UNICON
The International University Consortium for Executive Education

Influence of eLearning in Executive Education

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MagnaLearningGroup
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Project Overview

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Project Synthesis - Influence of eLearning

*Face-to-face is the dominant mode for developing senior executives around the world today*

All corporations, eLearning companies and UNICON schools interviewed recognised the importance of face-to-face learning

Some subjects and learning activities are more effectively taught using traditional teaching methods

Some corporations are highly satisfied with offerings from schools

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Project Synthesis - Influence of eLearning

*However, the market for executive education is rapidly evolving*

**Corporate Level**

- More complex and globalized executive education clients
- Quest for cost reduction and measurement of return on learning investments
- "Speed to knowledge" seen as key competitive advantage.
- Need for scalability, customization and learning application
- Corporations becoming more savvy in knowledge production, dissemination and delivery

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Executive Level

New generations of managers are increasingly used to learning through technology

Senior executives are steadily adopting new learning technologies

Corporate learners are looking for increased application and integration of work and learning
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**Competitor Level**

Most schools see strong to extremely strong competition from several sectors in the market.

Source: Survey to UNICON Members

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How corporations view eLearning

All corporations interviewed are using eLearning to develop executives and are planning to increase usage.

At the executive level, eLearning is seen as a complement to traditional learning.

Hybrid programs are likely to become increasingly important.
Project Synthesis - Influence of eLearning

How schools view eLearning

Importance of eLearning today and in 2-4 years

Source: Survey to UNICON Members

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What are schools doing in terms of eLearning

Most schools use eLearning as a marketing and registration tool

Usage of online class resources (e.g., virtual cases) is low

Use of learning platforms and authoring tools is very low

Overall, schools are planning to increase adoption of most online resources and technologies
Project Synthesis - Influence of eLearning

Perception in the corporate market that companies and schools are operating from different agendas

<table>
<thead>
<tr>
<th>Companies want</th>
<th>Schools offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>- JIT</td>
<td>- JICC</td>
</tr>
<tr>
<td>- Applied</td>
<td>- Conceptual</td>
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<tr>
<td>- ROI</td>
<td>- NIH</td>
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<td>- Cascade</td>
<td>- Senior level</td>
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<tr>
<td>- Collective knowledge</td>
<td>- Individual development</td>
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<tr>
<td>- Vendor collaboration</td>
<td>- Solo engagements</td>
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<tr>
<td>- Genuine customization</td>
<td>- Superficial customization</td>
</tr>
<tr>
<td>- Increased price sensitivity</td>
<td>- Fuel growth through price increases</td>
</tr>
</tbody>
</table>

most schools are lagging behind large corporations in eLearning know-how and capabilities

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Project Synthesis - Influence of eLearning

Executive eLearning value chain is substantially more complex than traditional value chain

Traditional eLearning offerings

![Diagram of traditional eLearning offerings]

eLearning & hybrid eLearning offerings

![Diagram of eLearning & hybrid eLearning offerings]

Source: Magma Learning Group Analysis
Project Synthesis - Influence of eLearning

**eLearning has substantial limitations and risks today**

- Quality is not yet there
- High costs
- Resistance from faculty
- Scarcity of strategic content

**However, transformation is under way**

- Second generation products on the horizon
- Underlying technologies steadily improving
- Corporate drivers for eLearning unlikely to abate

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Project Synthesis - Implications for Schools

Industry shift

Executive ed is poised for fundamental transformation

Evolution may occur more quickly and more deeply than currently expected by schools

Growth and profit opportunities in the exec ed market will involve at least some degree of learning technology

However

eLearning is not a panacea nor the way to go for every school

eLearning poses a different competitive threat and opportunity by school type

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Project Synthesis - Implications for Schools

Ideas for schools that wish to develop eLearning capabilities

Strategy

A change of vision: Don't think eLearning vs. traditional. Think about technology that supports learning

Identify in which niche your school can play

Create an integrated plan for your division

Use an incremental approach building on existing successful offerings

Select alliance partners which fit with your long term objectives

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Project Synthesis - Implications for Schools

Ideas For Schools That Wish To Develop eLearning Capabilities

Content creation, design and delivery
- Motivating and leveraging faculty
- Acquiring appropriate internal resources

Financing eLearning
- Changes in school's business model will modify financial needs
- Focus on high impact, lower cost initiatives
- Carefully consider alliances as a way to share/reduce funding requirements
- However, recognize that executed programs will need to be better capitalized

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Project Synthesis - Implications for Schools

Ideas for schools that wish to develop eLearning capabilities

**Marketing**
- Exec ed programs can do a much better job of listening to their clients
- Monitor your clients to assess evolution of their eLearning adoption
- Learn to measure the value of your products
- Brand is not enough

**Technology**
- Think about outsourcing technology. Have people who understand technology on your team
- Leverage technology know-how and resources from other areas of your school and university

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