

IFC 2006 International Investment Forum for Private Higher Education
Session on “Economics of developing on-line learning environments”

Moving from on-line delivery to blended delivery through local learning centers - evaluating the differences



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Technology will change everything -
cost structures, time to market,
expectations of learners, ways of
using learning centers, ...
but is the human element built-in
early or a late add-on?

Moving from on-line delivery to blended delivery through local learning centers

- Economies of scale (given scalable systems)
- Economies of scope (via “learning objects”?)
- Dangers
 - Admit weaker students, needing more support
 - Too many students to know each one
 - Competitors emulate your best ideas faster
 - Risk of becoming too complex to manage
 - Can get caught in a technology race
 - Open Content - “Free, Perfect, Now”?

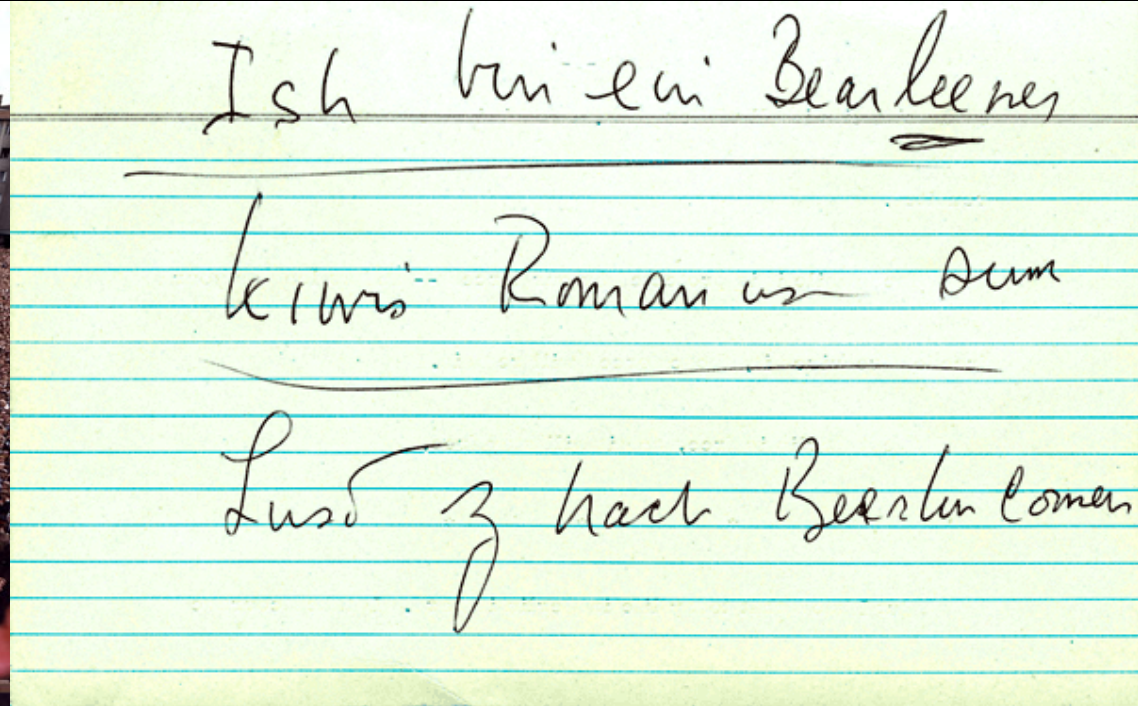
Economies of scale?



Private Content or Open Content?

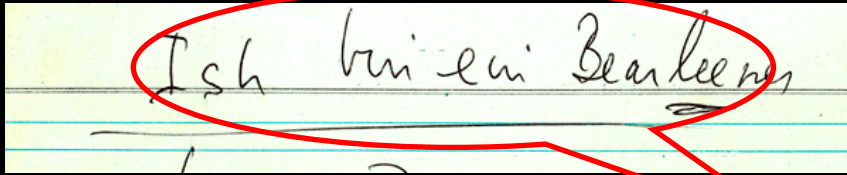
QuickTime™ and a
TIFF (LZW) decompressor
are needed to see this picture.

Blended add-ons to Open Content



- Two thousand years ago the proudest boast was "*civis Romanus sum*." [I am a citizen of Rome] Today, in the world of freedom, the proudest boast is "*Ich bin ein Berliner*." Remarks in the Rudolph Wilde Platz, President John F. Kennedy West Berlin June 26, 1963

Discussions in local learning centers



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- **QUESTION TO GROUP:** "There has been an ongoing discussion of this sentence by JFK. I was always under the impression that one does not use the indefinite article (ein) with occupations or nationalities, ... would this explain the so-called "mistake" or was it merely that the phrase has two meanings?"
- Response One: JFK was careless in other languages too. In 1959 in an [Indianapolis](#) speech he created an Urban Myth when he said "*When written in Chinese the word crisis is composed of two characters. One represents danger, and the other represents opportunity.*" Too simple. Like Butterfly is made of Butter and Fly.

“Think differently” to innovate, to create a USP, to develop first-mover advantage

- but how to retain your USP & markets in an age of MTV & Google?

- how to create high-impact content, quickly & cheaply?

- how to compete on time?