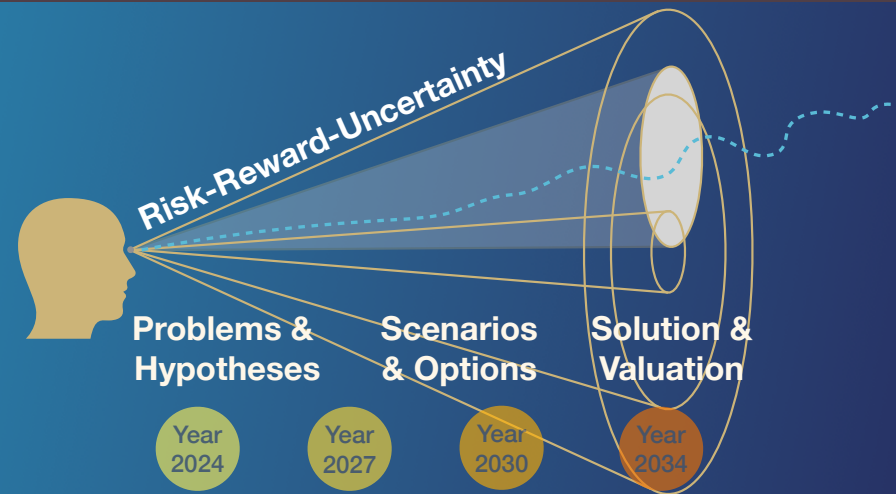


HIGHER ED IN TRANSITION

SEEKING INSPIRATION FROM IMPACTFUL BUSINESS

JANUARY - 2024

Dr. Henrik Totterman
Professor of Practice
Entrepreneurship and Management



LEAD X3M **LEADX3M**
EXECUTIVE ADVISORS



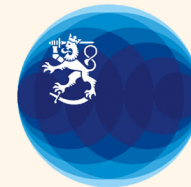
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Ascendus Advisory Board Member
Senior Assessor AMBA

Henrik Totterman, D.Sc.

20+ years executive and consulting experience.
Multiple faculty of the year awards and a top
percentile graduate and executive instructor.

Ascendus



“A business leader is a servant of the community who earns a pay for being able to create something new, respectable and durable which everyone needs.”

H.J. Helkama, my great grandfather and founder of the Helkama Family of Companies since 1905



Picture courtesy of the Helkama Family



Hult Honorary Doctor 2023

In conversation with

Paul Polman

Business leader, campaigner,
co-author of "Net Positive"

8th annual Sustainability Week, March 29th-31st 2023

VIDEO: Economist Impact (2023). In conversation with Paul Polman, The Economist, <https://m.youtube.com/watch?v=ZaRDhBMIPGY>

Discovery Skills



1. Associating
Making connections across seemingly unrelated questions, problems, or ideas.



5. Networking
Test ideas through a diverse network who vary wildly in backgrounds and perspectives.



2. Questioning
Asking questions to understand why and how things might be changed or disrupted



4. Experimenting
Visit new places, try new things, seek new information, experiment to learn



3. Observing
Carefully watching customers, products, companies to gain insights and ideas



Dyer, J., Gregersen, H. & Christensen, C. (2009). The Innovator's DNA. Harvard Business Review, 87(12), 60-67.





Mindsets

Your mindset will determine your success

You'll quickly discover that the right mindset is key to unlocking a whole world of possibilities. Hult graduates set themselves apart as resilient, global, self-aware, ethical leaders—empowered to benefit society as well as their own careers and lives.

Hult mindsets

- Global mindset
- Growth mindset
- Self-aware mindset
- Entrepreneurial mindset
- Ethical mindset

Core Skills

Your human skills are what set you apart

Nail the "soft" skills that will set you apart from computers—and future-proof your career in an increasingly automated world. These are the foundational skills that you'll be able to depend on throughout the lifespan of your career, from your first role upon graduation to leading a company as its CEO.

Core skills

- Communication
- Collaboration
- Critical thinking
- Creativity
- Learning to learn

Professional Skills

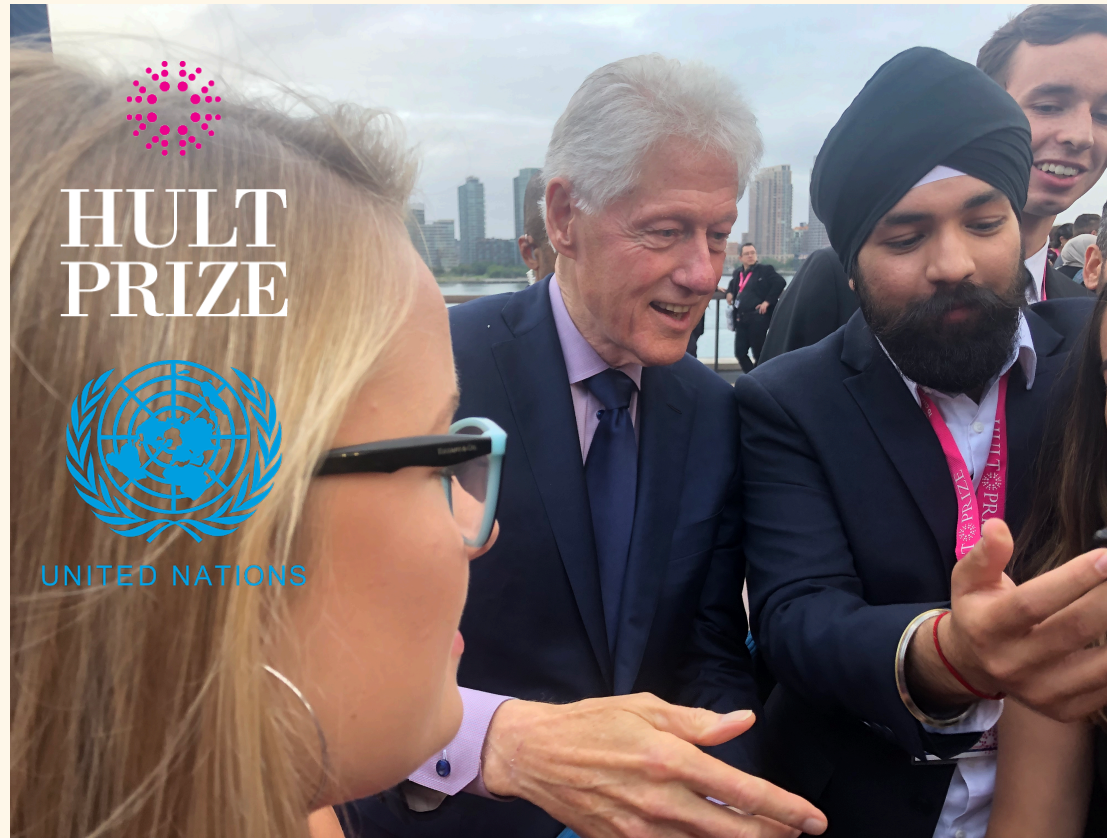
Gain technical skills that are in demand today

Our data analysis, conducted in partnership with Burning Glass Technologies, revealed the skills most in-demand with global employers worldwide. We've made sure we cover them all. From specialized modules in social media and CRM to procurement and project management, you can ensure your skillset ticks all the boxes when it comes to securing a job for the career you want.

Example professional skills taught

- Procurement	- Sales & Business Development	- Data Analysis
- Financial Reporting	- Customer Relations	- Accounting
- Project Management	- Management Systems	- Time Management
- Basic Programming	- Social Media	- Forecasting
- Prospecting	- Research	- Process Improvement
- Customer Service	- Budgeting	

Hult Prize – Doing well by doing good



Hult Prize started by 5 graduate students at Hult International Business School, President Clinton in Times:

“One of the top five ideas changing the world.”

Bill Clinton



A pioneering collaboration

FORTUNE | EDUCATION

EY and Hult International Business School launch free master's program for 300,000 employees

BY MEGHAN MALAS

February 28, 2022 at 10:31 PM EST



HULT
INTERNATIONAL
BUSINESS SCHOOL






BUSINESS GRADUATES
ASSOCIATION
LEADERS NEVER STOP LEARNING



UNDERSTAND

DESIGN

IMPLEMENT

1. Driven by Association

2. Making Connections

3. Association in Action

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Examples of Association



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ACADEMICS

Verizon challenges Hult graduate students to disrupt the telecom industry

 Katie Reynolds, 2 years ago | 7 min read

#ACADEMIC JOURNEY #BOSTON #BUSINESS CHALLENGE #POSTGRADUATE

The telecom industry continues to play a crucial role in the evolution of the information age by providing ever faster and more reliable wired and wireless broadband services. The underlying product and service innovations in recent years have enabled the rapid growth of internet capacity, and the next big thing is the emergence of **5G mobile**

What Would Higher Education Look Like If Run By IKEA?

Posted September 24, 2018
By Henrik Totterman

Benchmarking higher education with the values, culture and service design of the world's most successful furniture company ...



As a professor of entrepreneurship and management, who received his master's and doctoral degrees in Northern Europe, I often come to think of IKEA as one of the most mission- and value-driven examples of disrupting an industry and the way people live globally today.

Most of us have experienced the "mile-long IKEA walk" through the second floor furniture haven, to end up with a pyramid of meatballs on the plate in the store restaurant. Once culinarily satisfied, our journey has continued toward the increasingly automated cashiers, where consumers line up to pay for tightly packed furniture boxes and an amazing range of household accessories. Before exiting the building, we have routinely visited the IKEA food store to buy some Nordic delicacies and sweets. We do this primarily to bribe ourselves through the inevitable struggle of IKEA furniture assembly using the magic hexagon key, leading us toward the ultimate satisfaction of Nordic design interiors.

So the question is, what, if anything, can higher education learn from a Swedish furniture manufacturer?

International higher education is facing increasing competition and pressure from new market entrants, who are introducing disruptive models of delivering more affordable education on scale. Higher education is definitely more than ever at a crossroads in terms of securing its future existence, which is why it becomes essential for academic leaders to benchmark and recalibrate their strategies, operational models and academic programs for survival and long-term relevance.

Higher education is often criticized for high tuition prices, outdated curriculum design and poorly scalable delivery formats. Typically, institutions operate in a regulated regional setting with voluntary international quality controls through self-governance, peer-assessment and university rankings. Despite all the hype around globalization of higher education, most institutions remain fairly small or at least regional with few examples of a true global reach.

Interestingly, IKEA has built its global presence in a complex and regulated market by addressing challenges similar to those higher education institutions are facing today. To support its success, IKEA's corporate values build on offering decent quality for an affordable price, enabled by efficient logistics, strict quality and process control, and engaging strongly the target audience in delivering the brand promise. IKEA relies on extensive quality testing, and always aims to scale and increase efficiencies over time. This is done to reduce the price for the consumer, without scarifying the user experience.

In contrast to many higher education institutions, the IKEA journey is a unique experience that feeds creative minds, enables problem scoping and culminates in the collection and enrichment of core essentials and beyond. The educational journey across universities, schools and programs increasingly resemble one another. This is at least partially due to the ease of global benchmarking and the influence of international accreditations, government regulations and rankings that standardize the norms of education.



<https://www.hult.edu/blog/verizon-challenges-hult-graduate-students/>

<https://nebhe.org/journal/what-would-higher-education-look-like-if-run-by-ikea/>



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CREATE A BETTER EVERYDAY LIFE FOR THE MANY PEOPLE

© Henrik Tötterman



- Humbleness and willpower
- Leadership by example
- Daring to be different
- Togetherness and enthusiasm
- Cost-consciousness
- Constant desire for renewal
- Accept and delegate responsibility

OFFERING (core offering / collection)

Quality: decent & tested 'objectively'.

Product Performance

Product System

Core elements & enabling accessories.

CONFIGURATION (business core)

Profit Model

Pricing: Affordability & favorable longterm pricing.

Network

Efficient logistics & manufacturing: cost down 10% year.

Structure

Global reach with regional presence.

Process

Focus on expansion, scale, volume.

EXPERIENCE (customer facing)

Service

Customer pick & choose. Flexible refund policy.

Channel

Range: dynamic selection & self-assembly. Stores and recently more online.

Brand

Self-branded with recognizable design. Something for everyone, focus on young urbans.

Customer Engagement

Unique experience: feel, touch, and experience.

Wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

IKEA IN THE NEWS

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Ikea [+ Add to myFT](#)

Ikea in talks with governments over returning furlough money

World's largest furniture retailer suffers less than expected after reopening stores



© AFP via Getty Images

Richard Milne, Nordic and Baltic Correspondent JUNE 13 2020

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<https://www.ft.com/content/36580711-054c-4bbf-8191-41988f8380f9>

Retail Detail [retailnews](#) [retailevents](#) [retailhub](#) [retailhunts](#)

Ikea opens its own second-hand store

Published in Furniture on 16-09-2020

Redactie




Photo: Bert Bastias / Shutterstock.com

Facebook, Twitter, Instagram, RSS, Google+, LinkedIn

<https://www.retaildetail.eu/en/news/furniture/ikea-opens-its-own-second-hand-store>

Pimping higher education



© Dr. Henrik Tötterman



Pimping higher education




© Dr. Henrik Tötterman





How would a Business School Look like if founded by people behind IKEA?

Aspect	Current Issues in Business Schools		What Business Schools Can Learn
CreActive Leadership	Shifting Student Expectations	Customer-Centric Approach	Emphasize understanding and meeting students' needs.
Priorities	Balancing Cost and Quality	Cost Leadership	Prioritize cost-effective education without sacrificing quality.
People	Faculty and Staff Engagement	Employee Development	Foster a supportive and growth-oriented academic environment.
Partnerships	Industry Relevance	Supply Chain Collaboration	Establish strong partnerships with industry and alumni networks.
Performance	Measuring Educational Effectiveness	Performance Metrics	Implement data-driven assessments and continuous improvement.




BUSINESS GRADUATES
ASSOCIATION
LEADERS NEVER STOP LEARNING



UNDERSTAND DESIGN IMPLEMENT

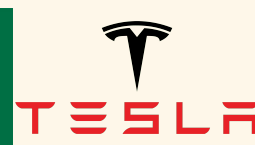
1. Driven by Association

2. Making Connections

3. Association in Action

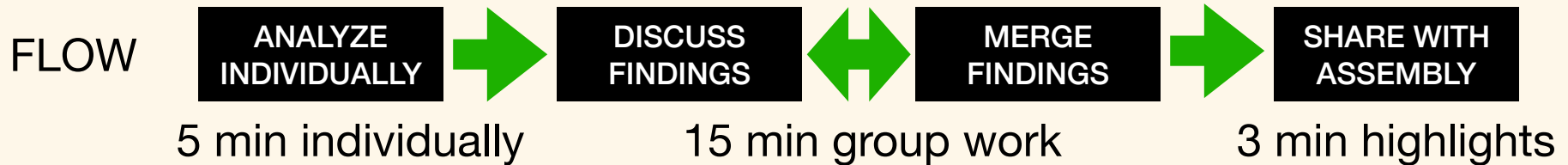
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How would the Business School look if impacted by the given company?



SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT			What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership		Weaknesses		
Priorities		Weaknesses W	Innovation Adaptability Market vision	 NEW NORTH STAR
People				
Partnerships		Threats		
Performance		T		



SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT			What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>		<p>Innovation: Pioneering cruise experiences with unique onboard attractions and entertainment.</p> <p>Adaptability: Adapting to changing travel preferences, such as themed cruises and sustainability initiatives.</p> <p>Market Vision: Vision for redefining the cruise industry with futuristic cruise ship designs.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>		<p>Innovation: Innovative strategies for expanding market reach and diversifying cruise offerings.</p> <p>Adaptability: Adapting strategic priorities to address environmental concerns and regulations.</p> <p>Market Vision: Vision for sustainable cruising and destination development in emerging markets.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>		<p>Innovation: Innovative employee training and development programs, enhancing onboard guest experiences.</p> <p>Adaptability: Adapting crew and guest safety measures in response to global health crises.</p> <p>Market Vision: Vision for creating a welcoming and inclusive cruise environment.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>		<p>Innovation: Innovative collaborations with port authorities and local communities for destination development.</p> <p>Adaptability: Adapting partnerships to support responsible tourism practices and sustainable shore excursions.</p> <p>Market Vision: Vision for co-creating memorable cruise experiences with destination partners.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>		<p>Innovation: Innovative performance tracking systems for operational efficiency and guest satisfaction.</p> <p>Adaptability: Adapting fleet management to meet evolving environmental standards and regulations.</p> <p>Market Vision: Vision for maintaining financial stability and profitability while embracing sustainability.</p>	

Carnival Corporation Plc: Carnival is one of the world's largest cruise line operators, with a portfolio of well-known cruise brands.



SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT		The  Company	What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>		<p>Innovation: Pioneering theme park attractions and immersive experiences for guests.</p> <p>Adaptability: Adapting content delivery to changing consumer preferences, including streaming services.</p> <p>Market Vision: Vision for expanding the Disney brand into new markets and entertainment segments.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>		<p>Innovation: Innovative content creation strategies, including acquisitions like Marvel and Pixar.</p> <p>Adaptability: Adapting strategic priorities to address evolving media consumption trends.</p> <p>Market Vision: Vision for maintaining a global entertainment presence and diversifying revenue streams.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>		<p>Innovation: Innovative employee training and development programs, fostering creativity.</p> <p>Adaptability: Adapting workforce strategies to support remote work and digital collaboration.</p> <p>Market Vision: Vision for a diverse and inclusive Disney family, both internally and in content representation.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>		<p>Innovation: Innovative collaborations with global brands for merchandise and co-branded experiences.</p> <p>Adaptability: Adapting partnerships to navigate evolving distribution channels and marketing strategies.</p> <p>Market Vision: Vision for strategic alliances that extend Disney's reach and influence.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>		<p>Innovation: Innovative analytics and data-driven decision-making for operational efficiency.</p> <p>Adaptability: Adapting to industry disruptions, such as the shift to digital streaming platforms.</p> <p>Market Vision: Vision for delivering consistent financial performance while addressing industry challenges.</p>	

The Walt Disney Company is a multinational entertainment conglomerate known for its iconic contributions to the entertainment industry.



SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT		<h2 style="color: red; text-align: center;">NETFLIX</h2>	What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>		<p>Innovation: Constantly pushing boundaries with original content and interactive storytelling.</p> <p>Adaptability: Swiftly adapting to emerging technologies and viewer preferences, like mobile-first content.</p> <p>Market Vision: Vision for becoming the world's leading entertainment streaming service.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>		<p>Innovation: Strategic investments in content creation, attracting top talent, and global expansion.</p> <p>Adaptability: Flexibility in content strategies, addressing diverse markets and demographics.</p> <p>Market Vision: Vision for dominating the streaming industry while revolutionizing content delivery.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>		<p>Innovation: Nurturing a creative culture where employees are encouraged to take risks and think outside the box.</p> <p>Adaptability: Embracing remote work and diverse perspectives to fuel creativity.</p> <p>Market Vision: Vision for a global team that reflects the diversity of Netflix's audience.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>		<p>Innovation: Partnering with top creators, studios, and production companies to diversify content offerings.</p> <p>Adaptability: Adjusting partnership strategies as the industry landscape evolves.</p> <p>Market Vision: Vision for strategic alliances that enhance the Netflix experience and broaden its appeal.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>		<p>Innovation: Cutting-edge data analytics and personalization for content recommendations and operational efficiency.</p> <p>Adaptability: Adapting to competitive market dynamics and viewer behaviors.</p> <p>Market Vision: Vision for achieving continued financial growth and global market dominance.</p>	

Netflix is a leading global streaming platform that revolutionized the way people consume entertainment content.





SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT			What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>		<p>Innovation: Constantly introducing new menu items and concepts to cater to changing consumer tastes.</p> <p>Adaptability: Quick adjustments in response to market trends, such as healthier food options and digital ordering.</p> <p>Market Vision: Vision for becoming a leading innovator in the fast-food industry.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>		<p>Innovation: Strategic investments in technology, including mobile ordering and delivery services.</p> <p>Adaptability: Adapting supply chain and operational processes for changing consumer preferences.</p> <p>Market Vision: Vision for continued global expansion and diversification of product offerings.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>		<p>Innovation: Encouraging a culture of employee empowerment and development.</p> <p>Adaptability: Embracing diversity and inclusion initiatives to meet the evolving needs of the workforce.</p> <p>Market Vision: Vision for a workforce that reflects the diversity of its customer base.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>		<p>Innovation: Collaborations with tech companies for digital innovation and enhanced customer experiences.</p> <p>Adaptability: Adjusting partnerships to align with changing market dynamics.</p> <p>Market Vision: Vision for strategic alliances that drive growth and customer engagement.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>		<p>Innovation: Implementation of data analytics and AI for better customer insights and operational efficiency.</p> <p>Adaptability: Adapting to fluctuations in economic conditions and consumer preferences.</p> <p>Market Vision: Vision for achieving consistent financial growth and expanding market share.</p>	

McDonald's is one of the world's largest and most iconic fast-food restaurant chains





SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT 		What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>	<p>Innovation: Pioneering electric vehicle technology with cutting-edge advancements in batteries and autonomous driving.</p> <p>Adaptability: Rapidly scaling production and entering new markets to meet growing demand.</p> <p>Market Vision: Vision for a sustainable future with a focus on renewable energy integration and global expansion.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>	<p>Innovation: Strong focus on electric vehicle innovation and software-driven features.</p> <p>Adaptability: Shifting strategies and introducing new models to adapt to market trends.</p> <p>Market Vision: Vision for disrupting traditional automotive industries and transitioning to clean energy solutions.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>	<p>Innovation: Fostering a culture of innovation and encouraging</p> <p>Adaptability: Attracting top talent in engineering, software development, and AI to drive innovation.</p> <p>Market Vision: Vision for a diverse and inclusive workforce driving the future of sustainable transportation.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>	<p>Innovation: Collaborating with other tech companies for advanced software development and AI integration.</p> <p>Adaptability: Partnering with energy companies and governments to expand charging infrastructure.</p> <p>Market Vision: Vision for strategic alliances that accelerate the transition to sustainable energy and transportation.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>	<p>Innovation: Leveraging data analytics for predictive maintenance and vehicle performance enhancement.</p> <p>Adaptability: Consistently delivering strong financial results and expanding production capacity.</p> <p>Market Vision: Vision for becoming a global leader in electric vehicles and energy solutions, reshaping industries.</p>	

Tesla, Inc. is a groundbreaking electric vehicle (EV) and clean energy company that has reshaped the automotive industry and advanced sustainable transportation.





SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT 		What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>	<p>Innovation: Salesforce pioneers cloud-based CRM solutions, driving industry innovation.</p> <p>Adaptability: Rapidly adapts to market changes, offering scalable and customizable platforms.</p> <p>Market Vision: Visionary approach to customer relationship management and digital transformation.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>	<p>Innovation: Focus on customer-centricity, AI-driven solutions, and industry-specific offerings.</p> <p>Adaptability: Agile development and customer feedback integration for continuous improvement.</p> <p>Market Vision: Vision to empower businesses with data-driven insights and automation.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>	<p>Innovation: Cultivates a culture of innovation, encourages employee involvement in product development.</p> <p>Adaptability: Attracts top talent and invests in employee development for industry leadership.</p> <p>Market Vision: Vision for inclusivity and equal opportunities, mirroring diverse customer bases.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>	<p>Innovation: Strategic partnerships enhance ecosystem integration and product capabilities.</p> <p>Adaptability: Collaborative approach with customers and partners to address evolving needs.</p> <p>Market Vision: Vision to create a connected customer experience ecosystem, driving growth.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>	<p>Innovation: Consistently delivers high-performance cloud solutions and scalable platforms.</p> <p>Adaptability: Strong financial performance and investments in R&D for product excellence.</p> <p>Market Vision: Vision for sustainable growth, leadership in cloud computing, and societal impact.</p>	

Salesforce is a leading customer relationship management (CRM) platform and cloud computing company.



SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT			What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>		<p>Innovation: Introduces unique accommodation concepts like unique stays and experiences.</p> <p>Adaptability: Swiftly adapts to changing travel trends, e.g. during the pandemic.</p> <p>Market vision: Constantly identifies and capitalizes on emerging travel and hospitality trends.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>		<p>Innovation: Successfully expanded globally.</p> <p>Adaptability: Diversified offerings beyond lodging.</p> <p>Market vision: Prioritizes community-centric approach.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>		<p>Innovation: Provides host community support.</p> <p>Adaptability: Emphasizes diversity and inclusion in the workforce.</p> <p>Market vision: Known for exceptional customer service.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>		<p>Innovation: Collaborates with hosts for unique experiences.</p> <p>Adaptability: Partners with tourism boards and destinations.</p> <p>Market vision: Offers secure and convenient payment solutions.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>		<p>Innovation: Consistently delivers strong revenue growth.</p> <p>Adaptability: Maintains high user engagement through personalization.</p> <p>Market vision: Maintains market leadership in vacation rentals and accommodations.</p>	

Airbnb is a prominent global online marketplace and hospitality platform specializing in short-term lodging, vacation rentals, and travel experiences.



SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT			What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>		<p>Innovation: Pioneering the concept of the "third place" with unique store designs and innovative beverages.</p> <p>Adaptability: Quick adjustments in response to consumer preferences, like offering plant-based milk alternatives.</p> <p>Market Vision: Vision for redefining the coffee experience and expanding globally.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>		<p>Innovation: Investments in digital technology, including mobile ordering and loyalty programs.</p> <p>Adaptability: Adapting store formats and offerings to suit different markets and occasions.</p> <p>Market Vision: Vision for sustainable growth through eco-friendly practices and community engagement.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>		<p>Innovation: Prioritizing employee benefits and opportunities for career advancement.</p> <p>Adaptability: Fostering an inclusive and diverse workforce to cater to evolving customer demographics.</p> <p>Market Vision: Vision for creating a culture of belonging and social responsibility.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>		<p>Innovation: Collaborating with brands like Spotify and Uber Eats to enhance customer experiences.</p> <p>Adaptability: Adapting partnerships to align with changing market dynamics and consumer behavior.</p> <p>Market Vision: Vision for strategic alliances that drive customer engagement and loyalty.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>		<p>Innovation: Leveraging data analytics to personalize customer experiences and optimize store operations.</p> <p>Adaptability: Navigating through economic challenges while maintaining brand strength.</p> <p>Market Vision: Vision for sustained financial growth and continued global expansion.</p>	

Starbucks is a globally recognized coffeehouse chain that has become synonymous with specialty coffee and a unique café experience.



SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT			What can the business school learn? Concrete Follow-Up
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>		<p>Innovation: Pioneering the electric vehicle market with models like the Mustang Mach-E.</p> <p>Adaptability: Shifting production to meet market demand, such as producing medical equipment during the pandemic.</p> <p>Market Vision: Vision for a sustainable future with a commitment to carbon neutrality.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>		<p>Innovation: Investing in autonomous vehicle technology and mobility solutions.</p> <p>Adaptability: Shifting focus towards SUVs and trucks to align with consumer preferences.</p> <p>Market Vision: Vision for becoming a mobility services provider beyond traditional manufacturing.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>		<p>Innovation: Nurturing a culture of innovation and creativity among employees.</p> <p>Adaptability: Fostering diversity and inclusion to drive innovation and reflect customer diversity.</p> <p>Market Vision: Vision for an inclusive and equitable future within the automotive industry.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>		<p>Innovation: Collaborating with tech companies like Google to enhance in-car connectivity.</p> <p>Adaptability: Forging partnerships to share technology and knowledge in electric and autonomous vehicles.</p> <p>Market Vision: Vision for strategic alliances that drive the future of mobility and transportation.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>		<p>Innovation: Utilizing advanced manufacturing technologies and data analytics for efficiency.</p> <p>Adaptability: Successfully navigating through economic downturns while maintaining brand resilience.</p> <p>Market Vision: Vision for financial strength and global leadership in sustainable transportation solutions.</p>	

Ford is an iconic American automaker with a rich history in the automotive industry.





SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT 		What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>	<p>Innovation: Apple consistently pioneers groundbreaking technology with products like the iPhone, iPad, and Mac.</p> <p>Adaptability: The ability to pivot and adapt to changing consumer needs and technological advancements.</p> <p>Market Vision: Visionary approach to design, seamlessly integrating hardware, software, and services.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>	<p>Innovation: Strategic focus on ecosystem integration, enhancing user experience and customer loyalty.</p> <p>Adaptability: Diverse product lineup that evolves to stay competitive and meet market demands.</p> <p>Market Vision: Vision for creating a seamless digital lifestyle through interconnected devices and services.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>	<p>Innovation: Attracting top talent in design, engineering, and software development, fostering a culture of creativity.</p> <p>Adaptability: Empowering employees to innovate and think differently, contributing to Apple's product evolution.</p> <p>Market Vision: Vision for diversity and inclusion in the workplace, reflecting customer diversity.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>	<p>Innovation: Strategic partnerships with suppliers and developers, facilitating seamless device integration.</p> <p>Adaptability: Collaborative efforts with software developers and content creators to enhance the user experience.</p> <p>Market Vision: Vision for ecosystem expansion through partnerships, broadening their market reach.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>	<p>Innovation: Consistently delivering high-performance products and services, setting industry standards.</p> <p>Adaptability: Strong financial performance and strategic investments in research and development.</p> <p>Market Vision: Vision for sustained growth and innovation, maintaining a leading position in the tech industry.</p>	

Apple Inc. is a globally recognized technology company renowned for its innovation, design aesthetics, and a diverse range of consumer electronics, software, and services.





SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT 		What can the business school learn? Concrete Follow-Up
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>	<p>Innovation: Microsoft continuously innovates with products like Azure, Surface, and Teams.</p> <p>Adaptability: The ability to adapt to changing industry dynamics and emerging technologies.</p> <p>Market Vision: Visionary approach to cloud computing, AI, and digital transformation.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>	<p>Innovation: Strategic focus on cloud services, AI, and cybersecurity, driving industry advancements.</p> <p>Adaptability: Diverse product and service portfolio that evolves to meet evolving customer needs.</p> <p>Market Vision: Vision for a connected digital world, empowering organizations and individuals.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>	<p>Innovation: Attracts top talent in technology, fosters creativity, and encourages continuous learning.</p> <p>Adaptability: Empowers employees to drive innovation, contributing to Microsoft's growth and evolution.</p> <p>Market Vision: Vision for diversity and inclusion, reflecting a global customer base.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>	<p>Innovation: Strategic collaborations with tech leaders, enhancing product integrations and interoperability.</p> <p>Adaptability: Collaborative efforts with developers and enterprises, adapting to evolving business landscapes.</p> <p>Market Vision: Vision for expanding the digital ecosystem, driving growth and innovation.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>	<p>Innovation: Consistently delivers high-performance software and services, setting industry benchmarks.</p> <p>Adaptability: Strong financial performance and investments in research and development.</p> <p>Market Vision: Vision for sustainable growth, leadership in the tech industry, and societal impact.</p>	

Microsoft Corporation is a global technology company known for its software products, cloud services, hardware, and contributions to the computing industry.



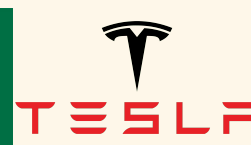
SWOT ANALYSIS: What can the business school learn?

Aspect	Current Situation according to ChatGPT 		What can the business school learn? Concrete Follow-Up Actions:
CreActive Leadership	<p>W: Potential resistance to change, leadership gaps in adapting to new education trends.</p> <p>T: Competition for top leadership talent, evolving educational leadership requirements.</p>	<p>Innovation: Google is a trailblazer in developing cutting-edge technologies and products.</p> <p>Adaptability: Adapts swiftly to emerging trends and changing user demands, staying ahead.</p> <p>Market Vision: Envisions a world where information is accessible and useful to everyone.</p>	
Priorities	<p>W: Overemphasis on certain areas (like research) at the expense of others (like teaching quality).</p> <p>T: Changing educational landscape, government policy shifts affecting funding.</p>	<p>Innovation: Prioritizes innovation in AI, cloud computing, and other strategic tech domains.</p> <p>Adaptability: Agile approach in refining strategic priorities to address evolving market dynamics.</p> <p>Market Vision: Focuses on democratizing information and making it universally accessible.</p>	
People	<p>W: Possible lack of diversity in faculty, student retention issues.</p> <p>T: Brain drain to industry, competition from other top business schools.</p>	<p>Innovation: Attracts top talent and fosters a creative environment for bold ideas.</p> <p>Adaptability: Empowers employees to contribute to innovation and embrace change.</p> <p>Market Vision: Values diversity, inclusion, and equal opportunities, mirroring global users.</p>	
Partnerships	<p>W: Underutilized alumni network, over-reliance on certain partners.</p> <p>T: Economic downturn affecting corporate sponsorships, competition for high-value partnerships.</p>	<p>Innovation: Forms strategic partnerships for integration, expansion, and innovation.</p> <p>Adaptability: Collaborates with a diverse range of partners to meet diverse user needs.</p> <p>Market Vision: Envisions an interconnected digital ecosystem that benefits users globally.</p>	
Performance	<p>W: Potential gaps in certain research areas, financial dependence on tuition and donors.</p> <p>T: Increasing costs of operation, intense competition for research funding and top students.</p>	<p>Innovation: Maintains high-performance infrastructure, enabling seamless user experiences.</p> <p>Adaptability: Financial stability and investments in new technologies drive future performance.</p> <p>Market Vision: Strives for leadership in cloud computing, AI, and sustainable tech practices.</p>	

Google is a multinational technology company that has become synonymous with internet search and online services.



How would the Business School look if impacted by the given company?






BUSINESS GRADUATES
ASSOCIATION
LEADERS NEVER STOP LEARNING



UNDERSTAND DESIGN IMPLEMENT

1. Driven by Association

2. Making Connections

3. Association in Action

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EXPERIENCE
(customer facing)

1. **Engagement:** There is no business without addressing customer problems.
2. **Service:** Create something new, respectable, and durable which the many need.
3. **Segments:** Explore and commit to market types where you genuinely contribute.
4. **Brand:** Become a thought leader seen as a forerunner who shares insights.

OFFERING
(core offering
/ collection)

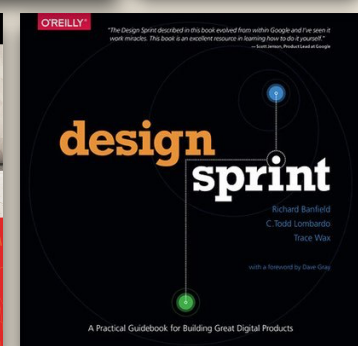
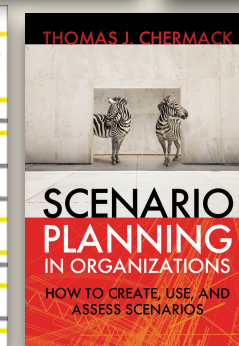
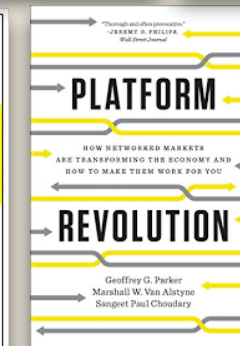
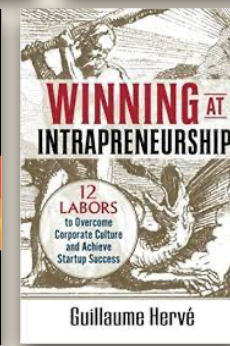
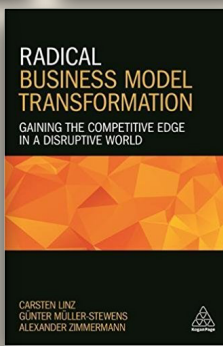
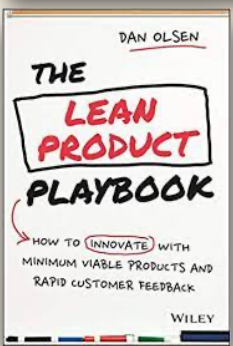
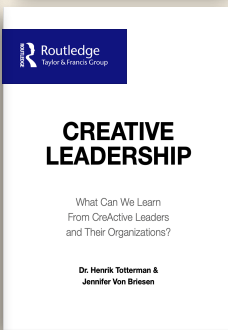
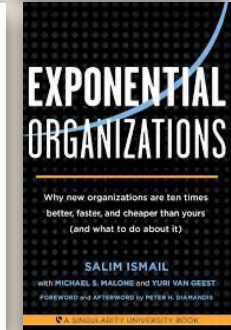
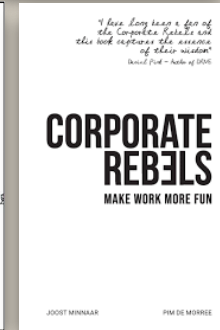
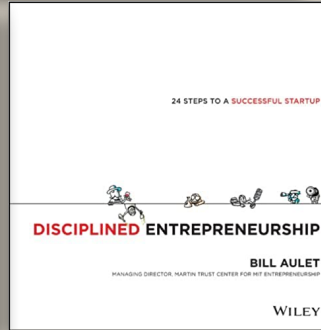
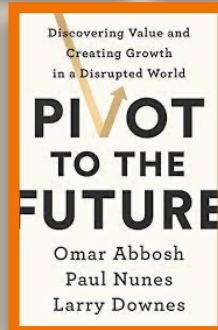
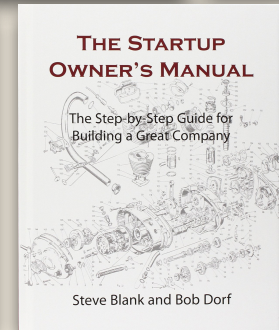
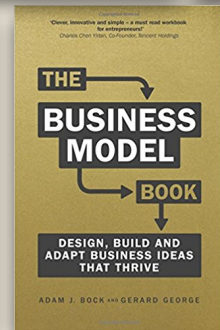
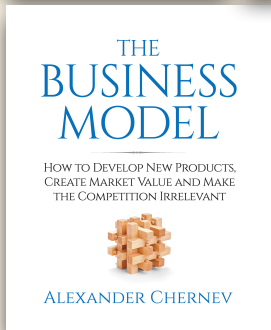
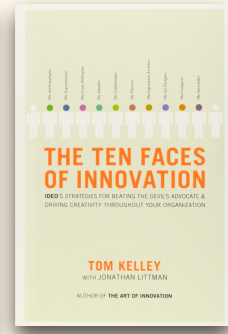
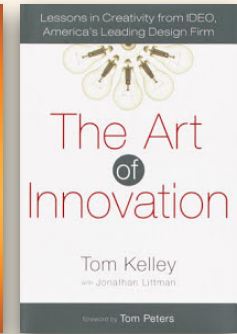
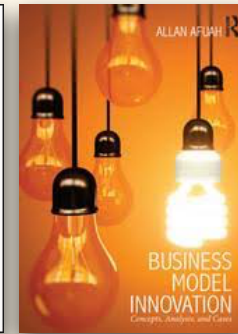
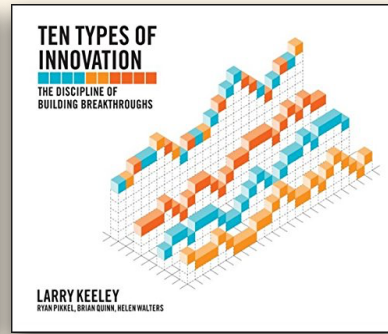
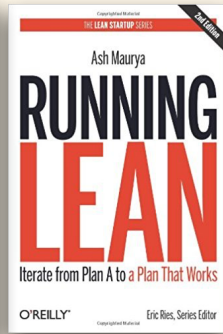
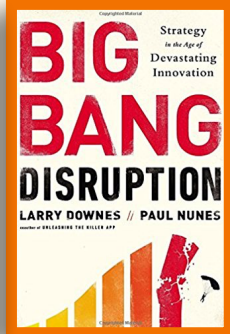
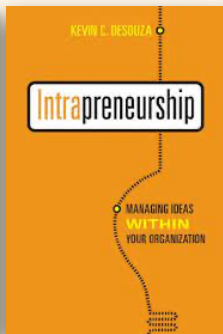
5. **Solution:** Apply design, business, and futures thinking to nurture customer solutions.
6. **System:** Strengthen the core offering and partner where helpful.

CONFIGURATION
(business core)

7. **Process:** Strive to work less in and more on developing a desirable business.
8. **Network:** Successful business leaders serve the community and earn support in return.
9. **Structure:** Your team needs to feel and act as if its their money and their business.
10. **Profit Model:** Survival and success through sustainable growth and wealth generation.

SOURCES OF INSPIRATION

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