

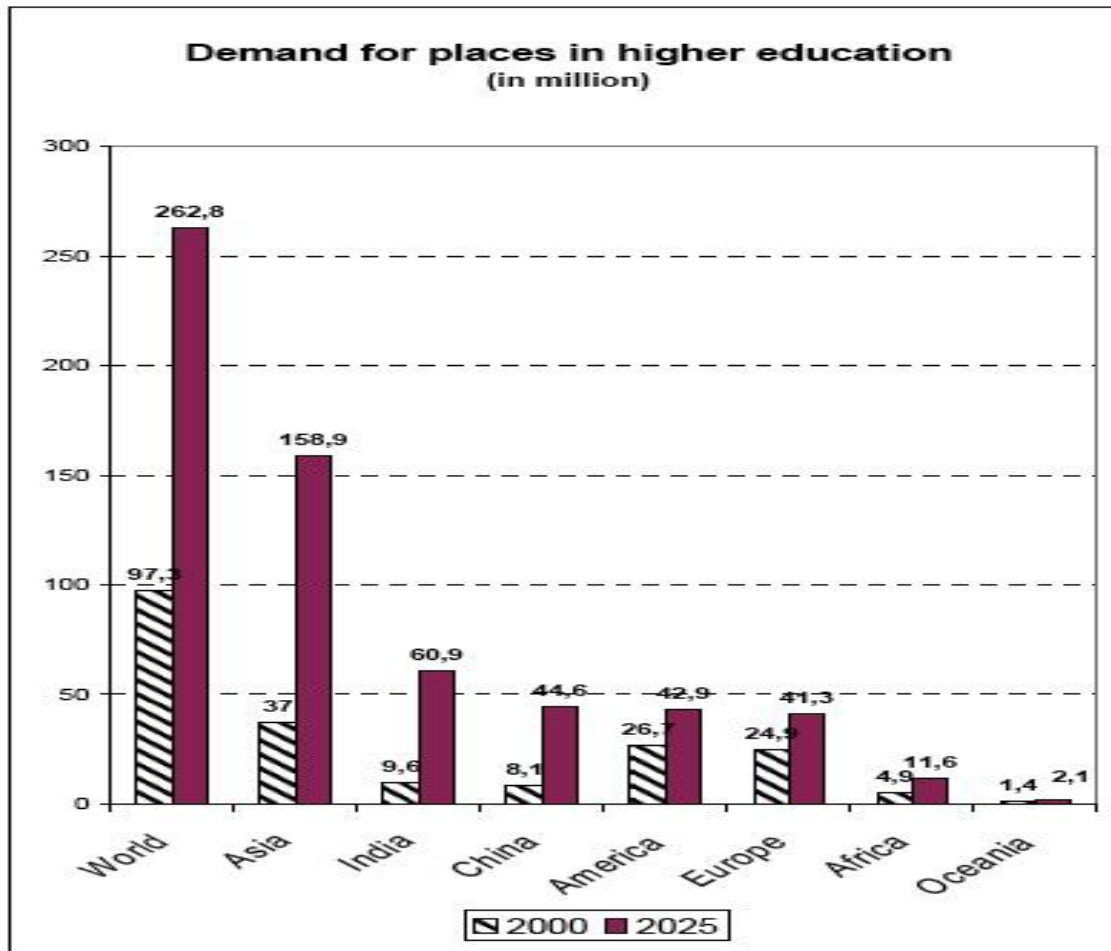


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# Entrepreneurial Higher Education in a global context?

*Tim Gore OBE*

Worldwide Access | Opportunity | International Reputation



**Demand to triple in a quarter century**

**“university as a  
paramount player in a  
global system  
increasingly driven by  
knowledge, information  
and ideas.**

*(Faust 2010)*



# ***Blurring boundaries***

**purpose of the corporation  
must be redefined  
as creating shared value,**

*Porter and Kramer 2010*



# Whither strategy?

- A retreat from globalisation?
- Social awareness and sensitivity
  - risk, reputation and complexity
- Frugality and emergent models



Emerging markets are already responding to unwanted funds with capital controls, taxes on capital gains, exchange rate interventions and lower interest rates. The result? More uncertainty in financial markets, greater fragmentation of capital markets, and

# ***a marked reversal in globalisation***

**Joseph Stiglitz** FT July 18<sup>th</sup> 2010



The world's local bank

**HSBC plans up to £2bn in savings as  
it cuts retail arm**

BBC News 11<sup>th</sup> May 2011



# Glocality

**“Adapt to local differences”**

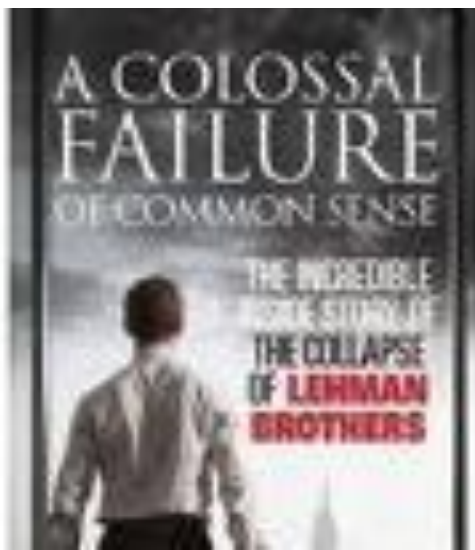
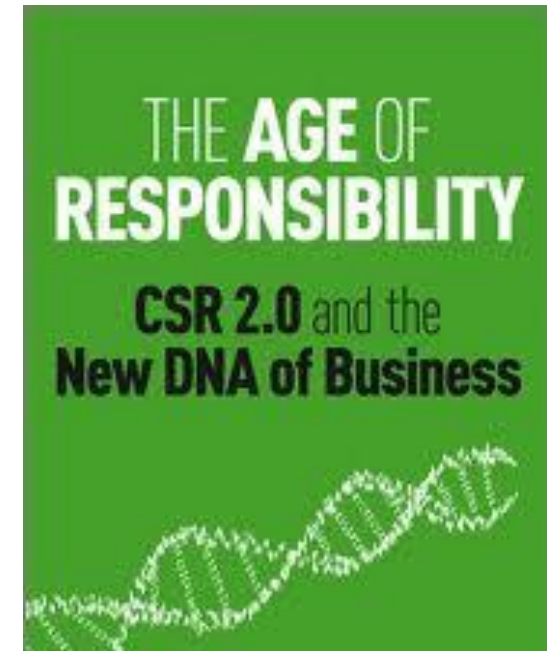
**“Develop a globally representative talent pool “**



# CSV

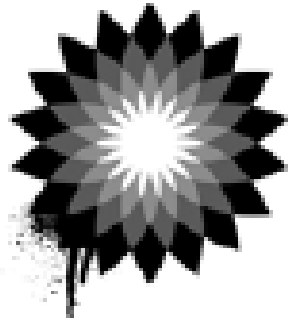
- Value: economic and societal benefits relative to cost
- Joint company and community value creation
- Integral to competing
- Integral to profit maximization

# Social impact



Porter & Kramer HBR 2010

# Reputation



bp cares

## ON THE ATTACK “LEROY STICK”

As the events of the BP Deepwater Horizon oil spill unfolded, a Twitter account holder posing as an employee in the oil giant’s PR group parodied BP’s corporate response, creating a darkly comic image of venality and incompetence.



Gaines-Ross HBR 2010

The world regards an elite group of six universities as being head and shoulders above the rest, a new global ranking of higher education institutions has found. (Morgan 2011)

<b>NAMING RIGHTS: BIG BRAND PERFORMANCE</b>				
<b>Top institutions by country in the World Reputation Rankings 2011</b>				
<b>Country</b>	<b>Number of institutions</b>	<b>Top-ranked institution</b>	<b>Reputation rank</b>	<b>World rank</b>
US	45	Harvard University	1	1
UK	12	University of Cambridge	3	=6
Japan	5	University of Tokyo	8	26
Canada	4	University of Toronto	17	17
Australia	4	University of Melbourne	=45	36
Germany	4	Ludwig Maximilian University of Munich	48	=61
The Netherlands	4	Delft University of Technology	49	151
Switzerland	3	Swiss Federal Institute of Technology, Zurich	24	=15
Sweden	3	Karolinska Institute	51-60	=43

THE 2011

READY TO LEAD IN CHINA?

## Dealing with Government

How well is your business strategy aligned with the government's plans for China's development?

Do you have effective relationships with relevant authorities at all levels?

Paine HBR 2010

# Sensitivity and Global know how

READY TO LEAD IN CHINA?

## Competing for Customers and Markets

How well do you understand your Chinese customers' needs and ways of thinking?

What is your strategy for developing and protecting your intellectual property? In what ways is

Professor Brink's  
Newcastle taxi test  
'Oh they do that  
borehole. They're  
going to find us hot  
water to heat the  
city'."

THE 12 May 2011

UNIVERSITY OF  
NEWCASTLE



# Capabilities Focus

Prioritise performance variables

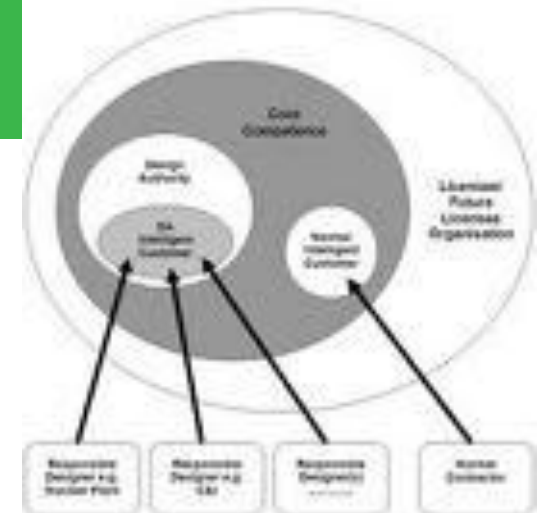
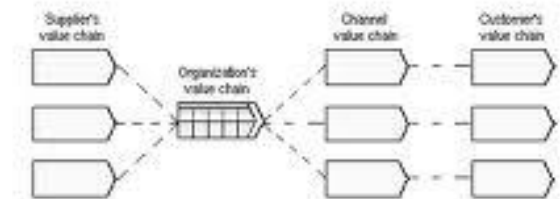
## CAPABILITIES SYSTEM

Can we articulate the three to six capabilities that describe what we do uniquely better than anyone else?

Have we defined

Do all our businesses draw on this superior capabilities system?

Do our organizational structure and operating model support and exploit it?





# Competitive positioning

## Prioritise investment

“SIA manages its two main assets—planes and people—so that its service is better than rivals’ and its costs are lower”.

**SIA spends more than its rivals in key areas:**

**Buying new aircraft** SIA replaces its fleet more frequently than do competitors.

**...And it spends less, partly as a consequence, on:**

**Price per aircraft** SIA is usually a showcase customer for aircraft makers, places large orders, and often pays in cash.

**Fuel, maintenance, and repair** SIA’s operating costs are lower because



# Frugal complexity



“Over the past decade the world’s corporate pecking order has been disturbed by the arrival of a new breed of plucky multinationals from the emerging world” *Economist, March 5th 2011 14*



But  
**INNOVATIVE**



"New York is the anchor, thus the expansion. We're building Abu Dhabi as part of a **circulatory system on six continents**. You choose a continent for your next semester as easily as you choose a course. If you're an Indian economist who has an aging mother in Bombay, we can have you in Abu Dhabi where you can go home for a weekend." (*Hechinger 2010*)



Reputation 51/60  
Ranking 60  
THE 2011

**Comprehensive internationalization** is a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education.

*Comprehensive Internationalisation from Concept to action*  
John K Hudzik, NAFSA, 2011

“Over 1,00,000 Students, Students **from over 50 Countries** study at the Manipal University campus in Manipal  
Manipal University also has **campuses in Malaysia and Dubai**, besides affiliated programs with top universities in the US, UK and Australia”.

(Manipal Group 2011)



A federation of independent Colleges and a number of central bodies



**UNIVERSITY OF LONDON**

Central Academic Body



in collaboration with  
12 Lead Colleges



Product of the collaboration



**UNIVERSITY OF LONDON**  
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# How the collaboration works

# Core capability – curriculum and assessment Delivery – flexible

We aim to give our students as much choice as possible about how they study.  
The following diagram summarises the different types of support available:



## Opportunity: student support models

# A Global Strategy?

## the stress test

- How are your stakeholders ranked?
- What will success look like? What performance variables do you track?
- Do you have a strategy for protecting and building a global reputation?
- Do you have a strategy for social sensitivity wherever you operate?
- Do you have a strategy for building global know how?
- How will the future change the rules of the game?

*Adapted from Simons 2010*

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***“universities can also be seen as  
among the most contemporary  
organisations of our societies”***

*Mintzberg 2007*

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**Thank you**

***tim.gore@london.ac.uk***

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**“universities** can also be seen as among the most **contemporary** organisations of our societies”

*Mintzberg 2007*



Mintzberg’s analysis of McGill University where he finds: *porous boundaries that let environmental forces in every which way; this accompanied by considerable venturing so that strategists and fragmented strategies might be found anywhere; an enormous number of micro changes with relatively little quantum change.*

# Exporting Education U.S. Schools with Campuses in the Middle East



<b>Bahrain</b>	<i>Adliya</i> – New York Institute of Technology
<b>Israel</b>	<i>Ramat Gan</i> – Clark University
<b>Jordan</b>	<i>Amman</i> – DePaul University
<b>Qatar</b>	<i>Doha</i> – Carnegie Mellon University – Cornell University – Georgetown University – Northwestern University – Texas A&M University – Virginia Commonwealth University
<b>UAE</b>	<i>Abu Dhabi</i> – New York Film Academy – New York Institute of Technology – New York University ( <i>pictured above</i> )
	<i>Dubai</i> – American Intercontinental University – Boston University School of Dental Medicine – Harvard Medical International – Hult International Business School – Michigan State University – Rochester Institute of Technology

- Bloomberg Business Week May 27<sup>th</sup> 2010

# Strategy schools

School	Strategy formation as	
Design	A process of conception	Prescriptive
Planning	A formal process	
Positioning	An analytical process	
Entrepreneurial	A visionary process	Descriptive
Cognitive	A mental process	
Learning	An emergent process	
Power	A process of negotiation	
Cultural	A collective process	
Environmental	A reactive process	
Configuration	A process of transformation	Combinatory

After (Mintzberg, Ahlstrand et al. 1998)