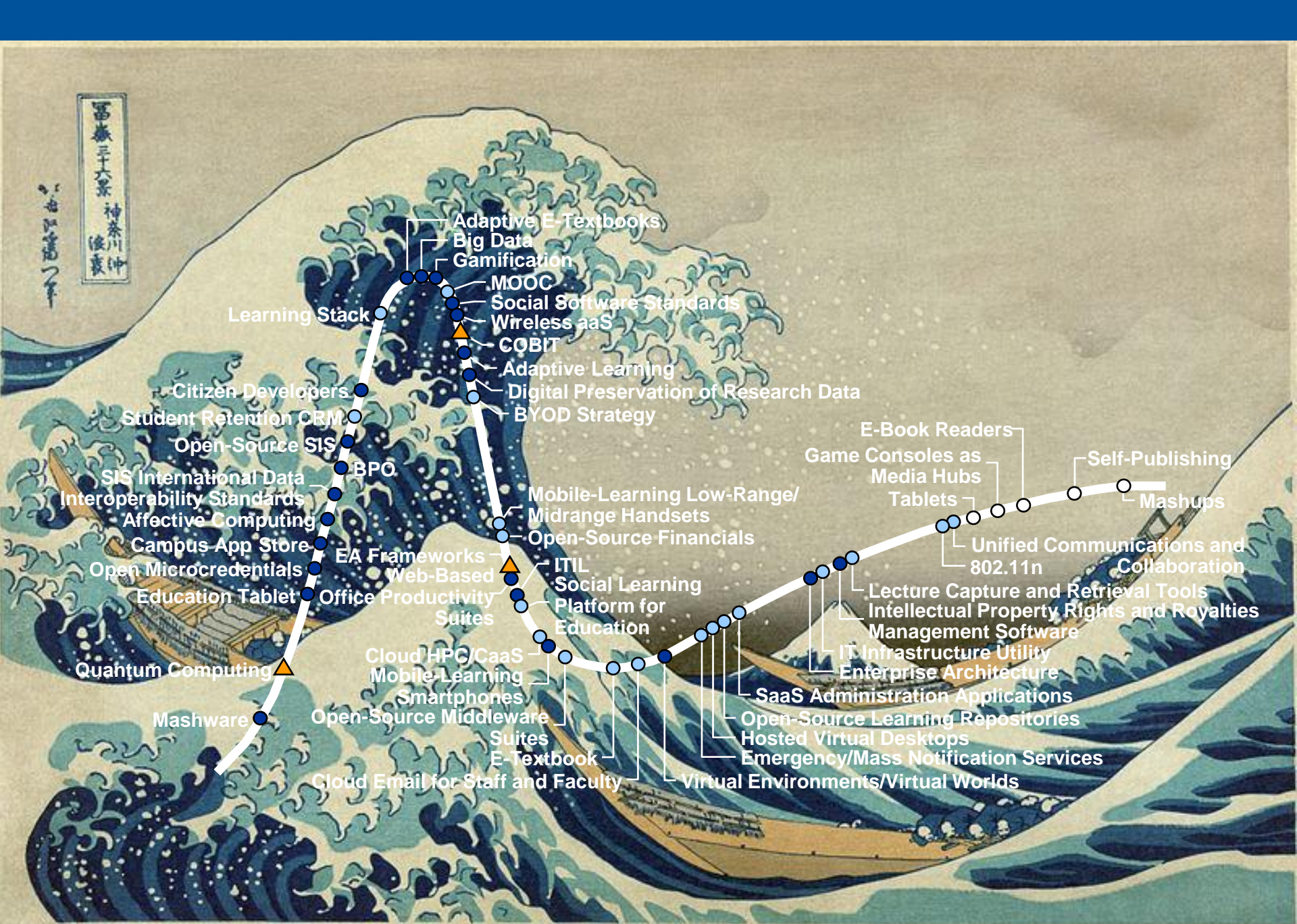


Your University of the Future - Executing on the Higher Education Business Model Scenarios

Dr. Jan-Martin Lowendahl

Vice President Research

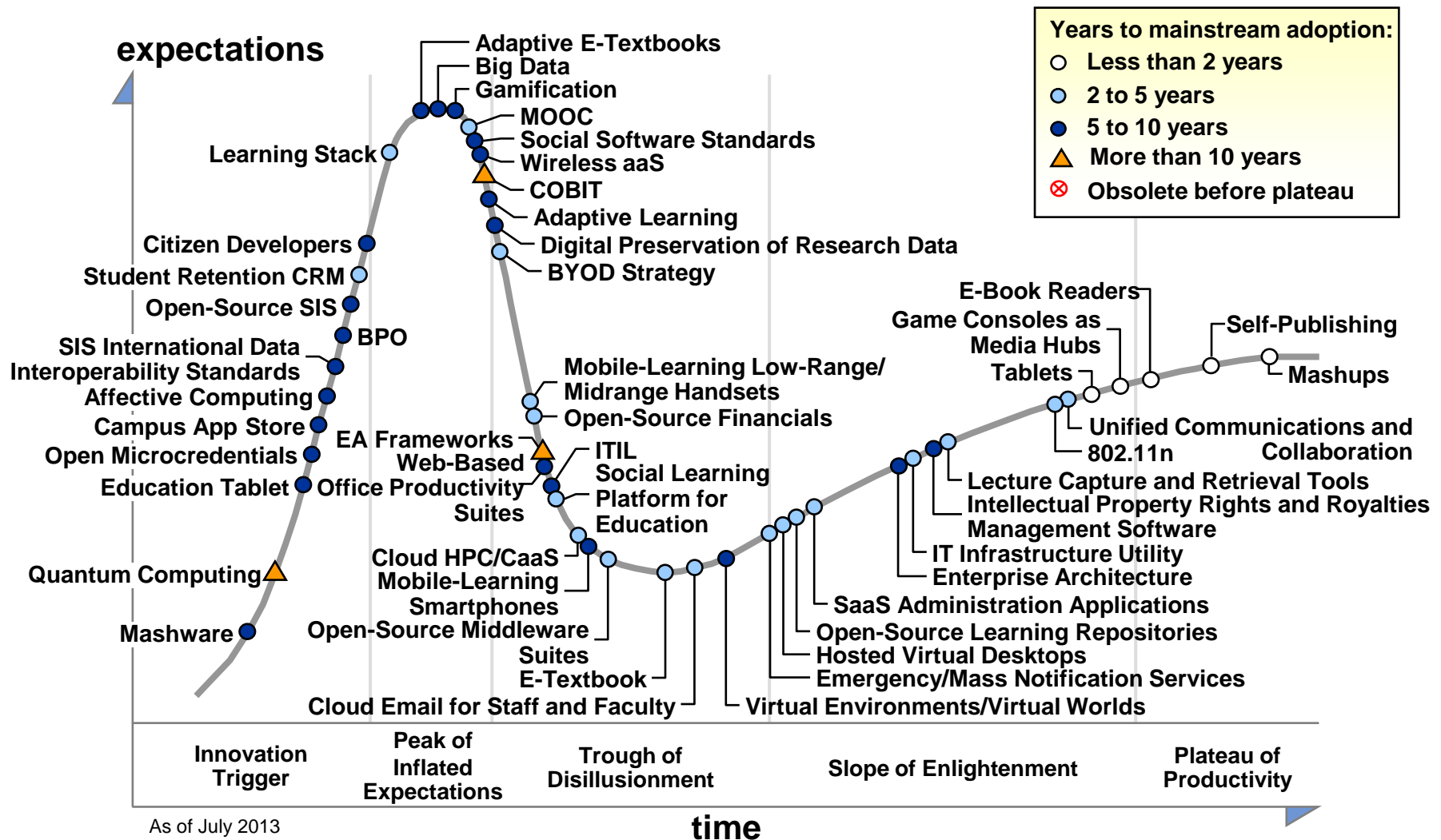
Jan-Martin.Lowendahl@gartner.com



From "Hype Cycle for Education, 2013," 25 July 2013 (G00251104)

Hype Cycle for Education, 2013

A CIO Toolbox

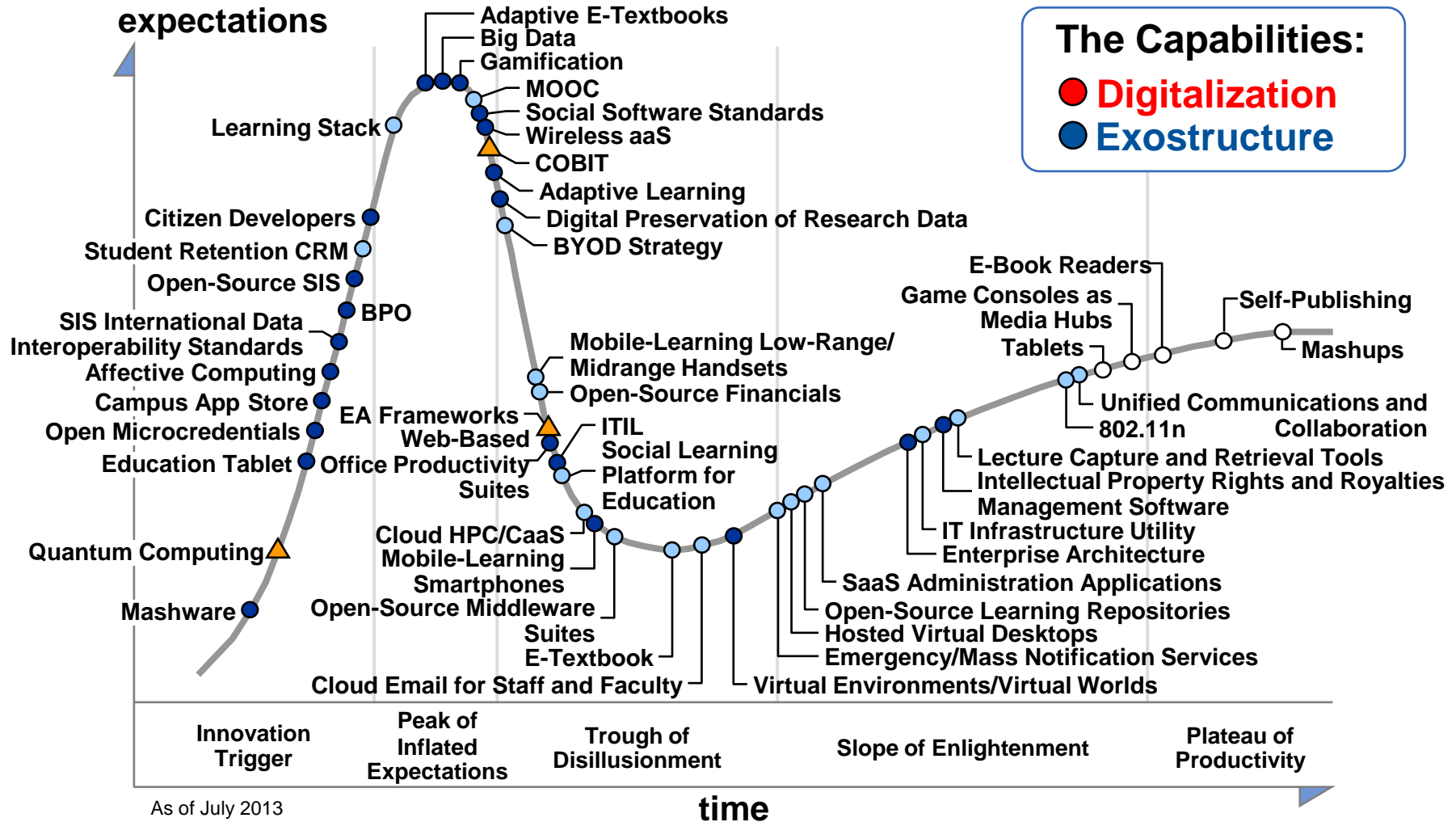


From, "Hype Cycle for Education, 2013," 25 July 2013 (G00251104)

Off the Hype Cycle: e-portfolio, User-centric IAM, Organization-centric IAM, SOA, Student Enrollment CRM, Open-Source Portals, Social Media in Education

Hype Cycle for Education, 2013

A CIO Toolbox



From "Hype Cycle for Education, 2013," 25 July 2013 (G00251104)

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The Expanding Education Ecosystem

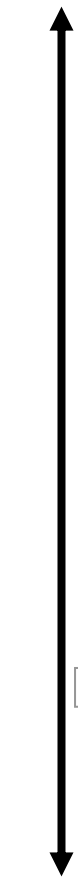


Increasing Options and Competition!

You Are Here

Importance of Exostructure

DIY

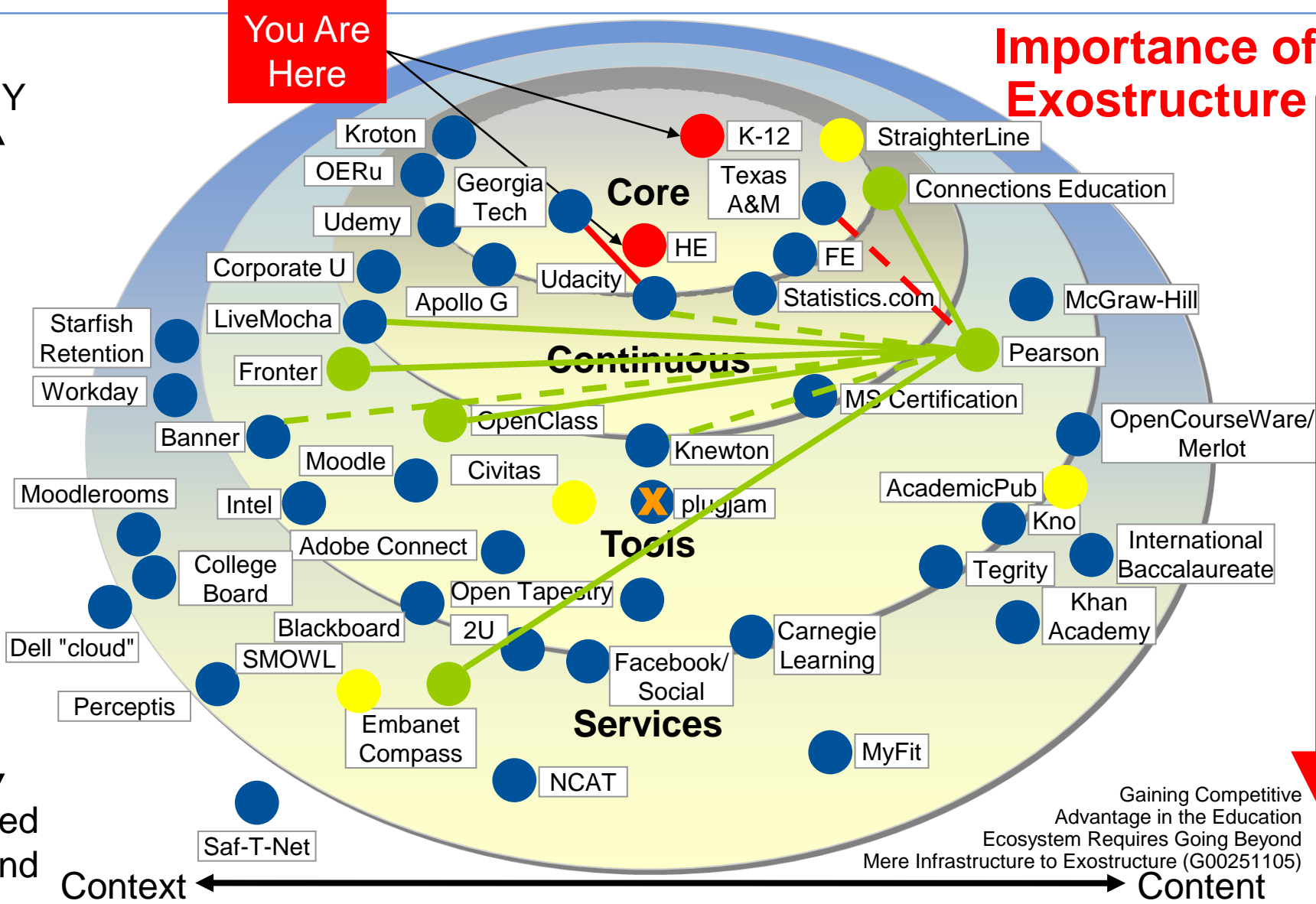


Hired Hand

Context



Content

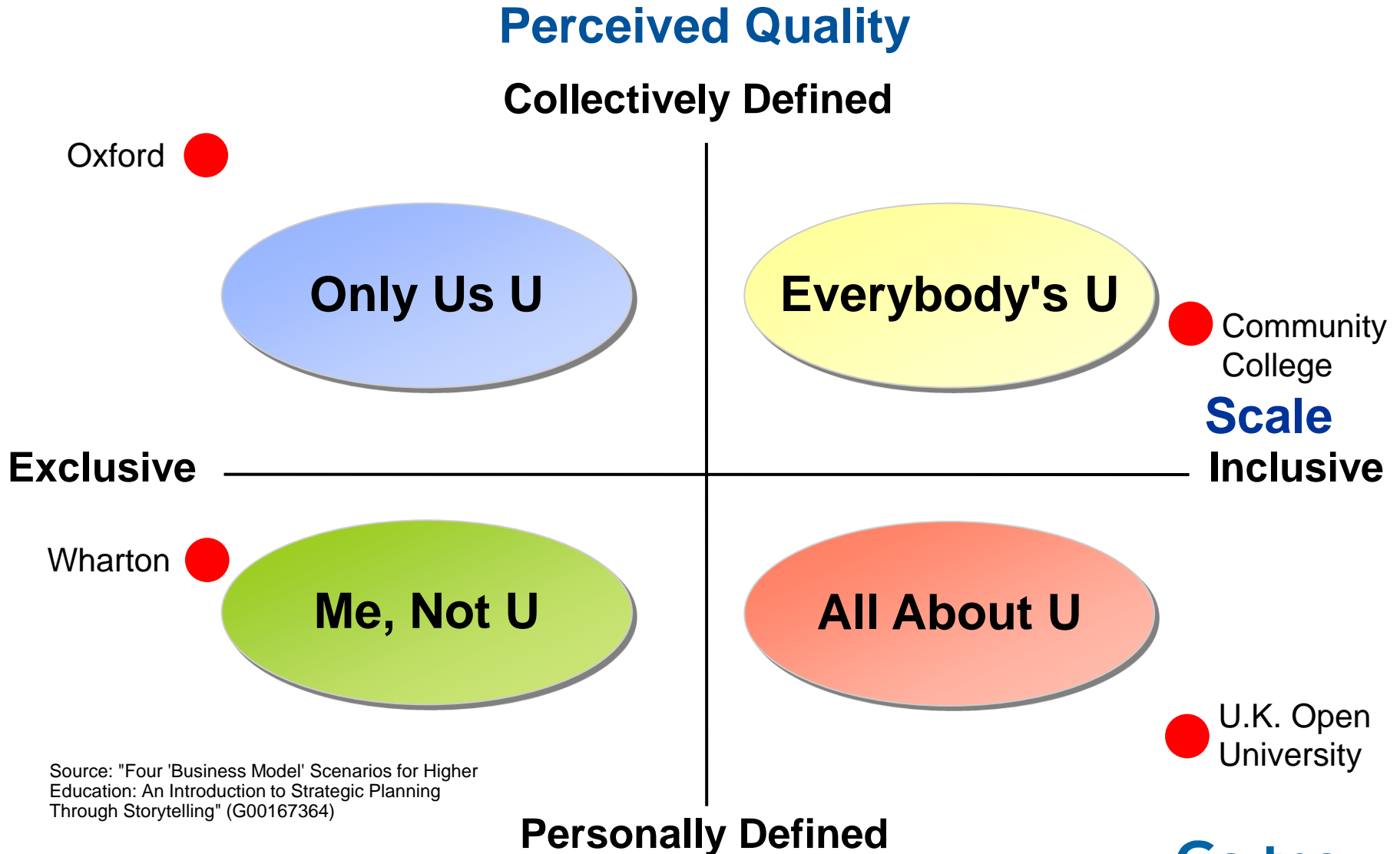


THE KEY ISSUE

**What investments
in information technology
will be strategic
in positioning the institution for
long-term success
in fulfilling its mission?**

$$\eta = \frac{f(x \text{ People} \cdot y \text{ Process} \cdot z \text{ Technology})}{\text{€}} \cdot n \text{ Smile}$$

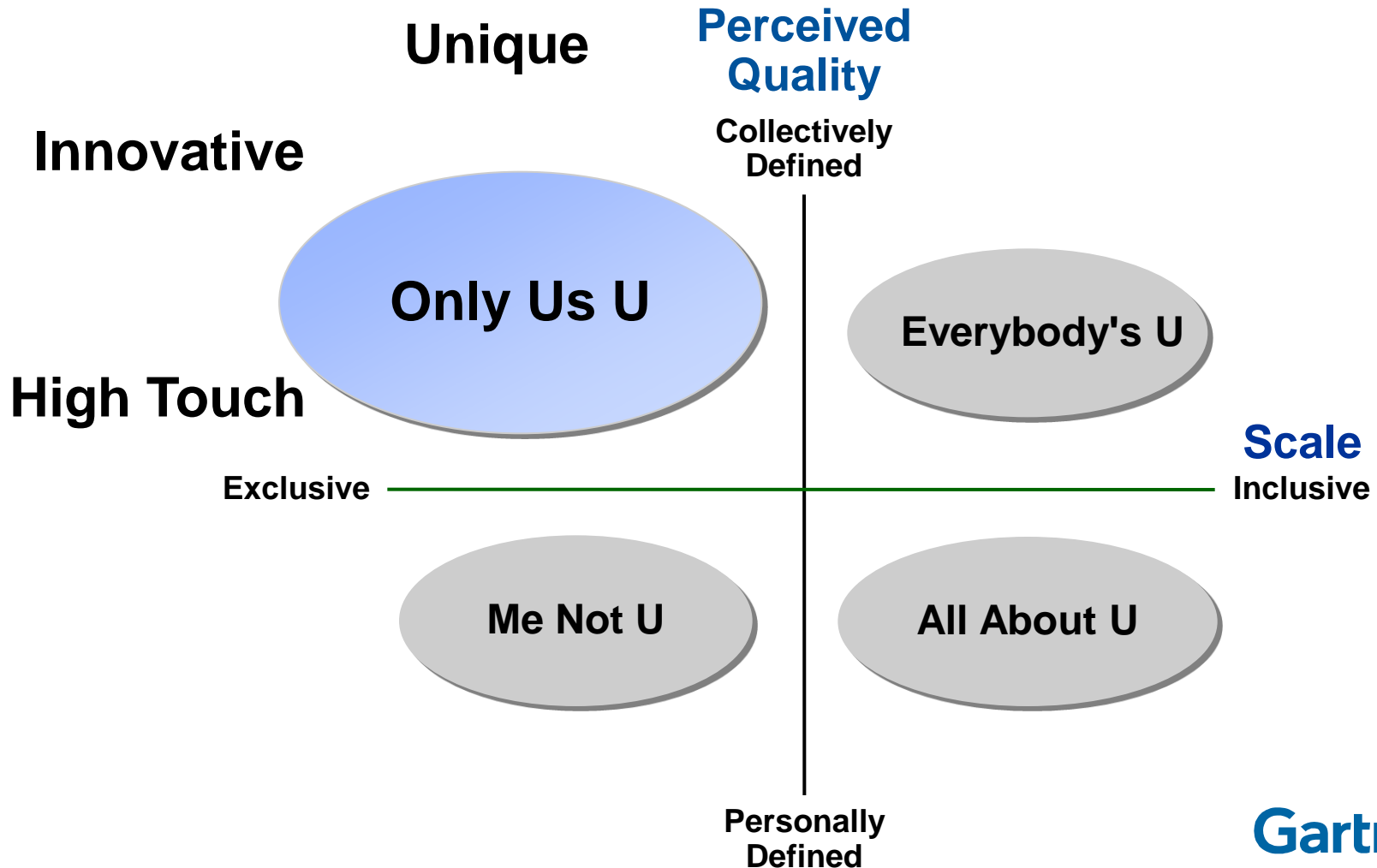
Higher Education "Business Model" Scenarios — Technological Decisions by Storytelling



Source: "Four 'Business Model' Scenarios for Higher Education: An Introduction to Strategic Planning Through Storytelling" (G00167364)

HE Scenarios — Technological Decisions by Storytelling: **From** Monasteries **to** 'Monasteries'?

Brilliance for Market



Only Us U — The Extreme Characteristics

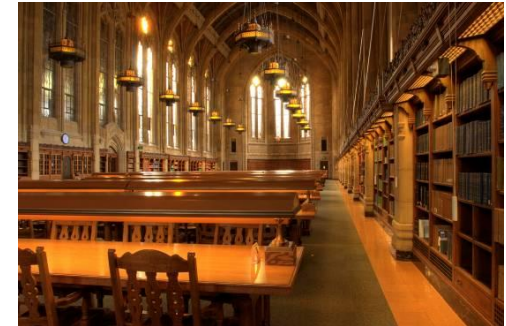
Only Us
U

Everybody's
U

Me Not
U

All About
U

- Academic freedom
- Creative community
- Keepers of tradition
- Where matter matters
- Brick and mortar (?)
- Social bonding/belonging
- Everything that cannot be easily copied



The CRM Case:



CRM = Customer
Relationship
Management

Here, it is more about the institution and its ability to support academic freedom than about you. You stay because the institution can give you a lot of resources in return for your skills and time.

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HE Scenarios — Technological Decisions by Storytelling: **From Guilds to Clubs**

Edge in Market

Perceived Quality

Collectively Defined

Only Us U

Everybody's U

Exclusive

Scale
Inclusive

Privacy

Me Not U

All About U

Premium

Personally Defined

Personal

Gartner

Me Not U — The Extreme Characteristics

Only Us
U

Everybody's
U

Me Not
U

All About
U

- Community values rule
- Tricks of the trade are learned here and nowhere else
- There is a clear sense of being on the inside (track)
- Network for life
- Source of competitive advantage for life
- Always available — the hub



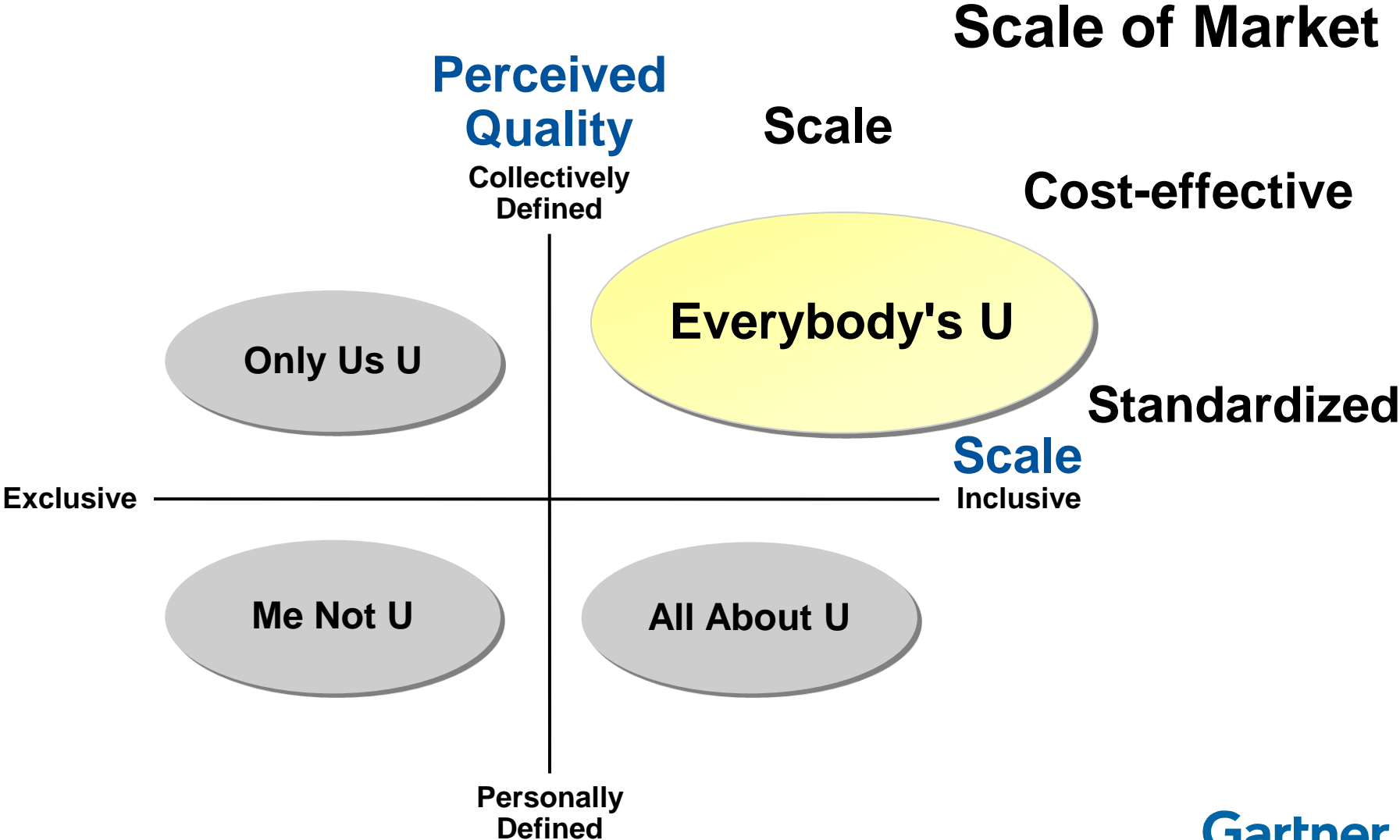
The CRM Case:



Here, it is about getting that extra advantage in fulfilling a dream and you have to be focused on "adding value" to the community's goal. You stay because you are on the inside and it looks good on your CV.

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HE Scenarios — Technological Decisions by Storytelling: From National Knowledge Factories to a Global Learning Ecosystem



Everybody's U — The Extreme Characteristics

Only Us
U

Everybody's
U

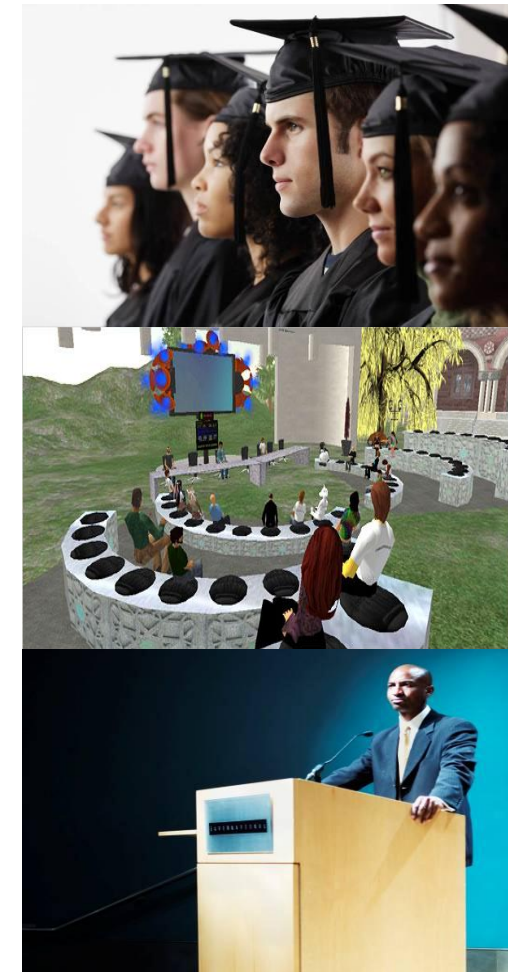
Me Not
U

All About
U

- Everything for everybody:
The Giga University
- Catering for all pedagogical needs
- Under political pressure to
cost-effectively cater to a larger
(national) need for knowledge workers
- Program — just-in-case — focused
education (**One-pace-fits-all education**)
- Volume matters

The CRM Case:

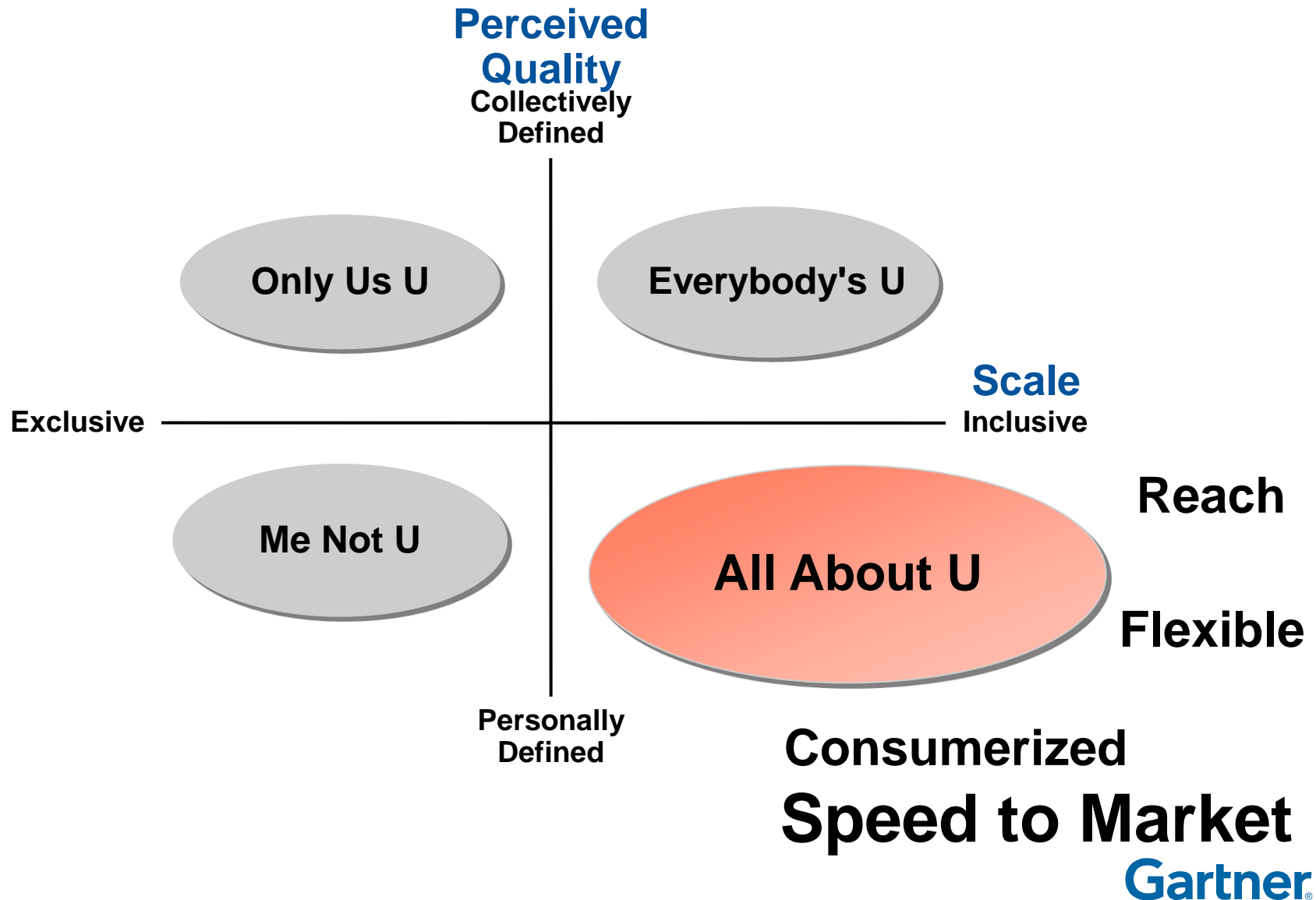
● CRM "Enrollment" ✓ ● CRM "Retention" ✓ ● Alumni "CRM" OK...



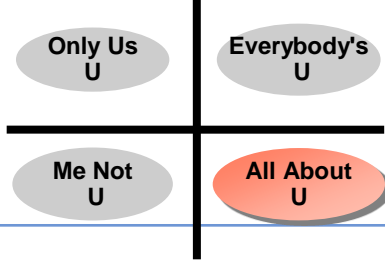
Here, it is about the greater good of the society, and consensus dictates the road ahead. You stay as you know you are helping to empower a lot of people to realize their social and economic potential.

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HE Scenarios — Technological Decisions by Storytelling: From Correspondence Courses to Brokerage U



All About U — The Extreme Characteristics



- Only mind over matter
- Very niched
- Opportunistic — economy of speed
- Making economy out of scale
- Brokerage University of just-right, just-in-time, any-pace education
- Individual reputation based
- Virally marketed

Udemy ...
Top 10 >1MUSD



The CRM Case:

- CRM "Enrollment" ~~X~~
- CRM "Retention" ~~X~~
- Alumni "CRM" ~~X~~
- Social CRM ~~X~~
- Tutor Relationship Management ✓


Here, it is all about you, and you have extreme personal flexibility. But, you have to take full responsibility for the content of your own education, the course of your career and how to pay the bill each month.



Your U?

From 20xx to 20xx

Optional Plot: ● Competitor ● Challenger

A You Are Here  **B** You Want to be Here

Perceived Quality
Collectively Defined

Only Us U

Everybody's U

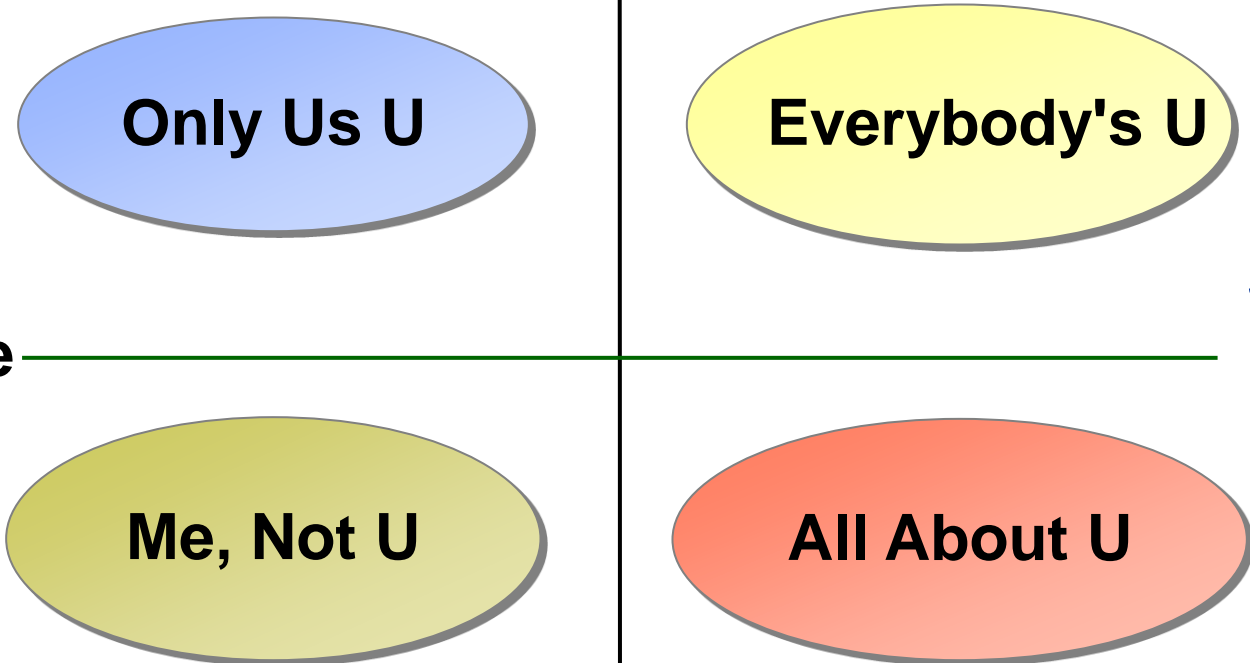
Exclusive

Scale
Inclusive

Me, Not U

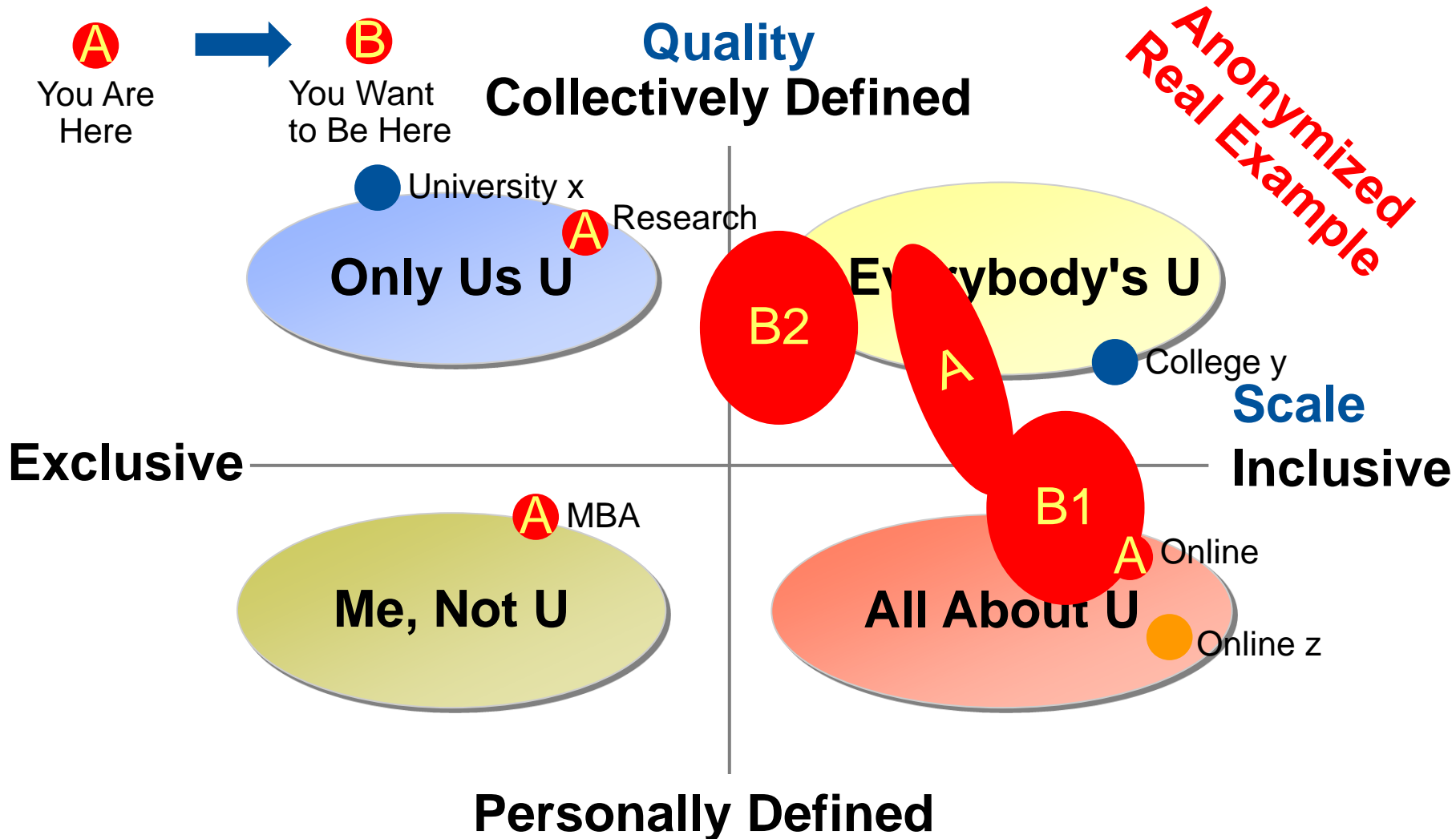
All About U

Personally Defined



Your U? From 2012 to 2022

Optional Plot: ● Competitor ● Challenger



Recommended Gartner Research

Jan-Martin.Lowendahl@gartner.com

- ➔ Visual Strategic Planning Using the Gartner Higher Education 'Business Model' Scenarios and Corresponding Strategic Technology Maps
- ➔ Introducing Visual Strategic Planning Using Four Higher Education 'Business Model' Scenarios and Strategic Technology Maps
- ➔ Higher Education 'Business Model' Scenarios and Corresponding Strategic Technology Map — Only Us U Focuses on Brilliance for the Market
- ➔ Higher Education 'Business Model' Scenarios and Corresponding Strategic Technology Map — Me, Not U Looks to Edge in the Market
- ➔ Higher Education 'Business Model' Scenarios and Corresponding Strategic Technology Map — Everybody's U Leverages Scale of the Market
- ➔ Higher Education 'Business Model' Scenarios and Corresponding Strategic Technology Map — All About U Seeks Speed to Market
- ➔ Toolkit: Workshop for Building a Strategic Technology Map to Support Your Future University
- ➔ Predictions for the Higher Education 'Business Model' Landscape in 2025 and Beyond Will Help CIOs Plan Now
- ➔ The Gartner Higher Education Business Model Scenarios: Digitalization Drives Disruptive Innovation and Changes the Balance

Gartner

A Final Word

"Thus, the task is not so much to see what no one yet has seen, but to think what nobody yet has thought about that which everybody sees."

— Arthur Schopenhauer, 1788 to 1860

"Leadership is the art of getting someone else to do something you want done because he wants to do it."

— Dwight D Eisenhower

The End