Shaping future of executive education

Professor Knut Haanaes, IMD
Business Schools Have Never Been Better at ExEd

- Great faculty
- Digital expertise
- Real impact
- Global reach
- Certifications
- Blended models
- Content innovation

IMPACT
Trends Drive Growth in Executive Education

- Business transformation
- Demand for expertise
- Client capability gaps
- Digital, analytics and Big data
- War for talent

Overall strong demand
Clients Want Specialised Knowledge and Expertise

**Wanted: specialisation**
Priorities when selecting external service providers, % of respondents

- **58%** Specialised knowledge or experience
- **47%** Cost effectiveness
- **38%** Industry reputation
- **26%** Personal attention
- **24%** Quick turnaround time
- **20%** Integrated service offerings
- **18%** Foreign presence
- **17%** Diversity of team
- **12%** Approval by procurement
- **8%** Corporate culture

Note: respondents selected up to three answers.

Source: Globality. Rethinking professional services in an age of disruption, EIU 2018
Clients demand global delivery

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

Source: The 2017 State of the Services Economy Report, Mavenlink+Gigaom
Still most of growth may not go to traditional ExEd players

Tailored solutions to executives

Learning products

Recurring executive education platforms

Connecting faculty, customers, programs and locations

Source: BCG; IMD
Some «entrants» have advantages (example consultants)

Existing customer relationships

Deep expertise in «action»

Presence «everywhere»

Digital capabilities

Client impact measurement and follow up

Source: BCG; IMD
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

"Unpredictable"

Adaptive

Classical

Shaping

Engage

Evolve

Orchestrate

Visionary

Renewal

IS IT PREDICTABLE?

DO WE SHAPE OUR INDUSTRY?

"Want to shape it"

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