

Today's complex global economy is driven by rapid technological advances. More important, it is steered by a multitude of individuals – knowledge workers – who must constantly update their skills in order to navigate this continuously changing environment. Every major industry has an urgent need to update the skill level of its employees. This means that an organization's human capital is now, more than ever, a crucial factor in corporate performance, and ultimately shareholder value.

At the vanguard of a dramatic paradigm shift in knowledge management today are corporate universities, which take many forms in the evolving corporate education marketplace. For example, there are:

- virtual universities such as the International School of Information Management, whose courses are offered on-line
- "mega" universities such as Open University of the United Kingdom
- for-profit institutions of higher learning such as Apollo Group's University of Phoenix
- education consortia such as Western Governor's University, a consortium of western state universities offering on-line courses
- corporate/college alliances such as Whirlpool Brandywine Performance Centre and its alliance with the University of Michigan, Indiana University and INSEAD

There are now over 1,000 corporate universities, up from only 400 in 1988. What's more, 40% of FORTUNE 500 companies have implemented a corporate university.

The Future of Knowledge Management

According to Corporate University Xchange's 1997 *Survey of Corporate University Future Directions*, six key factors are shaping employee learning and development and highlight the importance of investing in human capital.



Corporate universities

Platforms for Knowledge Management

These factors are:

1. *Corporate universities will grant degrees.* Straight tuition reimbursement and unilateral curriculum development will yield to corporate/academic partnerships issuing customized degrees in order to craft learning solutions linked to strategic business goals. Employees will have ever-expanding options for continuous learning and portable credentials.
2. *Learning experiences will continue to be enhanced by technology.* To shorten the cycle time of employee training and accommodate the hectic schedules of working adults, leading-edge delivery vehicles such as the Internet/intranets, CD-ROMs, satellite TV, teleconferencing and other varieties of distance learning will become increasingly important. Technology will galvanize the task of educating the workforce by making the process more flexible and accessible than previously imagined.
3. *Training departments will increasingly centralize* into smaller, strategically integrated units reporting directly to the CEO, who will work closely with the Corporate University to ensure that training is aligned with business strategy and corporate goals.

Case Study Participation Rates

Full-page case study	\$53,500
Half-page case study	\$31,600
or earned rate, whichever is lower	

Rates are gross. No additional discounts apply.

Participants at the full-page level may include an appropriate photograph in the text of their case study. You may provide a photograph, or FORTUNE will arrange and pay for a custom photo shoot.

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4. *More Corporate universities will evolve into profit centers, licensing their training programs to outsiders for a fee.* These organizations will become more dynamic and provide learning solutions not only for employees, but also for customers, suppliers and outside organizations.
5. *Strategies that help employees pursue continuous learning will matter more than knowledge itself.* The dwindling life span of job knowledge, a consequence of the rapid pace of technological advances, put more responsibility on employees for shaping their own education and career development.
6. *Corporate universities will become the dominant means* by which an organization communicates its vision, values and culture to its employees.

Who Should Advertise

- Companies with a corporate university or centralized training facility, like General Electric, Arthur Andersen and Motorola.
- Business schools and "mega" universities that are partnering with companies to deliver knowledge solutions.
- Professional development firms like Dale Carnegie and the Center for Creative Leadership
- Consulting firms with practices focused on employee development
- Technology firms that provide the infrastructure for today's modern professional development, such as satellite equipment and services, videoconferencing and intranets.

10 Powerful Reasons to Advertise

1. Highlight your firm's role in the emergence of corporate universities in a one-half or full-page case study.
2. Reach recruits – tell them about your firm's commitment to their continuous development.
3. Reach employees – remind them of the availability of your world class educational and professional development opportunities.
4. Announce to customers and prospects that your corporate university will help your firm deliver world-class products and services now and into the next century.
5. Use reprints of the section and your case study as merchandising tools – distribute them to employees, customers, suppliers,

financial analysts, or other constituents to underscore how your corporate university is helping your firm compete in a global economy.

6. Reach business executives who are forming partnerships with product and service providers to build systems that deliver leading-edge solutions to their knowledge workers.
7. Reach individual and institutional investors who want to know what your firm is doing to ensure the competitiveness of your workforce.
8. Receive extended impact from the section on the www.fortune-sections.com World Wide Web site, the web site of FORTUNE Custom Projects.
9. Include in the text of your case study an appropriate photograph. You may provide a photograph, or FORTUNE will arrange and pay for a custom photo shoot. (Available only to full-page case study sponsors.)

PLUS

10. Associate your firm with new and original information about corporate universities, as new findings from the *1998 Survey of Corporate University Future Directions* will be summarized in the section's introduction.

Why FORTUNE?

FORTUNE is the world's leading business magazine with a particular focus on issues pertinent to senior management. Its 775,000 subscribers and four million readers are executives in virtually every industry. Sixty-five percent of FORTUNE subscribers are in top management (vice president or higher).

FORTUNE's editors have in recent months published several articles on related topics, ensuring that FORTUNE subscribers are keen to learn more.

Recently published staff-written stories in FORTUNE:

- "Why Dumb Things Happen to Smart Companies" – 6/23/97
- "Getting the Best from Your Smartest People" – 3/17/97
- "Brains Are Powering U.S. Exports" – 2/3/97
- "Are You Smart Enough to Keep Your Job?" – 1/15/96
- "Getting Real About Brainpower" – 11/27/95