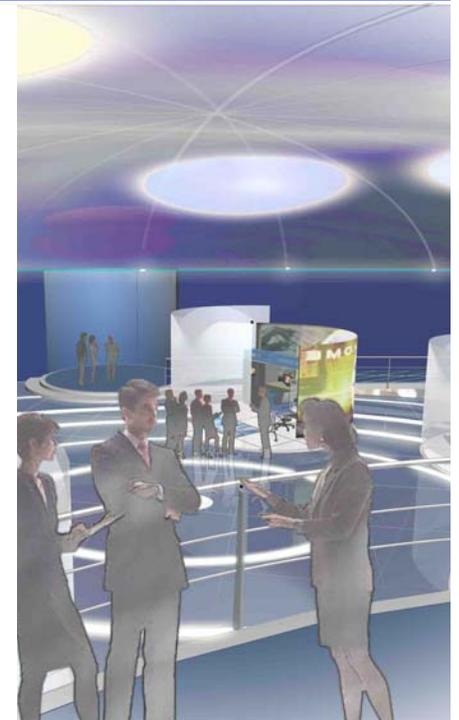


A voluntary and collaborative professional project team

The Executive Education Brand

Creating a known and sustainable brand and value proposition for university executive education



Presenters:

Kevin Clark, IBM

Ray Smith, Duke

Betty Lau, Hong Kong

Contributors:

Erich Almasy, Ivey

Laurie Dowling, UCLA

Jeff Spearly, Penn State

Project charter

- **Voluntary**
- **Result of the spring UNICON conference in Canada**
- **Explore potential enduring brand expressions for executive education**
- **Explore potential value propositions to further define and express the worth of executive education**
- **Present draft results of work at the fall UNICON conference**

Brands and Value Propositions

▪ Brands

- **Chris Beaumont: “Brands do one thing – they simplify choice!”**
- ***brandscendence*, n.** “a brand that has the quality or state of being transcendent; a kind or make of brand, as indicated by a name, stamp, trademark, or the like that goes beyond ordinary limits; a brand that surpasses; a brand that exceeds, a brand that is superior or supreme over time.
– Kevin Clark, **Brandscendence: Three Essential Elements of Enduring Brands**

▪ Value Propositions & Positioning

- **A value proposition in business and marketing is a statement summarizing the core differentiation from the offerings of competitors. (positioning)**
- **It can also include a summary of the customer segment and competitor targets.**
- **Geoffrey Moore, Crossing the Chasm: “Positioning is the single largest influence on the buying decision.”**
- **Value propositions are often used in a business model and business plan to describe value added to offerings.**

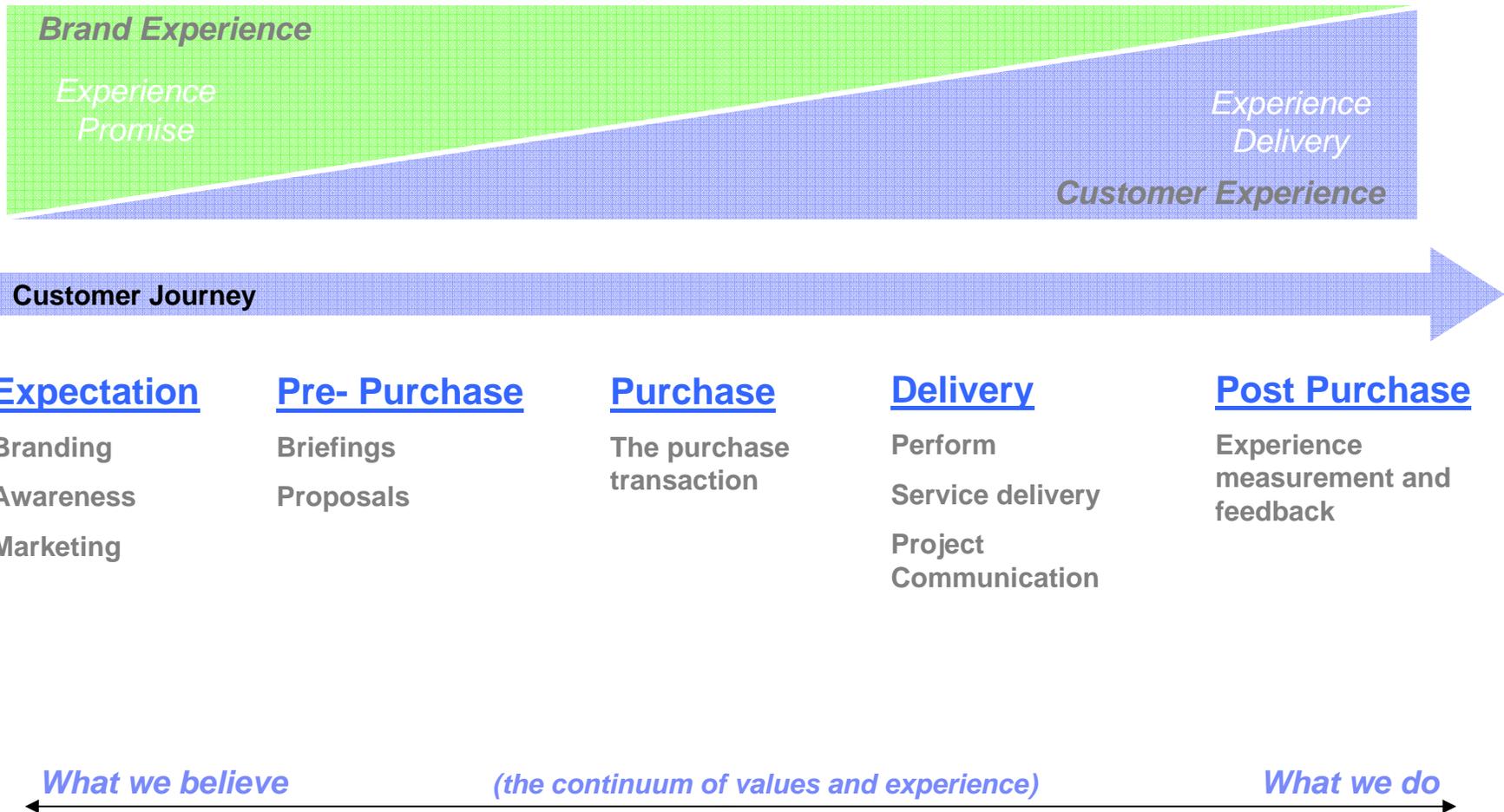
Why an Executive Education Brand?

- **Category brands create value for all offering participants**
- **An increasingly diverse base of suppliers and the need for differentiation**
- **The “Executive Education Profession” (an aha! → a spring conference discovery)**

Team

- **Erich Almasy, Ivey University**
- **Kevin Clark, IBM Corporate Alumni Relations**
- **Laurie Dowling, University of California, Los Angeles (UCLA)**
- **Betty Lau, Hong Kong University of Science & Technology (HKUST)**
- **Ray Smith, Duke University**
- **Jeff Spearly, Penn State University**

Brand Experience and the Client Experience Relationship *



First team call: brainstorming for attributes

- **Create knowledge**
- **Share knowledge**
- **Understand**
- **Lead**
- **Practice**
- **Inspire to think**
- **Thought leadership**
- **Socratic method**
- **Optimism about change**
- **Incremental change**
- **Building success**
- **Building successful careers**
- **Transforming business**
- **Diversity of participants (open enrollment)**
- **Creating networks**
- **Creating environments for learning**
- **Innovative**
- **Out of the normal world**
- **Creating the business leader marketplace**
- **Strategic direction**
- **Lifelong learning (person)**
- **Lifecycle learning (organization)**
- **Living values**
- **Build intellectual capital**
- **Build social capital**
- **Continuous learning**
- **Employability**
- **Developing executives and organizations**

University value

- **University brand**
- **University certificate**
- **Trinkets & trash**
- **Executive education alumni**
- **Badge value of university-sponsored programs**
- **Executive education participants stay in touch with professors more than MBAs or undergrad's**
- **Co-creating with adults**
- **Getting away from work to a “place of learning”**
- **Thinking – debating – learning**
- **Diversity of opinion**
- **Impact on the world of business → faculty-participant interaction**

Feedback from first round of brainstorming

- **From Jeff Spearly: “...based on a review of the literature, successful executive education initiatives are most often described as:**
 - Focused on corporate strategy and the marketplace
 - Driven by applied research
 - Rooted in partnerships
 - Measured by contributions to the growth and success of corporate clients

- **Spearly continues, “For me, executive education (education in general) is all about:**
 - Sharing new knowledge
 - Helping others learn or discover new information and perspectives – a new way of thinking about “things,” and
 - Bring relevance to this new knowledge – understanding application within their environment (workplace).”

Second team meeting

- **“Executive Education” is a confusing phrase to clients...**
- **...but we can't think of another one that better suits the activity.**
- **Executive:**
 - Not all people attending executive education are executives (current + aspirational clients/participants)
 - Is there a better word or phrase that could describe the target customer or client? No → “executive” still has a lot of equity.
- **Education (not training):**
 - Providing more than education → also providing inspiration
 - Job growth and rotation
 - New knowledge and perspective
 - Teaching clients to think
 - ...for lack of a better word, education still fits pretty well

Conclusion of round two

- **Executive + Education – while not the perfect marriage of words, is the current way the activity is known today...**
- **...so the “low-hanging fruit” may be in the exploration of a meaningful value proposition that describes executive education**
- **Note: Clients who become “partners” in executive education programs are generally those who fully outsource to us.**

Draft value propositions

- **Executive Education: Dialogues in leadership**
- **Executive Education: Discovering success together**
- **Executive Education: Journey to a lifetime of answers**

Third team meeting

- **“We agree today that ‘University Executive Education’ or ‘University-based Executive Education’ or some derivative expression should form the umbrella brand name.”**
- **University Executive Education (working brand name adopted)**

Next round of value propositions

- *Focus on university value-add:* **“University Executive Education delivers practical wisdom to develop thoughtful leaders and drive sustained success.”**
- *Focus on “badge value” of being university-based:* **“University Executive Education delivers the credentials and confidence to shape thoughtful leaders and drive sustained success.”**
- *Focus on client/participant:* **“University Executive Education develops thoughtful and effective leaders by delivering practical wisdom to drive sustainable success.”**
- **General feedback: Add experience to the value proposition.**
- **Feedback from Jeff Spearly: “We don’t give people wisdom nor do we drive sustained success. Rather, we impart wisdom – share knowledge and perspective, help people develop their own wisdom, their own vision; and ... enable them to drive success within their organizations.”**

Updated value proposition

- **University Executive Education provides a unique experience for practicing executives and university thought leaders to collaborate in a setting favorable for discovering distinctive and practical insights.**
- **All the right elements, too long.**

Other expressions

- **University Executive Education is a unique experience for practicing executives to discover distinctive and practical insights with university thought leaders.**
- **University Executive Education is a unique experience to explore distinctive and practical insights with university thought leaders.**
- **University Executive Education is an experience in exploring distinctive and practical insights with university thought leaders.**
- **The University Executive Education experience: practical insights through collaboration with thought leaders.**
- **University Executive Education: the experience of practical insight through collaboration with thought leaders.**
- **University Executive Education is the experience of practical insight through collaboration with thought leaders.**

The trouble with “insight”

- **Ray Smith: “I am having a problem with... (the word) insight.”**
(We don't give insight, we help executive's develop their own insight + perspective + knowledge, etc.)
- **Smith offers:**
 - “We develop thoughtful, effective and insightful executives able to operate in a complex world.”
 - “We help executives lead and operate effectively in a complex world.”
 - “We develop effective and insightful executives by bringing them together in a thoughtful environment.”
 - “We bring together executives and thought leaders from our schools in an environment that helps develop the world's leading executives.”
- **Jeff Spearly offers:**
 - “University Executive Education provides a unique experience to gain practical and distinct knowledge and insight through collaboration with university thought leaders.”

For your consideration (DRAFT)

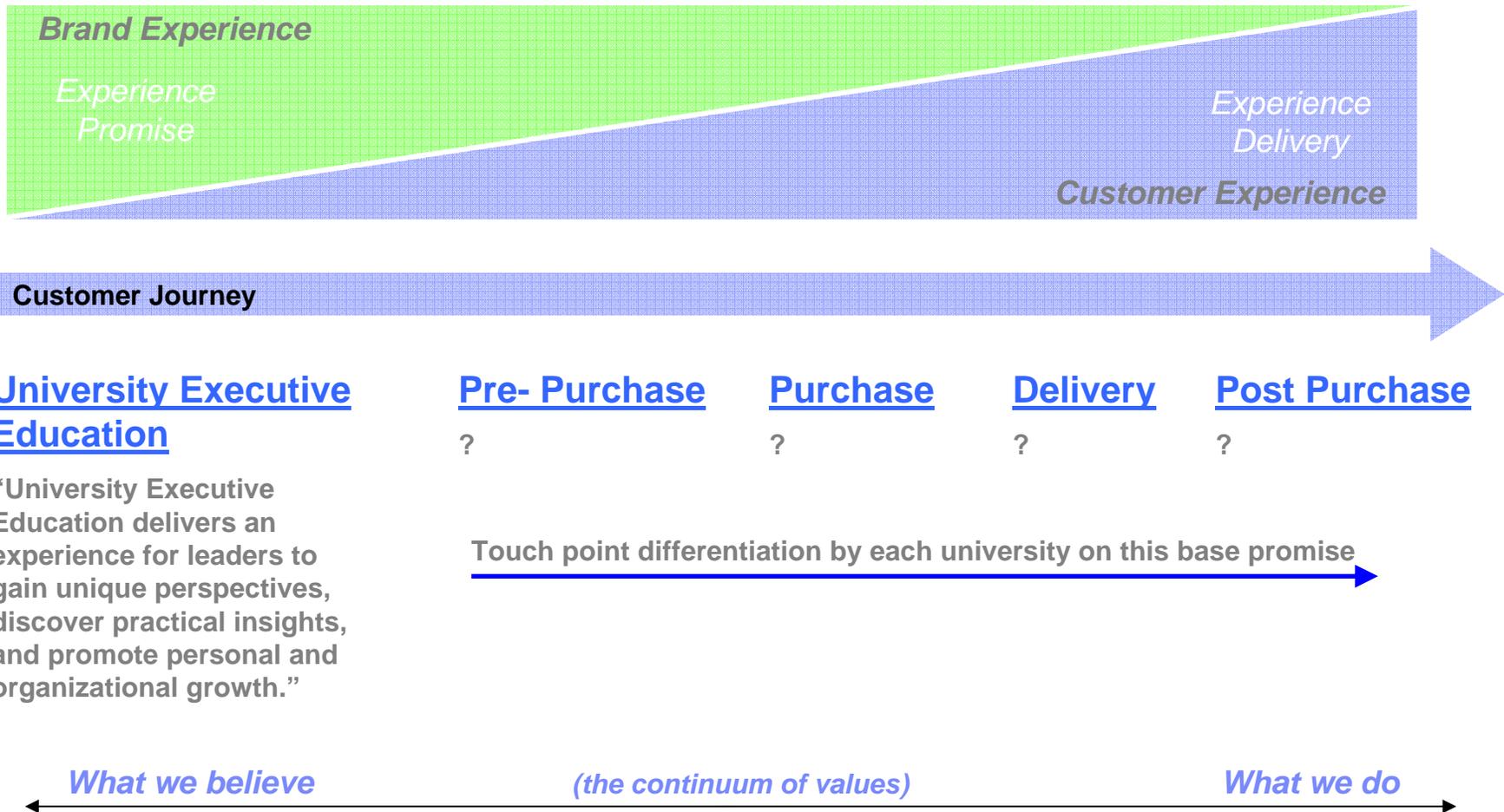
- **Brand: University Executive Education**

- In all cases use the word “university” to differentiate from other forms of executive education
- University is the “master brand,” and “executive education” is the specific offering

- **Value Proposition**

“University Executive Education delivers an experience for leaders to gain unique perspectives, discover practical insights, and promote personal and organizational growth.”

Brand Experience and the Client Experience Relationship



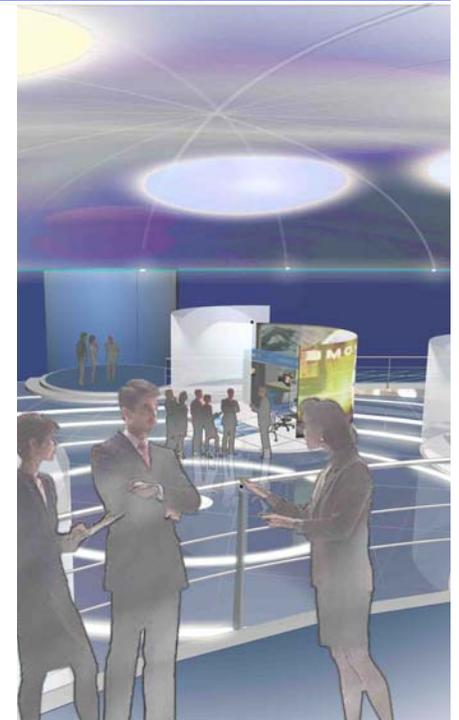
Next steps

- **Validate and vet “University Executive Education” as the basic brand expression, and...**
- **...discuss and gain collaborative input on the draft value proposition from the UNICON membership at large.**
- **Bring a consolidated proposal forward for UNICON leadership adoption at the spring conference.**
- **Publish results.**

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