ISSN: 3049-7159

Review Article

Journal of Business and Econometrics Studies

Microlearning Strategy of GLOBIS Corporation in the Competitive Business Education Technology Landscape

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Received: January 29, 2024; **Accepted:** February 06, 2024; **Published:** February 14, 2024

ABSTRACT
This study explores the innovative microlearning strategy employed by GLOBIS Corporation amidst the rapidly evolving business education landscape. The paper analyzes how GLOBIS integrates Educational Technology (EdTech) into executive education, focusing on digital platforms and microlearning methodologies. It offers an in-depth examination of GLOBIS's approach to democratizing executive education, highlighting the use of microlearning to simplify complex topics for accessible, anytime learning. The case study evaluates GLOBIS's microlearning framework and its role in shaping future trends in EdTech, providing valuable insights for educational institutions, policymakers, and corporate executives. This research underscores the transformative potential of EdTech in executive education and contributes to the broader understanding of digital learning innovations in the business sector.

Keywords: Microlearning, Educational Technology (EdTech), Management Education, Executive Education, Innovative Learning Methods, Business Education Transformation

Introduction

The educational landscape faces a monumental upheaval as digital technology takes an ever-greater role in shaping our world. GLOBIS Corporation has pioneered this change, strategically pivoting towards integrating Educational Technology (EdTech) in its curriculum. This article delves into GLOBIS's innovative approach to executive education, focusing on its adoption of digital platforms and microlearning methodologies as a bold strategic step toward the future of EdTech: Education 5.0.

GLOBIS views EdTech as more than a trendy term; it is considered a crucial strategic aspect. The educational institution has made significant investments in establishing a resilient digital framework comprising various online platforms that aim to provide a highly adaptable and customized learning experience. These platforms utilize microlearning to simplify intricate topics into smaller, easier, and more comprehensive ones that can be accessed conveniently anywhere and anytime.

GLOBIS's venture into microlearning is more than just a reaction to technological advancements. It is a meticulously designed approach to democratize executive education in mind. Through the provision of courses that are both rigorous and adaptable, GLOBIS is ensuring that individuals with busy schedules from all over the world can have access to high-quality education.

This article explores the realm of digital microlearning as an emerging technology of Edtech. It focuses on the history, product offerings, and critical success factors of GLOBIS Microlearning-Manabihodai, providing a comprehensive review and analyzing the effective integration of technology and teaching methods to revolutionize executive education. It offers valuable knowledge for educational institutions, policymakers, and corporate executives aiming to comprehend the transformative possibilities of educational EdTech in executive education.

The Rise of Executive Educational Technology (EdTech)

In our ever-changing world, traditional educational systems face challenges in adapting to the demands of the digital era. To address this, a cutting-edge approach that has gained considerable attention is the implementation of digital microlearning enabled by EdTech platforms.

The emergence of educational technology, commonly known as EdTech, has brought about revolutionary advancements in executive education. EdTech platforms are revolutionizing executive education by offering working professionals convenient, flexible, and effective ways to improve their expertise, expand their skills, and develop their leadership abilities. Through these platforms, professionals can access knowledge and resources that empower them to grow and excel in their careers [1].

Traditionally delivered through classroom-based programs and workshops, business education has undergone a substantial

Citation: Jorge Calvo. Microlearning Strategy of GLOBIS Corporation in the Competitive Business Education Technology Landscape. J Bus Econo Stud. 2024. 1(1): 1-10. DOI: doi.org/10.61440/JBES.2024.v1.06

transformation recently due to the emergence and widespread adoption of EdTech, or educational technology. These digital platforms are revolutionizing how executive education is approached, empowering professionals in the workforce to acquire fresh skills, expand their knowledge base, and enhance their leadership capabilities through a more adaptable, easily accessible, and streamlined process.

EdTech platforms provide diverse courses, enabling busy professionals to learn independently, transcending geographical and temporal constraints [2]. They utilize multimedia resources, interactive content, and digital collaboration tools, enhancing engagement and the overall learning experience [3].

Incorporating multimedia resources, interactive materials, and digital tools for collaboration within these platforms significantly enriches the educational experience. Video lectures, podcasts, webinars, interactive assessments, online discussion forums, and virtual laboratories effectively engage learners and yield meaningful outcomes. Implementing gamification strategies, including awarding badges, leaderboard rankings, and tangible incentives, catalyzes motivation, ultimately leading to higher course completion rates.

Despite the evident benefits, challenges persist, including the digital divide and resistance to change [4]. Addressing these requires infrastructure development, access to digital resources, and digital literacy training [5]. Demonstrating EdTech's effectiveness and enhancing its credibility through collaborations can counter skepticism [6].

Ultimately, despite the obstacles, business education is being transformed by EdTech platforms meaningfully. These platforms facilitate ongoing learning and enhancing professional skills, which are vital in the rapidly changing landscape of the business world. The utilization of EdTech platforms offers the opportunity to optimize business education and customize it to cater to the demands of contemporary business leaders [7].

EdTech and Microlearning

Microlearning imparts knowledge by breaking educational content into small, targeted, and easily understandable segments. It is commonly executed through digital platforms [8]. The following examines digital microlearning, its advantages, ways to implement it effectively, and potential future advancements in the field.

The digital revolution has revolutionized how we obtain and assimilate information. In today's age of widespread smartphone, tablet, and laptop usage, individuals have developed a habit of instantly seeking and comprehending knowledge [9]. Consequently, attention spans have diminished, posing a more incredible difficulty for conventional educational approaches to captivate learners effectively [10].

Digital microlearning has become a popular solution in light of these evolving principles. By dividing intricate topics into smaller, targeted learning segments, microlearning enables learners to comprehend and retain information more efficiently [8]. Moreover, digital platforms facilitate the easy update, accessibility, and distribution of microlearning materials, aligning with the contemporary learner's preference for flexibility and convenience [11].

Digital microlearning offers numerous advantages in the realm of education and training:

Enhancing Active Involvement and Retention: Digital microlearning offers a remarkable benefit in improving learners' active involvement in the learning experience and promoting the retention of information. This educational approach presents information in small and manageable portions, significantly increasing the likelihood of learners remaining actively involved and retaining the acquired knowledge for extended periods [12]. Furthermore, microlearning content often encompasses visually captivating and interactive elements, heightening the overall engagement level [11].

Adaptability and Customization: Digital microlearning platforms offer learners the convenience of accessing educational content on any device at any time and location. This adaptability enables individuals to learn at their preferred pace while seamlessly integrating education into their hectic schedules [12]. Moreover, digital microlearning can be customized to meet each learner's specific requirements, strengths, and areas for improvement, fostering a highly personalized and tailored learning experience [11].

Cost-effectiveness: Digital microlearning content development and delivery in the academic realm is frequently more economically viable than conventional educational approaches. Utilizing established digital systems, institutions can minimize the utilization of physical resources like classrooms, textbooks, and instructor payments [12]. Furthermore, the modular microlearning design facilitates effortless content updates, guaranteeing that learners access the latest information consistently.

Scalability and Accessibility: In the context of an academic domain, digital microlearning offers a scalable solution for organizations seeking to train or educate many individuals [8]. In the educational field, it is a widely recognized method that can effectively reach a broad audience. Furthermore, the accessibility of digital platforms overcomes geographical limitations, enabling learners from diverse locations to access high-quality educational content [11].

Implementation Strategies: One of the critical elements in academic settings is the identification of clear learning objectives. Defining explicit learning goals that align with the intended results is imperative to incorporate digital microlearning. These objectives will serve as a roadmap for constructing microlearning materials and guarantee that learners acquire the essential competencies and understanding [8].

Creating Compelling Content with High Audience Engagement: When creating digital microlearning content for an academic audience, it is essential to ensure that the material is informative and engaging. It is recommended to incorporate interactive features like videos, animations, and quizzes to enhance learner participation [11]. Additionally, the content should be organized rationally and efficiently, guiding learners sequentially through the material.

Harnessing the Power of Learning Analytics: Digital platforms provide the means to gather and examine learning-related data, enabling the evaluation of learner advancement and identifying areas that require enhancement [13]. Through the utilization of learning analytics, organizations have the opportunity to enhance their microlearning content and strategies to optimize results regularly.

Collaboration and Social Learning: It fosters a conducive environment for knowledge and can significantly enhance the effectiveness of digital microlearning. By encouraging learners to engage in discussions and share their knowledge, organizations can foster a deeper understanding of the material and improve retention rates [14].

The Exponential Growth of EdTech Amid the COVID-19 Pandemic

The ongoing COVID-19 outbreak has radically transformed multiple industries, including education. The global crisis has fast-tracked EdTech implementation, revolutionizing the conventional classroom into a digital learning atmosphere. In a matter of weeks, educational institutions such as schools, colleges, and universities were pushed to quickly adapt to remote learning models, making EdTech solutions an essential component in maintaining uninterrupted academic progress.

During the COVID-19 pandemic, there was a significant increase in the demand for educational platforms that provide services like video conferencing, virtual classrooms, and online assessments [15]. Remote education relied heavily on Learning Management Systems (LMS), which played a crucial role in helping educators effectively manage coursework, monitor student progress, and foster virtual interactions. Saeed, N. et al. emphasized the growing demand for microlearning tools optimized for mobile use [16].

In 2022, the global Online Learning Software and Platforms Market was valued at USD 232.47 billion and is anticipated to expand at a CAGR of 13.28%, reaching USD 491.35 billion by 2028. This growth trajectory is propelled by the widespread adoption of mobile applications, blended learning, VR & AR technologies, and the increasing popularity of gamification in learning. North America, led by companies such as Apollo Education Group, Blackboard, and Pearson, holds a dominant position in this market. Nonetheless, the sector faces challenges, particularly in developing nations, where inadequate internet bandwidth and the need for ongoing product innovation are significant concerns [17].

Based on the most recent data, the worldwide revenue for the Online Learning Platforms market is forecasted to hit $57.42 billion in 2023. With an estimated annual growth rate of 3.22% from 2023 to 2027, the market is projected to reach $65.17 billion by 2027. The user base in this market is expected to grow to 900 million by 2027. The user penetration rate is anticipated to be 9.6% in 2023, increasing to 11.6% by 2027. The average revenue per user (ARPU) will likely be around $78.30. In a global context, China is expected to be the largest market, generating $41.73 billion in 2023 and boasting the highest user penetration rate at 21.7% [18-21].

The Japanese Online Learning Platforms market is forecasted to generate $0.52 billion in revenue by 2023. The market is anticipated to grow at an annual rate of 5.33% from 2023 to 2027, leading to an estimated market size of $0.64 billion by 2027. User numbers are projected to reach 23.8 million by 2027, with a user penetration rate of 13.8% in 2023, increasing to 19.4% by 2027. The average revenue per user (ARPU) will likely be around $30.01 [19,20,22]. Japan market is primarily driven by the higher education and vocational training sectors, reflecting a strong demand for advanced educational offerings. Japan's market dynamics are further influenced by its superior internet infrastructure and an emphasis on innovative learning methodologies. Despite its relatively smaller scale, the Japanese online learning market is demonstrating a higher growth rate compared to certain global market segments. This suggests a uniquely dynamic and opportunistic market environment. While the global market trends are largely shaped by general advancements such as mobile learning and gamification, Japan's market growth is more focused on higher education and vocational training, highlighting distinct regional preferences and requirements.

The degree of utilization of online learning versus traditional methods in different US training areas varies significantly from place to place. It is most commonly used for online training in Mandatory Compliance (84%), IT Systems (61%), Desktop Applications (59%), Management and Supervisory (35%), Interpersonal Skills (32%), and Executive Development (24%) (See Exhibit 1)

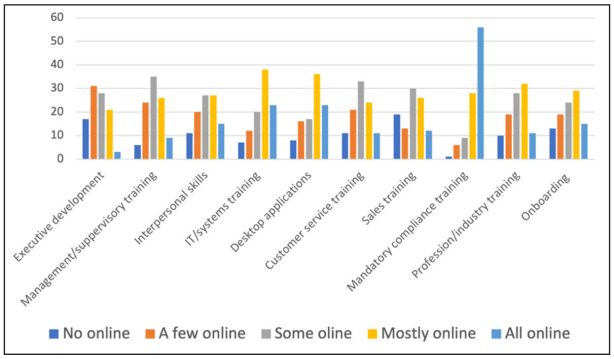

Exhibit 1: Online Training Methods in the Online Industry, by Type in Percentage (%), in US, 2022 [24].

Due to the pandemic, there has been an increase in the availability of customized educational EdTech solutions that cater to particular subjects, skills, or academic levels. This development is not just a short-term reaction to the pandemic; instead, it is indicative of a lasting transformation in the field of education, as epidemics accelerate changes that would otherwise be slower. The current crisis has brought to light the constraints of traditional educational approaches and emphasized the importance of adaptable, inclusive, and individualized learning opportunities.

The Evolving Market Landscape of Microlearning

According to Research and Markets, the global microlearning market is projected to expand from $2.8 billion in 2022 to $7 billion by 2030 (See Exhibit 2), with a CAGR of 12.1%. Within this context, the microlearning market is expected to

experience robust growth, with a projected CAGR of 14.2% by 2028. The North American EdTech market is growing due to rapid tech adoption and high smartphone penetration, offering opportunities for microlearning providers. Despite lacking standard guidelines, government-supported modern learning initiatives and gamification are also boosting the market [18,23,24].

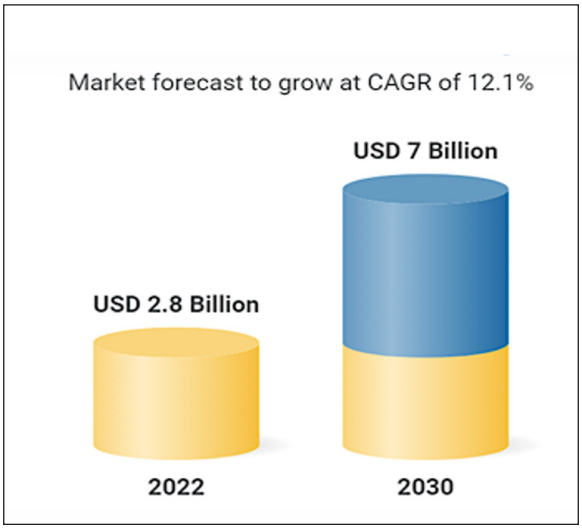

Exhibit 2: Global Market for Microlearning 2022 - 2023 [23].

The report also forecasts that China's microlearning market will reach $1.2 billion by 2030, growing at a CAGR of 11.6%. Alternative geographic markets of significance are Japan and Canada, estimated to experience CAGRs of 10.3% and 9.9%, respectively, from 2022 to 2030. Meanwhile, Germany's European market is anticipated to expand at a CAGR of roughly 7.9% during the same timeframe (See Exhibit 3) [23,24].

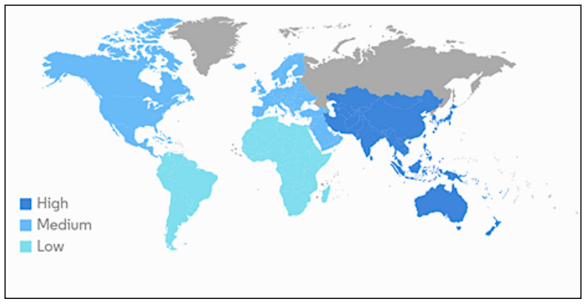

Exhibit 3: Microlearning Market – Growth Rate by Region 2022 - 2027 [24].

One of the most prominent trends is the growing need for skills-based and result-oriented training. Companies increasingly recognize the value of microlearning in addressing skill gaps and improving employee retention. This trend has been amplified by the COVID-19 pandemic, which has necessitated rapid upskilling across various industries.

Another significant trend is the rise of cloud-based solutions, which address the scalability limitations of traditional on-premises microlearning experiences. These cloud-based platforms are becoming the backbone of the microlearning industry, providing the necessary infrastructure for widespread adoption.

The market is also seeing a surge in demand from freelancers and millennials, who prefer job flexibility and are often engaged in project-based work across multiple organizations. This demographic has become a key target audience for microlearning solution providers. Furthermore, the gamification of training modules is a promising trend to enhance learner engagement and improve learning outcomes. However, the industry faces challenges such as a lack of motivation among learners, which could hinder market growth. However, with 75% of Gen Z preferring smartphones, mobile-focused microlearning is poised for future development [24].

Competitive Analysis of Microlearning

Karim Lakhani, Professor of Business Administration and Innovation at Harvard Business School, a globally recognized schoolar and co-author of the bestseller 'Competing in the Age of AI', underscored during the 13th G1 Global Conference 'Generative Innovation: New Ways to Revolutionize Politics, Business and Our Lives', hosted by GLOBIS in Tokyo, that the principal competitors of traditional business schools, including Harvard Business School, are not other educational institutions but rather microlearning platforms such as LinkedIn Learning [25].

Digital microlearning in the academic field has witnessed a notable increase in competition due to the rising demand for adaptable and customized learning opportunities. The market is characterized by a moderate level of fragmentation, featuring a mix of local and regional competitors vying for market share in this rapidly expanding sector, with over 50 companies playing in the Digital Microlearning market in 2023.

Companies in this space focus on delivering content through interactive mediums to capture learner interest and engagement. To solidify their market position and achieve a lasting competitive edge, these players increasingly turn to strategies like partnerships and acquisitions to broaden their service capabilities.

Key Players

Coursera, established in 2012 by Stanford professors, provides diverse courses from internationally reputed institutions. This platform fosters microlearning by offering succinct video lectures and engaging quizzes. In September 2022, Coursera launched Clips, offering quick, skill-focused videos and lessons.

Udemy, founded in 2010, offers an extensive collection of more than 155,000 courses covering various subjects. The platform focuses on microlearning, delivering concise video lectures to learners.

LinkedIn Learning, former Lynda, acquired by LinkedIn in 2015, provides courses in various fields such as business, technology, and creative skills. Designed to meet the demands of busy professionals, this platform offers microlearning opportunities.

Duolingo, established in 2011, is an expert in language learning. Their unique approach involves incorporating gamified elements into short study sessions, making it an engaging and effective way to learn over 38 languages.

Skillshare, founded in 2010, provides diverse design, business, and technology courses. Their unique microlearning methodology is complemented by hands-on projects to enhance practical skills.

Degreed, a company established in 2012, is focused on providing a comprehensive platform for individuals looking to enhance their professional skills. The aim is to assist learners in acquiring the necessary competencies for their career advancement.

Axonify, founded in 2011, specializes in corporate microlearning, focusing on enhancing employee performance through tailored training programs. In June 2022, Axonify acquired Nudge to combine its frontline employee training and communication strengths. This merger aims to offer a unified solution that blends Axonify's adaptive microlearning techniques with Nudge's interactive communication and task management features.

With the ongoing growth of the digital microlearning market, we can anticipate the emergence of new providers and the innovation of existing platforms to cater to the evolving requirements of learners.

GLOBIS Corporation and EdTech

GLOBIS Corporation is a private Japanese educational institution specializing in executive education and technological innovation. Founded in 1992 by Yoshito Hori, a Harvard Business School alumnus, GLOBIS Corporation Japan has strategically positioned itself as a leader in the integrated management ecosystem.

Based in Tokyo, the organization has diversified its portfolio to include higher management education, corporate and business professional training, and venture capital investments in a global context. Initially offering a single marketing course to 30 students, GLOBIS has evolved into Japan's most prominent business school, with five locations in Tokyo, Osaka, Nagoya, Fukuoka, and Sendai, plus another five international branches in San Francisco, Brussels, Bangkok, Singapore, and Shanghai, with focus on "People, Capital, and Knowledge." As of 2023, GLOBIS provides an extensive array of Business Management courses featuring part-time, full-time, and International MBA programs with an enrollment of about 1,200 candidates. Additionally, the institution offers open courses and tailored corporate education programs, attracting over 6,000 companies and 2,300,000 professionals. Unique to its educational offerings are innovative online programs like the Online MBA and the nano-MBA. The nano-MBA, supported by Generative AI, is designed by the GLOBIS AI Research Institute (GAiMERi) for busy individuals who wish to enhance their business acumen in a 6-week short program without committing to an entire MBA program. A more flexible option in digital microlearning is the GLOBIS Microlearning-Manabihodai which we will explore later.

In sum, GLOBIS programs and platforms are unique in their focus on five differentiating strengths:

1. Personal Mission Driven
2. Entrepreneurial Spirit
3. Practical Application
4. Technovate (Technology innovation as a business enabler)
5. Quality Guarantee

Since its foundation, GLOBIS has successfully trained over 150,000 individuals, 6,000 companies, and 2,300,000 employees in the business field and has gained recognition as a preferred educational institution for employee development and hiring by Japanese companies. GLOBIS has been publishing books on management, with over 3 million copies sold in Japan. GLOBIS stands out for its emphasis on practical learning, entrepreneurial mindset, extensive industry connections, and expertise in venture capital, as demonstrated by establishing the GLOBIS Capital Partners fund in 1996. These factors contribute to the student's ability to fast-track their path to success in the ever-evolving business landscape.

GLOBIS Microlearning-Manabihodai

In response to the paradigmatic shifts in the educational landscape due to technological advancements, GLOBIS inaugurated a new division, GLOBIS Digital Platform in 2016. This division is an incubator for Ed-Tech ventures and currently employs over 200 professionals. It aims to metamorphose GLOBIS into a pioneering Ed-Tech venture, guided by its mission to "expand people's horizons by creating the future of education [26]."

Japanese GLOBIS Microlearning-Manabihodai is an e-learning service that aims to revolutionize the way professionals approach business education. Originating from Japan, offers many courses designed by experts and powered by the curriculum of a leading MBA program and business professional education courses (See Exhibit 7). It targets individuals and corporate entities (See Exhibit 4) for continuous upskill business education as an innovative online microlearning service that helps professionals build essential business skills at their own pace. It is a subscription-based online video learning service offering carefully selected GLOBIS University lectures (See Exhibits 5 & 6).

Exhibit 4: GLOBIS Microlearning-Manabihodai Some of the Corporate Clients

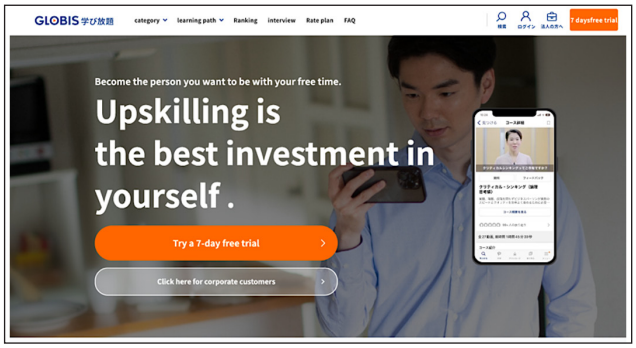

Exhibit 5: GLOBIS Microlearning-Manabihodai Japanese Webpage B2C Link: https://hodai.globis.co.jp

Its digital format has garnered a substantial user base of over 750,000+ individuals and 3,500+ companies from 50 different countries. This online service is pivotal in democratizing access to high-quality education for individuals and businesses.

Exhibit 6: GLOBIS Microlearning-Manabihodai Promotional Video in YouTube [42].

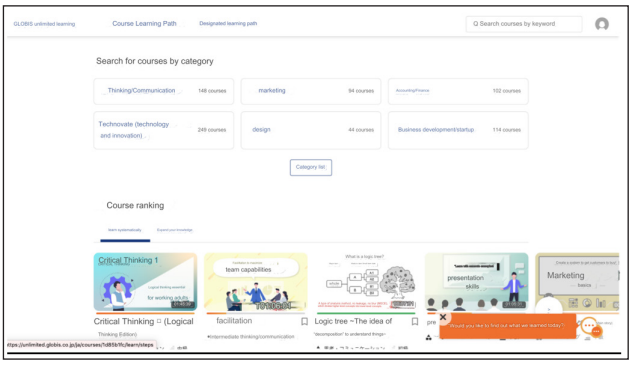

Exhibit 7: GLOBIS Microlearning-Manabihodai Japanese Courses Selection Webpage B2C (October 3, 2023)

Product Review

Course Categories and Contents: GLOBIS Microlearning-Manabihodai offers courses across multiple domains, such as Analytical Skills, Critical Thinking, Entrepreneurship, Global Leadership, Marketing, and more (See Exhibit 8).

- Business Areas: 14+
- Courses:
  - Critical Thinking and Communication: 148+
  - Marketing: 94+
  - Accounting and Finance: 192+
  - Technovate (Technology and Innovation): 249+
  - Design: 44+
  - Business Development & Startups: 114+
  - …
- Videos: 4,200+

Exhibit 8: GLOBIS Microlearning-Manabihodai Learning Categories

Pricing: As of December 17, introduced a 6-month individual subscription plan, priced at JPY 1,834 per month (USD 12.90), inclusive of a 7-day free trial. This pricing strategy positions it as an accessible option for a wide range of companies and individuals.

User Experience: The service is designed with the busy professional in mind, offering bite-sized videos and quizzes for easy consumption and progress tracking.

Online Learning Community: Powered by Slack, this online learning community is an innovative platform feature. Accessible from anywhere in the world, this online community offers various themed channels such as "#Learning Chat" and "#User Independent Study Group Square." Learners can share their observations and insights, which enriches their learning experience and motivates their peers. This community is a dynamic supplement to GLOBIS Microlearning-Manabihodai educational offerings, enhancing engagement and learning outcomes.

Value Proposition

The online business education market has seen exponential growth, especially post-COVID-19. GLOBIS Microlearning-Manabihodai has carved a niche by offering high-quality, flexible, affordable courses. Its focus on microlearning distinguishes it from traditional online courses, making it a preferred choice for modern professionals.

HR departments of corporate clients have access to an online control and analysis area, where they can view information such as total viewing time, average viewing duration, login rate per employee, progress tracking, and completed courses, as well as the number of subscribed employees, number of employees with active logins, courses started, courses completed, among other data in a comprehensive dashboard (See Exhibit 9).

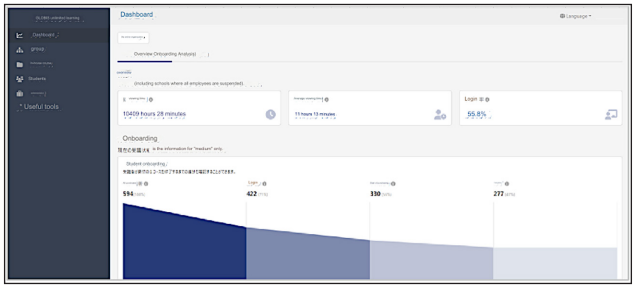

Exhibit 9: GLOBIS Microlearning-Manabihodai Japanese Webpage Corporate Clients B2B

Competitive Analysis

GLOBIS Microlearning-Manabihodai distinguishes itself through its focus on microlearning a robust, MBA-backed curriculum and hundreds of practical courses for professionals in the crowded landscape of online business education. Compared to Coursera, which offers a wide range of courses but at a higher cost, it provides a more affordable and specialized experience. Unlike Udemy, where course quality can vary significantly, GLOBIS Microlearning-Manabihodai maintains a consistent educational standard. LinkedIn Learning offers professional networking opportunities but falls short in course depth and is generally more expensive. Its unique selling proposition lies in its blend of quality, flexibility, and affordability, making it a compelling choice for modern professionals in the Japanese language.

Coursera

- **Pros:** Wide range of courses, university partnerships
- **Cons:** Expensive, less focus on microlearning

Udemy
- **Pros:** Affordable, vast array of topics
- **Cons:** Variable quality, no accredited curriculum

LinkedIn Learning
- **Pros:** Professional guide, networking opportunities
- **Cons:** Limited course depth, higher cost

GLOBIS Strengths

GLOBIS Microlearning-Manabihodai stands out for its quality, flexibility, updated content, affordability, niche player expertise, and online learning community. Its focus on microlearning and a strong curriculum gives it a competitive edge in the booming online education market.

- **Quality Curriculum:** Courses are developed by utilizing knowledges and insights through MBA programs, executive education, and professional courses, ensuring high educational standards and a practical approach at the same time.
- **Flexibility:** Designed for busy individuals, allowing learning during commutes or lunch breaks.
- **Attractive Contents:** Designed to sustain attention and facilitate engaging learning.
- **Gamification:** Encourage memorization through the use of quizzes, comprehension assessments, feedback utilizing AI-generated insights, short practice exercises, and note-taking functionalities.
- **Updated Content:** In line with new macro and micro trends to provide knowledge, awareness, and development of one's vision.
- **Facilitation:** Facilitate optimal learning experiences with an extensive array of GLOBIS learning paths and goal-setting features.
- **Affordability:** Competitive pricing makes quality business education accessible to a broader audience.
- **Niche Player Expertise:** Focus on the Japanese market first.
- **Online Learning Community:** Slack's themed channels to actively connect learners.
- **Multidevice:** Compatible across multiple devices, enabling offline access to content anytime, anywhere through the application.

These factors, coupled with the digital learning environment supported by an academic institution, make it an appealing choice for a diverse audience, ranging from novices to experienced professionals and businesses. This distinct amalgamation grants this online educational service a competitive advantage in the marketplace, ensuring it addresses the complex requirements of contemporary professionals.

The GLOBIS Journey: Overcoming Challenges in Microlearning Development

Weighing the Options: Deciding to Build or Buy

GLOBIS might have explored the option of leveraging well-established platforms to expedite its entry into the market. The firm could have considered forming a partnership with a prominent EdTech platform, anticipating a harmonious integration of EdTech's extensive network and technological prowess with GLOBIS's in-depth business education offerings. Nonetheless, this avenue for collaboration was not pursued.

The reasons for this decision are multifaceted. GLOBIS believed that delivering superior learning experiences through its bespoke microlearning service, GLOBIS Microlearning-Manabihodai, right from the outset of its development was crucial. Other contributing factors might have included divergent visions, operational intricacies, or undisclosed reasons. This development posed a significant challenge for GLOBIS, necessitating formulating an ambitious and comprehensive strategic plan to effectively penetrate the microlearning sector.

The Tough Decision: Going Solo

The company was compelled to innovate and devise unique approaches that emphasized the strengths of its proprietary platform. This involved creating a distinctive user experience and integrating cutting-edge technological solutions and customizing content to meet the evolving needs of their target audience. The focus shifted to leveraging their in-house expertise and resources to establish a strong market presence, differentiating themselves from existing competitors. In doing so, GLOBIS aimed to set a new benchmark in the realm of business education, underlining the importance of self-reliance and innovation in the competitive world of EdTech.

Going Solo: Assembling the Dream Team

This bold move required substantial investment and a shift in organizational focus. GLOBIS decided to create a new Digital Platform Division in 2016 dedicated solely to the development of its microlearning platform, GLOBIS Microlearning-Manabihodai. One of the first steps in this new direction was to recruit top managers with expertise in digital transformation and online education. The company understood that the success of this venture would hinge on the skills and vision of its leadership team. These managers oversaw the development process, from conceptualization to launch.

In addition to managerial talent, GLOBIS also invested in technical expertise, starting with a small team of experts, and growing quickly to 200 engineers. This was a significant scaling-up of resources, indicating the company's commitment to making the platform successful. The engineers were responsible for building the platform from the ground up, ensuring it was tailored to meet the specific needs of business education.

The Development Phase: It Is About Talent, Not Just Technology.

The development phase was not without its challenges. Creating an online microlearning service that could host various courses, offer a user-friendly experience, and integrate seamlessly with existing educational frameworks was a monumental task. The team had to work on tight deadlines, manage a large workforce, and ensure the service met high-quality standards. However, the expertise of the recruited managers and engineers proved invaluable. They navigated these challenges effectively, making strategic decisions that kept the project on track.

The Outcome: Forging a Competitive Edge Through Digital Innovation

After a few months of hard work, the first version of GLOBIS Microlearning-Manabihodai was finally launched in Japanese. The service offered various courses in various business domains, from analytical skills to global leadership. It was designed with

the busy professional in mind, featuring bite-sized videos and quizzes that could be consumed on the go. The service also offered competitive pricing, making quality business education accessible to a broader audience.

GLOBIS successfully harnessed the advantages of scale in both data accumulation and educational development by opting for a solitary approach. Choosing this independent path enabled GLOBIS to accumulate a vast reservoir of educational data, derived from user interactions and feedback. This abundance of data played a crucial role in refining their educational offerings, resulting in highly personalized and effective learning experiences. Additionally, the decision to go solo facilitated the creation of scalable learning models. With complete control over the entire process, from content creation to platform development, GLOBIS was able to efficiently expand and adapt its courses to cater to diverse learning needs. This strategic approach not only elevated the quality of education provided but also established GLOBIS as a data-driven, learner-centered organization in the highly competitive realm of EdTech.

The Future is Here: Education 5.0

As digital technology advances, fostered by Artificial Intelligence (AI) and Machine Learning (ML), digital microlearning will become even more sophisticated and immersive. Integrating AI and ML could lead to even more personalized learning experiences, with systems adapting content and delivery methods based on each learner's unique needs and progress [27]. Additionally, the rise of immersive technologies such as Virtual Reality (VR), Augmented Reality (AR), and Mixed Reality (MR) could provide even more engaging and realistic learning environments, further enhancing the effectiveness of digital microlearning [28].

AI and ML are crucial in enhancing these platforms. By leveraging AI-driven adaptive learning systems, these platforms can optimize the learning experience by personalizing it based on the user's behavior, proficiency, and preferred learning style [29]. Additionally, predictive analytics enable custom feedback and guidance [30]. In sum, the most notable applications of AI and ML in EdTech today are Personalized Learning, Plagiarism Detection, Assisted Grading and Feedback, Snippet-based Learning, Forum Facilitation, Learning Analytics, Content Development, and Video and Image Production [31].

Digital microlearning and AI/ML can potentially revolutionize how we approach education and training in the modern world. By offering even more flexible, engaging, and cost-effective learning solutions, microlearning can help organizations and individuals adapt to the ever-changing demands of the digital age. As technology advances, the future of digital microlearning looks bright, promising even more innovative and immersive learning experiences.

Since the onset of the COVID-19 pandemic, a seismic shift toward virtual interactions has affected everything from work to education [32]. This transformation has catalyzed the development of Education 5.0, which integrates advanced technologies like AI and IoT to offer more personalized learning experiences [33]. Emerging technologies such as VR and blockchain are converging to form the concept of the Metaverse, a 3D digital space that blurs the lines between the virtual and the real [34-39].

This new realm is a technological marvel and a transformative factor in education, offering a shared space for immersive Learning [40]. Ahmad et al. delve into the technological underpinnings likely to shape future educational models [33]. The Metaverse, as they and Smith argue, adds a layer of complexity and potential to Education 5.0. It promises a fully immersive online experience, serving as a platform for educational activities beyond traditional online or AR-based methods [40,41].

The incorporation of the Metaverse into Education 5.0 could be a game-changer. It offers possibilities for more engaging, cooperative, and hands-on learning. For example, students could experience historical events virtually, interact with complex scientific models, join virtual workshops with simulations, visit Digital Twins of business venues, and attend virtual classrooms in 3D. The Metaverse is poised to be a significant part of this transformation, offering new avenues for immersive and experiential Learning [33,40,41].

These trends indicate a strong future for the EdTech industry, driven by technological advancements, changing workforce dynamics, and an increased focus on skills-based, result-oriented training.

In Summary

The development of GLOBIS Microlearning-Manabihodai serves as an instructive case study in technological innovation, and agility through strategic decision-making to develop crucial competitive capabilities, particularly in the future context of Education 5.0. GLOBIS successfully navigated the challenges of opting for in-house development, aligning the final product closely with its educational philosophy and vision. This success underscores the company's commitment to quality and innovation, demonstrating that difficult decisions often yield the most rewarding results.

GLOBIS Corporation's adaptability to the evolving educational landscape is noteworthy, especially its emphasis on digital services and microlearning. This is particularly relevant in light of the broader educational shift towards personalized, technology-driven models like Education 5.0. While there's growing interest in new technologies like the Metaverse, the fundamental principles of quality, flexibility, and affordability remain crucial. These tenets are already evident in GLOBIS's educational programs and can serve as guiding principles for other educational institutions.

In summary, integrating new educational models and technologies is essential for institutions focused on business education. The journey of GLOBIS serves as a valuable case study, shedding light on the challenges and opportunities in this evolving landscape of business education.

Acknowledgments

This business case has been developed through a comprehensive review of academic articles, business publications, internal company documents, and interviews with key leaders at GLOBIS Corporation and GLOBIS University Graduate School of Management, who played pivotal roles in strategizing and executing the plans. Special thanks go to Mr. Yoshito Hori,

Founder and President of GLOBIS Corporation, and GLOBIS managers: Mr. Koji Torigata, Mr. Masaya Suenaga, Ms. Aika Koshida, Mr. Yoichiro Kawajiri, Ms. Aki Uchida, and Mr. Kelvin Song, for their invaluable collaboration on this project. Please note that the information provided is intended solely for academic purposes and does not represent the interviewees' or companies' opinions.

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