

Table 1. To what extent are the following factors important in influencing your needs for senior executive education in relation to one another? (Four point scale 1=to a great extent, 2=to an extent, 3=to a limited extent, 4= not at all important)

Factor	% organization responding to a great extent	Median response for all organizations (n=68)	Median response private sector (n=23)	Median response public sector (n=45)	Mann-Whitney Test: difference between Private and Public sector (p)
Need to develop a stronger corporate identity or team spirit among our existing executives	59	1.0	2.0	1.0	0.185
Need for greater innovation in our organization	46	2.0	2.0	1.0	0.470
Need for better networking with other executives inside of our organization	38	2.0	2.0	2.0	0.442
Need to motivate existing executives	28	2.0	2.0	2.0	0.037
Need to retain existing executives	25	2.0	2.0	2.0	0.540
Need for better networking with other executives outside of our organization	25	2.0	2.0	2.0	0.288
Growing international outlook of our organization	26	3.0	2.0	3.0	0.001
Lack of talent coming through the organization	21	2.0	2.0	2.0	0.386
Need to become more commercial in the way we do things	22	3.0	2.0	3.0	0.067

Table 2. Relatively speaking, how important are following factors in influencing decision-making about external providers of senior executive education (1=very important, 5= not at all important)

Factor	Overall Median response (n=65)	Median response private sector (n=22)	Median response public sector (n=43)	Median response 'international organizations' (n=25)
The ability of a provider to tailor executive education to your needs	1.0	1.0	1.0	1.0
The ability of a provider to offer value for money	1.0	2.0	1.0	2.0**
The ability of the provider to understand your business/industry/sector	1.0	2.0*	1.0*	1.0
The ability of a provider to offer something unique that adds value to your business strategy	1.0	1.0	1.0	2.0
The overall reputation of the provider for high quality executive education	1.0	1.0	1.0	1.0
The reputation of key individuals in the providing organization for specialist /sector specific expertise	2.0	2.0	2.0	2.0
Good personal relationships with the providing organization or key individuals	2.0	2.0	2.0	2.0
Learning from our competitors or benchmark organizations	2.0	2.0	2.0	2.0
Our senior executives expect to work with well-known providers with international/national reputations for excellence	2.0	2.0	2.0	2.0
The ability of a provider to offer a wide range of services associated with executive/business development (e.g. online learning resources, research, accreditation, etc)	2.0	2.0	2.0	2.0
The ability of a provider to offer external networking opportunities for your staff	2.0	2.0	2.0	2.0
The ability of a provider to offer an international outlook or services	3.0	2.0*	3.0*	2.0**
Our senior executives are looking for an international experience	3.0	3.0*	3.0*	3.0**

* Significant difference between median Private and Public scores (p < 0.05)

** Significant difference between median International Organization and non-International Organization scores (p < 0.05)

Table 3. For organizations using the services of business schools, how important, relatively speaking, are the following factors in influencing your decision-making? (1=very important, 5= not at all important)

Factor	Overall Median response (n=51)	Median response private sector (n=17)	Median response public sector (n=34)	Median response 'international organizations' (n=23)
The school has particular expertise in areas of knowledge we wish to know more about	1.0	1.0	1.0	1.0
The willingness of the school to enter into a partnership with us to deliver more customized executive development	1.0	1.0	1.0	1.0
The reputation of a school of for leading edge provision	2.0	2.0	2.0	2.0
The willingness of a school to work with us to development joint projects relevant to executive education	2.0	2.0	2.0	1.5
To gain access to key individuals in the school who have particularly important expertise	2.0	1.5	2.0	1.5
The international outlook or location of the school	2.5	2.0*	3.0*	2.0**

* Significant difference between median Private and Public scores (p < 0.05)

** Significant difference between median International Organization and non-International Organization scores (p < 0.05)

Table 4. Relatively speaking, how important are the following factors when evaluating external and internal providers of senior executive education (1=very important, 5= not at all important)

Factor	Overall Median response (n=61)	Median response private sector (n=19)	Median response public sector (n=40)	Median response 'international organizations' (n=23)
The quality of staff they will actually use to deliver their programs	1.0	1.0	1.0	1.0
Cost or value for money	2.0	2.0*	1.0*	2.0
Reputation with other clients/referrals from associates	2.0	2.0	2.0	2.0
Sector or industry expertise	2.0	2.0	2.0	2.0
The brand image of the provider	2.0	2.0	3.0	2.0**
The international outlook or experience of school	2.0	2.0*	3.0*	2.0**
Previous experience with your organization	3.0	3.0	3.0	3.0
That they don't work for your direct competitors	3.0	3.0	3.0	3.0

* Significant difference between median Private and Public scores (p < 0.05)

** Significant difference between median International Organization and non-International Organization scores (p < 0.05)

Table 5. How useful does your organization rate the following approaches to learning for your senior executives development and education?

Factor	Overall Median response (n=61)	Median response private sector (n=19)	Median response public sector (n=40)	Median response 'international organizations' (n=23)
Executive Coaching	1.0	1.0	1.0	1.0
On-the -job projects/action research	1.0	1.0	1.0	1.0
Formal programs based on work-place -based action/experiential learning	2.0	1.0	2.0	1.0**
Networking and learning from executives outside of your organization	2.0	2.0*	1.0*	2.0
Being assigned a mentor	2.0	2.0	2.0	2.0
Lectures and seminar from experts in the field	2.0	2.0	2.0	2.0
Formal programs of leadership education involving seminars and cases	2.0	2.0	2.0	2.0

* Significant difference between median Private and Public scores (p < 0.05)

** Significant difference between median International Organization and non-International Organization scores (p < 0.05)

Table 6. Do you (or, in the recent past, have you) made use of US, European or English business schools or their staff for your senior executive education provision?

Factor	% of all organizations in affirmative (n=57)	% of private sector organizations in affirmative (n=18)	% of public sector organizations in affirmative (n=39)	% of 'international organizations' in affirmative (n=25)
Yes, well-known American schools or their staff	19	28	15	24
Yes, well-known European schools or their staff	19	44*	8*	32**
Yes, well-known English schools or their staff	38	50	28	44
No, but may do so in the future	11	6	13	4
No, not at all	34	17	38	24

* Significant difference in proportions (Fisher's Exact Test) between Private and Public scores ($p < 0.05$)

** Significant difference in proportions (Fisher's Exact Test) between International Organization and non-International Organization scores ($p < 0.05$)

Table 7. Do you, or have you in the recent past, made use of the Scottish business schools or their staff for any form of executive education?

Factor	% current usage patterns				% past usage patterns			
	All	Private	Public	International	All	Private	Public	International
No, not at all	21	22	26	24	13	11	18	16
Yes, we use/have used selected individuals to help with our executive education	22	17	31	20	19	28	20	28
Yes, we sponsor/have sponsored people to attend MBA, masters or diploma courses	46	61	51	68	52	72	56	68
Yes, we send/have sent our executives on open enrolment short programs they offer	21	28	23	24	18	17	23	16
Yes, we work/have worked with them to deliver customized , in house programs	18	6*	28*	4**	25	6	41	12**

* Significant difference between proportions (Fisher's Exact Test) Private and Public ($p < 0.05$)

** Significant difference between proportions (Fisher's Exact Test) International Organization and non-International Organization ($p < 0.05$)