



Preparing The Business University for the Digital World

Ivo Matser

CEO and Dean of the Executive School

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.**