Welcome

Outline of Presentation

• Introductions
• UNICON: Your Professional Resource
• The Executive Education Marketplace
• Strategic Framework and How Schools Compete
Introductions

- Name
- Organization
- Current position
- How long in this role?
- What is your background and path to work in Executive Education?
YOUR PROFESSIONAL RESOURCE
Who We Are

- The International University Consortium for Executive Education
- Worldwide – 97 Universities
- Non-degree Programs / Services
- A Volunteer Organization
How We Work

- **Values**
  - Collaboration
  - Knowledge
  - Service

- **Mission**
  - Help members serve clients

- **Vision**
  - An international leader in knowledge and service

Refer to UNICON Directory
Structure

- Board: 6 year terms
  - Chairman / Vice Chair / Former Chair

- Committees
  - Benchmarking
  - Board Continuity
  - Communications
  - Conference Support
  - Finance
  - Membership
  - Research

Get Involved!
Services

- Conferences
  - Fall Team development conferences
  - Spring Directors conferences
  - Annual summer workshops

- Networking
- Benchmarking
- Research

https://www.uniconexed.org
Getting Involved

- UNICON member benefits parallel the benefits our clients get from our programs.
  - Intellectual stimulation and learning
  - Networking and benchmarking
    *Set your Google Alert to “Executive Education”
  - Actionable takeaways
  - Ongoing resources on Unicon Website

“My Story”
Discussion

- As newcomers, what help and support do you want and need from a professional organization?
- What do you want to learn by attending this conference?
THE EXECUTIVE EDUCATION MARKETPLACE
What Do We Think We Offer to the Market?
The Business School Value Proposition

- Broad research-based content: true and tested
- Purpose-built learning environment: “recreate the sense of the possible”
- Professional educators: build capability rather than dependence
- Access to a full university: the right expertise

Does your school offer this?
What is its unique flavor?
What Do We Think the Market Offers Us?

Typical B-School Objectives

- To enhance and expand relationships in business, government, non-profit communities.
- To enhance reputation.
- To disseminate new research findings.
- To identify student opportunities.
- To provide faculty development and income.
- To make a financial contribution.

Why is your school in the game? Is it easy or hard for you to play?
What Do Clients Really Expect of Business Schools?

- Understanding of their business and what they want to accomplish
  - Strategy, execution, and problem solving
  - Bridge leadership actions to business results
- Integrated learning platforms that include multiple learning methods
- Demonstration of business impact
- Organizational “reach”

(09 UNICON Research Study)

What do your clients want from you?
What’s New in the Executive Education Market

- How have clients’ needs changed?
  - Team Development Conference ‘08; UNICON research study ’09

- How culpable are we?
  - Team Development Conference ’09

- Is ROI dead?
  - UNICON research study ’10

How are we doing compared to others?
  - Annual State of the Business Survey

How will I get home?
  - Directors Conference ’10
THE EXECUTIVE EDUCATION BUSINESS
Evolving Characteristics of The Executive Education Business

- Is the business cyclical?
- What goods & services do we sell?
  - Custom?
  - Open enrollment?
  - Others?
- How do we deal with a high fixed cost model?
  - Economies of scale (efficiency)
  - Learning curve economies (effectiveness)
The Exec Ed Continuum
Where Does Your School Fit?

- Open Enrollment
- Program Types Offered
- Custom

- Research
- Institution Orientation
- Teaching

- Low
- Exec Ed Degree of Independence from rest of B-School
- High

- Senior Tenured
- Teaching Faculty
- Adjunct

- Part of Normal Teaching Requirement
- Faculty Compensation For Exec Ed Teaching
- All Above Contract
The Exec Ed Continuum
Where Does Your School Fit?

- **Senior Exec**: Targeted Industry Focus
  - Global
  - Large
  - Public
  - Wide Industry Range

- **Participant Mix**: Faculty Involvement
  - High Involvement (program design, administration, etc.)
  - Low Involvement

- **Company Mix**: New Program Development
  - Faculty Driven
  - Market Driven

- **Faculty Involvement**: Residential and Teaching Facilities
  - EE Operated
  - Not Provided

- **Junior Exec/Middle Manager**: Wide Industry Range
  - Regional
  - Mid Mkt/Small Cap
  - Private
  - Targeted Industry Focus

Additions to the list?
The Future of Executive Education: How do We Compete?

Value Protection

Brand Asset Management

Value Extraction

Running the Business: Structure & Process

Value Creation

Top Line Growth

What/What Not

Execution

Betting on People & Ideas
## How We Compete—Core Competencies

<table>
<thead>
<tr>
<th>Product Leadership</th>
<th>Customer Intimacy</th>
<th>Operational Excellence</th>
<th>Operations</th>
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<tbody>
<tr>
<td>• Best in-class programs</td>
<td>• Business strategy / mix</td>
<td>• Quality / effective systems</td>
<td></td>
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<tr>
<td>• World-class faculty</td>
<td>• Building and defending brand equity</td>
<td>• Economies of scale</td>
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<td>• Superior customer value</td>
<td>• Customer share versus market share</td>
<td>• Reengineering processes</td>
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<tr>
<td>relevant content</td>
<td>• Anticipating customer needs</td>
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<td>high pay back</td>
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### Faculty

- Business strategy / mix
- Building and defending brand equity
- Customer share versus market share
- Anticipating customer needs

### Senior Staff

- Quality / effective systems
- Economies of scale
- Reengineering processes
Group Discussion

- How do I see the executive education business at my institution?
  - Where are we on the continuum?
  - How we compete?
  - Our competence?

- How do the answers to those questions relate to my job challenges?
THANK YOU