



BUSINESS EDUCATION

Evolving global trends
and Japan

ANDREW CRISP, CARRINGTONCRISP



“The idea that we’re preparing kids to work as cogs inside of an organization might not be as realistic as it was in the past. If you look at Generation Z, 42% of them want to start their own business... Today, five kids with laptops and some server space on Google or Amazon can start whatever they want.”

Jaime Casap, chief education evangelist, Google
Wharton Reimagine Education conference, February 2016

<http://knowledge.wharton.upenn.edu/article/college-vs-business-training-what-do-employers-want/>



THE BIG PICTURE

"I think higher education is just on the edge of the crevasse. Generally, universities are doing very well financially, so they don't feel from the data that their world is going to collapse. But I think even five years from now these enterprises are going to be in real trouble."

"Some (of the great universities) will survive. Most will evolve hybrid models, in which universities license some courses from an online provider like Coursera, but then provide more-specialized courses in person. Hybrids are actually a principle regardless of industry. If you want to use a new technology in a mainstream existing market, it has to be a hybrid."

Professor Clayton Christensen
Harvard Business School
February 2013

BEING DIFFERENT

“Wherever the target audience of an organisation faces a choice of alternative competitors, branding is incredibly important for justifying price, avoiding commoditisation, attracting and retaining talent and ultimately, resisting rivals.”

Ian Pearman, CEO, Abbott Mead Vickers BBDO, the UK's largest advertising agency

“If you only give people what they already want, someone else will give them what they never dreamed possible.”

Saatchi & Saatchi

“At Sony, we assume all products of our competitors will have basically the same technology, price performance and features. Design is the only thing that differentiates one product from another in the marketplace.”

Norio Ohaga, former Chairman and CEO, Sony

THE BEST PROSPECTS FOR INTERNATIONAL RECRUITMENT



Countries identified by EY as having a rapidly growing middle class population.

SHIFTING PROGRAM DEMAND IN GMAT DATA

Asia-Pacific region driving global growth

Total GMAT exams delivered, by world region of citizenship, TY 2013 – TY 2017

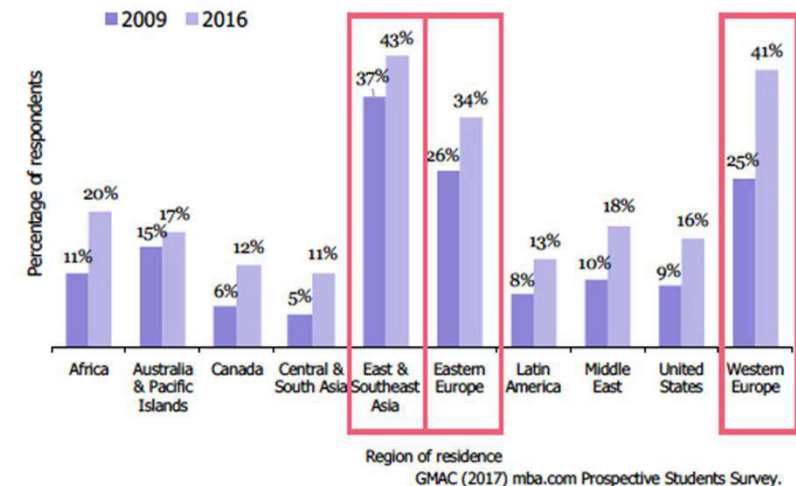
World region	TY 2013	TY 2016	TY 2017	YoY % change	5-yr % change
Asia-Pacific	97,763	125,928	122,426	-3%	+25%
North America	97,041	90,051	85,945	-5%	-11%
Europe	22,671	23,842	22,986	-4%	+1%
Middle East & Africa	14,137	12,674	11,143	-12%	-21%
Latin America	6,744	8,753	8,384	-4%	+24%

GMAT exam data, TY 2013 – TY 2017.

33% of GMAT score reports were sent to business master's programs in TY 2017, up from **15%** in TY 2008.

GMAT score sending data, TY 2008 – TY 2017.

Percentage of candidates seeking only business master's programs, by region, 2009 vs. 2016



RECRUITING IS GETTING HARDER



28% LESS LIKELY TO
STUDY IN THE UK
40% LESS LIKELY TO
STUDY IN THE USA

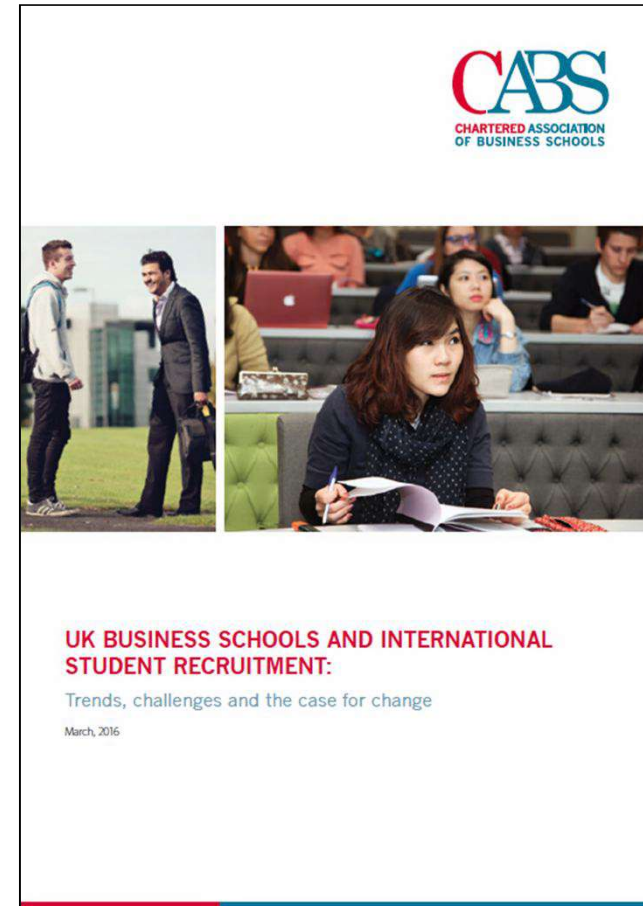
WHAT IS INTERNATIONAL?

43% now deliver programmes outside the UK either on their own international campuses or through partnerships that deliver transnational education.

Chartered Association of Business Schools

More international students are enrolled on UK delivered TNE programmes than are studying in the UK, and TNE was valued in 2014 at £496m per annum to the UK, including 11% of international fees (based on 2012–13 data)

HEGlobal





“It’s a sort of generic world class business school. I would find it hard to articulate any tangible differences that it would have over any of its peers and the image differences are down to nuance”.

COMPETITORS GENERALLY SAY THE SAME THINGS

SPOT THE DIFFERENCE....

LEADERSHIP
 GLOBAL
 PARTNERSHIPS
 INTERNATIONAL
 ENTREPRENEURSHIP
 INNOVATION
 CHANGE
 SUSTAINABILITY
 DIVERSE
 FORWARD-FOCUSED

The Spine: develop, practice, experience. 

The Spine combines three important elements that run throughout your MBA. These elements provide you with opportunities to develop yourself and your knowledge, providing personal enrichment and enhancing what you've learnt outside the classroom. The Spine provides soft skills training, practical leadership classes, real-life project work and exposure to the business world through visiting speakers and field trips.

Perspectives on leadership & professional development	Multi-project suite	Business in context
<ul style="list-style-type: none"> Intensive leadership and personal development training through weekly classes 1:1 coaching for CV preparations A range of workshops Tools to assist you with career self-assessment Mentoring opportunities 'Smart Leaders' speaker series 	<ul style="list-style-type: none"> Entrepreneurship in Action project Change in action project Consulting project Individual project Corporate group project 	<ul style="list-style-type: none"> Expert speakers Field trips Peer-to-peer learning Global residencies



Giving you a true global perspective

Global partnerships
 With over 400 global corporate partnerships, you benefit from the latest commercial insights, guest speakers and our global recruitment vacancy database.

As one of the Top-10 business schools in the UK and one of the top 1% of business schools in the world to hold [AACSB](#), [EQUIS](#) and [AMBA accreditation](#), we have a 40 year track record of developing innovative managers and successful business leaders sought after by leading employers.

An innovative Forward Focus curriculum

The W. P. Carey Full-time MBA will transform you into a business leader who can navigate uncertainty and change. Through a curriculum featuring eight dynamic experiences – three of which are unique to W. P. Carey – you'll be prepared to lead, no matter what's next.



STAND OUT FROM THE CROWD

ONE IN A HUNDRED OR A MARKET OF ONE?



RED OCEAN



BLUE OCEAN

INSTITUTIONS MUST HAVE
THE AUDACITY TO OFFER
SOMETHING OF REAL
QUALITY AND AUTHENTIC
DIFFERENCE

THE WALL STREET JOURNAL.

EUROPE EDITION Friday, September 27, 2013 As of 10:21 AM EDT

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Updated September 27, 2013, 10:21 a.m. ET

What's Wrong With Wharton?

Business-School Experts and Students Say School Has Lost Its Luster

Article

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Stock Quotes

Comments (49)

MORE IN BUSINESS SCHOOLS »



By MELISSA KORN

Something at Wharton doesn't add up.

Applications to the University of Pennsylvania's business school have declined 12% in the past four years, with the M.B.A. program receiving just 6,036 submissions for the class that started this fall. That was fewer than Stanford Graduate School of Business, with a class half Wharton's size.

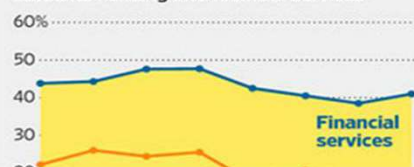
A Lesson in Subtraction

Applications to Wharton's full-time M.B.A. have declined as finance jobs have dwindled.

Applications to program*



Share of job-seeking Wharton M.B.A. students heading into financial services†



Wharton says the decline, combined with a stronger applicant pool and a higher percentage of accepted applicants who enroll, proves that the school is doing a better job targeting candidates.

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Five Stocks Handled the Heavy Lifting

Five blue chip stocks have



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THE IMPACT OF RANKINGS

Only 25% agree that they took no notice of rankings when deciding where to study.

Country/Continent	2008	2018
China/HK	3	7
Asia	2	8
UK	15	14
Europe	14	17
USA	50	57

Financial Times Global MBA Ranking




BUSINESS SCHOOL PROGRAMMES



Degrees of tomorrow?

Tomorrow's Masters 2017
Prospective Masters students set out their views on what they think of specialist Masters degrees, what they expect from the business school experience and what they want to study.



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MBA: evolution or revolution?

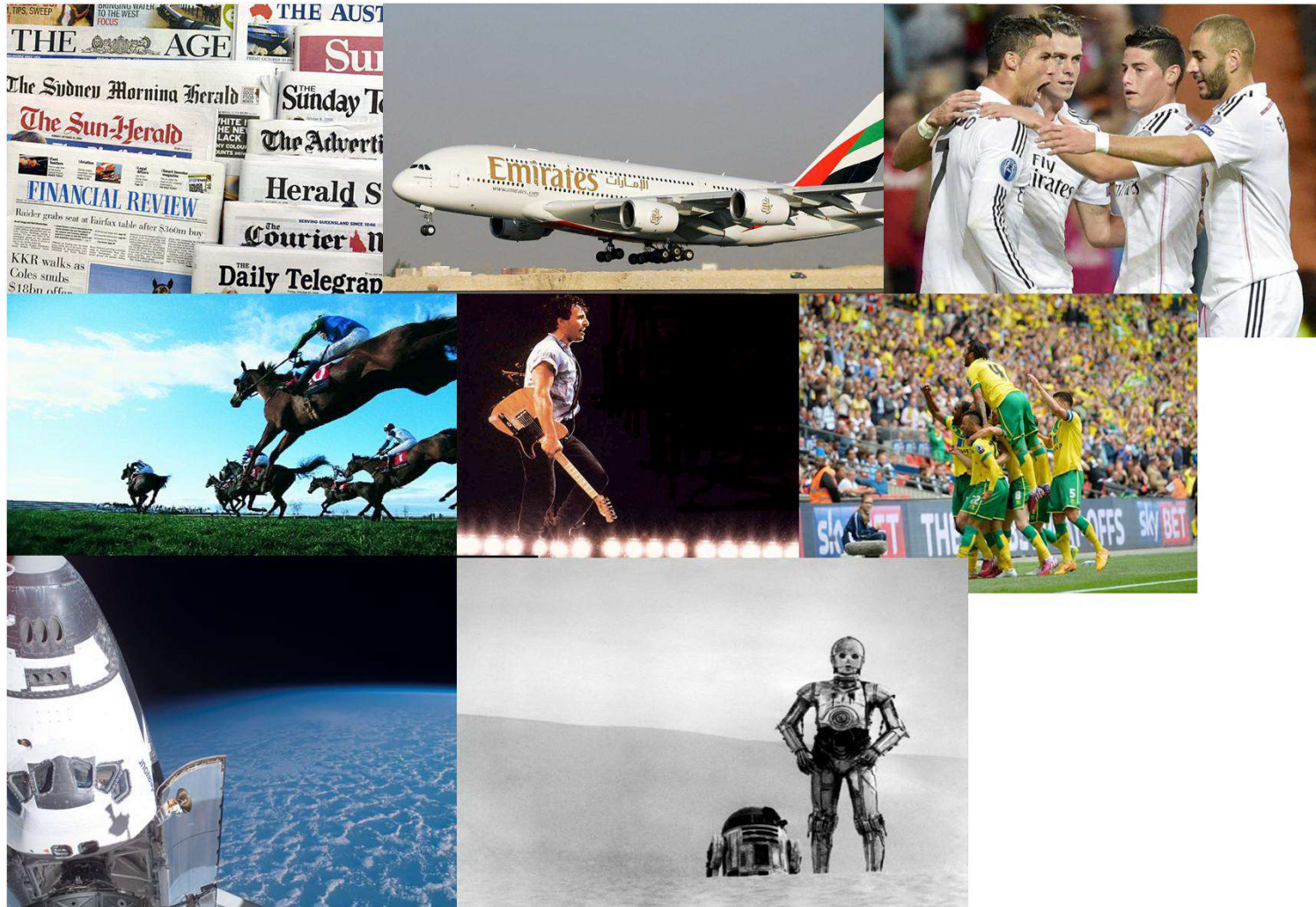
Tomorrow's MBA
Prospective MBA students set out their views on what they want from an MBA, from the business school experience and how they decide where to study.



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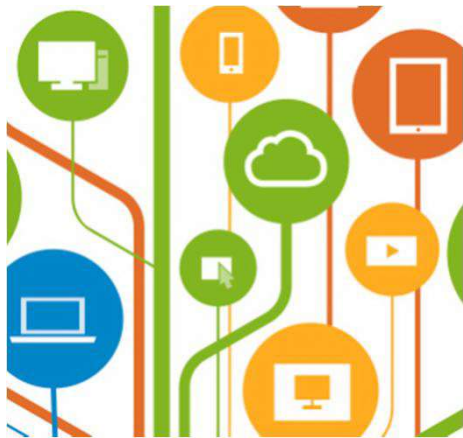
- Entrepreneurship
- Flexibility
- Data analysis
- Technology
- Specialisation
- MBA or Masters?
- Soft skills and leadership
- Career services

BRANDS, DIFFERENTIATION AND SPECIALISATION



IT IS ABOUT FOCUSING ON THE FUTURE

**REAL-TIME LEARNING FROM REAL-WORLD
BUSINESS ISSUES AND OPPORTUNITIES**



E.G. BUSINESS
ECO-SYSTEMS



E.G. MAN VS
MACHINE

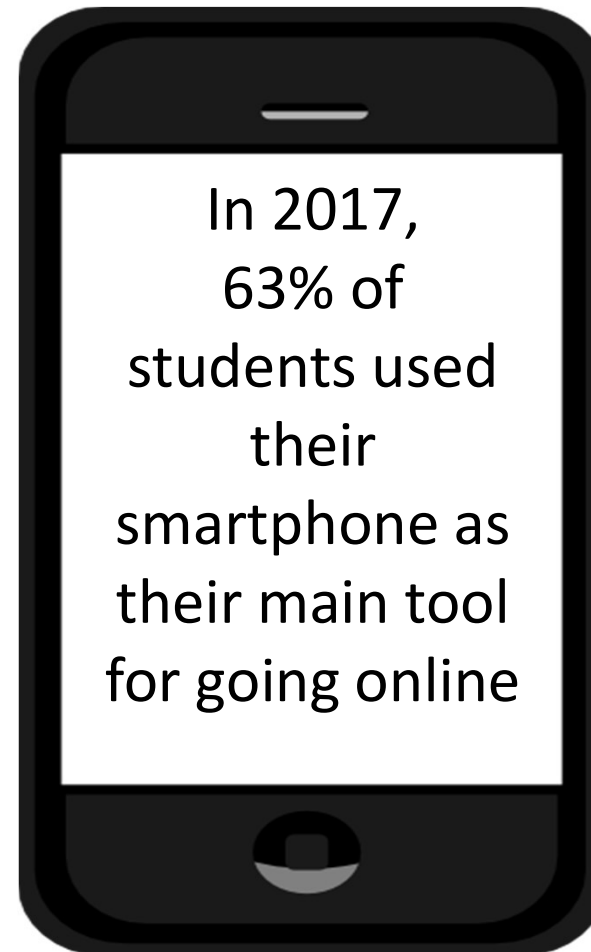
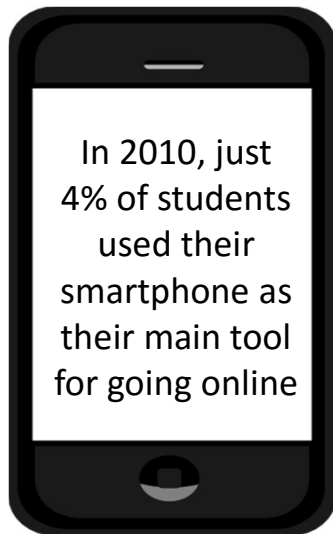
CHALLENGING
ISSUES
CHALLENGING
EXPERIENCES

A NEW FACULTY MODEL?

FIFO TO LILO

FLY IN, FLY OUT TO LOG IN, LOG OUT

SMALL IS BEAUTIFUL



A GENERATION RAISED ON SOCIAL MEDIA



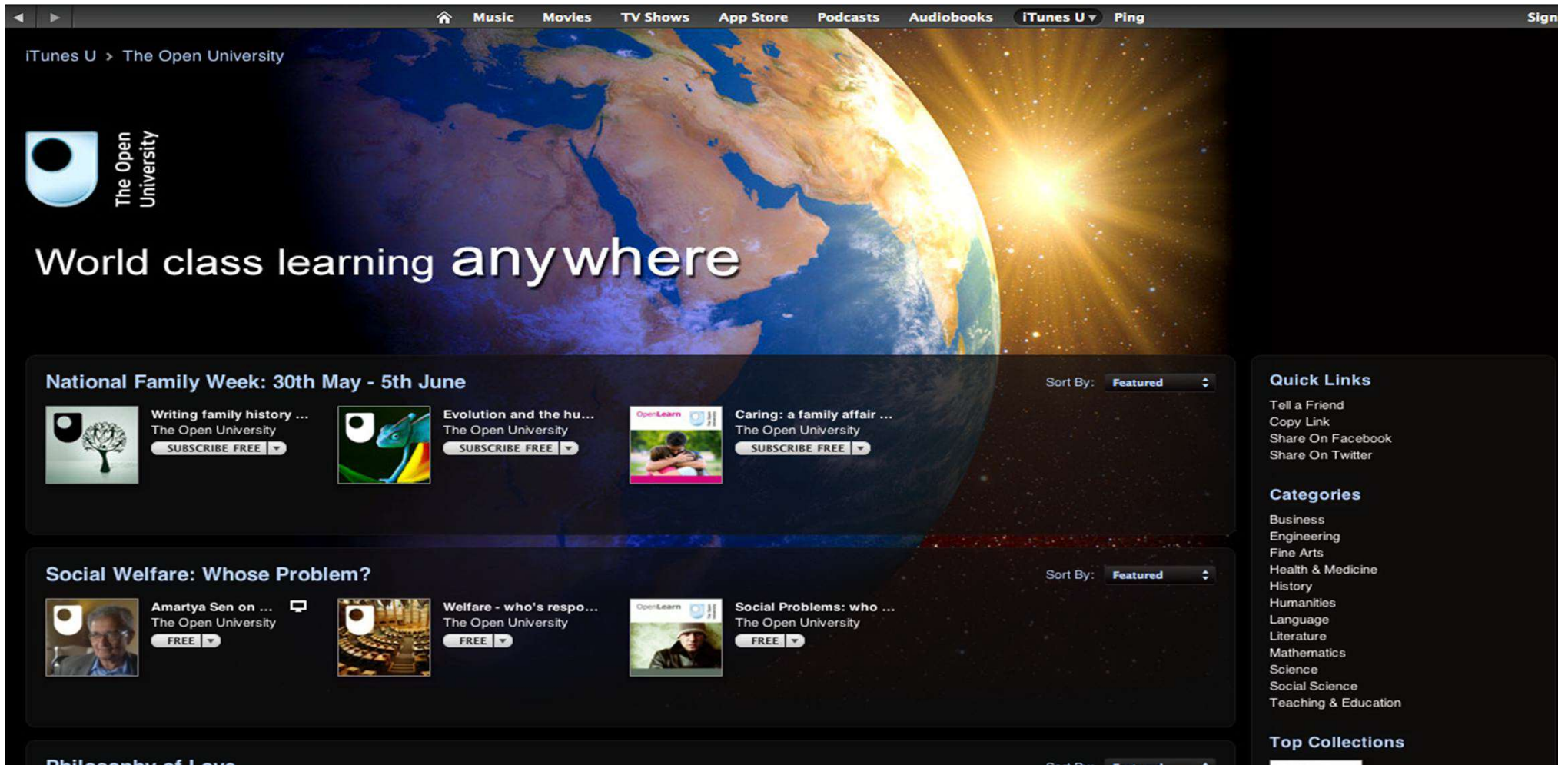
62% post information for friends



51% use social groups



43% use groups for their studies



In the 1309 days up to January 2012 since the Open University launched on iTunesU, there had been over 44 million downloads of their material, with 5,192,000 visitors downloading files, an average of 291,500 downloads a week, 90% of visitors coming from outside the United Kingdom and 1 in 33.6 downloaders going on to visit the OU website.

WHAT EMPLOYERS WANT

$\frac{3}{4}$ of EMPLOYERS SAY THE BIG 5
SUBJECTS TO STUDY ARE:

ETHICS
LEADERSHIP
GOVERNANCE
INNOVATION
CHANGE MANAGEMENT

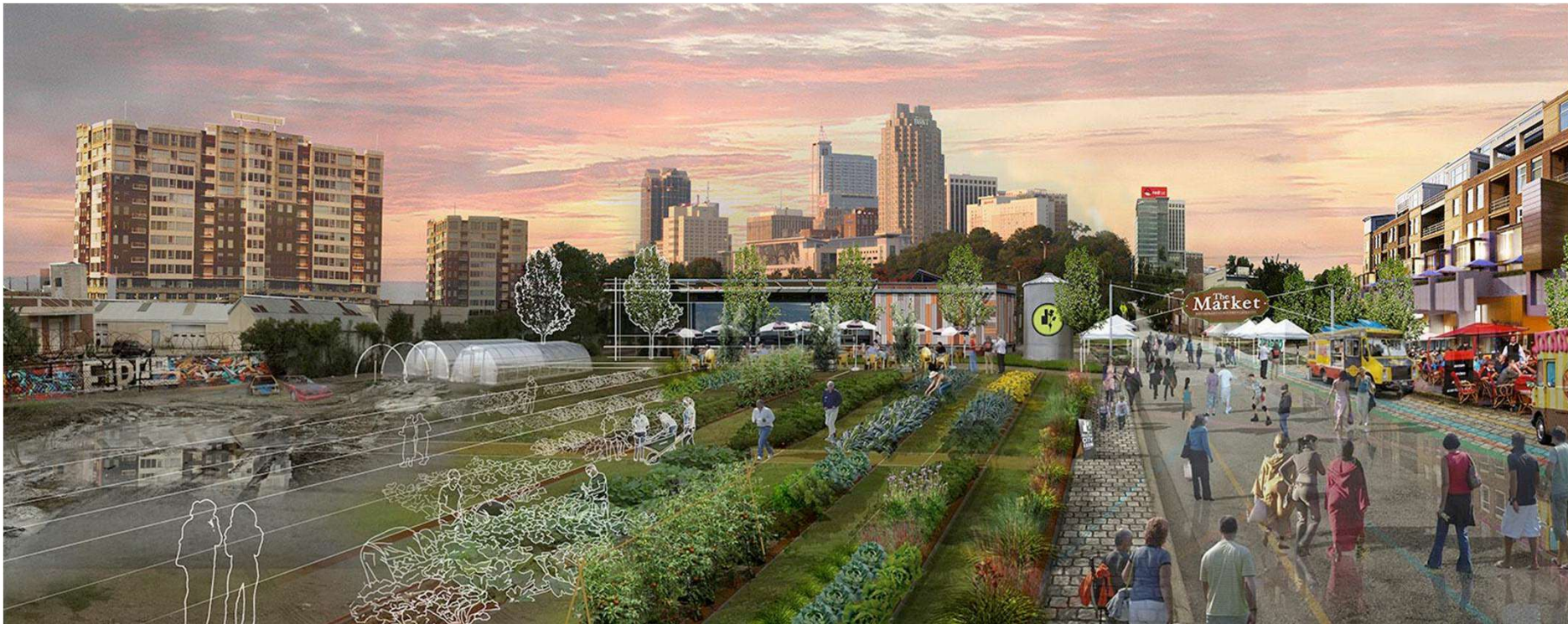


JOBS OF THE FUTURE?

PROFESSIONAL TRIBER
FREELANCE PROFESSORS
URBAN FARMERS
END OF LIFE PLANNER
SENIOR CARER

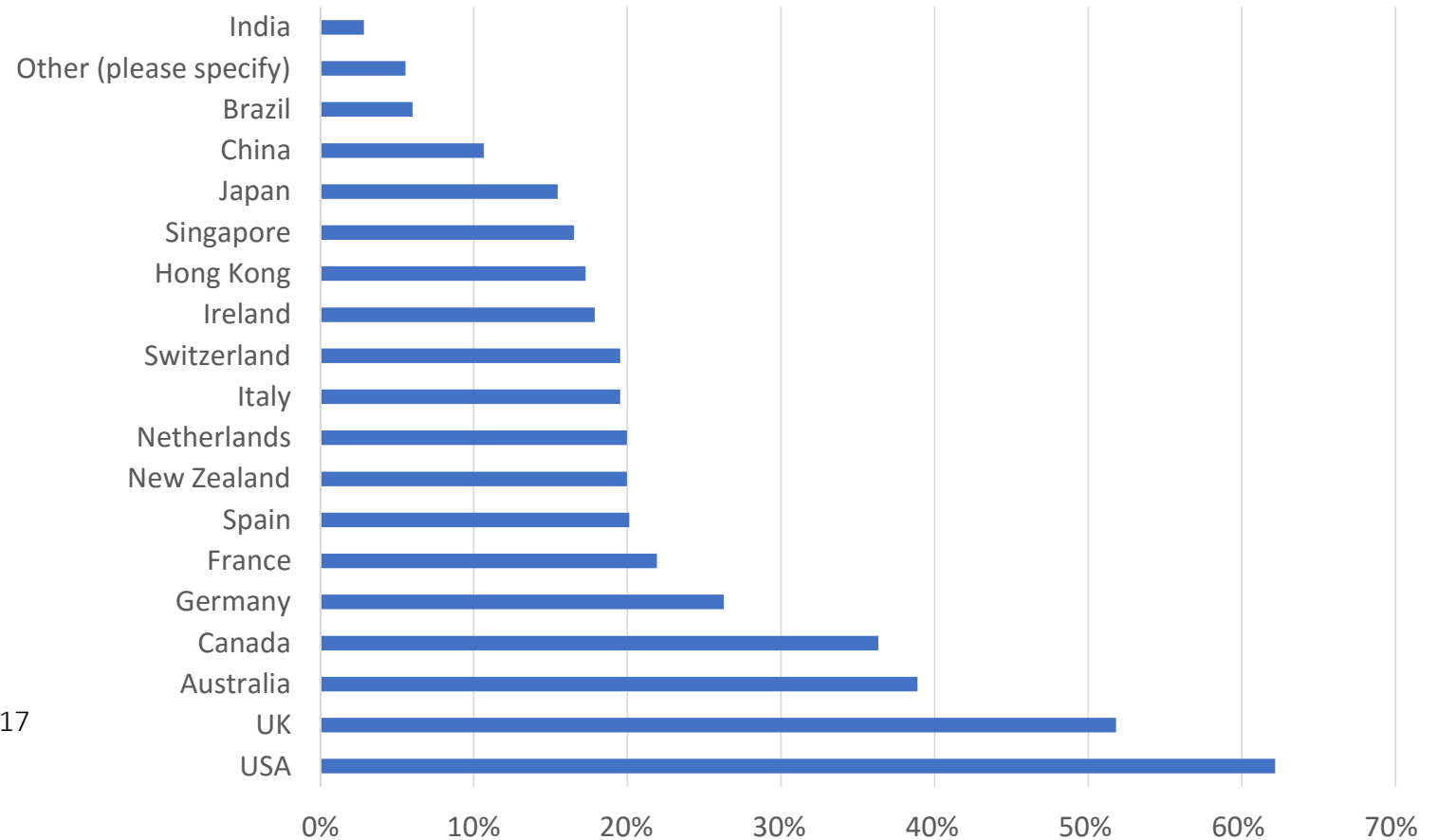
REMOTE HEALTH CARE SPECIALIST
NEURO-IMPLANT TECHNICIAN
SMART-HOME HANDYPERSON
VIRTUAL REALITY EXPERIENCE DESIGNER
3-D PRINTER DESIGN SPECIALIST

Source:
<http://www.fastcompany.com/3046277/the-new-rules-of-work/the-top-jobs-in-10-years-might-not-be-what-you-expect>



LOCATIONS CONSIDERED FOR INTERNATIONAL STUDY

- Asked which countries they would consider for further study, more than half the sample chose USA (62%) and UK (52%)
- Australia was ranked third (39%) and Canada was fourth (36%)
- Germany, France and Spain were also selected by more than 1 in 5 of the respondents
- Japan is chosen by 15% of respondents, China by 11%.

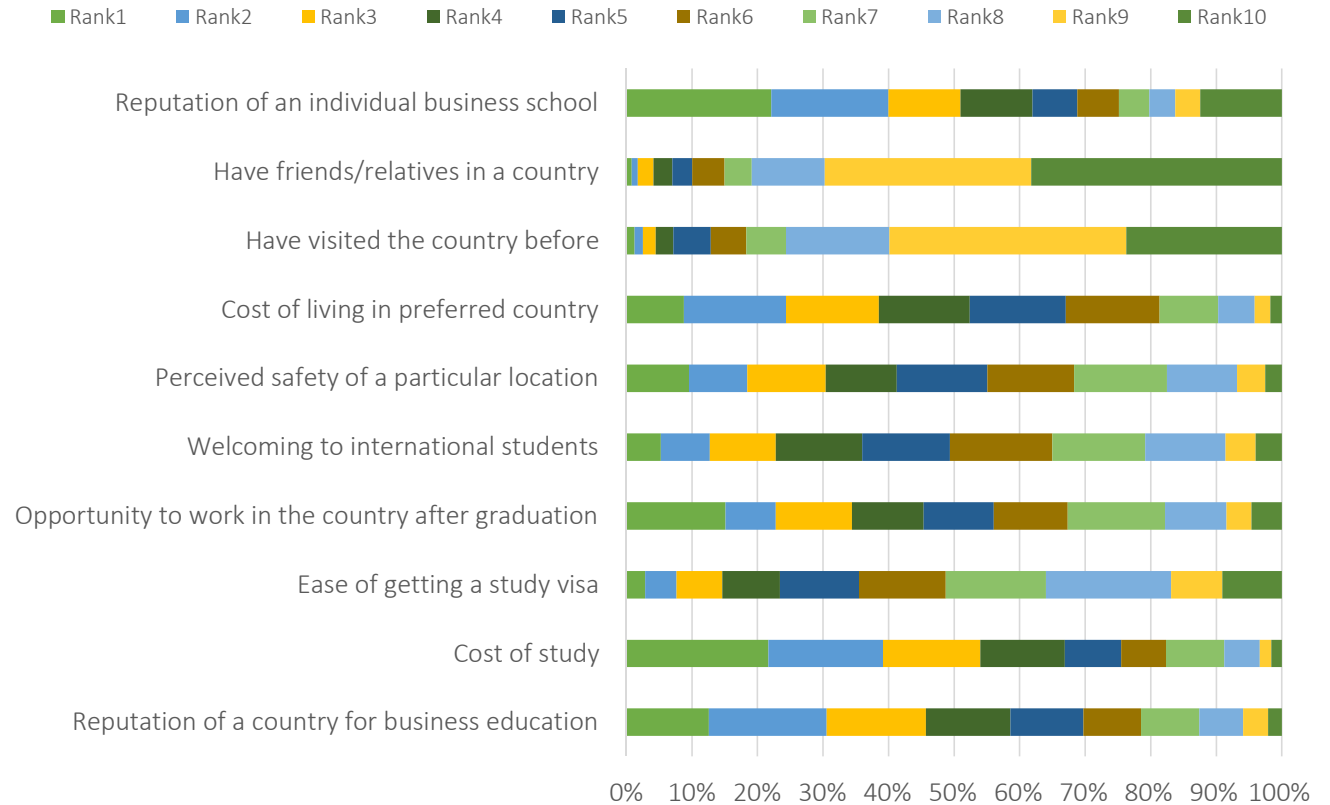


Source: The Business of Branding 2017

MOST IMPORTANT ELEMENTS WHEN CONSIDERING STUDY ABROAD

Although cost of study is the most important consideration when considering where to study abroad, reputation of an individual business school and reputation of a country for business education are only slightly less important in second and third place (based on rankings of 1, 2 or 3).

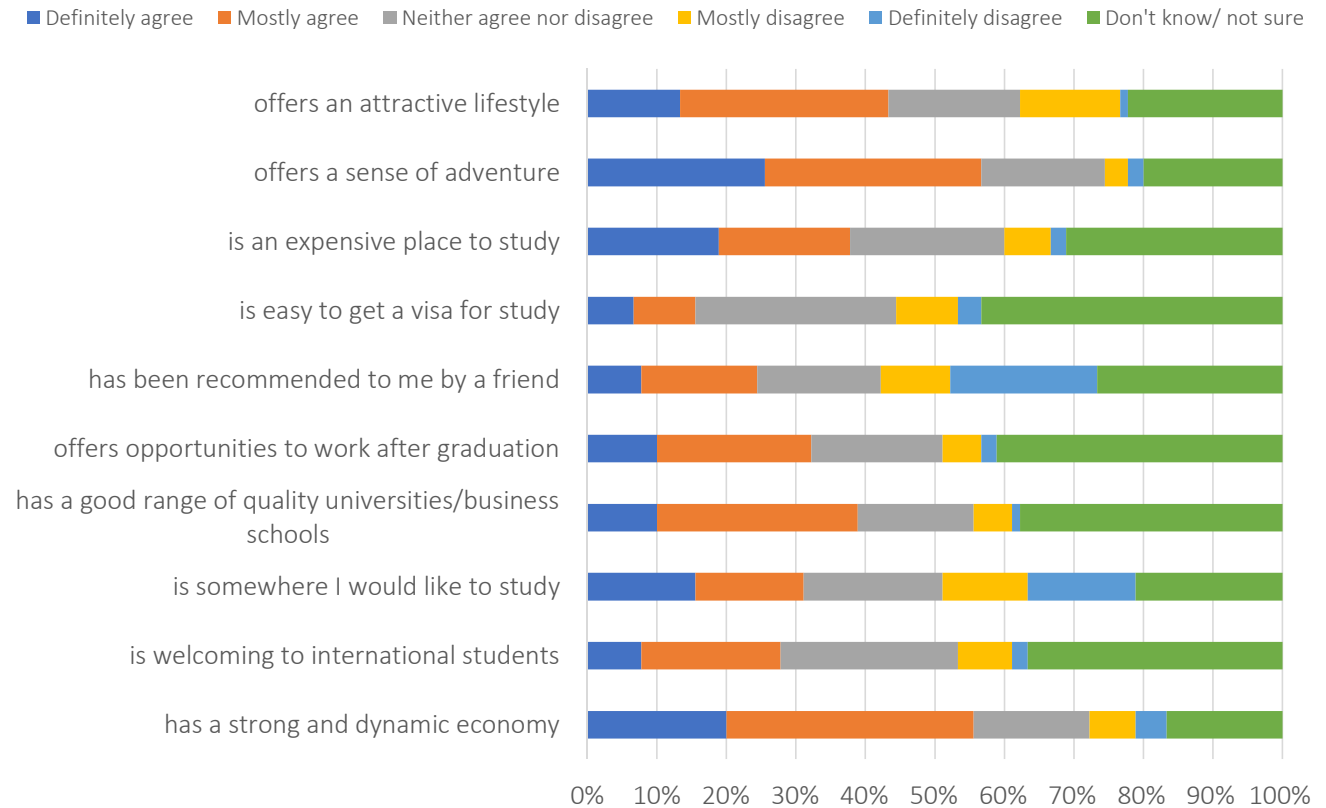
Source: The Business of Branding 2017



PERSPECTIVES OF JAPAN AS A STUDY ABROAD DESTINATION

- Japan has the third smallest percentage who definitely agree that it:
 - Is an easy place to get a visa for study
 - Has been recommended to them by a friend
 - Offers opportunities to work after graduation
 - Is welcoming to international students

Source: The Business of Branding 2017



CHANGE DRIVERS FOR BUSINESS SCHOOLS

1. Globalisation and international competition driving the need to demonstrate differentiation and value;
2. The Edutech entrants, impacting on teaching, learning, recruitment and marketing;
3. Shifting funding models, especially reduction in state funding and other government activity;
4. Collaboration across and between institutions;
5. Different audiences and different demands from existing audiences, different programs and different ways to study; and
6. What employers want – the changing nature of business and employment and learning at work.



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