

EdPerform

mastering education's next normal

Why now?

Six industry forces shape higher
education's Next Normal

Six industry forces

1. Higher education swiftly evolves into its **Next Normal**.
2. **Market-reliant** academic enterprises have the most to lose or gain.
3. Traditional **business models** are challenged.
4. Competition intensifies based on **differentiated academic value**.
5. Inside-out planning is replaced by **design-driven** value, experiences, & outcomes.
6. **Decision analytics** becomes vital for managing change and success.

Six industry forces

1. Higher education swiftly evolves into its **Next Normal**.

“ With higher education facing average **revenue losses of 14 percent** or more due to Covid-19, the pandemic presents an **existential challenge** for the hundreds, maybe thousands, of colleges that entered last March with already precarious finances.

When the chaos of the pandemic eventually subsides and the dust settles, **American higher education as a whole may look very different**: Wealthy institutions will remain relatively unchanged, but a stratum of even leaner public universities and smaller private colleges are likely to have moved further away from the classic spectrum of a university education.

Covid-19 has **narrowed the options for leaders**, shortened the timeline for any changes, and raised the stakes for the outcomes. Colleges may succeed in positioning themselves for a future in which they can grow, but that depends on **the strategic decisions they make today.**”

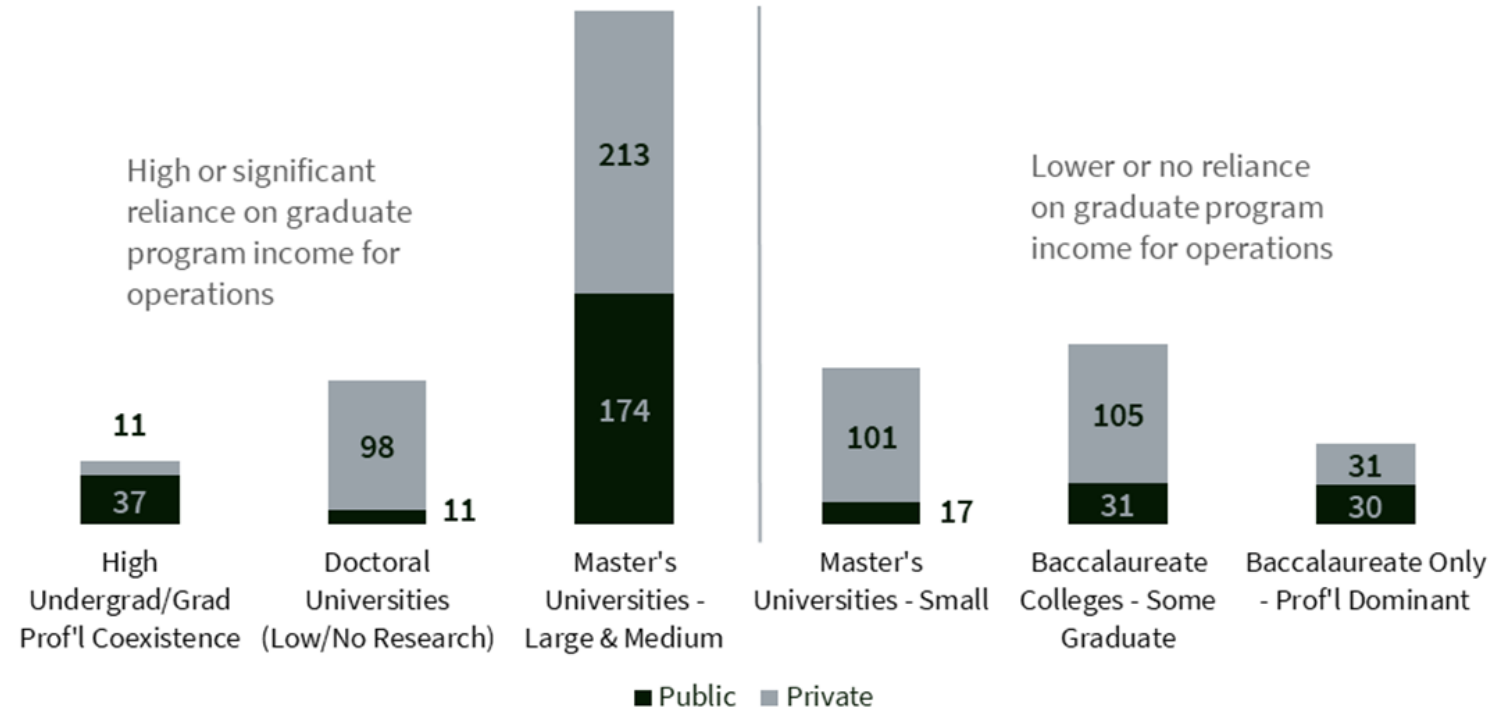
“The Great Contraction”
The Chronicle of Higher Education
February 15, 2021

Six industry forces

2. **Market-reliant** academic enterprises have the most to lose or gain.

Our research identified 859 colleges and universities that rely on tuition income from professionally-related programs for their operations and viability

We've named these Market-Sensitive Institutions



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3. Traditional **business models** are challenged.

Where will we play?

What industry & market segments will we target? What do they need? Where *won't* we play?

How will we play?

What are the ruling competitive dynamics? What is our optimal mix? What channels, relationships and partnerships are critical?

How will we win?

What is our “winning aspiration?” What strategy will we choose—price leadership, broad differentiation, focus differentiation? What capabilities, activities and systems are essential?

How will we recapture value?

What are our pricing and discounting policies, cost structure, and efficiency strategies? How will we reinvest (or de-invest)?

The higher education landscape will be “highly disruptive over the next one or two years . . . and expedite existential threats [for institutions] that are unable or unwilling to expedite business model transformation.”

Moody's Sector Outlook
Fall 2020

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4. Competition intensifies based on **differentiated academic value**.

Four dimensions for competing on value

Our industry research and extensive experience tells us that high-performing universities, colleges, and schools excel in four critical and unified ways:

Exceptional Value

They conceive and build relevant, differentiated value into their business models, design and deliver distinctive and impactful offerings and experiences, and promote a reputation for superior value and outcomes.

Market Mastery

They choose and know the audiences and market segments they want to serve, enthusiastically compete based upon differentiated value, and invest in outstanding brand equity and reputation for value.

Peak Performance

They understand and consistently monitor the indicators for success, and they apply data and decision analytics to manage continuous improvements to performance in program delivery, operations, marketing, and student outcomes and satisfaction.

Return and Reinvestment

They achieve above-average returns-on-value through pricing and discounting policies, operate with optimal impact and efficiency, and dynamically reinvest in their strategic capabilities and competencies.

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5. Inside-out planning is replaced by **design-driven** value, experiences, & outcomes.

Design Inputs

Internal discipline knowledge
Resources & capabilities
Occupational forecasts
Market demand
Skills requirements
Segments/Personas
Stakeholder requirements/barriers
Competitor offerings
Model & exemplary programs
Future forces
Technology
Decision analytics

Design Requirements

Design & Build

Delivery
Curriculum
Brand & Positioning
Marketing & Recruitment
Operations & Performance

Design Outcomes

Educational
Professional
Satisfaction
Reputation
Performance

In order to compete on value in the next normal, academic enterprises will need to think creatively in terms of “**value design systems**,” which coherently address stakeholders’ functional and motivational needs and barriers to access.

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6. **Decision analytics** becomes vital for managing change and success.

“ The Association for Institutional Research (AIR), EDUCAUSE, and the National Association of College and University Business Officers (NACUBO) stand together with a **strong sense of urgency** to reaffirm higher education’s commitment to the **use of data and analytics to make better strategic decisions**.

As the leaders of three national associations collectively serving nearly 2,500 institutions and representing over 80 percent of postsecondary students in the U.S. (22 million students), we believe higher education must re-energize its efforts and **unleash the power of data and analytics across higher education** to support students and institutions.

With the change-making capacity of analytics, we should be moving aggressively forward to **harness the power of these new tools for the success** of our institutions and our students. However, so far higher education has failed to follow talk with decisive action.”

“Analytics Can Save Education. Really.”
2020

For whom?

Forward-leaning academic enterprises that
choose to play—and *win*—through the
exceptional value of their educational experiences



Designed for:

Market-driven, winning-mindset academic enterprises

- › Four-year colleges with strong professional emphases
- › Academic colleges within a university
- › Graduate and professional schools
- › Academic divisions and departments
- › Extended & online learning and continuing education divisions
- › New academic entity start-ups

Forward-thinking, competitively-minded academic executives and faculty

- › Provosts and vice presidents of academic affairs
- › Academic deans
- › College & school faculty
- › Other senior leadership (presidents, enrollment executives, CFOs)
- › Analytics, research & planning support (institutional research)

The Big Idea

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Accelerated by the COVID-19 pandemic, higher education is rapidly evolving into its **Next Normal**.

Because they are highly dependent on program revenues for their operations, **market-reliant** universities, colleges, and schools are most affected. They can flourish if they:

- Transform their **business models** to adapt to change;
- Compete on the **exceptional value** of their academic offerings and experiences;
- **Systematically design and build value** around market requirements; and
- **Leverage decision analytics** to manage change and performance.

EdPeform helps presidents, academic and program leadership, and faculty at market-reliant enterprises master higher ed's Next Normal by providing a cohesive set of research, analytics, planning, and design services to compete—and *win*—on exceptional academic value.

Six domains of practice

A robust toolbox of combinative research,
analytics & planning services



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Domains of Practice



PERFORMANCE
ANALYTICS



PROGRAM DESIGN
& DEVELOPMENT



SITUATION
INTELLIGENCE



DECISION
ANALYTICS



BUSINESS &
BRAND STRATEGY



OPINION & CUSTOM
RESEARCH



PERFORMANCE ANALYTICS

Our customized solutions, analytics, and dashboards help you understand and manage the performance of your academic offerings and their markets and uncover insights that drive improvements in value, alignment, and operations.

- › Comparative Value Analysis
- › Performance trends analyses
- › Momentum Case
- › Profitability analyses
- › Market lifetime value analyses
- › Portfolio optimization
- › Activity-based costing
- › Performance & resource benchmarking
- › Stakeholder analytics (governance, accreditation)



SITUATION INTELLIGENCE

We help you make sense of your rapidly changing program environment by mining and assembling exacting data and information on your competitors, occupational and geodemographic forecasts, and future economic, industry, technology, societal, and policy forces that impact the direction of your academic offerings.

- › Occupational forecast analyses
- › Market demand analyses
- › Future forces intelligence
- › Competencies & skills inventories
- › Competitor program cataloging
- › Deep-dive competitor program & positioning research



BUSINESS & BRAND STRATEGY

We expertly assess the coherence of your business model and transform it for the post-pandemic “next normal.” We help craft integrated business and brand strategies and plans that chart the way forward for your academic enterprise while building reputational and brand equity.

- › Business model assessment
- › Capabilities assessment
- › Business model transformation
- › Business strategy & planning
- › Brand platform & extensions
- › Brand & reputation communications strategy
- › Dynamic investment budgeting
- › New school, division, & campus planning



PROGRAM DESIGN & DEVELOPMENT

Our design-thinking approach disciplines you to decide the markets for your offerings, understand their requirements and needs, and agilely develop new programs or continuously improve current ones that stand out from your competition.

- › Market segmentation schema
- › Segment *personas* and needs assessments
- › Competitor program overlap
- › Model curricula & delivery
- › Design requirements research
- › Rapid-design program development
- › Continuous program improvement strategy
- › Program/campus close-out strategy
- › In-house program assessment/planning functions



DECISION ANALYTICS

Our proven array of techniques and tools strengthens your decision making through accurate operations forecasting, scenario modeling and evaluation, risk assessment, optimization modeling, and program investment valuation.

- › Integrated operations forecasting
- › Program decision support & documentation
- › NPV investment analysis, modeling & scoring
- › New program, delivery & site risk analyses
- › Scenario modeling & decision support
- › Optimization modeling
- › Financial, pricing & compensation modeling
- › Customized modeling systems
- › Course performance dashboarding & optimization
- › Partnership, acquisition & merger modeling



OPINION & CUSTOM RESEARCH

Our best-in-class qualitative and quantitative research helps you discover valuable knowledge about students' satisfaction with their academic experiences, the market demand for your programs, their visibility and reputation, your price elasticity, and other critical intelligence for planning, decision making, and performance management.

- › Brand awareness & performance
- › Industry & thought leadership research
- › Employers needs assessment
- › Market demand research
- › Price elasticity research
- › Satisfaction research
- › Recruitment funnel research

Integrated offerings

Tightly-designed engagements



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Integrated Offerings



RAPID-DESIGN
PROGRAM
DEVELOPMENT



FAST-TRACK
BUSINESS & BRAND
PLANNING



CONTINUOUS
ACADEMIC PROGRAM
IMPROVEMENT



PROGRAM PORTFOLIO
MANAGEMENT



ACADEMIC UNIT
START-UP



BRAND STRATEGY &
PERFORMANCE



Rapid-Design Academic Program Development

Designed For Academic enterprises that want to launch new programs and strengthen the value of existing educational experiences.

Design Precis Our Rapid-Design Academic Program Development process plans new programs and renews current offerings in a 12-week cycle. We do the "heavy lifting" in gathering market intelligence, deconstructing competitor and model programs, delineating market segments and personas, and applying powerful decision analytics to accelerate your program planning agenda.

Design Components	Phase 1: Intelligence	Phase 2: Design	Phase 3: Build & Launch
	Occupational Forecast Analysis	Deep-Dive Competitor Research	Program Curriculum & Delivery Build
	Market Demand Analysis	Research into Model/ Exemplary Programs	Brand Extensions & Reputation
	Future Forces Scan	Occupational Competencies & Skills Inventory	Marketing & Recruitment Plan
	Capabilities Assessment	Market Definition & Segmentation	Decision Analytics Risk Analysis & Refinement
	Opportunities Prioritization	Segment Persona Development	Documentation & KPIs
		Program Design Requirements	Reviews, Approvals & Launch



Fast-Track Business and Brand Planning

Designed For Colleges, schools, and academic divisions and departments that want to transform their business models to compete in higher education’s “next normal.”

Design Precis Our Fast-Track Business and Brand Planning system evaluates the performance and fit of an academic enterprise for the rapidly changing marketplace, strengthens its model for competitive value and value recapture, and integrates business and brand strategy. We tailor our set of proprietary tools for business model mapping, comparative value analysis, decision analytics, and reputational positioning to accelerate planning within an academic semester.

Design Components	Phase 1: Assessment	Phase 2: Transformation	Phase 3: Strategy
	Current Model Documentation	Momentum Case Forecast	Program Development
	Capabilities Assessment	Business Model Scenarios	Competitive Positioning
	Performance Trends Analyses	Decision Analytics & Forecasting	Business & Operations
	Competitor Program & Positioning Research	Business Model Assessment & Selection	Brand Communications & Reputation
	Market Demand Research	Business Model Documentation & Pro Formas	Implementation & KPIs
	Comparative Value Assessment	Market Segmentation & <i>Personas</i>	Resource Investment and Value Recapture
	Brand Baseline Research	Brand Platform & Extensions	



Continuous Academic Program Improvement

Designed For Academic administrators and faculty who want to systematically monitor the performance and vitality of their academic programs across all critical dimensions and effectively carry out strategies for continuous improvement and sustained impact.

Design Precis We assemble critical performance data on an academic program onto a multi-dimensional dashboard. We assess market share and potential, the offering’s comparative value among competitors, and future trend-line performance. Then we help develop strategies for continuous improvement and forecast strategy-driven changes in performance.

Design Components	Performance Analytics	Positioning & Forecasting	Continuous Improvement
	Headcount enrollments	Market share	Program development
	Credit hour production	Future market demand	Delivery development
	Gross and net program revenues	Market-region occupations forecasting	Market development
	Student segments, composition, and personas	Competitor positioning	Performance optimization
	Recruitment funnel performance and requirements	Comparative Value Analysis	Operations and pricing
	Course and faculty analytics, capacity, and optimization	Momentum Case	Performance forecasts under continuous improvement
	Profitability and ROI		Strategy Implementation Scorecard

CONTINUOUS
IMPROVEMENT
DASHBOARD

Distinguishing Capabilities

How EdPerform will create impactful value



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Distinguishing Capabilities

- › Strong proficiency in **business model development**
- › Expertise in cohesive **business, brand and program strategy**
- › Best-in-class **market demand** and **occupational forecasting**
- › **Deep-dive competitor research** and value positioning analyses
- › Educational, industry, and professional **future forces** library
- › Industry-leading **performance and decision analytics**
- › **Self-service BI** tools which our clients inherit
- › Exceptional **data visualization and investigation** tools
- › Strong **project management** that delivers on time and on budget
- › Competitive, scaled, and guaranteed **pricing**

For nearly three decades, Prescience Associates has pioneered services for strategic, program and brand planning, performance analytics and management, and market and opinion research.

Now we concentrate our mission to help market-reliant academic enterprises compete on the exceptional value of their educational offerings and experiences.