

Executive Education - Market trends, client demands, marketing challenges

ABS Marketing Business and Management Education Conference

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1. Market Trends

2. Client Demands

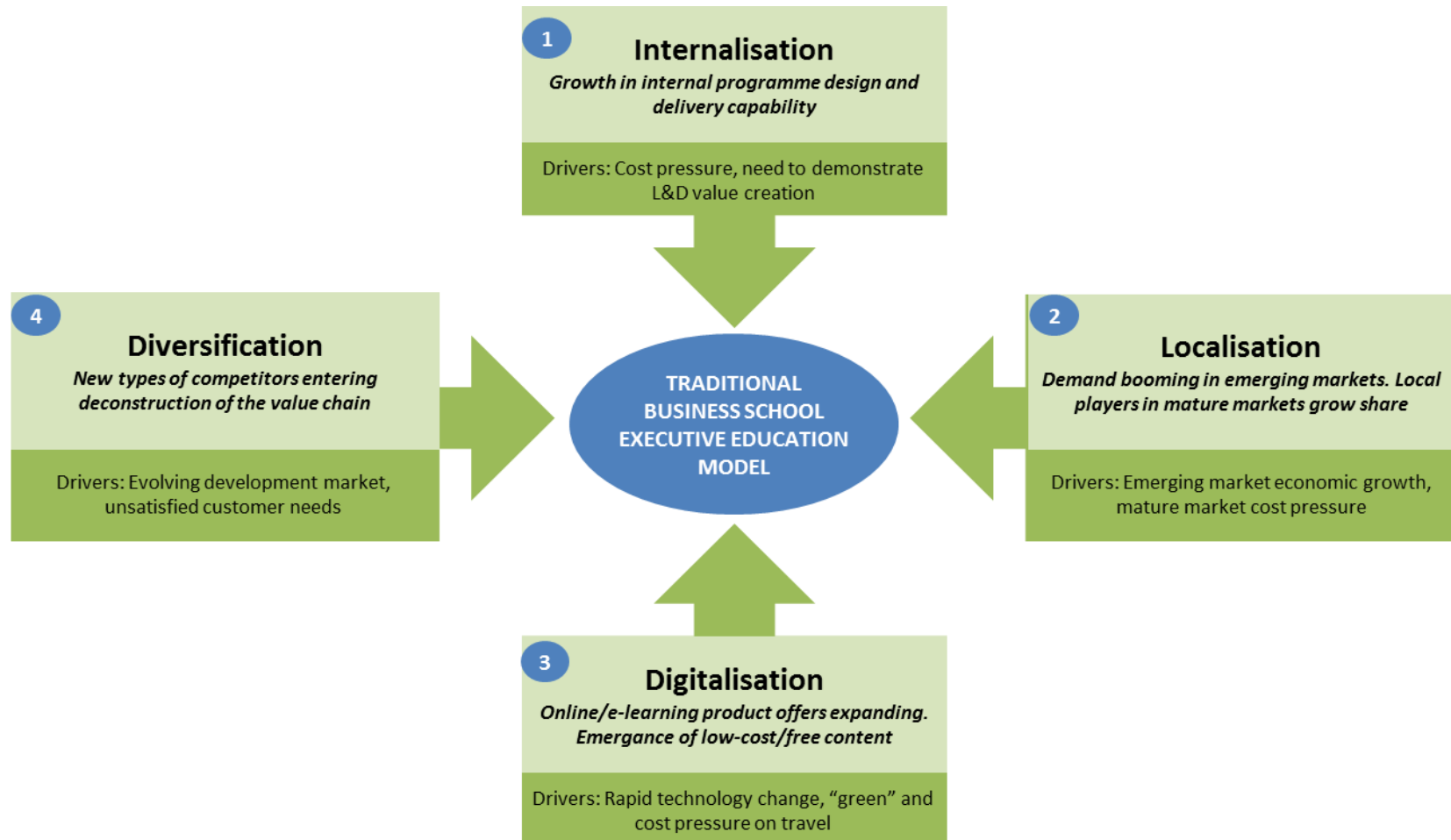
3. Marketing Challenges

1. Market Trends

Two major themes...

- Changes in the competitive landscape
- Unpredictable shifts in the marketplace

Changes in the Competitive Landscape



Shifts in the Marketplace

New Delivery

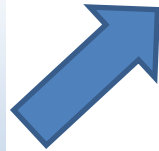
Online delivery,
blended learning,
simulations, MOOCs



Marketplace

New Segments

Increasing demand from
entrepreneurial, mid –
sized companies,
foundations, public
sector, not for profit



New Geography

Increasing demand from
Asia, Middle East and
Latin America

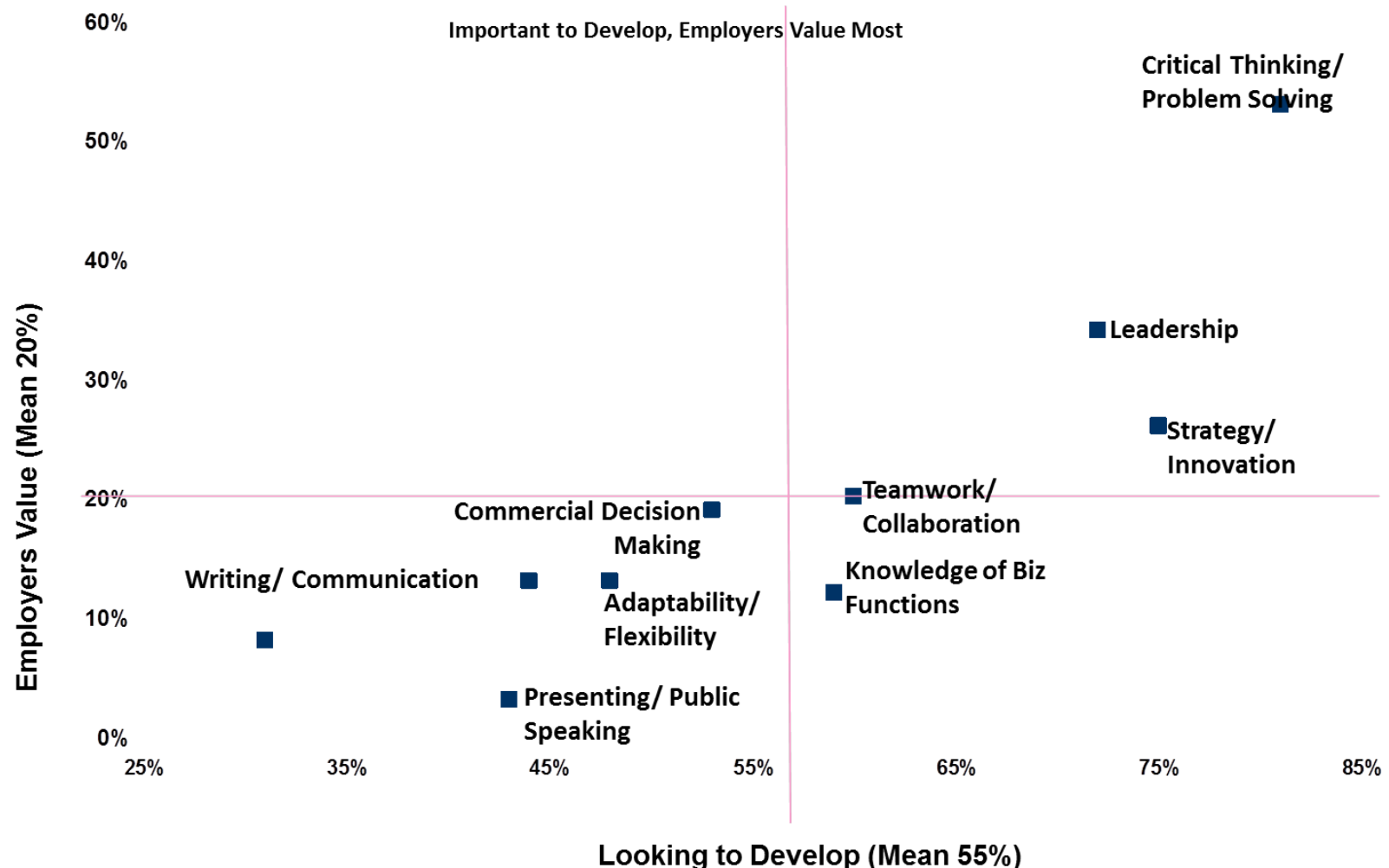


2. Client Demands

Clients increasingly...

- Value the strategic over the tactical
- Expect Executive Education to help deliver and support strategy
- Looking for tangible value, impact and ROI from Exec Ed

Strategic valued over tactical



Source: Kai Peters, 2013, "The Ideal, the Real and the Deal", presented at AACSB Meeting, October 2013.

Market trends - Client Demands - Marketing Challenges

An expectation that Exec Ed can help deliver business strategy

“The most important factor for us when working with a business school is for the school to truly understand the organisation. We want a truly bespoke programme and not just something that has been bought off the shelf and adapted slightly. We need the business school to properly understand the organisation’s strategy and deliver against that knowledge.” **(Brewery)**

“It is important that the provider understands the organisation and I mean properly understand the organisation. It is not much effort to do so, but it is difficult to find that in training providers who properly understand clients and what they are trying to achieve.” **(UK Central Government Department)**

“A school needs to have a global understanding and be able to work with other partners. It needs to have a very good understanding of our business and what we are trying to do strategically.” **(International Hotel Chain)**

Return on Investment – a Holy Grail?

Five Levels

1. Participants' reactions: immediate post-programme
2. Acquisition of learning by participants
3. Application of new skills or behaviours by participants
4. Results at organisational level
5. Financial ROI

Source: Phillips J J (1997) Handbook of training evaluation and measurement methods, Gulf Publishing Company, Houston.

Return on Investment – What do clients really want?

- Despite all the hype about ‘level 4’ evaluation, and about ‘proving ROI’, very few CEOs or MDs are interested in that kind of evaluation
- What they want to know is “As a result of the programme, do we now have people who are better equipped to lead in our organisation?”
- What CEOs and HRD professionals alike want to understand better is the factors inside their own organisation that influence how well custom executive education participants transfer learning from programmes to the workplace

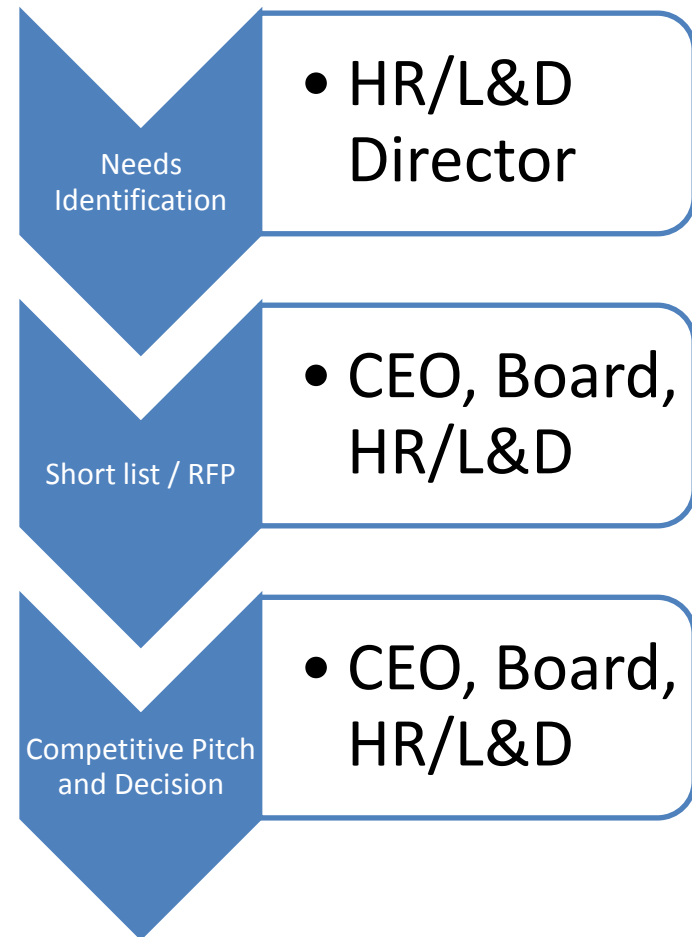
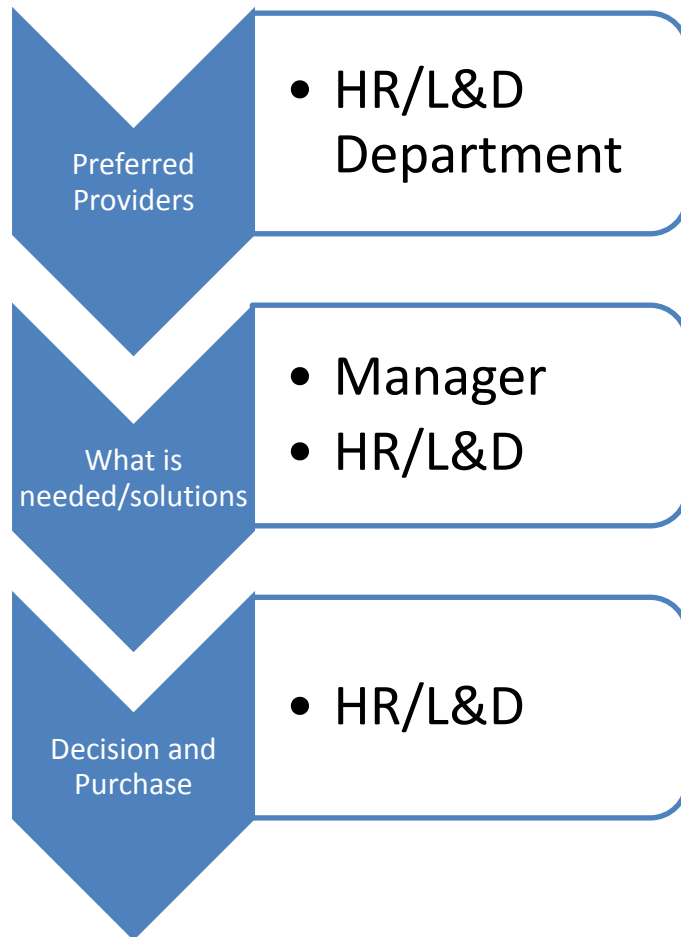
3. Marketing Challenges

- Reaching different users of executive education
- Importance of brand
- Standing out in a competitive marketplace

Segmentation of customers

Customer	Decision Factors	Marketing
Sponsor – CEO, Senior Board Member	Brand, impact, value for money, cultural fit...	Relationship building, top tier media channels... Indirectly via decision makers
Decision Maker – HR Director, L&D, OD	Past experience, learning design and objectives, subject matter or industry expertise, budget...	Provision of content, relationship building, events, specialist HR media...
End User – Junior to Senior Managers	Individual learning and development objectives, location, time, brand and reputation...	Indirectly via decision makers Directly via B2C techniques, including social media and mainstream press

Open and Custom – different buying processes



Importance of Brand

- Clients' holistic view of business school reputation – all rankings, accreditation, research, clients, experience...
- End users – prestige and reputation key to participants on programmes
- Decision makers – critical for internal sell-in to sponsors

Standing out in a competitive marketplace

- Clients are increasingly demanding – high barriers
- Similarity of business school messages
- Danger of disconnect between marketing message and delivery
- Not just business schools – consultancies, private training providers, corporate universities
- Prospects overwhelmed with marketing messages and content

In summary

- Executive education changing and very competitive - but growing
- Clients demand more than training – opportunity for business schools to add value
- Multiple audiences – scope for innovative marketing and communications
- Lack of differentiation from suppliers – what really makes you different?