Neapolis University Pafos

The Competitive Advantage in the Business Model of the Private Universities in Paphos and Cyprus

The sustainable development appraisal

by

Koulla Loizou

Supervised by Professor Spyros Vliamos

MASTER IN BUSINESS ADMINISTRATION

Neapolis University Pafos

Pafos, Cyprus

2012

Submitted to the Faculty of Neapolis Business School

in partial fulfilment of

the requirements for

the Degree of

MASTER IN BUSINESS ADMINISTRATION

This dissertation is all my own work and all other works discussed or referred to have been cited.

Signature:

Date: 22/11/2012

The Competitive Advantage in the Business Model of the Private Universities in Paphos and Cyprus

The sustainable development appraisal

Dissertation

Advisor

Professor Spyros Vliamos

Committee Member

Nil

Dean/ Program Director

Dr. John Politis

The Competitive Advantage in the Business Model of the Private Universities in Paphos and Cyprus

The sustainable development appraisal

Abstract

This paper investigates the Competitive Advantage factors to be considered by the Private Universities in Cyprus. The research has indicated that in the current globalised World Wide Web network Universities Business Models are subject to sustainable and continuous competition.

The way of doing business in the educational sector is continuously changing and this includes the ways that the Public and, especially the Private sector need to cooperate with the market and take risks. The research suggests that the winning formula for a Business Model is: Efficient use of internal resources, use of Information Technology (IT), strategic alliances with brand names and the Government, and the Transformation of these, through Customer Relationship Management (CRM) and Strategic Management, into Competitive Advantages.

The findings and conclusions of this research indicates that future higher education learning would be transformed, unmatched to what we know today, through the use of IT, Strategic Alliances and Management, and as such these factors should be the nucleus of any University Business Model. In this respect the internal competitive resources factors would need to be incorporated within the business operations and strategies and the value and supply chain.

While this research suggests that it is possible to design a best practice University Business Model, the Cyprus private higher educational institutions (PHEIs) market is very competitive and not as yet matured enough for any partner to plan securely on a certain winning mix. The success in PHEIs market is still going through the growing phase and it is thus suggested that a feasibility study should precede any investments or financial commitments.

ACKNOWLEDGEMENT

First and foremost, I would like to thank my family, my mother Androulla and my children, Sotiris and Panikos for their understanding, encouragement and moral support, during my studies with Neapolis and the development of this project.

I would like also to thank my course senior supervisor Professor Spyros Vliamos at Neapolis and the course tutors for their advice, guidance, and supervision that made the completion of this project possible.

This is also an opportunity to thank all the other academic and administrative personnel, plus all the other hidden heroes, for the excellent work that they are doing in delivering a world class degree, and to wish them all to continue so in the years to come with the same spirit and good health.

Figure: [0.1]: Neapolis University, Artist impression

I wish also to thank all the colleagues, friends, and professional associates and especially the Executive Officers of the Neapolis project, who have spent some of their valuable time in participating in this project. Their contribution is duly respected and will not be forgotten. I take also the opportunity to wish Mr Michael Leptos all the best health and success for the development of the Neapolis Project and the promotion of Paphos and Cyprus into a destination of Excellence.

Finally I would like to thank Neapolis University for giving to Paphos and our community the opportunity and the benefits of undergraduate and post graduate education as well to be part and present to the organised events, conferences, and debates. It is certain that the Paphos intellectual map is changing and Neapolis University is a major driver to this change. Wish you all the best.

Table of Contents

Appendices

List of tables

List of figures

Abbreviations

PHEI'S	Private Higher Education Institutions
COS	Cost of Capital
WACC	Weighted Average Cost of Capital
SWOT	Strengths, Weaknesses, Opportunities, Threats
SDV	Sustainable Development
GUI	Government University Collaborations
CRM	Customer Relationship Management