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Distinctiveness and Decision Making: New Tools for Addressing New Market Spaces in Higher Education

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16th October 2012

Overview of the session

- Identifying distinctiveness: A summary of the LGM project:
  - What we set out to achieve
  - Phases of work
- Overview of key findings:
  - Mapping HEI market space: Baseline (2010), and updated position (2012)
  - Distinctive strategy example: GAIN
- Summary:
  - Questions and points for consideration

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Identifying distinctiveness: A summary of the LGM project

"An understanding of the new market space that the enterprise agenda is creating for the HE sector, and to explore and further develop the business models needed for its successful exploitation"

"In so doing, we will examine both the approaches taken by other HEIs, and the key challenges inherent in creating such business models"

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What we set out to achieve

- The strategic decision-making processes aimed at creating a new form of distinctiveness ("**why**")
- The distinctiveness of the various strategic models along an enterprise continuum ("**what**")
- The new business models that underpin the distinctiveness strategies ("**how**")
- Forms of collaborative partnerships and strategic alliances that characterise and inform the business models for this agenda ("**with whom**")

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Phases of work

The project involved three phases of work:

•**Phase One**: **Desk Based Review and Development of Analytical Framework** **-** Production of a baseline map of HE institutions' market space

•**Phase Two: Exploration of Distinctiveness Strategies and Underpinning Business Models** **-** Report on the rationales for the distinctive strategies and case study summaries

•**Phase Three: Comparative Analysis -** Comparative analysis report on business models that underpin distinctness

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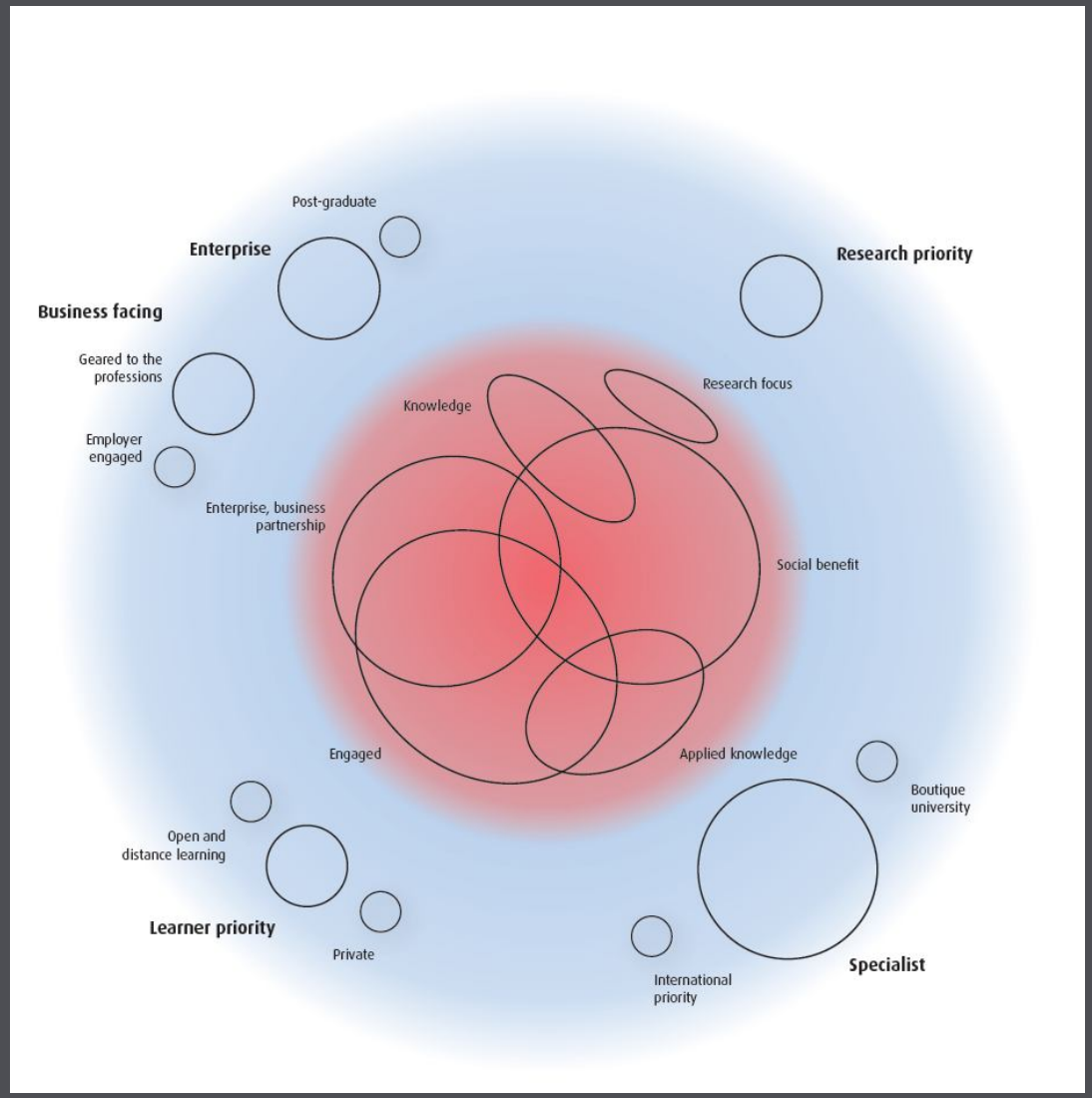
Map of HE institutions' market space: *Baseline position(2010)*



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Specialisation is back on the HE agenda, but not for the first time

At the turn of century British universities debated how to be distinct and different, but held dearly to subjects that were thought essential for university life

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The English civic universities, such as the University of Liverpool, were initially founded to focus on locally advantages; natural, industrial and professional. Photograph: Abbie Enock; Travel Ink/CORBIS

In June results were released of the pilot study for U-Multirank, the European Commission funded new universities benchmarking tool. Contending that existing rankings are too exclusively orientated towards

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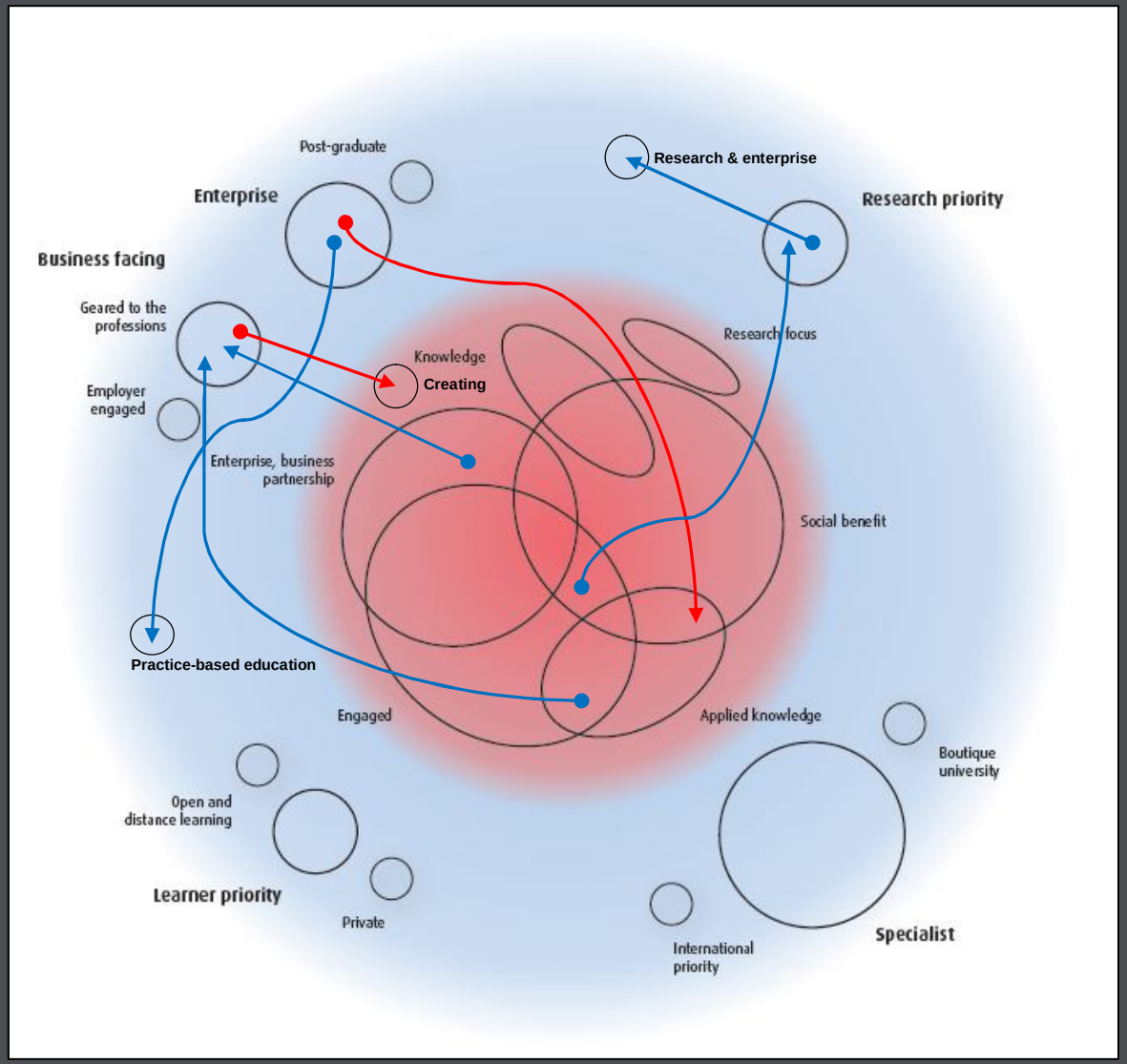
Map of HE institutions' market space: *Updated position(2012)*



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Identifying distinctive strategies - Plymouth university

Nominated model:

- Growth Acceleration and Investment Network (GAIN)
  - An ambitious new model for economic development

Overview and rationale:

- GAIN reflects Plymouth's enterprise culture, which is embedded across the institution
- The initiative draws together individuals and businesses through a physical and virtual infrastructure

Key successes and impact:

- £120m of physical assets under a single umbrella
- Through its partners, GAIN is involved with 500 businesses turning over more than £2.7 billion, employing more than 32,000 staff

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In Summary

Knowledge and outputs:

- Significant shift in the HE landscape since the start of the project in 2009:
  - Original purpose of the project even more imperative as large numbers of HEIs develop their own distinctiveness strategies to compete in a new marketplace

- The project has developed a suite of resources aimed at:
  - Understanding the state of the HE sector and approaches to enterprise
  - Providing advice on models to support, maintain and develop distinctiveness through enterprise

- Further information:
  - Web: http://enterprisinguniversities.co.uk

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