

# The Perfect Storm

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THE UNIVERSITY OF  
WARWICK

# The Perfect Storm

(No, not the Credit Crunch again!)

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The confluence of four great trends could come together to change the face of tertiary education, as we know it, for ever.

- Demographics
- Globalisation
- Financial pressures
- Technology

# Demographics

- A significant fall off in relevant age group cohorts in USA, Europe, Japan, ultimately China, but not Australia or much of the “South”
- University closures/mergers predicted

Pressure on finances

# Globalisation

- Greatly increased competition
- Substantial improvement in the quality of especially Asian universities
- A more uncertain world may halt the growth in international student numbers
- Rapid increase in TNE
- Advantage may lie with lower cost producers
  
- Pressure on finances increases

## Financial pressures

- Governments looking to transfer the burden of paying for tertiary education from the taxpayer to the consumer/beneficiary i.e. the student
- Investment static/declining relatively
- Labour costs rising
- Income from foreign students is under pressure

**So – if students are harder to come by,  
and cost pressures are increasing,  
what's the solution?**

# Technology

- The core mission of universities is, at its simplest, to educate
- If they can't afford to do it by traditional, campus based, means, they need to find another route
- Technology provides the answer
- The digital world isn't just there to provide interesting new ways of marketing – it can completely change the way in which we teach

If we can no longer afford to bring students to the campus, the solution will have to be to take the campus to the student.

- Is the cure worse than the sickness?
- “But no one will want to study from home..”

If we don't like the cure, but think we might catch the disease – what can we do about it?

It's about management, and it's about control –

## CLIMATE CONTROL

# “Climate Control”

*We will need to Champions of:*

- ✓ Total Brand Expression
- ✓ Strategy Development
- ✓ The Consumer
  - New Products
  - New Markets
- ✓ Partnership
- ✓ Digital Integration
- ✓ The CEO and wider SMT
- ✓ Moral and Ethical Conscience
- ✓ Employee Engagement

It's about having a vision, and communicating it –

**CUT THROUGH COMMUNICATIONS**

# “2020 Vision”

## *Increased Institutional Recognition of the Marketing and Communications Functions*

- ✓ Distinctive Brands
- ✓ Global Mindsets
- ✓ Truly Innovative
- ✓ Effectively Engaging
- ✓ Economically Responsive
- ✓ Real (incl Virtual) Communities

