joint program --- 2 locations
- Do brainstorming with current staff and faculty for new programs
- Promote knowledge of future workforce
- Create opportunity with engineering, law, and medicine
- Have students teach and train the clients
- Flexibility
- Eliminate anything "canned"
- Update faculty presentations

- Encourage faculty to be imprecator in their materials and methodology
- Incest development money in customizing programs with faculty
- Make up explicit matches between programs or modules and comm. Leaderships competencies- have an electric “in op” that builds them
- Improve relevancy
- Offer co brand open involvement program with AMA, skill soft, DDI?
- What about CCL?
- Improve capabilities
- Enhance web presence
- Advertise online
- Advertise on Twitter, Face book, YouTube
- Client love
- Demonstrate why they should be loyal to us by being loyal to clients
- Improve customer relations and exec learning experience
- Hire someone to uncover everything about the client and create a presentation about exactly what they need for 1st meeting
- Corporate spies!

New Markets

- Enter China, India, South America, Iceland market
- Get bailout funding for training laid off workers
- Or government tax breaks for doing above
- Plant vegetable on unused parts of campus
- Promote local organic exec ed- faculty can provide fertilizer
- Create program that can be deliverance to the masses
- Higher volume-lower price
- Man customize
- Cultivate the millenicedus
- Teach clients to cultivate the malarial
- Partner with industry accrediting organization
- Offer specialized accreditation in partnership
- What can exec ed do more broadly for non-management population- again steal from other faculties
- Run short programs
- Identify ways to fill healthcare skill void
- Partner with WHO and go global
- Provide ex ed to professional sport organizations
- Do programs at Ball Parks for thousands at a time at the cost of \$25 per person
- Launch new program during the soccer world cup
- Programs for athletes
- Invite athletes to present as leaders/ motivators/ hot properties
- Become global
- Real work with real clients changing economy together, less canned staff
- Glam up the hotel accommodations and for those with residences, ditch that business?

- New customers/ markets
- One day assessment
- Use latest technology
- Have Obama give stimulus \$\$\$ to exec ed programs
- For every dollar a company spends with a university, they get \$2 in tax breaks
- Charity work for state, disadvantaged, kids, families, associations
- Yoga, palates', sing, dance
- New products
- Better leverage the school's centers- research centers
- Provide full solutions include options of coaching, assessment, ext in all program offerings
- Promoter Bersin research on quality of ex ed
- Contact Bersin clients and offer a 10% discount
- Contact Bersin clients for overseas study trips
- Work for government for special low rates
- Leverage federal markets- US go's has &
- Seek foreign gov't clients
- Buy the consultancies that are competing with us so we no longer have any competition
- Rule the market place
- Go to emerging countries and give away business to get national PR and future business
- Partner with schools in emerging countries

Marketing

- We need a catchy jingle
- Singing heads – faculty
- Bobble head professors
- Help companies formalize informal learning resources since we're experts in organizing info and presenting it
- Provide consulting expertise - for fee
- Provide consulting expertise – for free
- Give-away services to charities/non-profits
- Tell graduation students about executive education
- Offer discounts if they bring colleague alumni from other schools
- Get competitors alumni lists and market the hell out of them
- Get lots of PR for your executive education organization
- Unicon employ Pr Agency
- Unicon sponsor talent mgmt conference
- Attack ads on trailers/training organizations
- Whenever you meet with clients e sure to mention the downsides of working w/ training companies
- Client testimonials that say, basically – “this exec ed pgm was far better than anything were ever done with a training company.
- Send relevant research to client partners
- Make sample pgm solutions avail. Online for free
- Show cost companies of developing pgms internally vs. w/ a unit partner

- Demonstrate/prove
- Mktg trend
- Pool mktg resources w/other schools
- Evaluate how decision makers really determine who their univ. partners will be
- Mkt through channels identified
- Build executive education brand value
- Specialize based on faculty expertise
- Market faculty to clients
- Publish research @ EE
- Work with consultants to differentiate exceed offerings
- Promote your programs to audiences outside your country, region of the world
- Develop foreign language versions
- Of programs w/ certification/transfer across schools
- Build transferable network globally
- Get faculty to play a role of prouder and follow the process they should not dictate business decisions
- Have faculty messages to alums to encourage referral
- Invest more in hiring sales people
- Pay item purely on commission
- Meet with customers all the time
- Corporate checkups with faculty
- Utilize freebies to entice clients
- Showcase faculty, resources, research
- Adopt to new multi faceted marketing channels enabled by technology
- Have univ students tell us what they are
- Leverage though leadership of faculty
- Sponsor local charity events to build awareness
- Tell the story from a participant perspective in a better way
- Marketing marketing
- Exec ed auction programs in gbay
- Invite a Brazilian model to talk to our students
- Hire/compensate lead mkrtnng faculty to-re-shape all mkting work
- Sponsor conferences for talent managers
- Attend industry events
- An exec ed telethon
- New client type
- Create new market segments
- Specialize and partner to round out
- Position now for future growth
- Increase marketing spend 2x
- Sell to new clients
- New programs to old clients
- New programs to new clients
- Use social networks to market
- Have client write ups in their newsletters
- Do a logo

- Offer forum to sample faculty
- Use Unicon to write articles for companies to explain it
- Ask unicon companies write to unicon to get recommendation on programs/provide for fee
- Media relations training for all staff & faculty what happens if industry fails
- Tell the story from a company benefit perspective in a more comprehensive way
- Podcast/video casts of executive ppts for mrktg on our web site
- Interview current clients to understand value we have created
- Document what we learn tell stories about program benefit
- Exec ed true stories blog
- Use undergrad to help make programs more exciting
- Testimonials

PRICING

- Charge for transportation from airport
- Change our price policy
 - Demonstrate value of program – price is worth etc
- Cut prices 15% industry-wide
 - Exec ed sale days-end of season(june/December)-shared by all schools & publicized
 - Raise prices to match consultants
- Cut price
 - Demonstrate value
 - Match consultant's sales pitch to see why ceo's pay as much for it
- Improve the quality of our delivery
 - Industry awards for best delivery
 - Every day low prices
 - If you do not buy today it will be expensive tomorrow
- Offer package deals (open & custom) to key clients
 - And to alumni
 - And to the dean's boards of directors
- Bribery. Kick backs for the clients
- No accountants for deans
- Discounts
- Put everything on "sale"
- 2 for 1
 - Increase prices
 - Frequent learner program
- Assistance calling services
- Have donors underwrite program particularly for not for profits
- Press vendors for lower costs
- Use development funds
- Do not cut price-perceived cut in value
 - Premium price if we have a differential (charge the Harvard rate?)
 - Raise program prices
- Package seats (6 pack)

- Increase prices
- Raise prices
- Lower prices
 - Set an industry wide pay scale for faculty & for exec ed
 - Sell big volume
- Discount sales
 - Increase perceived value
- Don't lower price point of product
 - With better services!
- Lower our cost
 - Hire more consultants
- Increase our price
 - Lottery to win an exec ed program
- Steal \$ from faculty salaries
- Charge for amenities

STAFFING

- Have nutritionist on-site
- Diversify staff
 - Diversity offerings
- Become more customer-centric design around their needs
- Have exec ed programs for staff
- Exchange programs for exec ed staff mother institutions
- Hire more sales people
 - Train up program administrative staff
 - Require all staff to sell
- Get past HR/training (overhead) to line managers (profit center)
- Go direct to alumni who are line managers
- Train our staff
 - Pay our staff wage incentives for new ideas
- On-site center in each program to capture essence of program – translate to more distinctive benefits
 - Within one week – past top-line points on web & send to prospects
- Brainstorm ideas for innovation
 - Use brain writing with whole staff
 - Establish x-funct x-level teams in staff to explore ideas
- Job notation
 - Rotation of ceo's on teaching staff in programs
 - Publish book on best ceo's in exec ed programs
 - Write about use of faculty research by companies

Strategy:

- Use brain

- Create opportunity more quickly
- Bring in the Supreme Court to moderate attendance at your OE programs
- Hire Shaft?
- Skype
- Share locations
- Brazil
- Stop fighting
- Start dancing
- Create a reality show about exec ed
- Identify next trend after recession
- Require strategy
- Offer free degrees to all who take an open program
- Other solutions
- Unite and destroy incomers
- Other
- Be relevant
- Identify famous speakers to promote us
- Pick a path stick to it
- Educate for the recession
- Hide until it ends
- Focus on entrepreneurs
- Get dean seriously strategic
- Only economics profs for deans
- Do brain writing with clients
- Move all resources to exec ed
- Use philosophy profs to challenge clients
- Make UNICON imerevisible umimissable
- Go offshore
- But everyone is already there
- Sell certificates
- Create partnerships where they provide context we provide certificates
- Take over Exxon Mobil
- Undermine competitive sectors
- Heavier on the cocktail circuit
- Be happy
- Depth, not anecdote
- Smile
- Brevity
- Focus on human development not personal development
- Develop focused industry experts
- India
- Focus on scale
- Love
- China
- Have Dick Cheney do the strategies
- Define and use our assets

- Buy the client hire the client to teach
- Hire the competitors clients to teach
- Enroll film school to make & distribute videos of our programs to graduate
- Join volunteer boards & philanthropic arenas of our clients & change perceptions deeply one by one
- Open our eyes
- Think
- Welcome all
- Leverage one or two strength per year by large margin
- Create programs that University alumni want
- Focus on MBA alumni
- Russia
- Save the plant
- Participate in industry professional meeting
- Meet in Tahiti every February
- Be the corporate university for companies – create franchise model

Products./Services

- Manage onboarding process for new employees for clients
- Develop technology solutions that allow c-suite involvement without actual presence at programs
- “Beam in” other industry SMEs
- Develop library of talking head gurus. Share it among UNICON members.
- Outsource production to India
- Outsource registration, pre program information and all online services
- On line modules
- Self directed programs using those modules
- “Design a new module” competition – with reward a free program including transportation, etc.
- Market!
- Web 2.0 recommendations
- UNICON Wikipedia
- Share Best Practices
- UNICON Twitter
- UNICON Linked In
- Free Beer/Wine
- Free Food
- Fees for other value-add services: LMS Management, Assessments , consulting, fitness training. Tours of the city.
- Introduce exclusive local networking opportunities to attract CEOs
- Manage local innovation tournament and share outcomes even with those who didn’t attend

- Tell clients what is working with other clients
- Tournaments for any program – case analyses, etc
- Position EE as a client resource—research, faculty, consulting, teaching
- Break the “program” mold
- Invite clients to spend an hour with a favorite faculty member
- Raffle off an hour with a favorite faculty member
- Get over the “Training vs. Education” issues – the clients don’t care
- Offer facilitation services for strategic planning at companies
- Offer facilitation services at sales meetings
- Combine meetings for multiple clients
- Provide speakers for annual meetings
- Speak at conferences
- Webinars on talent development
- Become a talent management partner
- Manager resources, data, schedules, etc for clients
- Develop case for human capital management
- Provide porn on the in-room TV service
- Porn sponsored and developed by Exec Ed
- Featuring Exec Ed personnel
- Provide training services further down the organization
- Make sure metrics of programs align with business goals to ensure buy-in and relevancy
- Make easier clients to sample faculty prior to purchase through online you tube-like content
- Increase credit fees to include discounted attendance at Exec Ed
- Develop a branded credit card for EE

