Preparing The Business University for the Digital World

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What we know

- Digitalization as global trend in many industries
- Employees: from assets to value/talents
- Learning is an experience (experience economy)
- Management subjects are commodities
- Gap between research and reality
- Need for individualized learning (content)
- Need for flexibility (processes, learning methods)
- Need for multiple experiences (more schools)
Changes challenging business universities

From
- Knowledge Management
- Controlling
- Programming
- Management commodities
- Teaching
- Institutions

To
- Knowledge Productivity
- Sharing
- Flexibility (content and delivery)
- Reality
- Learning
- Communities
Bad news for most business universities

**Tradition**
- Hierarchy and bureaucracy
- Economies of scale
- Research for publications (academics as target group)
- High fixed costs
- Digital, e-learning..... added to traditional system (costly)
- Branding = status
- No experience in change management (we only teach it)

**What is needed**
- More self organized and learning
- Customer intimacy
- Relevant research for business and decision makers
- Activity (output) based
- Integrated approach
- Branding = expertise
Next step to prepare for new contexts
(the business part)

What to do?
• Change university business model
• Smart organization adaptive and without boundaries
• From functions to student processes
• Students as co designer
• Partners for sharing and not for distribution

How to do it? (MANY OPTIONS)
Student process orientation and restructuring (need for help from outside). We saved 15%!!!
Integrate IT systems in process organization. (IT should not manage the interfaces).
Integrate CRM and Learning systems (LLL)
Involve students
Make sure that

• More relevant, higher quality goes along with efficiency and cost reduction; also need for maintenance (it is not a project).
• Digitalization goes along with a human touch, individualized learning
• You do not get stuck in traditional dilemmas
• Education becomes cheaper and better
• You stop commodity monodisciplinary business and management subjects
• Management is not science but ART and practice what you preach
Have fun!

• These changes are meaningful
• Change should be business as usual for the senior executives
• Creating and leading change make sense and should energize yourself

• If you do not like to manage it (I am afraid 80% of us):
  – Become an expert again
  – Retire
  – Gardening, hiking ….

  – Be not the bottleneck of your own institution.