

 HEM



RÉSEAU
LCI ÉDUCATION
MEMBRE

From closed to Open Innovation

A Game Changer for Value



■ 3 DECEMBER, 2020

| VIRTUEL EVENT

Opening Session

11H00 -11H30 Higher Education distant learning in Africa: From closed to open innovation, what place is there for frugal innovation?

Keynote Speaker



Dr. ALI ELQUAMMAH

Director HEM Business School, Morocco , Chairman of the Association of African Business School (AABS)

Higher Education Distant Learning in Africa: From Closed to Open Innovation, what place is there for Frugal Innovation?

Evolution of global Business

Evolution of management education

Drivers of Global Reputation

Innovation: A growth mindset

Frugal Innovation

Innovative Business Education

Africa, the continent of the 21st century

On-line delivery of courses using Frugal Innovation

Evolution of Global Business

Time	Up to the 19 th Century	20 th Century	21 th Century
Business Model	Land Acquisition: Colonialism	Free Market Competition: Capitalism	Human Capital Development: Entrepreneurialism
Players	Countries	Corporations	Citizens
Metrics (Impact)	Power (Strength)	Profits (Success)	Purpose (Significance)

Evolution of Management Education

Time Period	Up to mid 1960s	Late 1960s to late 1990s	2000 and beyond
Focus	Business Relevance	Academic Excellence	Academic Excellence, Business Relevance and Social Significance
Pedagogical Tools	Case Studies	Analytical Frameworks	Experiential Global Learning
Decision Making Inputs	Judgment & Intuition	Analytical Models	Business Ethics, Sustainability and CSR

	Education 1.0	Education 2.0	Education 3.0
The meaning of things is...	Imposed and dictated	Socially constructed	Socially constructed and contextually reinvented
Smart devices (phones, tablets, and phablets) are...	Confiscated at the entrance of the classrooms	Adopted with caution	Everywhere (an ambient digital universe)
The course is taught...	Professor to learner	Professor to learner and learner to learner	Professor to learner Learner to learner Learner to Professor People-IT-People
The School is located in...	A building (Brick)	A building and online (Brick and Click)	Everywhere (infused in society; Coffee shop, Home, Library, etc.)
Parents consider the School as...	Day Care	Day Care	A place for them to learn too (lifelong learning)
Professors are...	Licensed Professionals or (Ph.D. holders)	Licensed Professionals or (Ph.D. holders)	Everybody, everywhere
Hardware and software in schools...	Are purchased at great cost and ignored	Are open source and available at lower cost	Are available at low cost and used purposively
Industry views graduates as...	Assembly line workers	As ill-prepared assembly line workers in a knowledge economy	As co-workers or entrepreneurs

Learners of the 21st century

**Let's meet the
modern learner!** ¹⁾

On-the-go | On-demand | Always-on

30%

Do most of their work
somewhere other than
employer's location

70%

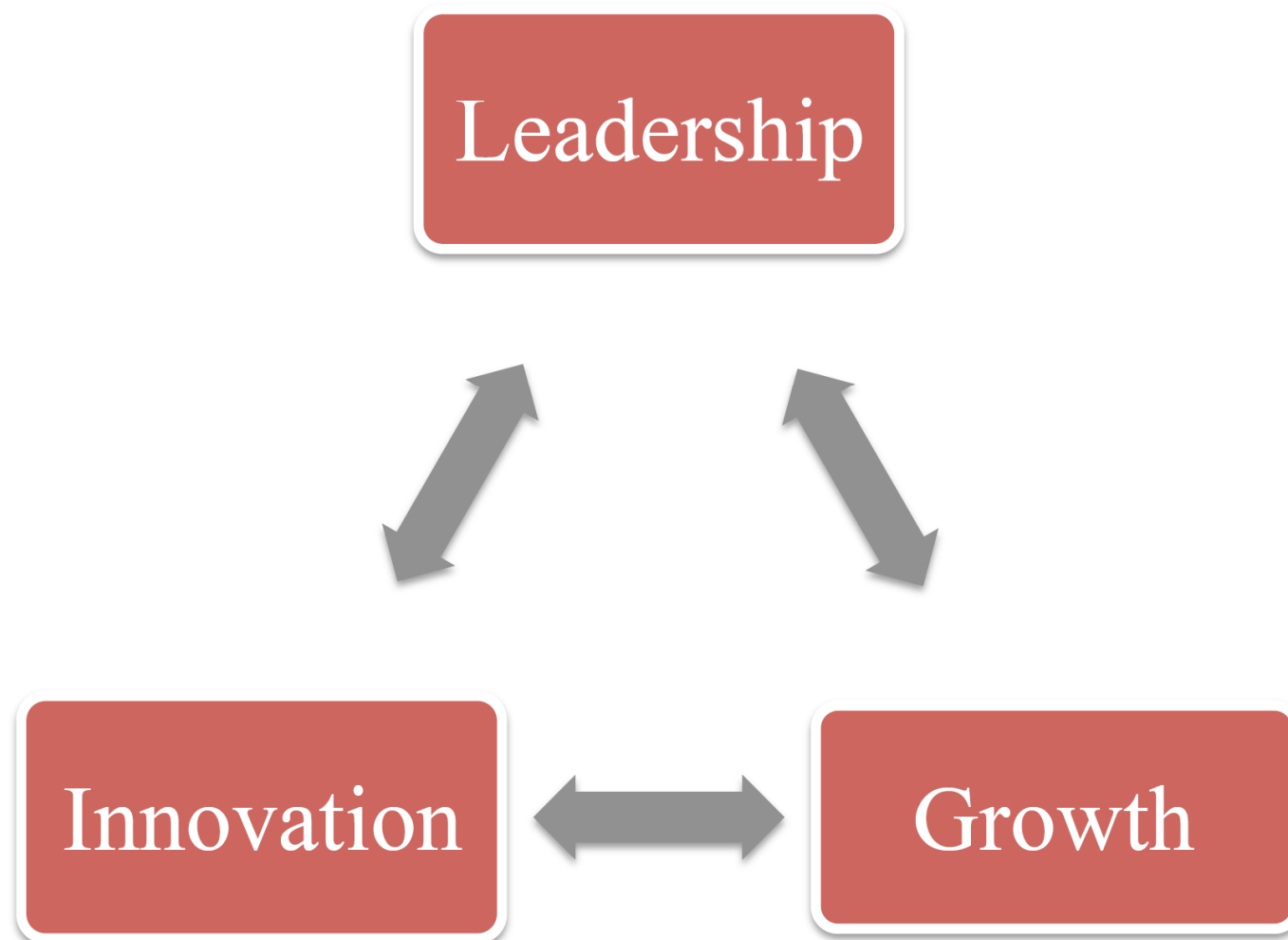
Takes ownership to search online
for solutions to problems, and
learn new skills related to work

15 hrs.

Media consumed per day

Gnowbe Paradigm Shift in Corporate Learning

Drivers of Global Reputation



Higher education focus on Innovation

- “Leadership myopia” caused by years of operating in the same industry can prevent breakthrough thinking.
- Higher Education Institutions (HEI) will benefit if their leaders can shift priorities and genuinely place innovation at their organization’s cultural heart.
- There is more a need for a leadership shift than a leadership to face relentlessly shifting higher education trends

NEW APPROACHES
INTERDISCIPLINARY COLLABORATION
FOSTERING INNOVATION
ALIGNING WITH COMMUNITY NEEDS
INNOVATING ECOSYSTEMS
EMBRACING RISK
CONNECTING PEOPLE AND IDEAS

Innovation: A growth mindset



“Creativity is thinking up new things. Innovation is doing new things.”

Theodore Levitt

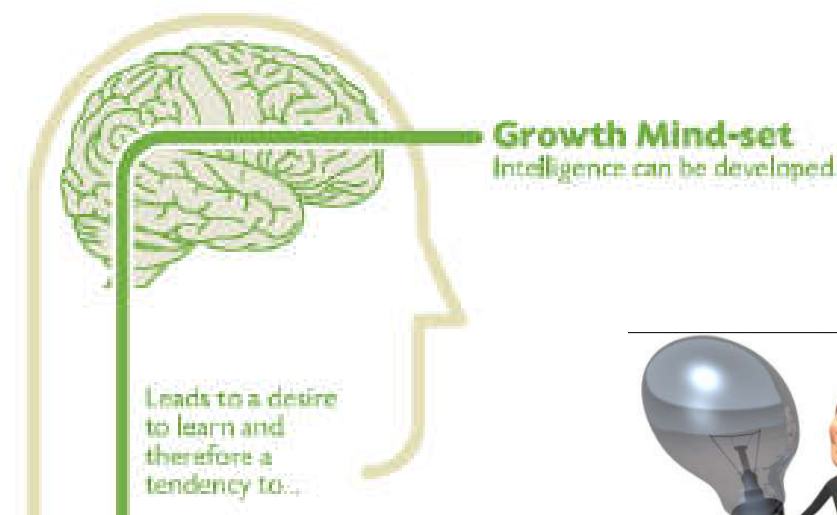
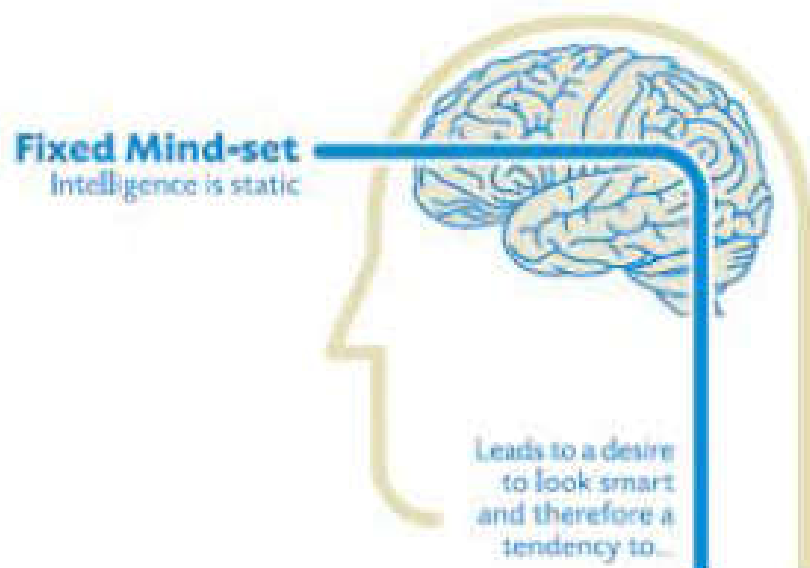
Innovation is the act of turning new or existing ideas into reality. It is the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena and to generate solutions.

Theodore Levitt puts it best: “What is often lacking is not creativity in the idea-creating sense but innovation in the action-producing sense, i.e. putting ideas to work.”

France, for instance, is ranked 6th in terms of the number of patents registered, but only 24th for innovation (WIPO 2012 rankings). Why such a gap?

Innovation: A growth mindset

- Innovation does not occur suddenly or by chance, it results from long-term iterative processes that integrate ingredients, procedures and outcomes.
- It is necessary to encourage HEI to strongly stimulate their long-term capacity to innovate



What is Frugal Innovation?

- **Etymologically, the word “frugal” derives from the mid-sixteenth-century Latin word frugalis. Frugality is the principle of being economical with the limited resources at hand.**
- **Frugal innovation offers the ability to generate considerably more business and social value while significantly reducing the use of scarce resources (Radjou, Prabhu, 2013). It is about a mindset of doing more with less.**
- **Frugal innovation is rooted mostly in developing countries, in the mindsets of Jugaad in Hindi or Shanzai in Mandarin (Radjou et al., 2012; Brem, Wolfram, 2014)**
- **Frugal innovation gives birth to improvised solutions as a result of ingenuity and cleverness**
- **Value and affordability are the key drivers of Frugal Innovation.**

Characteristics of Frugal Innovation

- **Low cost and affordability**
- **Low cost of use**
- **Simple design and reduced technological complexity**
- **Low technical content and Easy to use for everyone**
- **Should be able to work in a hostile or degraded environment (health risks, dust, irregular power and water supply, poor infrastructure...)**
- **Oriented toward the needs of BOP without any extra functionality.**

N.B. The low cost of frugal innovation does not mean low quality or inferior performance; it is more affordable excellence

Examples of Frugal Innovation

- **Electrocardiograph MAC 800 by GE in India**
- **M-Pesa by Safaricom in Kenya-East Africa helped bring banking to 58% through mobile banking;**
- **As of Dec-2018, 32 million Africans have used the M-Pesa platform.**
- **Mobil banking solution by MobiNile in Egypte where less than 14% of the population have traditional bank accounts.**
- **E-Gov frugal solutions in Morocco and Gabon (Biometric ids)**
- **Simple and frugal solutions to manage electorate lists in Benin and Burkina Faso**

Innovative Higher Education

- **It is not sufficient to be a provider (there are about 17,000 educational institutions worldwide providing business education degrees, the number has grown from around 11,000 since 2009)**
- **To play A role, it is necessary to become a provider of quality and innovative business education.**

On-line delivery of courses

- Demand for on-line delivery of courses is gaining momentum more than ever with Covid19.
- Many institutions in every part of the world have started offering part of their course on-line on trail basis (blended learning) especially with the start of the pandemic.



Where does Africa stand in all this?



Africa the continent of the 21st



In June 1994, Nelson Mandela described the promising landscape of the new Africa as follows:

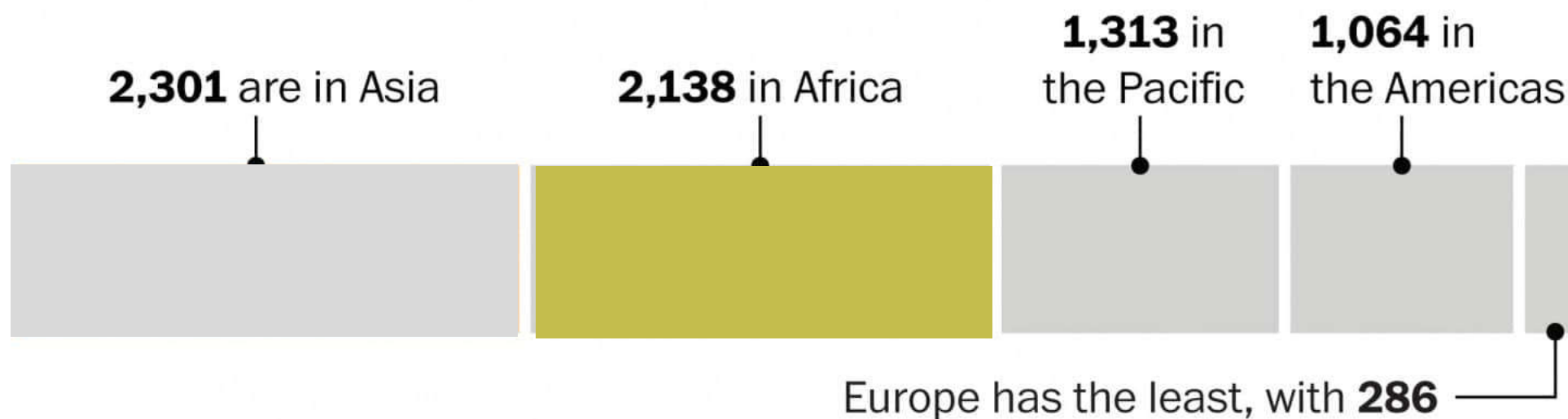
"We must face the question squarely: where there is something wrong with the way we govern ourselves, the fault does not come from the other but from ourselves; it is that we are ill governed."

Key Features : Diversity

	Africa	North America	Europe
Countries	54	3	44
Population	Approx. 17%	Approx. 8%	Approx. 11%
Youth	41%	19%	16%

Key Features : Diversity

There are at least **7,102** living languages in the world.



Sources: Ethnologue: Languages of the World, Eighteenth edition THE WASHINGTON POST

Africa's Challenges



- None of Africa's problems is beyond the means and resources within the continent. **What has largely lacked is proper policy making and implementation.**
- Healthcare, security, political stability, and development projects are all affected by poor governance.
- Corruption is endemic to the way of life in much of Africa. The effect has been great inequalities.
- There is a surge of unemployment especially among the youth. This in turn contributes to lower family incomes with many dependents, crime due to joblessness and a host of other social issues.
- Population Growth: While the average world fertility rate is 2.5 children per woman, **in Africa it is 4.7 children per woman**

Population Forecasts

Countries With Greatest Percent Projected Growth, Age 15-24

44%	Democratic Republic of the Congo
41%	Uganda
40%	United Republic of Tanzania
36%	Nigeria
34%	Afghanistan
30%	Kenya
28%	Sudan
27%	Iraq
22%	Ethiopia
13%	Egypt

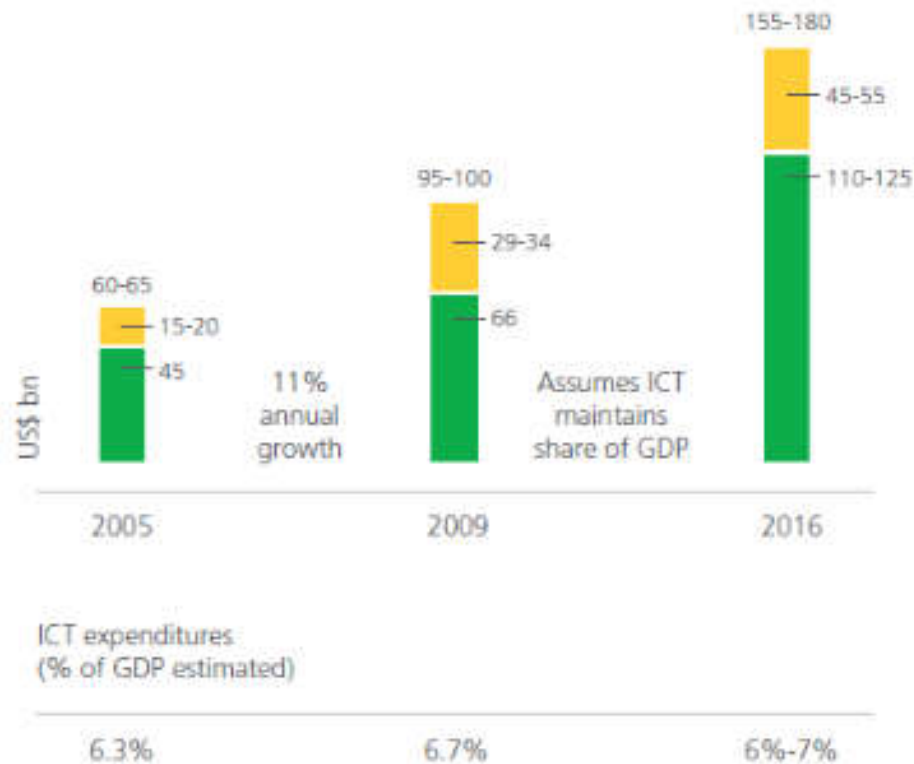
(min. projected population of 20 million)

Countries With Greatest Percent Projected Decline, Age 15-24

-28%	Republic of Korea
-17%	Poland
-14%	Malaysia
-13%	Vietnam
-13%	Germany
-12%	Thailand
-12%	China
-12%	Ukraine
-10%	Brazil
-9%	Uzbekistan

(min. projected population of 20 million)

The International Telecommunications Union (ITU) ranks countries according to their progress in ICT access, use and skills in its annual ICT Development Index (IDI). The 2017 findings show that of the bottom 20 countries worldwide, 17 are African.



- Estimate for rest of Africa
- Set of nine countries representing 65%-70% of African GDP

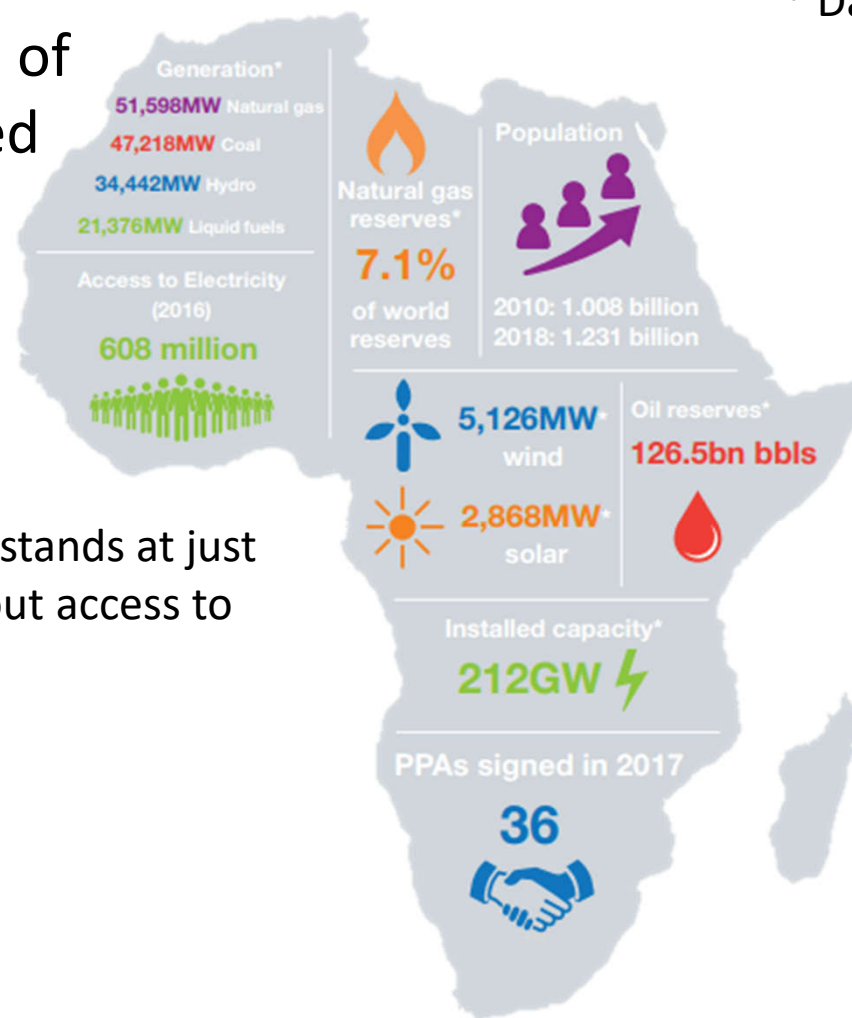
Note:

Countries in sample set are: Algeria, Cameroon, Egypt, Kenya, Morocco, Nigeria, Senegal, South Africa and Tunisia.

Africa's Energy

Africa's energy potential is enormous, yet only a fraction of it is being currently employed

* Data of end-2017



Household electrification rate in Africa stands at just 43%, leaving 600 million people without access to electricity

Education

The lack of access to reliable electricity sources is a major impediment to both the process of industrialization and human development in African countries.

Education and training are among the major challenges facing Africa in the coming years. Given the resources and capacities available, and despite major efforts in education, most African countries have not always achieved the desired performance.

Barely 32% of young Africans have access to secondary and High education compared to 50% of access to primary education.

Potential and hope

- Africa rising; the world's fastest growing continent
- Flourishing Economies before Covid19.
- Most countries are at peace.
- Record numbers going to school.
- Foreign direct investment tripled during the last decade.
- From the world's poorest continent to one that is appreciated for its wealth of opportunities.



Total number of
countries = 54

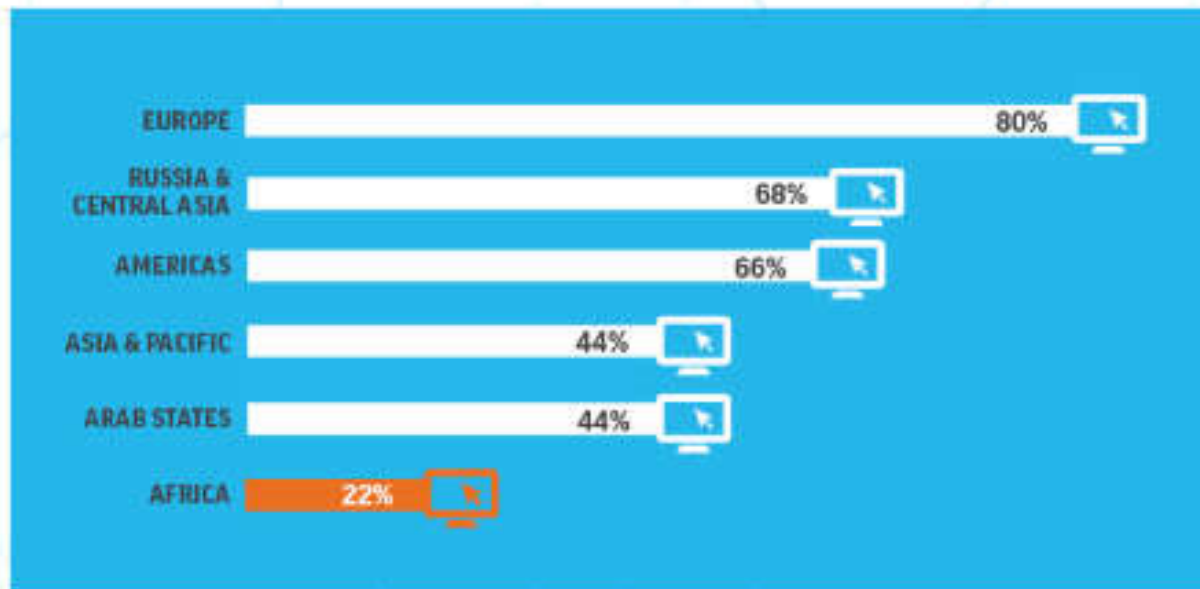
DATA FROM THE LITERATURE : KEY AND POTENTIAL FIGURES

- **Current population: 1.3 billion people or 17% of the world population (and more than double the population of Europe) but only 3% of the world GDP.**
- **Africa's population is expected to double to nearly 2.5 billion by 2050.**
- **Between 2019 and 2023, 6 of the 15 fastest growing economies will come from Africa (Ethiopia, Rwanda, Côte d'Ivoire, Tanzania, Senegal and Ghana).**
- **In 2016, the number of mobile was multiplied by 4 compared to the previous decade).**



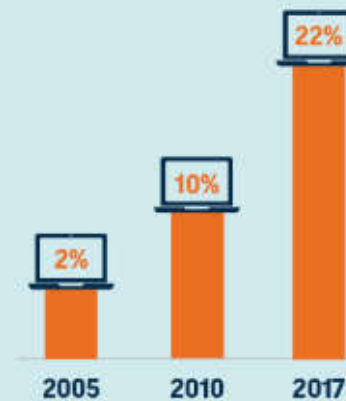
Africa's Potential

INTERNET USERS BY REGION



INTERNET USERS IN AFRICA

Africa has had the most growth in regional connectivity, but remains the least connected continent



Africa's Potential: Students demographics

Quantitative plan

The population of learners enrolled in higher education rose from 6 million in 2000 to 14.5 million in 2017, a jump of 141%.

Growth in higher education in Africa is driven by growth in the private education sector

Qualitative plan

Strong development of short-cycle training

The Ivory Coast has a low enrollment rate in higher education and a high enrollment rate in short-cycle programs.



A Paradigm shift is needed: We can do more and better

- A paradigm shift in this education system is needed to allow, on the one hand, the necessary match between training and jobs and, on the other hand, the development of innovative solutions through the use of technology in distance learning.
- Regardless of the progress made, the statistics still tell the story of a significant lack of quality education in Africa.

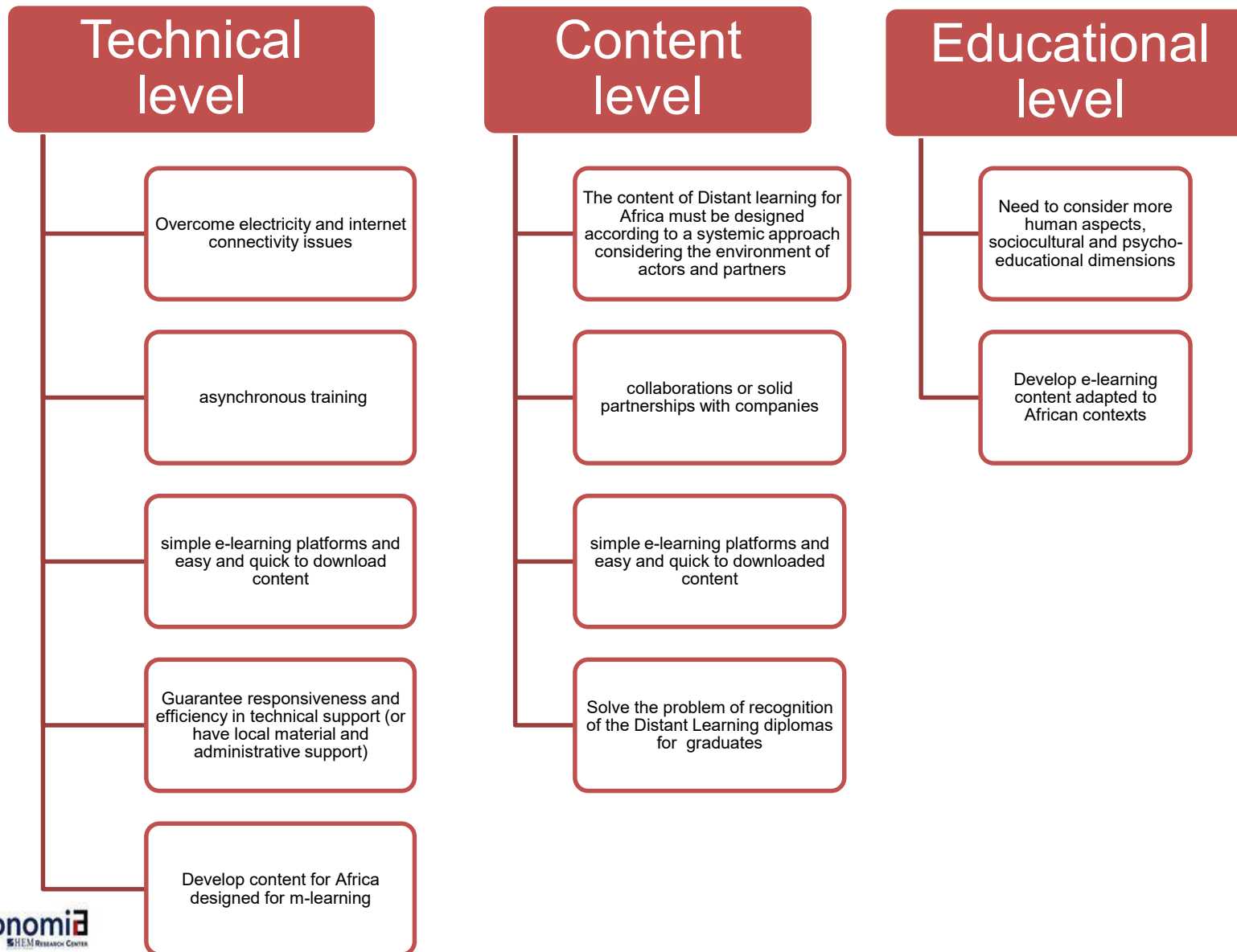
What distant learning for Africa?

What Distant Learning for Africa?

We must seek to develop online / blended programs that promote interaction:

- **with innovative content**
- **interpersonal live (synchronous) or delayed (asynchronous) sessions**
- **Distant learning does not mean, individual learning**
- **A good distance learning program requires active participation in motivating projects and collaborative work.**
- **In the design of a distance education, it is necessary to provide for collective learning environments**
- **With the reduced face-to-face, it is less a question of considering a simple transmission of information but rather of creating pedagogical and organizational conditions favorable to the learner.**
- **While leaving a certain autonomy in the management of the student's working time, the face-to-face time makes it possible to mark out learning (the course is organized in sequences) and offers the possibility of direct, individual and regular support for the courses.**

Distant learning in Higher Ed using Frugal Innovation



Distant learning for long life learning using Frugal Innovation

Technical level

Offer blended e-learning programs for executives and professionals for lifelong learning

Prompt support and expert feedback are considered key success factors for effective online program delivery.

Include an asynchronous "chat" feature

Content level

Opportunities that respond to the country-specific skills gap in a sectoral approach

Favor ultra-targeted and actionable training

Provide certificates that are recognized and accepted by major employers

Educational level

Deliver remote training to teams and not to individuals



Thank you for your attention
