



# Sloan-C Blended Learning Conference

*THE HOLISTIC BUSINESS CASE*

# Business Track Goals

- EXPLORE THE BUSINESS ISSUES WITH BLENDED LEARNING
- UNDERSTAND THE INTERRELATIONSHIP BETWEEN THE BUSINESS MODEL AND THE PROGRAM DESIGN
- EXPLORE REAL WORLD CASE STUDIES AND LEAVE WITH NEW QUESTIONS AND ANSWERS
- PARTICIPATE WITH A COMMUNITY OF LIKE MINDED EDUCATORS AND ADMINISTRATORS

# Thesis

**IN ORDER TO ACHIEVE DURABLE SUCCESS A WELL UNDERSTOOD BUSINESS MODEL IS NECESSARY TO GAIN INSTITUTIONAL SUPPORT, GUIDE RESOURCE ALLOCATION, AND FOSTER RATIONAL DECISION MAKING.**

# Creating Institutional Support

- Resonates with stakeholders
  - Faculty, Administrators, Alumni, Employers, Students, Potential Students, Accreditation Boards, Other Influencers
- Creates Burning Platform
  - Enables change management
  - Supports intelligent risk taking
- Meets an unfilled need
  - Enhanced reputation
  - Student and faculty access
  - Incremental revenues

# So What Is A “Good” Business Case

# General Business Case Elements

- Executive summary
- Identification of product or services
- Clear market and marketing plan
- Achievable operational plan
- Defined organizational structure
- Believable financial plan
- Discussion and mitigation of risks

# Elements of a “For Profit” Business Case

# Executive Summary

- Clearly articulate the opportunity
- Identify what makes this special and achievable
  - Speak to the existing market and competitive forces
  - Describe how you will win
  - Define what winning means
- Discuss the costs
  - Human and capital
- Describe the operating environment required to achieve victory
  - People, Process, and Technology
- Commit to targets
  - Financial, Brand, Other

# Product or Services

- Describe in real detail your offering
  - What makes it unique
- Position it through the lenses of key stakeholders and customers
- Address factors that make your offering appealing
- Discuss your pricing strategy
- Discuss your customer retention strategy

# Market and Marketing Plan

- Describe the current state of the market
  - Size, Players, Concentration, Movements and Changes
- Identify your segment of the market
- Describe how you plan to reach your segment and gain customers
- Describe the behaviors of your customers
- Describe the behaviors of your competitors
- Discuss the potential revenues form your market segment

# Operational Plan

- How will you develop, build and distribute your product or service
- What impact does location have on your offering
- What are the legal barriers

# Organizational Structure

- What does the organization look like?
- How will staffing change over time?
- What is the ongoing payroll investment?
- What work will be in-sourced and outsourced?
- Who are your key partners and vendors?

# Financial Plan

- What do you need for seed capital
- What is the cash flow model
- When is breakeven
- What does steady state look like

# Risks

- Risks of doing this plan
- Risks of not doing this plan
- Options for mitigating risks

# So What is a “Good” Higher Ed Business Case

# Executive Summary

- Addresses why this program is go for:
  - The Brand, The Mission, The Faculty, The Institution
- Describes how this can be achieved without disrupting the “campus”
  - Addresses the issues of faculty time and student profile
- Discusses Costs and Describes the new operating environment
- Addresses risks
  - Reputational, regulatory, and accreditation
- Commits to contribution revenues

# Program Offering

- Describes the program and curriculum in detail
- Addresses the Sloan-C Pillars
  - Access, Learning Effectiveness, Faculty Satisfaction, Cost Effectiveness, Student Satisfaction
- Highlights what makes the offering unique and appealing
- Discusses student retention strategy
- Discusses tuition and financial aid implications

# Market and Marketing Plan

- Describes the current market
  - Size, Stability, competitors
- Estimates the size of the market your program can access
  - Steady state program size
- Highlights how marketing and admissions will work to reach potential students

# Operational Plan

- Curriculum Development
- Program Administration
- Academic Governance
- Marketing
- Admissions
- Student Support Services
- Faculty Development
- Faculty Staffing and Compensation
- Career Services
- Alumni Relations
- Technology Support

# Organizational Structure

- What does the organization look like?
- How will staffing change over time?
- What is the ongoing payroll investment?
- What work will be in-sourced and outsourced?
- Who are your key partners and vendors?

# Financial Plan

- What do you need for seed capital?
- What is the cash flow model?
- When is breakeven?
- What does steady state look like?
- Does this add financial resources to the campus?

# Risks

- Programmatic
- Reputational
- Faculty, Student, Staff, Alumni
- Growth
- Financial

# Questions

1. HOW MANY OF YOU HAVE A DETAILS BUSINESS PLAN?
2. HOW MANY OF YOU TRACK PROGRESS AGAINST PLAN?
3. IF NOT, WHY?

So Where Do We Go From Here

# The Business Track

- Hear about two case studies
  - Norwich (Mon 2:00 – 3:00pm)
  - Babson (Mon 3:15 – 4:15pm)
- Discuss common themes (Mon 4:15 – 5:00pm)
- Engage at our Round Table and explore the issues in the ABC University Case Study (Tues 9:00 – 10:00am)
- Review great ideas (Tues 10:00 – 10:45am)
- Hear from Campus Leaders (Tues 11:30 – 1:00am)
- Engage with colleagues during lunch and free time
- Continue the conversation post conference by join the Sloan Consortium Community