



# UNICON

## The Newcomers Workshop December 2, 2009

Frank Lloyd  
Associate Dean  
Southern Methodist University  
Cox School of Business

Marilyn Schonthal  
Senior Program Manager  
Northwestern University  
Kellogg School of Business



## Welcome and Introductions

### Outline of Presentation

- UNICON: Your Professional Resource
- The Executive Education Marketplace
- The Executive Education Business
- Strategic Framework and How We Compete
- **Group Discussion/Questions**
  - How do I see the executive education business at my institution?
  - What do I want to learn by attending the conference?
  - How do the answers to those questions relate to my job challenges?



## UNICON: Your Professional Resource

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## UNICON: Who We Are

- The International University Consortium for Executive Education
- Worldwide – 92 Universities
- Non-degree Programs / Services
- Volunteer

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## UNICON: How We Work

- Values
  - Collaboration
  - Knowledge
  - Service
- Vision: Refer to UNICON Directory
- Structure

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## UNICON: Structure

- Board
  - 6-Year Chairman / Vice Chair / Former Chair
- Committee
  - Benchmarking
  - Board Continuity
  - Conference Support
  - Research
  - Finance
  - Membership
  - Communications
- Get Involved!

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## UNICON: 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 UniconWebsite
- “My Story”
- Hosting a conference

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## UNICON: Hosting a Conference

### 2008 Team Conference, Foster School of Business, University of Washington

We were hoping to make a grand entrance by hosting the UNICON Conference after our new building was completed, so when I was asked to host last year, I was a bit weary at first. It meant we would have to host the conference off-campus at a conference center, which was never done before and it may be more challenging to showcase the Foster School. But then I realized that what’s most important is the experience people have during the conference. Putting on the hat of the audience, I started working with my team on how we can make this experience value add and memorable. And soon realized, it’s not that complicated – we do it all the time with our programs. Ok, the audience may be more critical, but everyone appreciates good quality and good service. So that’s what we focused on – paying attention to the details on how to make the experience relevant and special. By doing so, our team had a lot of fun coming up with new ideas and it was really great to get to know everyone better through the conference. I would strongly encourage schools to volunteer as it helps to 1) raise your school’s visibility 2) bond your team together, and 3) broaden your peer network which can be invaluable in the future.

One more thing...our team’s motto throughout the planning and delivery process, was the same that we use in all our programs, i.e., “don’t just meet the customer’s expectations, exceed them.”

**Jean Choy** | Assistant Dean | Executive Education & International Initiatives | Michael G. Foster School of Business  
University of Washington

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## UNICON: Hosting a Conference

### 2005 Team Conference, Harvard Business School, Harvard University

We hosted the Fall Conference in 2005 and all of us here at HBS who were involved with the conference, still look back fondly on the months we spent working together to put the conference together. We had a large team working on the conference so it meant that a number of us who had never worked together got to know each other which was another benefit of hosting the conference. We really worked as a team and virtually all decisions were made by consensus – everything from the colors of the linens at the off campus dinner to the take away gift to the menus and the countless other details that went into the planning. I still have the Unicon sign hanging in my office signed by the team as a nice reminder of the conference. While it was a lot of work, everyone involved was proud to have the opportunity to represent HBS and host their colleagues in the industry.

**Kathryn F. Venne** | Portfolio Director | Executive Education | Harvard Business School

### 2003 Team Conference, Babson Executive Education

There is no doubt that hosting the conference was more work than we anticipated, but we 'got more than we gave'. The benefits of the exposure and the building of the informal network with the UNICON Board members and the representatives have paid dividends."

**Cathy Shea** | Assistant Dean | Babson Executive Education



## UNICON: Hosting a Conference

### Three Unicon Conferences

I have hosted three Unicon conferences at three universities- a fall, spring, and summer. In each school, this was the event that solidified the team. There is nothing like your whole group coming together to demonstrate to your peers the experience you provide. And, the appreciation that is expressed from all who attend builds confidence and motivation among your team. And, it's fun!

**Kelly Bean** | Assistant Dean for the Office of Executive Education | University of California, Los Angeles

## The Executive Education Marketplace

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## How Big is the Market?



**This is the approximate  
market share for university-based  
programs in overall education and  
training market**

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## In The Education and Training Market: Why a B-School?

- 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

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## Typical School Objectives

- To meet the needs of corporate customers.
  - Organizational
  - Professional/Personal
- To enhance and expand corporate relationships.
- To enhance reputation.
- To disseminate information on new research findings.
- To provide faculty development and income.
- To make a financial contribution.

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## Typical Customer Expectations 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)

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## The Executive Education Marketplace: Typical Management Development Issues

- Creating unity and alignment
- Increasing bench strength
- Developing leaders who can:
  - Grow their business strategically
  - Develop their people
  - Make money
  - Reflect strong ethics and values
  - Embrace change and overcome failure
  - Foster a culture of learning

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## The Executive Education Marketplace: What's New--Demand?

- Maintaining investment in leadership development, even at reduced levels
- Caution about new investment
- Open enrollment “churn”
- What will the annual “state of the business” survey tell us?

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## The Executive Education Marketplace: What's New—Programs?

- A return to business fundamentals
- Disaggregation of instruction
- More coaching
- More client involvement

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## The Executive Education Marketplace: What's New--ROI?

- From ROI to ROL
  - Tailor assessment to desired outcome
- Custom programs permit longitudinal studies (08 UNICON summer workshop)
  - Revenue/margin per employee
  - Quality of decision-making
  - Performance and compensation differentials

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## The Executive Education Business

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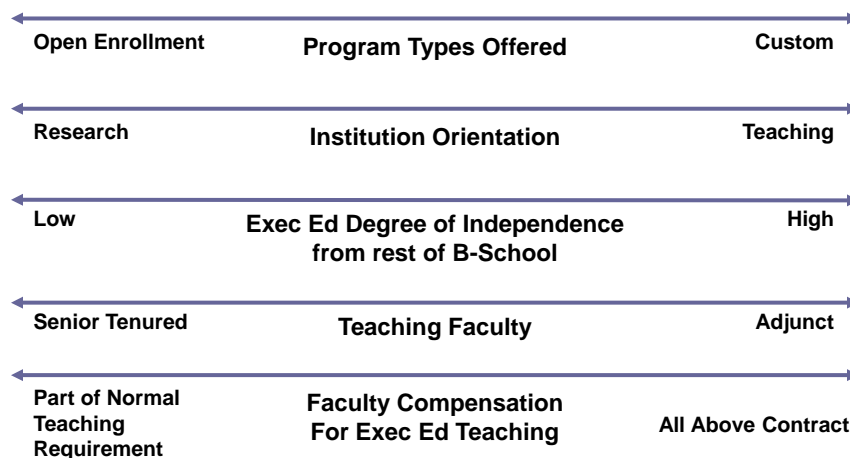
## Characteristics of The Executive Education Business

- Cyclical, not Counter-Cyclical
- What are the Basic Units of Goods & Services that we sell?
  - Custom?
  - Open enrollment?
  - Are these changing?
- High Fixed Cost Model
- Economies of Scale (efficiency)
- Learning Curve Economies (effectiveness)

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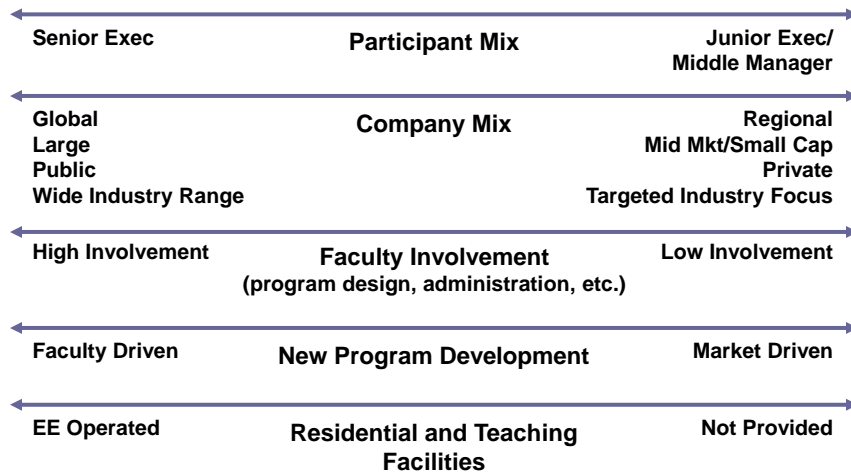
## The Exec Ed Continuum Where Does Your School Fit?



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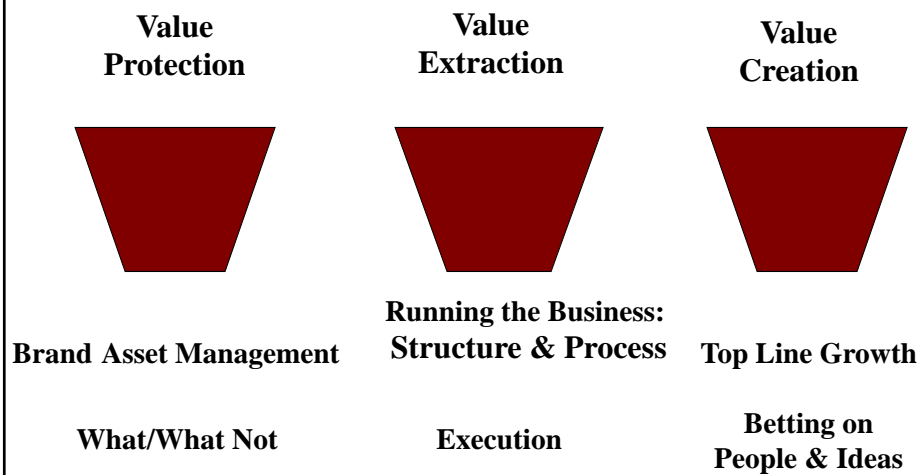


Additions to the list?

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## The Future of Executive Education: How do We Compete?



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## A Strategic Framework: Porter's Five Competitive Forces Modified for Executive Education

