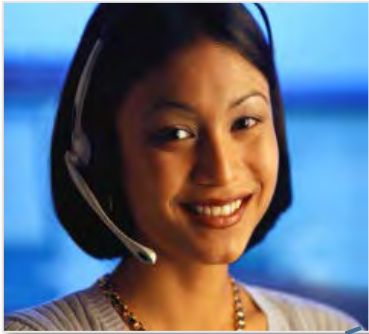


Shaping future of executive education

Professor Knut Haanaes, IMD



Great faculty



Digital expertise



Real impact



Global reach



Certifications



Blended models



Content innovation

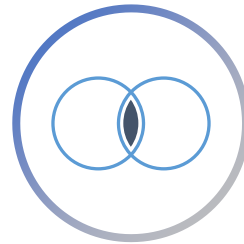




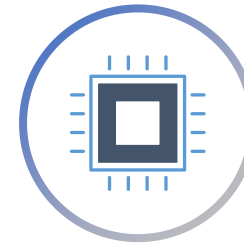
Business transformation



Demand for expertise



Client capability gaps



Digital, analytics and Big data



War for talent



Overall strong demand



Wanted: specialisation

Priorities when selecting external service providers, % of respondents

Note: respondents selected up to three answers.



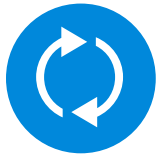


“*The demand for professional services firms with a global profile rises*”



Primary drivers for reaching into new geographies.

CLIENTS REQUESTING WORK IN NEW PLACES	38%
SPECIALIZED SKILLS IN NEW PLACES	27%
REDUCE COST	18%
AVAILABILITY	15%



Tailored solutions to executives



Learning products



Recurring executive education platforms



Connecting faculty, customers, programs and locations



Some «entrants» have advantages (example consultants)

Existing customer relationships



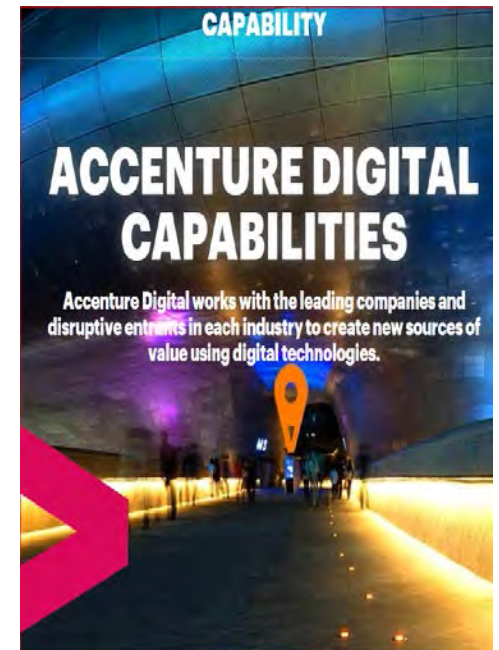
Deep expertise in «action»



Presence «everywhere»



Digital capabilities



Client impact measurement and follow up

Business schools must play on strengths

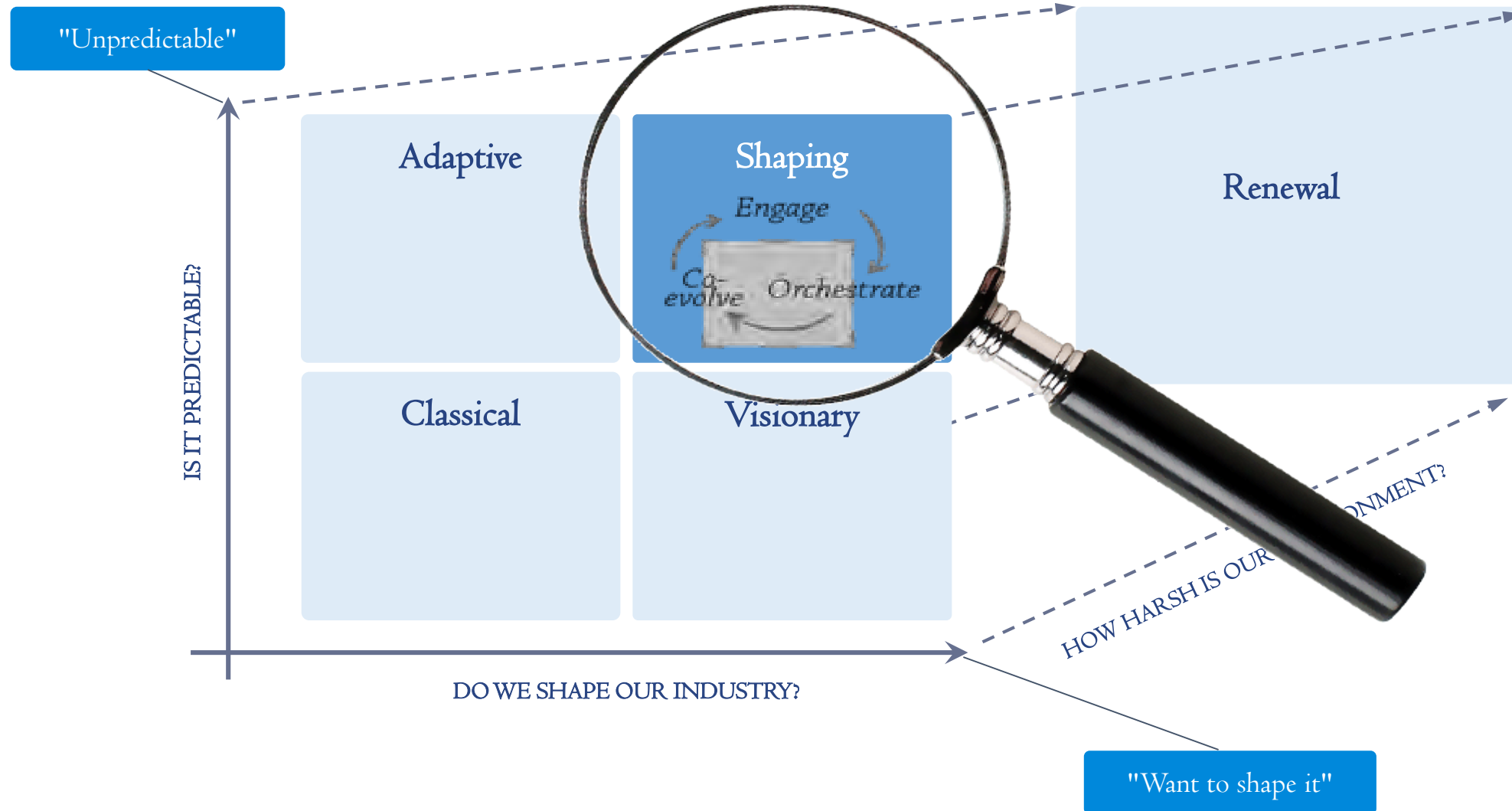
Management consultants

- Practical
- Impact-oriented
- Relationship model
- Fast paced
- Expertise
- Global reach

Business schools

- Capability building skills
- Academic competence
- Client network effects
- Integrity and relevance
- Seniority model (“professors”)
- Deep insight

But also need to shape the future of ExEd



We Need to Make Bolder Moves - examples



New customer interfaces and contracts



More open business models



Engage new entrants and fast growth companies



Solve bigger problems in ecosystems



Partnerships for global reach