

Executive MBA Council

EDUCATE • NETWORK • INFORM

EMBA Council

Asia Regional Meeting

April 23 - 24, 2012

Michael Desiderio
Executive Director



Executive MBA Council

EDUCATE • NETWORK • INFORM

Vision

Primary voice of the EMBA industry worldwide

Mission

Educate, Network, Inform

Who We Are

- Worldwide
 - 314 programs
 - 214 schools
 - 38 countries
 - 24 corporate members

EMBA Council - Board

Lina Bell – *Rice University*

Armando Dal Colletto – *Business School Sao Paolo*

Jordi Diaz – *EADA*

Gonzalo Freixes – *UCLA*

Ellen Gandt – *Harvard Business Publishing*

Louise Kapustka – *University of Washington*

Barbara Millar – *University of Virginia*

Kris Polito – *Suffolk University*

Carol Newcomb – *Ohio State University*

Nicole Tee – *INSEAD*

Saskia Treurniet – *Erasmus University*

Peter Withers – *University of Auckland*

What We Do - *Educate*

- Programs
 - Marketing & Admissions Program
 - Webinars
 - Toolkit (pre-conference)
 - Director's Forum (pre-conference)
 - Teaching Effectiveness

What We Do - *Network*

- Regional Meetings
 - USA/Canada Southeast – February 5 - 7
 - USA/Canada Northeast – April 2 - 3
 - Asia – April 23 - 24
 - European – May 29
 - USA/Canada Midwest – June 4 – 6
 - USA/Canada Southwest – June 11 - 12
 - USA/Canada Western – June 24 – 26
 - *Latin America - TBD*

What We Do - *Inform*

- Media Relations
 - BusinessWeek
 - FT
 - International Business Times
 - New York Times
 - WSJ

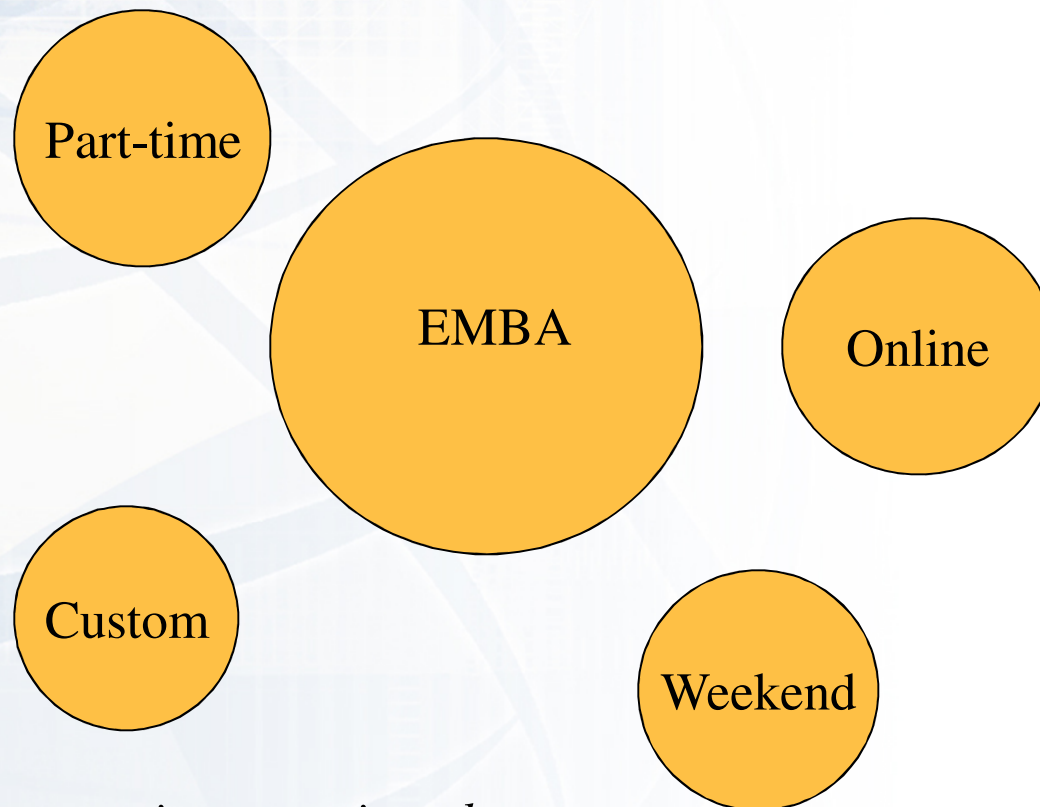
What We Do - *Inform*

- Research
 - Exit Survey
 - Entry Survey
 - Program Survey

Practical Council Happenings

- Program Survey closes April 30th
 - Incentive for completing on time
- Consider additional program listings
- Dues renewals
- Video contest
 - <http://www.youtube.com/watch?v=Mtb0ufqtVqw>

Hard to Spot Program Differentiators



EMBA needs to remain a premium degree

Shifting Sands of EMBA

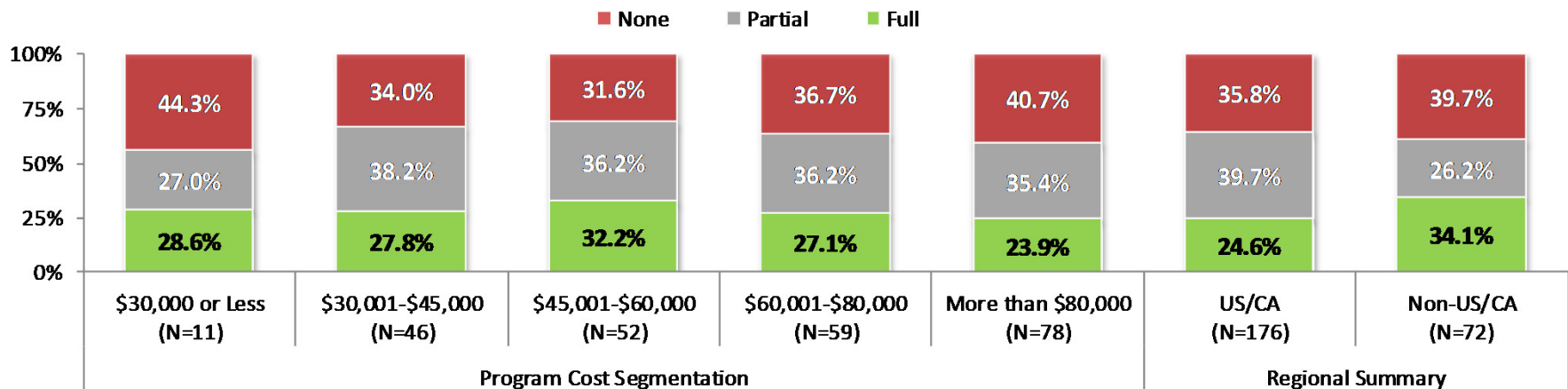
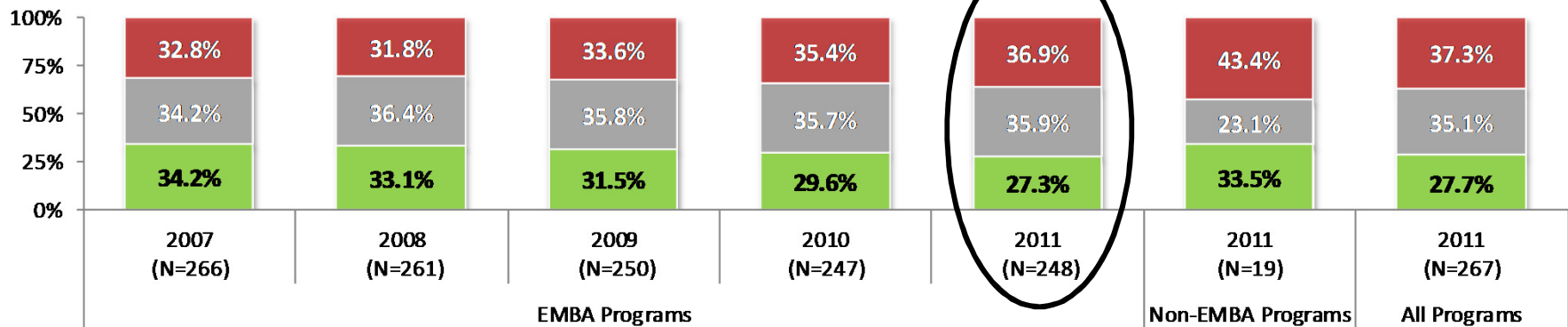
- Reminder of what's changed and why it matters



Source: damninteresting.com

Industry Tuition - 2011

Red = None
Grey = Partial
Green = Full

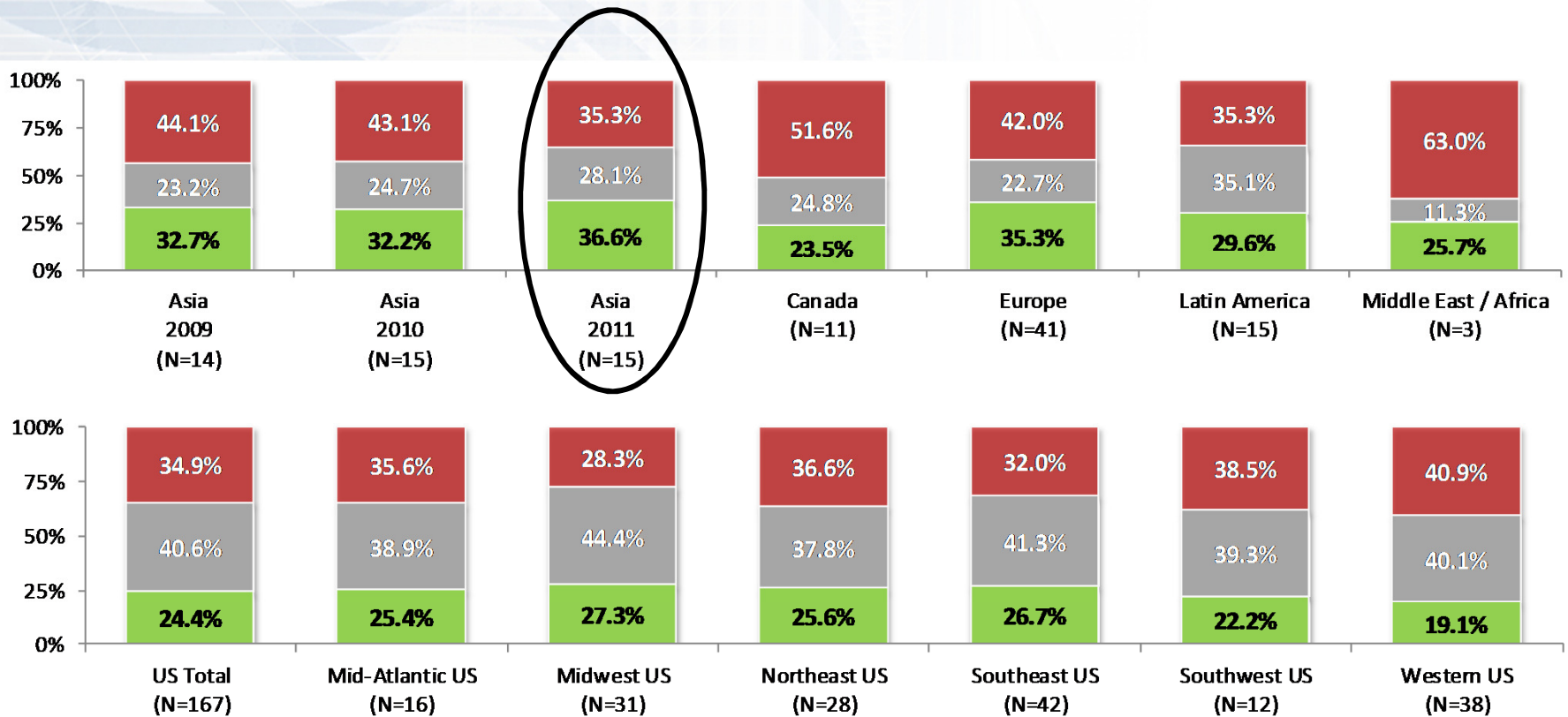


Summary – Industry Tuition Changes

| Reimbursement | 1988 | 1995 | 2003 | 2010 | 2011 |
|----------------------|-------------|-------------|-------------|-------------|-------------|
| Full | 70% | 57% | 40% | 29.6% | 27.3% |
| Partial | n/a | n/a | 35% | 35.7% | 35.9% |
| None | 10% | 14% | 25% | 35.4% | 36.9% |

Asia Region Tuition – 2011

Red = None
Grey = Partial
Green = Full



What Changed?

Summary – Industry & Asia Tuition Changes

| Reimbursement | 1988 | 1995 | 2003 | 2010 | 2011 | 2011-Asia |
|----------------------|-------------|-------------|-------------|-------------|-------------|------------------|
| Full | 70% | 57% | 40% | 29.6% | 27.3% | 36.6% |
| Partial | n/a | n/a | 35% | 35.7% | 35.9% | 28.1% |
| None | 10% | 14% | 25% | 35.4% | 36.9% | 35.3% |

Industry Program Cost

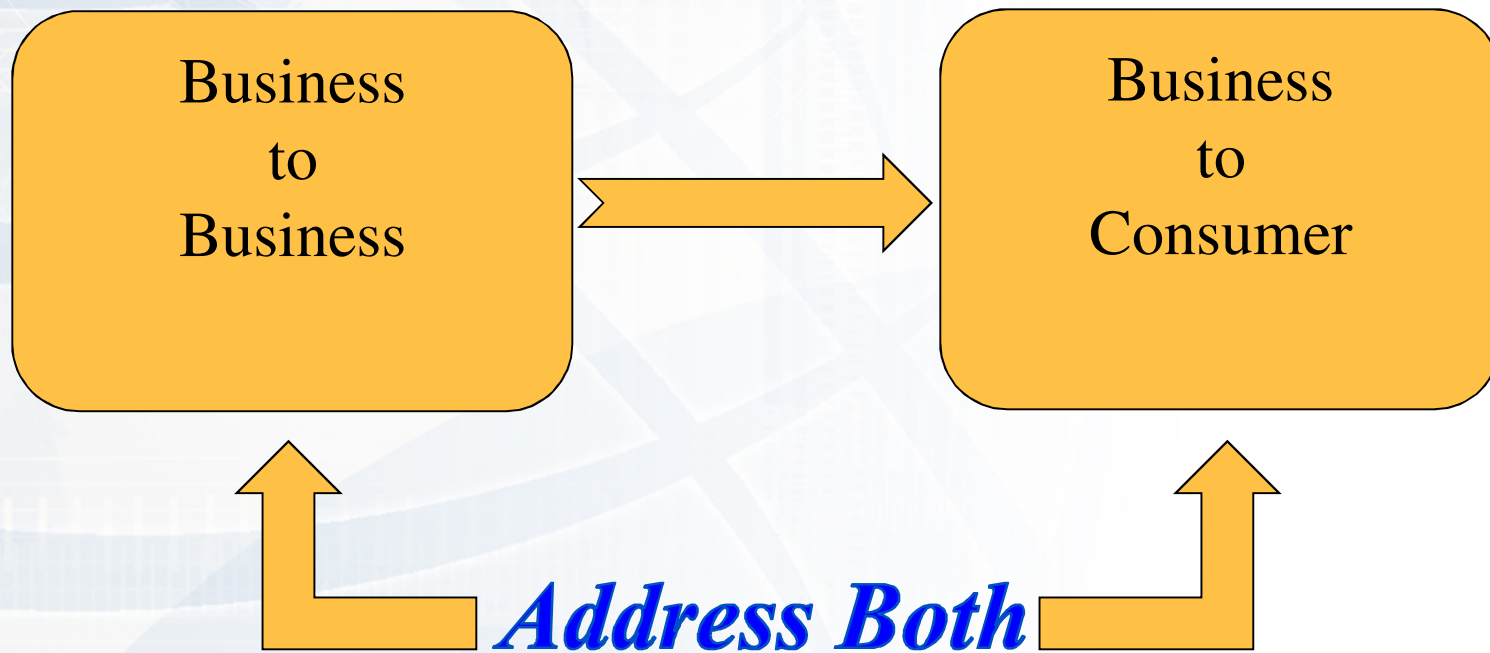
| | 2007 | 2008 | 2009 | 2010 | 2011 |
|--------------------------|----------|----------|----------|----------|----------|
| B12A. Deposit | \$1,913 | \$2,105 | \$2,251 | \$2,197 | \$2,220 |
| B12B. Total Program Cost | \$62,304 | \$65,617 | \$69,212 | \$70,851 | \$73,217 |

Cohort Analysis
(N=215)

Summary – Industry Tuition Changes

| Reimbursement | 1988 | 1995 | 2003 | 2010 | 2011 |
|----------------------|-------------|-------------|-------------|-------------|-------------|
| Full | 70% | 57% | 40% | 29.6% | 27.3% |
| Partial | n/a | n/a | 35% | 35.7% | 35.9% |
| None | 10% | 14% | 25% | 35.4% | 36.9% |

Changing Model



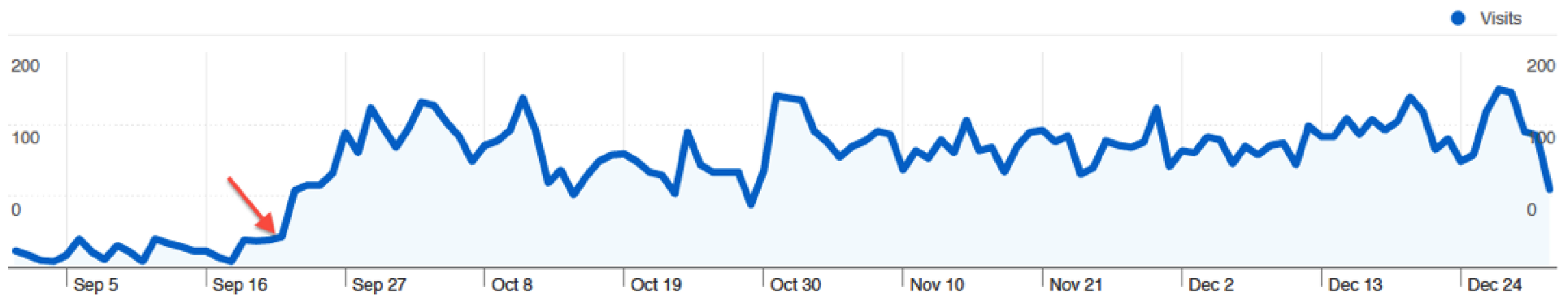
To the EMBA Industry

- Broad exposure for industry not just schools
 - Students want to understand the differentiators of the EMBA
 - Students have better access to information
 - http://www.youtube.com/watch?v=0eUeL3n7fDs&feature=youtube_gdata_player
- Adoption of best practices across platforms
- How have we responded?
 - Student facing web presence <http://www.executivemba.org>

Prospective Student Site Traffic

www.executivemba.org
All Traffic Sources

Sep 1, 2011 - Dec 31, 2011
Comparing to: Site



All traffic sources sent 11,800 visits via 388 sources and mediums

Prospective Student Site Search Tool

- Oct. 20, 2010 through Sept. 21, 2011
 - Avg. registering per month = 77
- Sept. 22, 2011 through Dec. 31, 2011
 - Avg. registering per month = 148

To the EMBA Industry

- Broad exposure for industry not just schools
 - Students want to understand the differentiators of the EMBA
 - Students have better access to information
 - http://www.youtube.com/watch?v=0eUeL3n7fDs&feature=youtube_gdata_player
- Adoption of best practices across platforms
- How have we responded?
 - Student facing web presence <http://www.executivemba.org>
 - **Student facing app**

iPad/iPhone App

- App launched – May 2, 2011
- Downloaded in 60 countries
- Total Downloads = 1335

iPad/iPhone App

| Country | Download Rank |
|----------------|----------------------|
| China | 1 |
| US | 2 |
| Taiwan | 3 |
| Canada | 4 |
| UK | 5 |
| Saudi Arabia | 6 |
| Russian Fed | 7 |
| France | 8 |
| Hong Kong | 9 |
| Germany | 10 |
| India | 10 |
| Singapore | 10 |
| UAE | 10 |

To the EMBA Industry

- Broad exposure for industry not just schools
 - Students want to understand the differentiators of the EMBA
 - Students have better access to information
 - http://www.youtube.com/watch?v=0eUeL3n7fDs&feature=youtube_gdata_player
- Adoption of best practices across platforms
- How have we responded?
 - Student facing web presence <http://www.executivemba.org>
 - Student facing app
 - **Student facing eBook**

Executive MBA Council

EDUCATE • NETWORK • INFORM

eBook



EMBA Up Close

What
you need
to know
about the
Executive
MBA

Executive MBA Council • www.executivemba.org

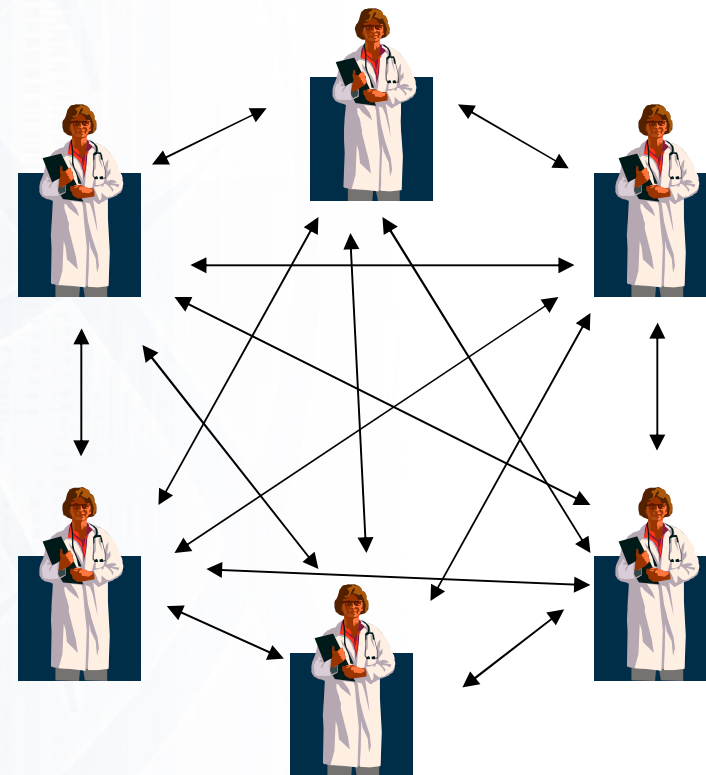
To “A” Specific School

- Some downward pressure on tuition
- Program format shifts
- Broader marketing channels are needed
 - Need to be where they are (e.g. social media)
- Marketing to both organizations and individuals
 - Staff/recruiting efforts for both organizations and individuals

More Stakeholders = More Channels



$$n(n-1)/2$$



Opportunity for Market Expansion

- New programs without established corporate ties can “play”
- Direct contact with prospective student market creates more informed buyers
- We understand the demographic...



Executive MBA Council

EDUCATE • NETWORK • INFORM

So everything isn't changing?

Student Demographics

| | 1988 | 2003 | 2010 | 2011 |
|-------------------------------------|-------------|-------------|-------------|-------------|
| Avg. age (years) | 36 | 36 | 37.1 | 37.1 |
| Avg. work exp. (years) | n/a | 13 | 13.3 | 13.3 |
| Avg. management exp. (years) | 7.5 | 8 | 8.4 | 8.5 |

Statistically the demographic is the same but the students in the pipeline will view outreach and teaching approaches differently

Still Constant?

Industry & Asia Student Demographics

| | 1988 | 2003 | 2010 | 2011 | 2011-Asia |
|-------------------------------------|------|------|------|------|-----------|
| Avg. age (years) | 36 | 36 | 37.1 | 37.1 | 38.2 |
| Avg. work exp. (years) | n/a | 13 | 13.3 | 13.3 | 14.1 |
| Avg. management exp. (years) | 7.5 | 8 | 8.4 | 8.5 | 9.7 |

Social Media Use

| Used to Promote Program | 2009 | 2010 | 2011 | 2011-Asia |
|--------------------------------|-------------|-------------|-------------|------------------|
| Blogs | | | 20.1% | 23.5% |
| Facebook | 30.5% | 52.0% | 71.4% | 58.8% |
| LinkedIn | 40.8% | 58.1% | 77.2% | 47.1% |
| Twitter | 17.0% | 33.6% | 47.5% | 23.5% |
| MySpace | 1.8% | 1.4% | 1.5% | 5.9% |
| Other | 0.0% | 0.0% | 10.8% | 29.4% |

Polling Survey - Course Materials

| | Aug. 2010 | Dec. 2011 |
|---|----------------------|----------------------|
| What percentage of EMBA courses in your program use electronic BOOKS (e.g., soft copy on computer, iPad, Kindle, other)? | 8.82% | 8.71% |
| What percentage of EMBA courses in your program use electronic CASE materials (e.g., soft copy on computer, iPad, Kindle, other)? | 41.89% | 47.26% |
| What percentage of your EMBA program is delivered via distance learning technology (e.g., PowerPoint with voiceover, podcasts, webinars, other) either synchronously or asynchronously? | 15.46% | 12.08% |
| Do you anticipate delivering more than 25% of your EMBA program through electronic means within the next two years? | | |
| YES | 25% | 69.7% |
| NO | 75% | 30.3% |



Executive MBA Council

EDUCATE • NETWORK • INFORM

Epilogue



Executive MBA Council

EDUCATE • NETWORK • INFORM

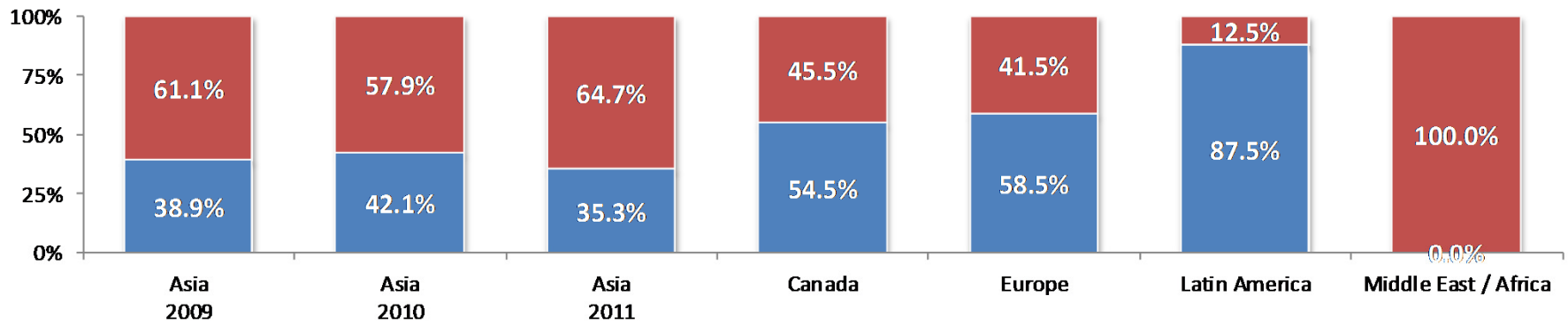
Some Other Interesting Data

Career Services Corporate Funded Students?

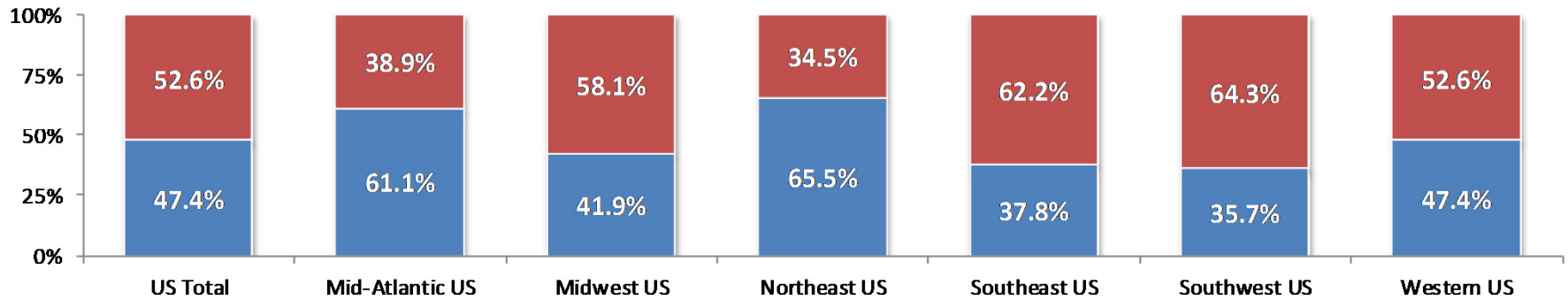
| | EMBA Programs | | | | | Non-EMBA Programs | All Programs |
|--|---------------|-------|-------|-------|-------|-------------------|--------------|
| | 2007 | 2008 | 2009 | 2010 | 2011 | 2011 | % |
| Yes | | 58.9% | 61.0% | 61.0% | 67.2% | 69.2% | 67.4% |
| Yes, with permission from the employer | | 18.8% | 17.4% | 17.0% | 17.4% | 11.5% | 16.8% |
| No | | 16.3% | 14.5% | 15.5% | 10.4% | 15.4% | 10.9% |
| No carrer services offered at all | | 6.0% | 7.1% | 6.5% | 5.0% | 3.8% | 4.9% |

Red = Public
Blue = Private

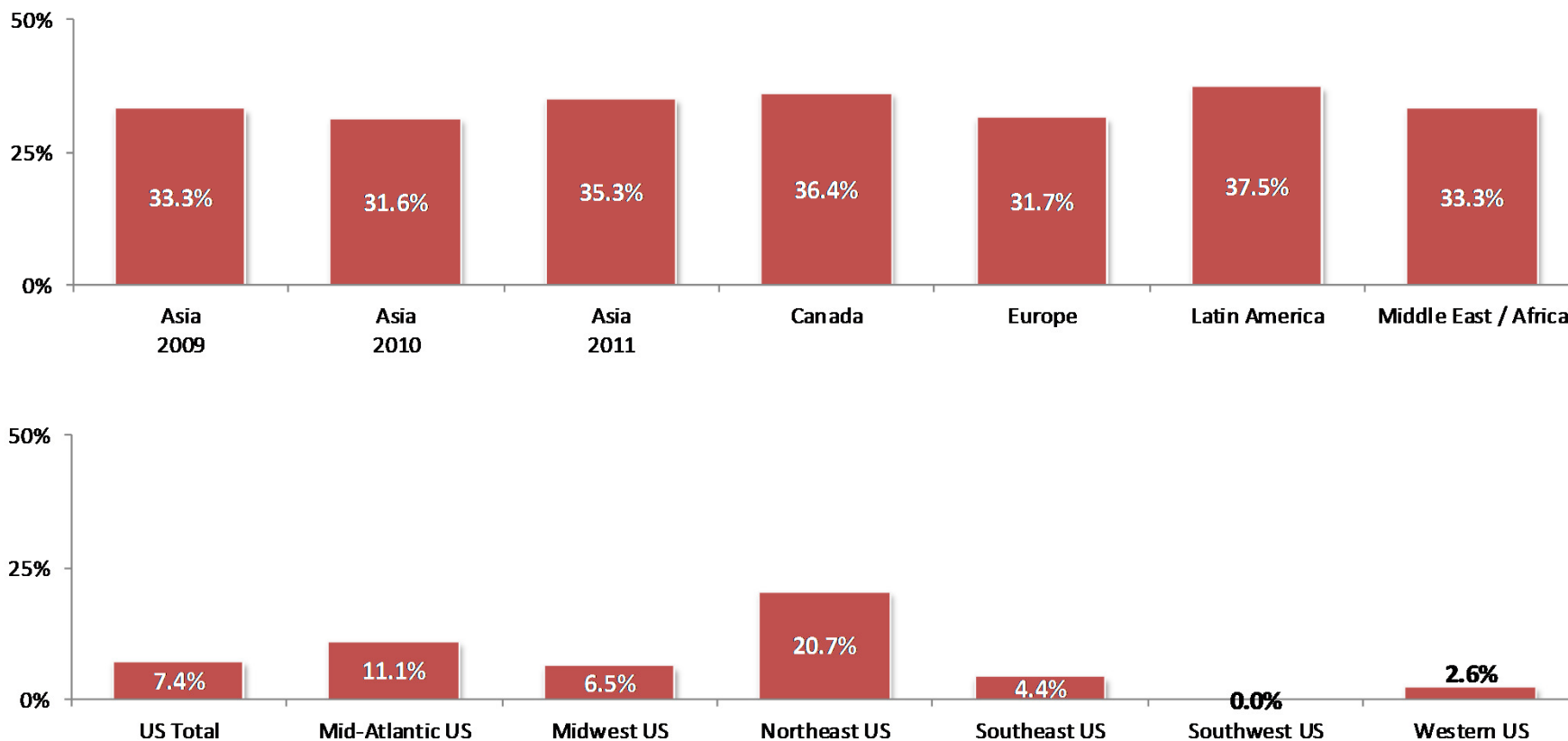
Funding



■ Public ■ Private

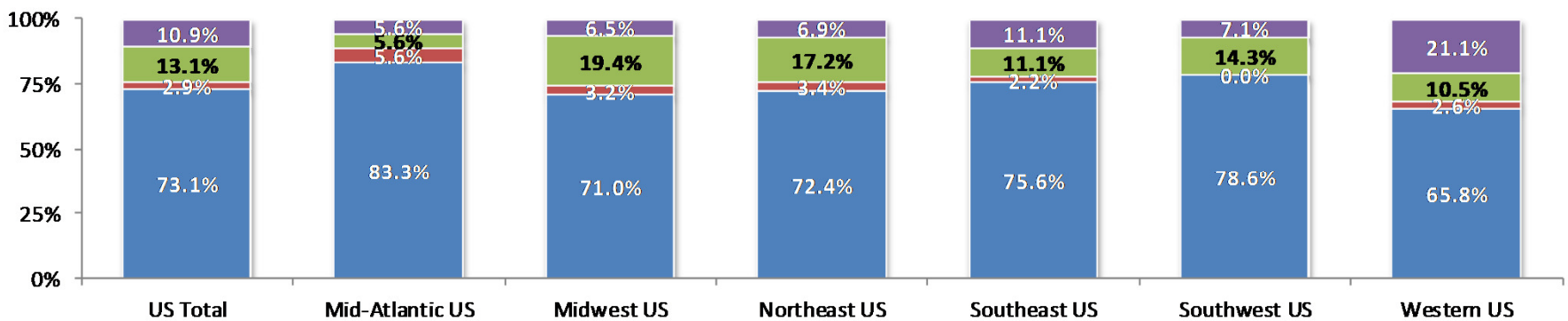
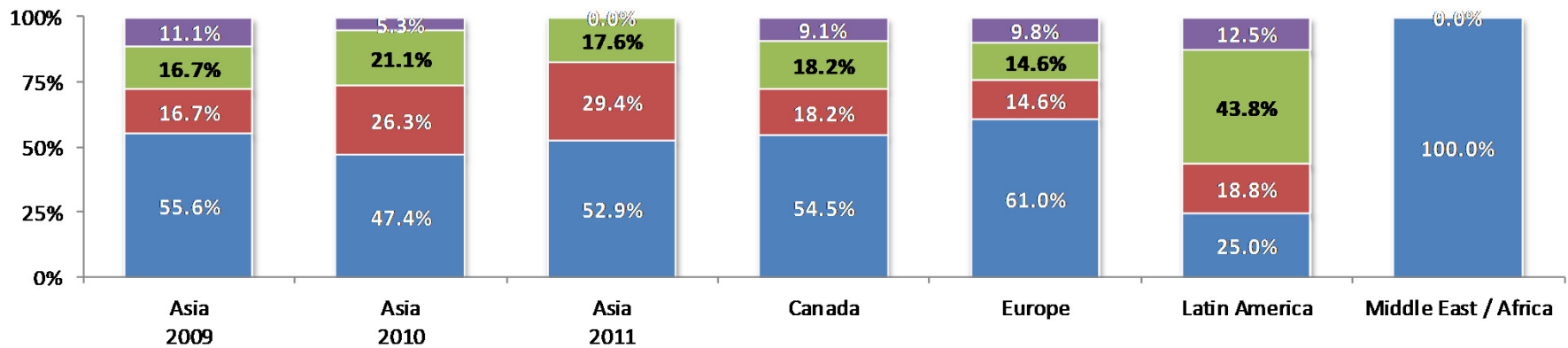


% Programs Delivered Jointly



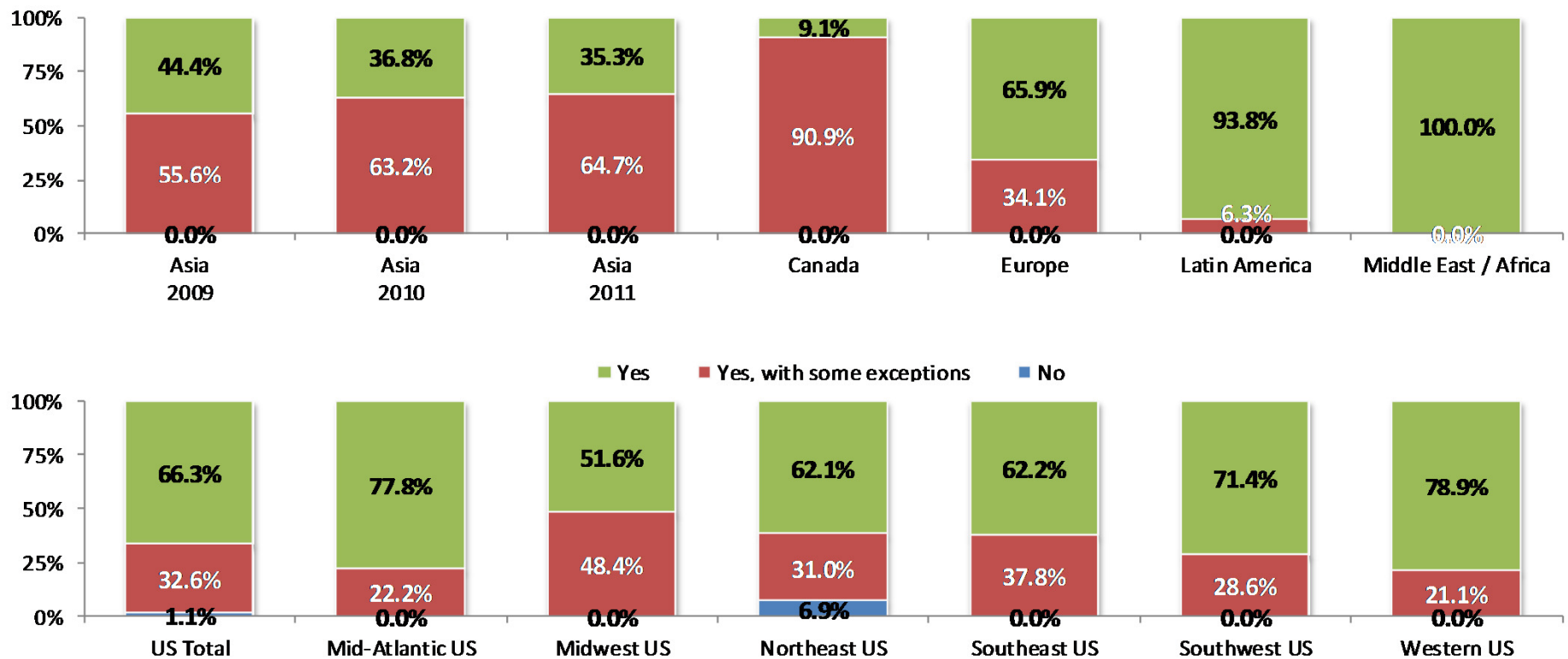
International Trip

Purple = None
Green = Optional
Red = Req'd/Global
Blue = Required



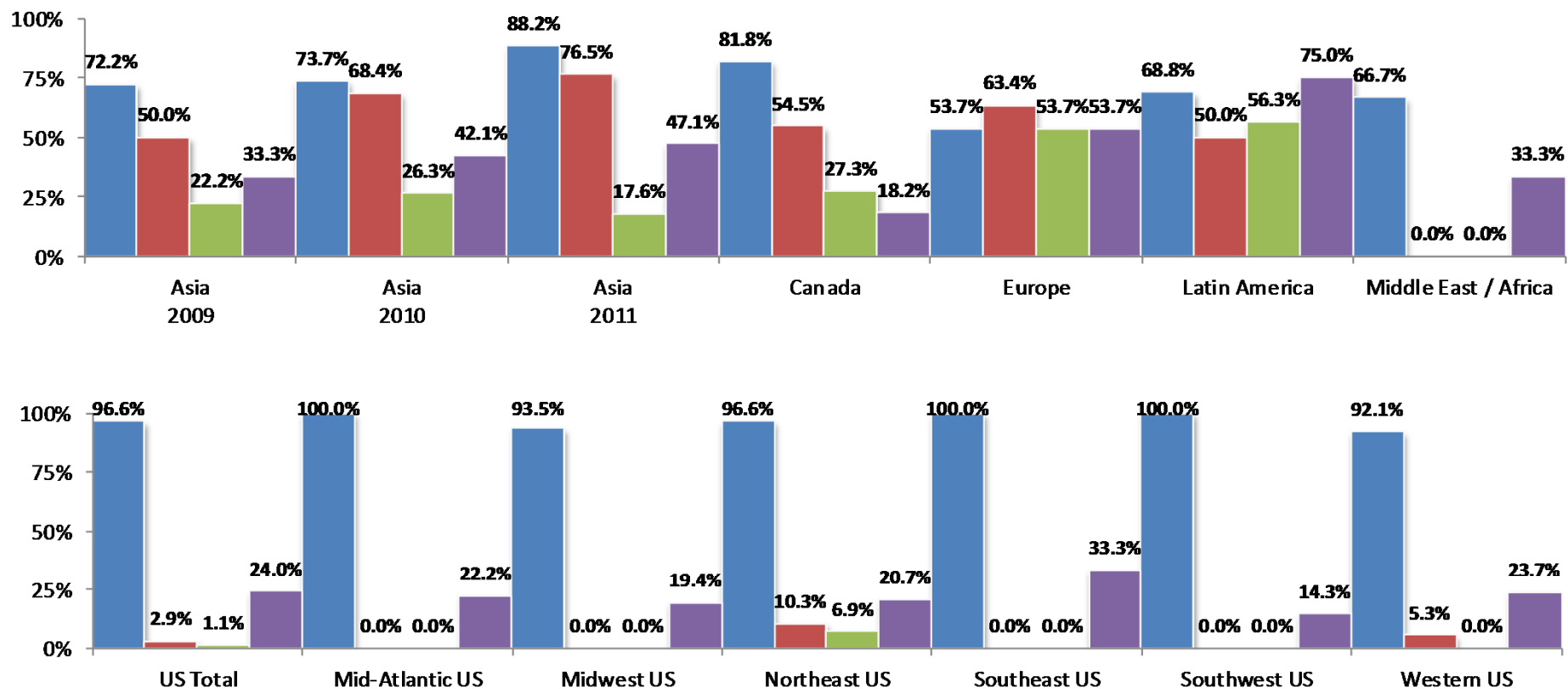
Undergraduate Degree Required

Green = Yes
Red = Yes/w Excp
Blue = No



Accreditation

Purple = Other
Green = AMBA
Red = EQUIS
Blue = AACSB



Questions for Your Program

1. What shifts do you see in your markets?
2. How are these shifts affecting your programs?
3. What are you doing do address them?
4. Compared to 5 years ago has your marketing approach changed?
If so how?

The important thing is this: To be able at any moment to sacrifice what we are for what we could become.

- Charles DuBois or Charles Du Bos