

World View:

Business Opportunities in Education

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Global Opportunities

- **Global Phenomenal Growth Continues: (UNESCO)**
 - 1970:29 M
 - 2007:153 M while population grew: 200%
- “Students **online** performed better than those receiving face-to-face instruction.” Barbara Means, SRI International for the Department of Education Research from 1996 to 2008
- **Opportunities:** Develop new methods of education-training using technology to prepare an order of magnitude more people, more cheaply, with outcomes not possible earlier.
- **Breakthrough:** The game changing breakthroughs will come from India because of its youth density.

Report on Education Reform

- Education: key to the economic growth, prosperity and ability to compete globally
- Path to good jobs and higher earning power
- Solves most challenging problems
- Urgent priority:
 - college graduates from XX percent to YY percent by 2020.
 - close gap so students are ready to succeed in college and careers
 - need aggressive goals
- Challenge is limited resources
 - need cost-effective and cost-saving strategies
 - yet those that improve learning outcomes
 - scalable
- Revolutionary transformation rather than evolutionary tinkering
 - leverage technology
 - provide engaging and powerful learning experiences and content
 - scale innovative best practices
- Time to act is now

Q: Which report is it from?

Reports*

* Summary (with poetic license) of reports from

- National Education Technology Plan (NETP), USA, 2010
- Education Initiatives (EEI), Egypt, 2006
- National Knowledge Commission Report, India, 2006
- Education Initiatives (JEI), Jordan, 2003

Model of Learning

Powered by Technology

Radical improvement in Five essential areas:

1. Learning
2. Assessment
3. Teaching
4. Infrastructure, and
5. Productivity

Technology in Classroom: Traditional

Level	Focus	Features	Examples	Initial Trends	Emerging Trends
U 0.0	Teacher-Centric	Brick-n-mortar	Ubiquitous	Chalk & Talk	Multiple alternatives for Learning

Technology in Classroom:

Leverage Teacher

Level	Focus	Features	Examples	Initial Trends	Emerging Trends
U 0.5	Teacher-Centric	Teaching Aids	Ubiquitous	Projectors Video Computer Labs	Web based
				Classroom technology	Interactive Multi-media

Technology in Classroom: Online

Level	Focus	Features	Examples	Initial Trends	Emerging Trends
U 1.5	Leverage Student	Online Asynchronous	Capella U	Authoring Tools	Scenarios
			Walden U	LMS, LCMS	
			American I/C	e-Learning	Avatars
			Argosy	Acquire	
			Rasmussen C	Traditional U & convert	
			Career Education	Career oriented	
			DeVry		
			Traditional U	Upgrading from Distance Learning	

Technology in Classroom:

Distance Learning

Level	Focus	Features	Examples	Initial Trends	Emerging Trends
U 1.0	Student -Centric	Synchronous Distance Learning	Established U	Mail Satellite VHS Tape delay	Streaming
			U of Phoenix IGNOU		Web based 2-way interactive
			Bridgepoint CGU Global Corinthian Grand Canyon Strayer Tuoro	Acquire Traditional U & convert	Synchronous to Asynchronous

Technology in Classroom: Innovations

Level	Focus	Features	Examples	Initial Trends	Emerging Trends
U 2.0	Student Centric	Lower cost <u>and</u> Higher Quality	Western Gov U Ashford U UN Open U Academic Earth	Distance Time Travel Emerging examples	Crack Paradox Assessment based credits Free Innovation
		Peer Interaction	Peer2peer	Social Interaction	Social Networking
		Content IP	MIT Academic Earth	Scarcity IP protection Proprietary	Open content from top schools Abundant- Free
		Customized learning/degree	WGU L.A. College Chancellor U	Parochial	Competency- based Mass customization Novel degrees Inter-disciplinary
		Skills within Education	Career Education DeVry, UTI K12 School Specialty	Professional Degrees Skills are for Votech K-12	Skills are essential for employability
		Industry Academia connection	GMU	Trade Schools	Mandatory

Technologies: for Learning

→ Learning Content Management Systems

OutStart

Blackboard

Moodle

→ Learning Management Systems

Plateau

Learn.com

SumTotal

Meridian

Saba

→ Mobile Learning

Apple

VCom3D
Blackberry

→ Synchronous Technologies

Adobe

Nacon

eSkillz

WebEx

Yugma

→ Social Networking

mZinga

Ning

→ Gaming & Simulation

Realmware

Vcom3D

Revolution in Social Media Tools

How many will find their way in Education/Training?



Evolving Currents in India

- Commonly accepted
 - People: an asset, not a burden
 - English: global language of aspiration
 - Technology: empowering, essential
 - Globalization: providing opportunities not just competition
 - Democracy: deepening roots, consequent rights and entitlement
 - Entrepreneur: a role model, not a cinema villain
- Still being Debated
- In open conflict
- Will emerge as we move forward

Evolving Currents in India

- Commonly accepted
- Still being Debated
 - Focus of education: is employability
 - Infrastructure: work around constraints, inadequate
 - Various Paths: skills/cerebral mix
- In open conflict
- Will emerge as we move forward

Evolving Currents in India

- Commonly accepted
- Still being Debated

- In open conflict
 - Ideology: reservations, subsidies
 - Regulations: government driven, profit prohibition
 - Labor laws: obsolete, apply to small organized sector
 - Cost: high quality vs. dramatically lower cost for masses

- Will emerge as we move forward

Evolving Currents in India

- Commonly accepted
- Still being Debated
- In open conflict
- Will emerge as we move forward
 - Leap frog: Why merely catch-up?
 - Body-Mind Connection: nutrition as pre-requisite to learning
 - Systems Theory: theoretical frameworks: Micro, Meso, Exo, Macrosystem
 - Beyond Content: new learning concepts
 - Continuum: coordinated life- long learning path

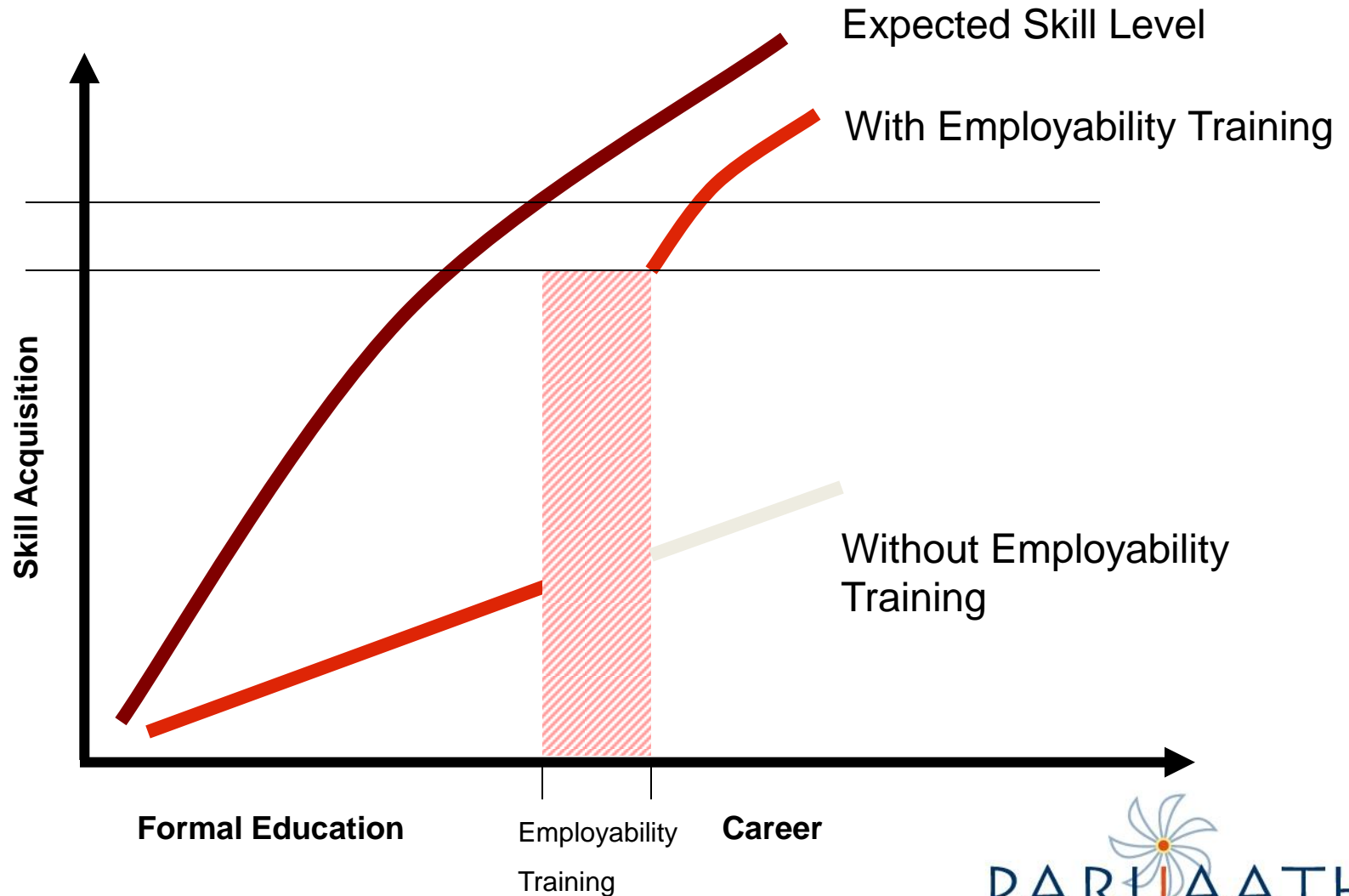
Our Perspective:

Immense Opportunities in India Within Enormous Problems

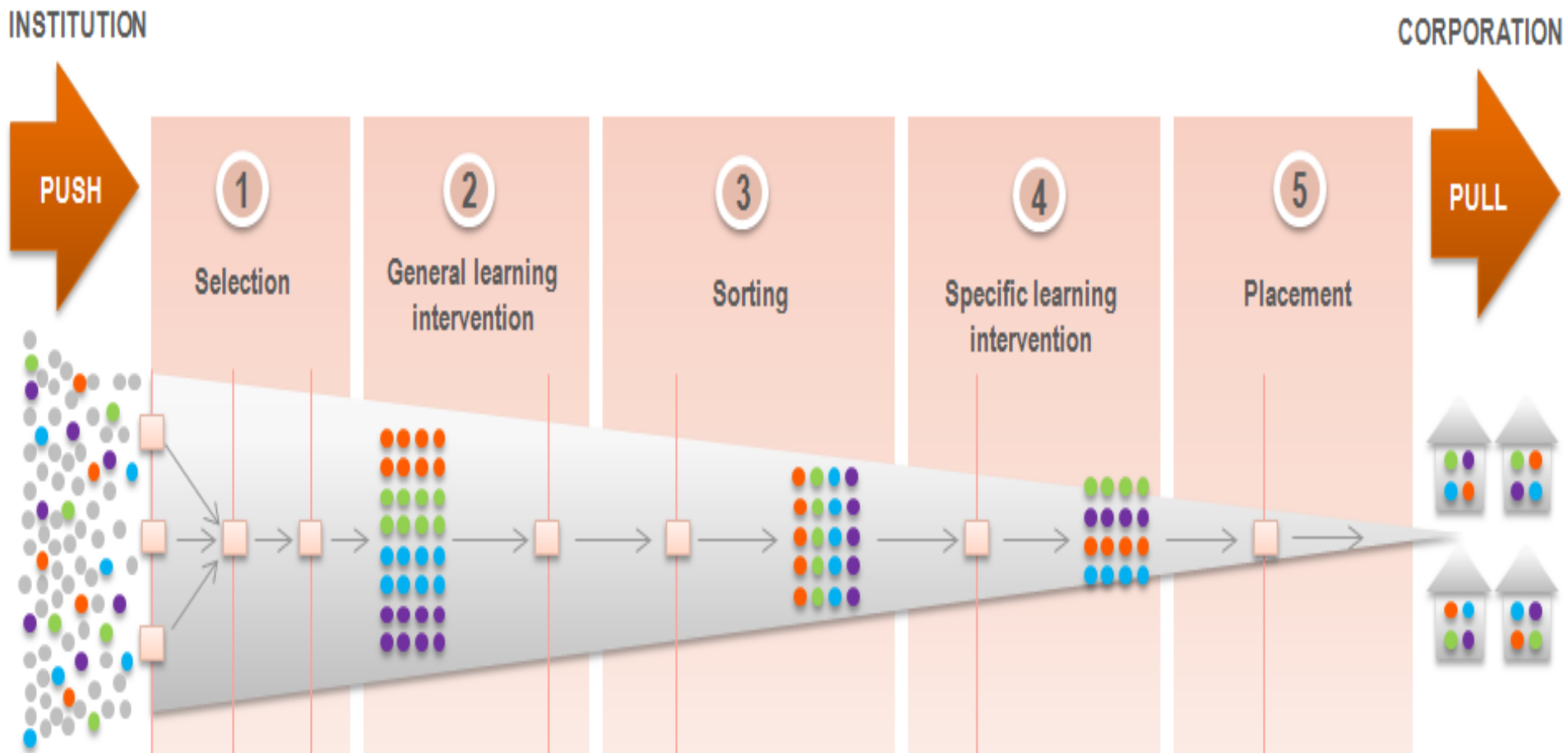
Features of High Potential Opportunities in EduTraining

1. **Role of Education is **Employability****
 - *Increase your hire potential*
2. **Skills within Education**
 - *Global Benchmarking*
 - **Localization** for India
3. **Technology**
 - *Scalability*
 - *Cost mitigation*
 - *Mass customization*
 - *Cheap, Appropriate, Good Enough*
4. **Industry Linkage**
 - *Relevant*
 - *Employability*
 - *Continuous Improvement*
5. **Transformational**
 - **Leap frog**

Difference with Employability Training



Employability Development: A 5 Step Model



Myriad of EduTraining Opportunities

Areas

Consulting

Sales

Curricula Development & Design

- Corporate
- Associations
- Multi-national Businesses
- Government

Technology

- LMS
- LCMS
- Authoring tools
- Collaboration Tools
- Gap Technologies

Training Programs

- Corporate
- Vocational
- Associations
- UN Agencies

Preparation

- **Employability**
- College
- Professional
- Competitive
- Remedial

Industry Segments

Agriculture, Food, & Natural Resources

Architecture & Construction

Automotive

Business, Management & Administration

Education & Training

Finance

Government & Public Administration

Health Science

Hospitality & Tourism

Human Services

Information Technology

Law, Public Safety & Security

Industrial Manufacturing

Marketing, Sales & Service

Science, Technology, Engg. & Maths

Transportation, Distribution & Logistics

Education

Research

Pedagogy

Androgogy

Teacher Training

EduEntrepreneurs

Areas of Opportunity:

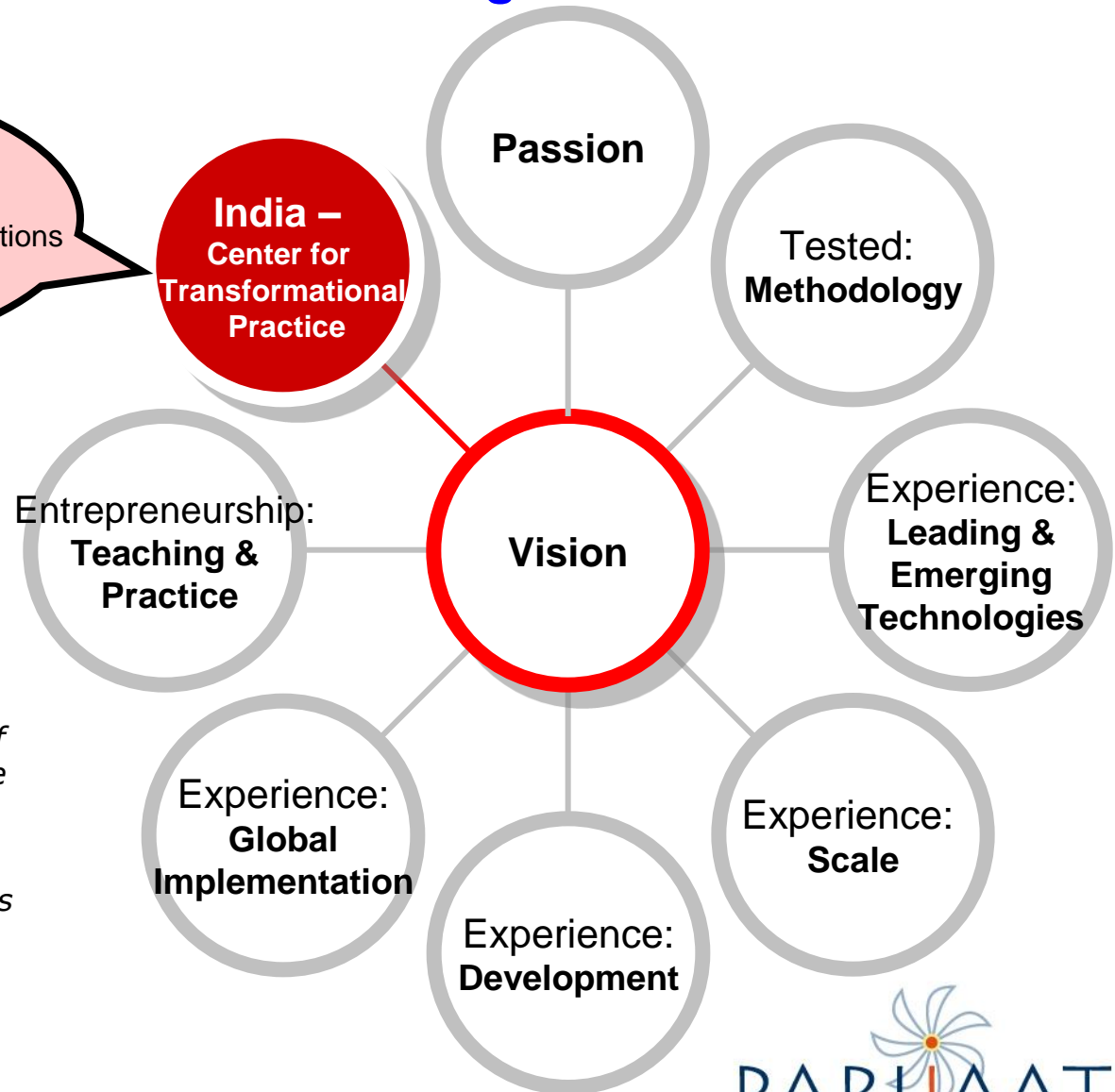
Within Employability Development

- **Assessment**
 - Interests/Aptitudes lead to Job Fit
 - Very low cost per person
 - Validity
- **Counseling**
 - Without counselors
- **Foundation skills**
 - Scalable
 - Modular Content
- **Domain specific Certification**
 - Industry 101
 - Industry linked certification
 - Modularity
 - Extendable
 - Advanced Methods
- **Induction Program**
- **Placement**
- **Repair programs**
- **Solutions to specific situations**

Vision:

India: Centre of Education-Training Transformation

- Disruptive Technologies
- Emerging global best practices
- Indian affordability & demanding conditions



India presents a unique situation of diversity of language, culture, scale and demanding infrastructure.

Solution developed here will be robust and ready to meet the needs of many other emerging and developed countries.

e-Learning in a Global Setting

Size: \$10 Billion+ (\$20 Billion worldwide)

Growth Rate: 30-40% CAGR

Drivers:

- ILT being replaced/augmented by e-Learning
- Desirable features: Anytime, anywhere; just-in-time, just-enough

Risk:

- e-Learning is more than words on a computer screen
- Appropriate content designed for learning
- Shift from pay-per-seat to up-front investment model

Caution:

- Judged by a higher standard
- Completion of training no longer a sufficient success criteria
- It's not ILT or e-L; It is ILT and e-L

Opportunity:

- It's big. Precision of market size is not as important

Segment:

Corporate, Association, Business & Government

Size: US \$5 Billion+

Growth Rate: 40 -70% CAGR

Drivers:

- Early adapters: Military, Corporations
- ROI is a compelling argument vs. in Academia
- Shift from IT to core content

Risk:

- Generic vs. tailor made

Caution:

- Life time costs vs. initial cost

Opportunity:

- Numerous niches. Present 8 specific situations among many

Localization:

Global modules for Multi-national Corporations

Drivers:

- Consistent global processes
- Same training in multi-languages
- US: English, Spanish, Hmong, Somali, Vietnamese
- NATO: 44 languages simultaneously

Risk:

- Cost of second language is 100% of first
- How many types of “English” are there?

Caution:

- Local language is not the same as localized
- Processes/tools to reduce cost of each additional language

Opportunity?

- **Yes.** Language and localization is big global opportunity

Vocational Training

Drivers:

- Excess of engineers and critical shortage of skilled workers
- 70% of people do not go to college - need to be trained in a vocation
- Processes are becoming global; global consistency
- President Kalam's PURA concept: e-Learning as only viable method

Risk:

- Mental frame of mind is Brick and Mortar
- High degree of blending needed

Caution:

- Important to have Competency certification
- Unless linked with employment; difficult to sell
- Bridges between Education and Corporate segments

Opportunity?

- **Yes.** Large global opportunity

Tools and Technology:

LMS, LCMS, Authoring tools

Drivers:

- Logical leap from SW development
- Consistent with capabilities
- VC's have funded many in this arena
- Need for productivity enhancement tools

Risk:

- Over 300 competitors
- Enterprise wide implementation needed
- ERP companies have their modules that are offered add on

Caution:

- Proprietary tools are losing favor
- No one standard in place

Opportunity?

- **No.** Stay away. Big write-offs.

Consulting and Research

Drivers:

- Large corporations; having burnt their fingers; looking for someone who can avoid the land mines
- Credibility
 - Proven in Western Countries for It and ITES
 - High regard for educational institutions

Risk:

- Building domain knowledge

Caution:

- It is not like building SW
- Requires local presence

Opportunity?

- **Yes.** Major growth area specially if combined with domain specific knowledge.

B to C Training Programs

Drivers:

- Compelling Thought: Build a library and sell to many
- Desirable features: Pay per seat; higher gross margin per transaction

Risk:

- Corporations prefer specific content vs. Generic
- Renewal rate is declining
- High cost of selling

Caution:

- A few large companies in this space

Opportunity?

- **No.** Stay away. Numerous B to C companies have folded

Associations

Drivers:

- Associations need to demonstrate relevance to members
- Spread the cost of focused training over many members
- Professional certifications are growing

Risk:

- Ability to customize for individual member needs
- Many professionals are addicted to “cheap” CEU’s
- SME: scope creep

Caution:

- Need either carrot of CEU or some kind of stick

Opportunity?

- **Yes.** High growth opportunity

UN Agencies

Drivers:

- Various UN agencies are spending \$\$ for basics e.g. Water, Hygiene, etc
- Very poor results/\$; interest in alternative solutions
- Scalable and ability to migrate to many countries

Risk:

- Highly political

Caution:

- Very long lead times

Opportunity?

- **Yes.** Global. Once initiated, the programs go on and on

Curricula Development and Design

Drivers:

- Great need for Subject matter/Content
- Learning Design services in demand

Risk:

- Offer only a portion of the total solution
- Limited continuing revenue stream
- Trend is towards one-stop relationship

Caution:

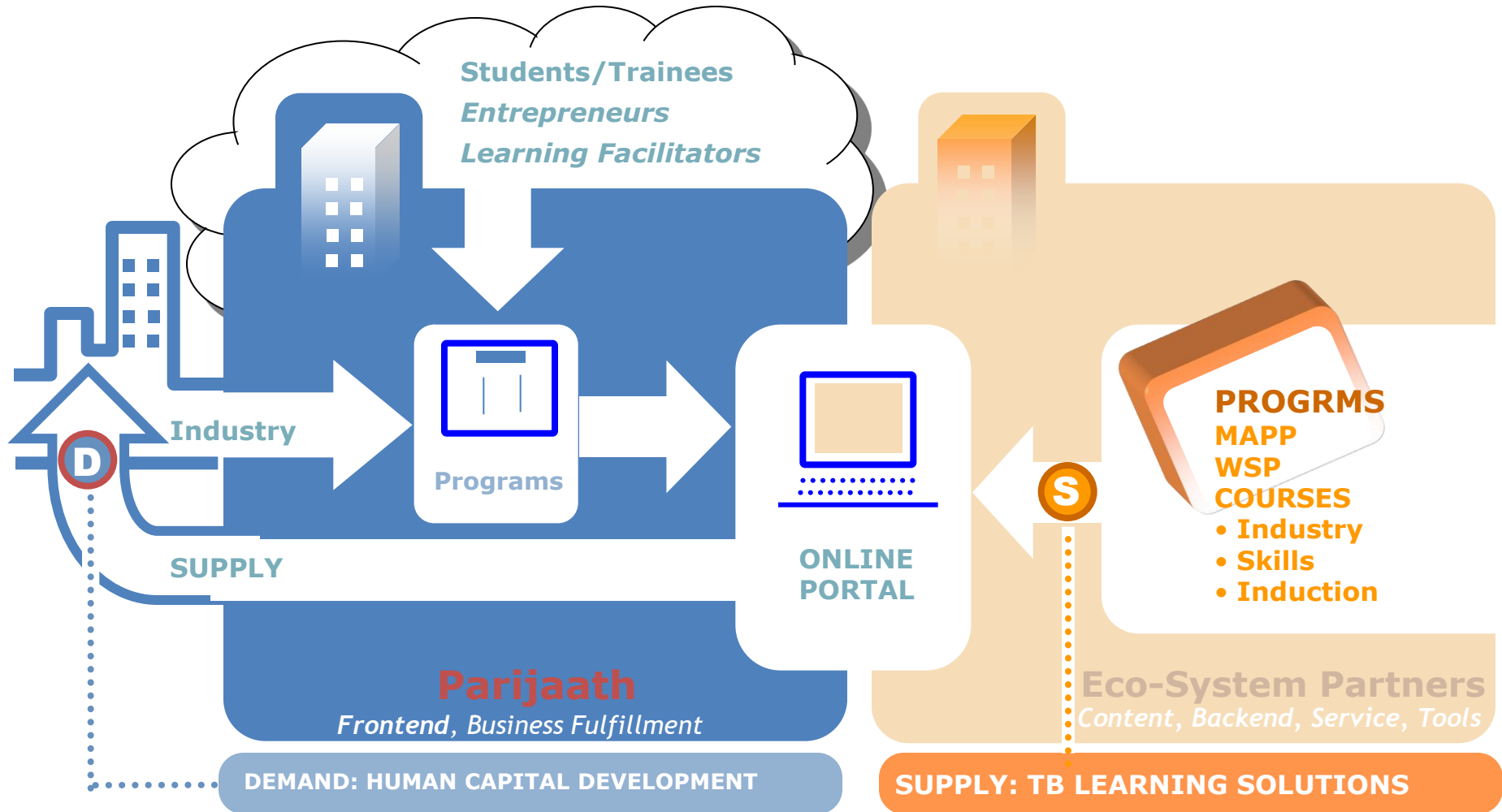
- Unless an acknowledged expert, little differentiation

Opportunity?

- **Yes.** Link up with credible entities and be their partner

Scalable Model:

Eco-system for Fulfilling the Human Capital Needs



Question:

Where are the people to pull all this off?



Project to Create EduEntrepreneurs: in Large Numbers

The Parijaath Flowers: *Nyctanthes arbor-tristis*, from the wish-granting tree which perfumes the entire universe

O Parijaath flower! Serpents live in your midst, you bear no edible fruits, your leaves are covered with thorns, you are crooked in growth, you thrive in mud, and you are not easily accessible. Still for your exceptional fragrance you are as dear as kinsmen to Kings. Hence, a single excellence can overcome a multitude of blemishes. **Chankya *Arthashastra*17.21.**

