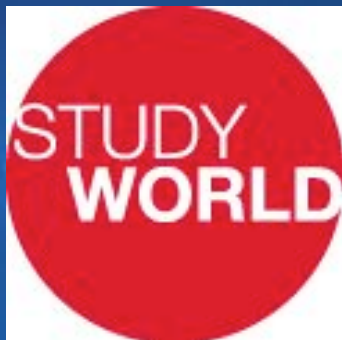




"LANGUAGE LEARNING IN A DIGITAL WORLD"

Planning for the future: using strategy and scenario tools



Caroline Moore
StudyWorld London 2011



Overview



- Introduction to scenario planning & sample activities
- Overview of Graddol findings
- Impact of technology
- Implications for the language travel sector

http://www.youtube.com/watch?v=_RpSv3HjpEw



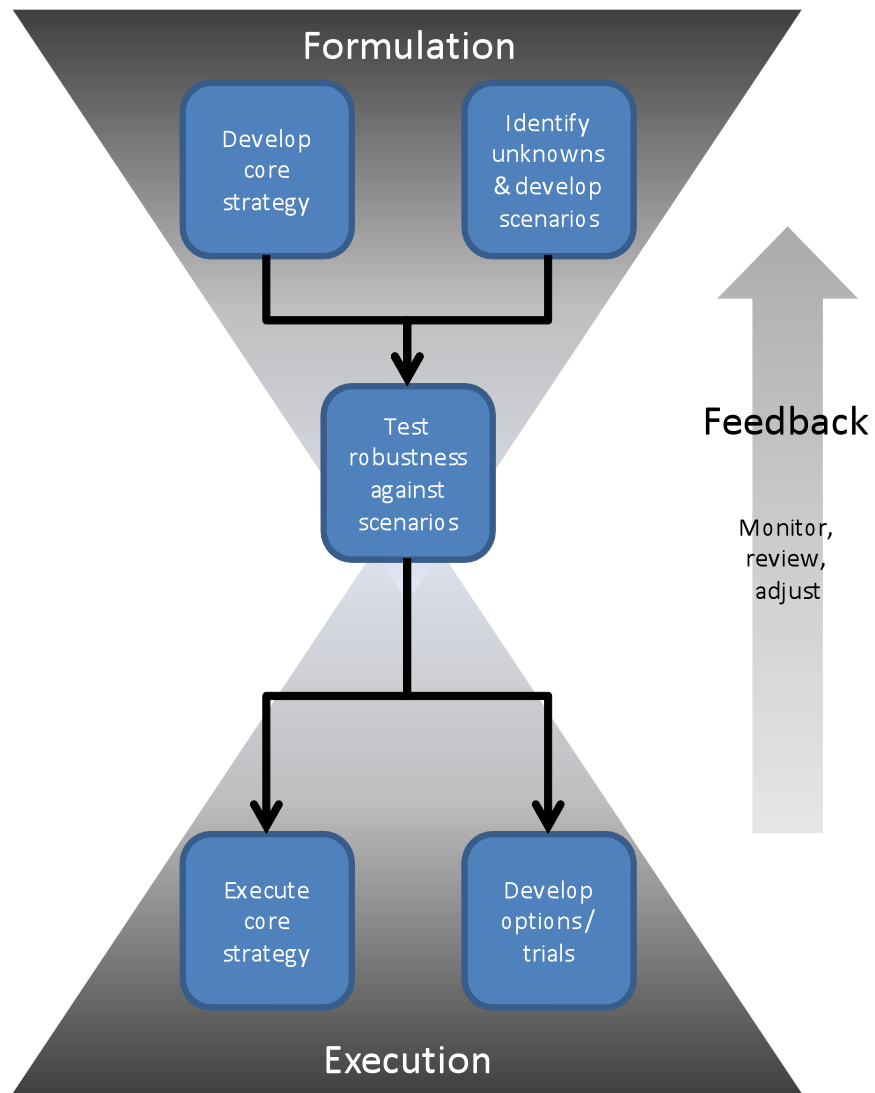
“Strategy is the great work of the organization. In situations of life or death, it is the Tao of survival or extinction. Its study cannot be neglected.”

Sun Tzu, *The Art of War*.

Quoted in Grant (2008)

Contemporary Strategy Analysis.
Blackwell.





Strategy: understanding the external environment



<p>Political</p> <ul style="list-style-type: none"> •Immigration •Social unrest: UK/other countries •Changing education systems 	<p>Economic</p> <ul style="list-style-type: none"> •Employment/Wealth GDP •Value of currency/rates of exchange •Economic constraints •Motivating innovation
<p>Social</p> <ul style="list-style-type: none"> •Attitudes to education changing •Parents more engaged •Educational systems increasing international exposure •Historical ties to UK 	<p>Technological</p> <ul style="list-style-type: none"> •Elearning, challenges with quality, delivery of product and plagiarism •Students access to virtual reality •New tech companies developing language learning courses (e.g. Live Mocha!) •Social Media: Skype, Facebook, video conferencing

PEST applied to English UK members and agents

Introduction to Scenario Planning



“Building scenarios is like making a journey of exploration—it can change how we see and understand the world.”

“.. Scenarios address blind spots by challenging assumptions, expanding vision and combining information from many different disciplines.”

Scenarios: An Explorer's Guide

Scenario planning

- Helps us to understand a range of futures that we may face and to build more robust strategies based upon this understanding.
- we have to drop our preconceived views on how our businesses, and the world in general, works
- the future is not an extrapolation of the past.
- a flexible tool and has been applied to explore both global and industry level uncertainties
- is not as widely used as it could be

Write on a post-it one force or issue that you think will have a major impact on the language travel sector. Then decide how certain you feel this will happen.

Low Certainty	High Certainty
<ul style="list-style-type: none"> • States' debts • Increase in UK HEI tuition fees to UK/EU students • Technology • Higher levels of immigration controls • World economy and failure of the Euro • Opening borders for immigration 	<ul style="list-style-type: none"> • Economy • UKBA • Cost • Changes to visa regulations makes it harder for students to get visa • UKBA rules: more flexibility • Introduction of University programmes in English for non English-speaking countries • Technology • Globalisation • High country cost • e-learning • Language travel factor • Competition from other countries: Australia, Ireland, Canada • Global warming affects travel • Unemployment • Exchange rates • Country economic wealth



ELT in 2011



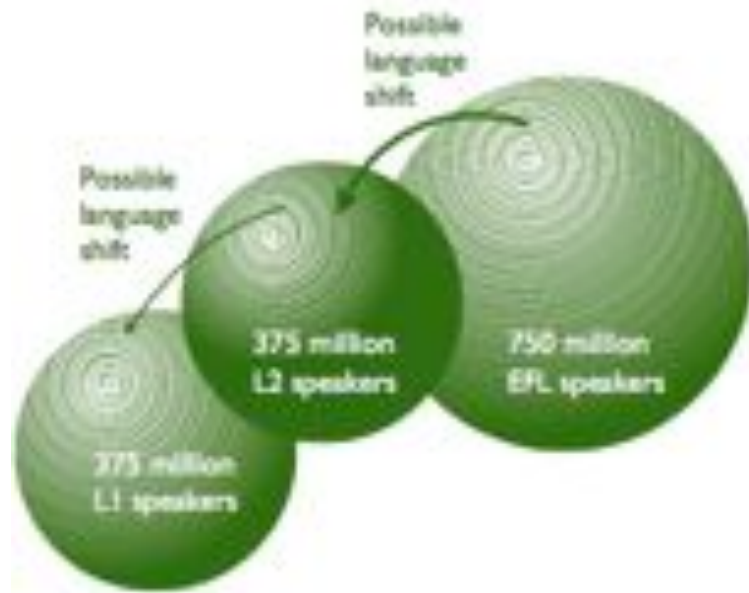
- 750m speakers, 1 billion learners, 11 million teachers
- Growth in emerging markets
- Commercially valuable: publishing, language schools, exams
- Wide range of stakeholders including learners, teachers, small private language schools, educational bodies



- International economy
- Global culture
- English associated with technology and innovation
- A bilingual future
- Social equity?
- Need for scenario building

<http://www.britishcouncil.org/learning-research>

The Future of English?



- Scarcity of relevant facts
- Complex interplay of causes
- Some predictions are safe, other dangerous

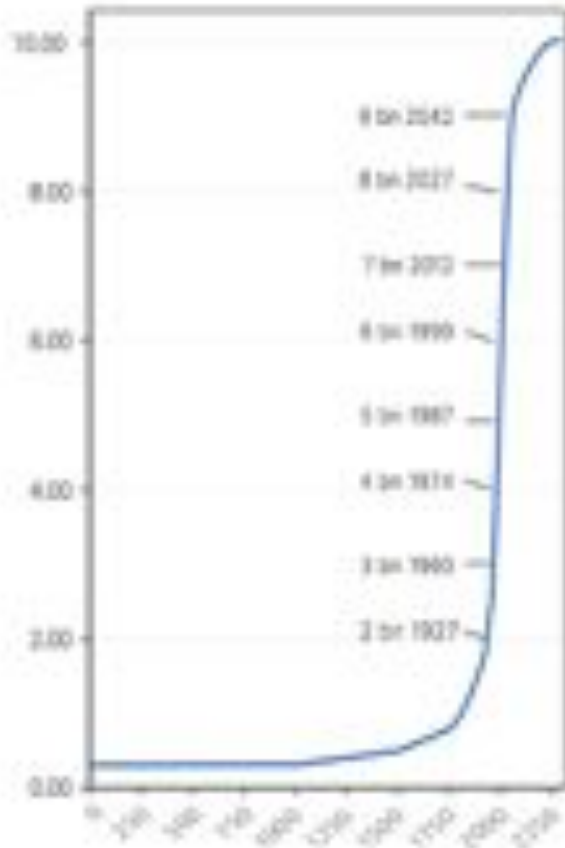
“Changes in the number of people learning English as a foreign language may be surprisingly volatile.”

‘It has all happened so quickly’ – David Crystal in English as a global language.



- Rise and then fall in number of learners
- Widening of student age and need
- Competition for ELT services
- More international education
- Native speakers irrelevant?
- More linguistic diversity on the internet
- Asia may determine future of Global English
- English teachers need retraining
- End of English as a Foreign Language

Demography really important



World population will peak at 10bn

Demographic balance between languages is changing

Global migration higher than ever

Three quarters of all travel between non-English speaking countries, driver for English as a Lingua Franca.

Education is changing



“Globalisation has led to a desperate race in many countries to upgrade the skills of their workforce faster...”

Critical thinking skills essential for knowledge economy

English as a basic skill

End of lock step education

What English and when?



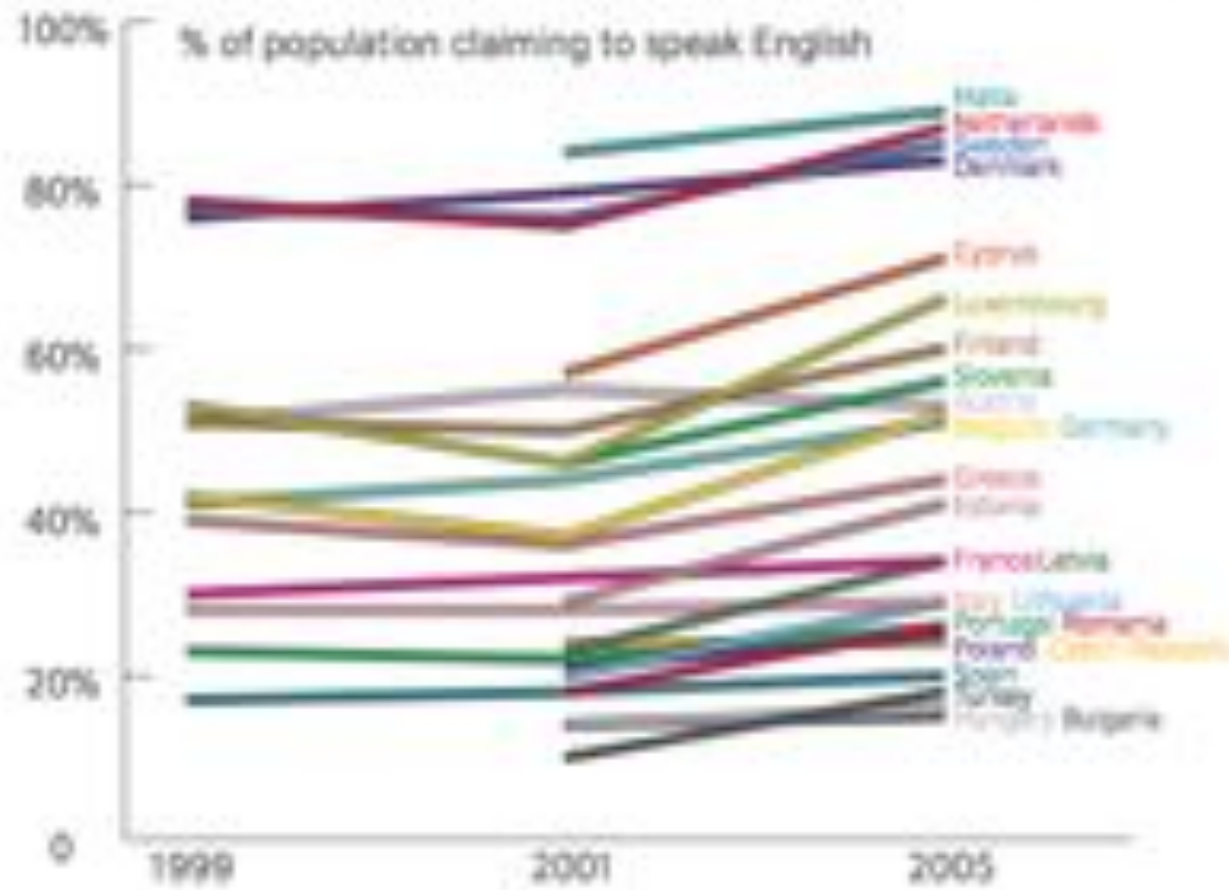
Problems with the EFL tradition, and positioning of NS and NNSs.

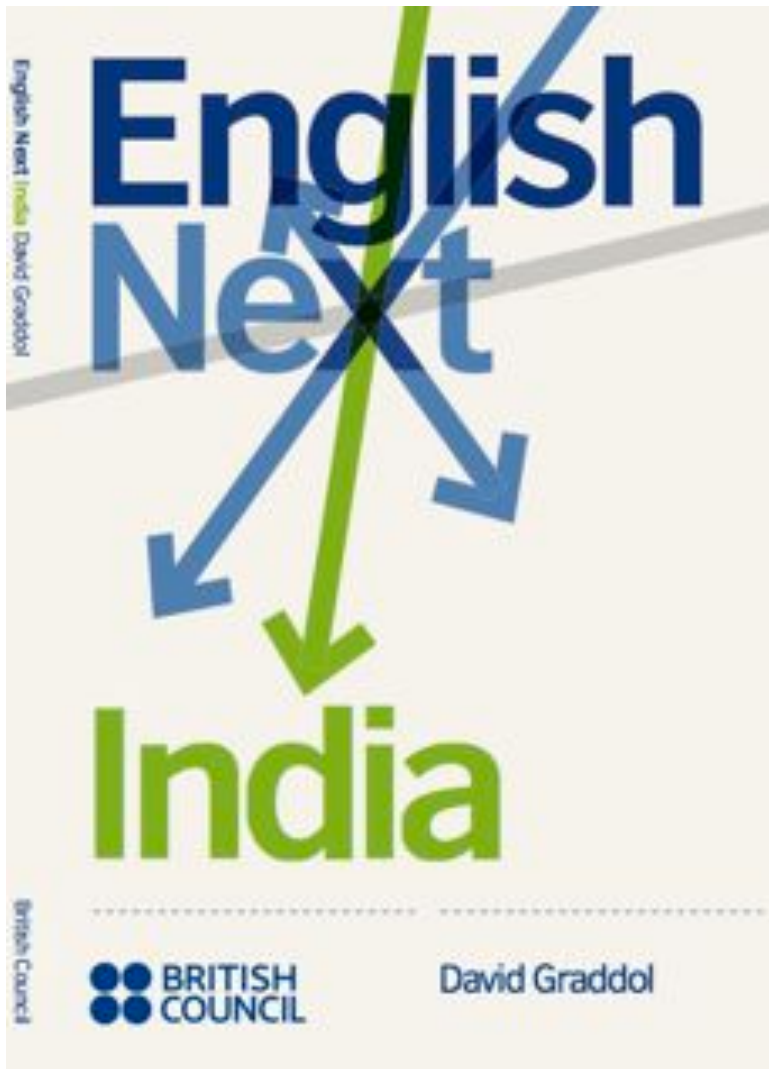
Learners often set up to “fail”

Rise of CLIL: Content and language integrated learning

English as a lingua franca (ELF)

Some countries more successful than others...





- Major shift towards English
- Three main drivers: education, employment, mobility
- National improvement too slow
- Shortage of English teachers
- English-medium education one cause of educational failure
- Poor English holding back Indian Higher Education
- More support needed for Indian linguistic diversity
- No single solution

Will China overtake India!



“And you can just click on something and just use it, instead of searching through the whole textbook.”

Social Media & Mobile learning

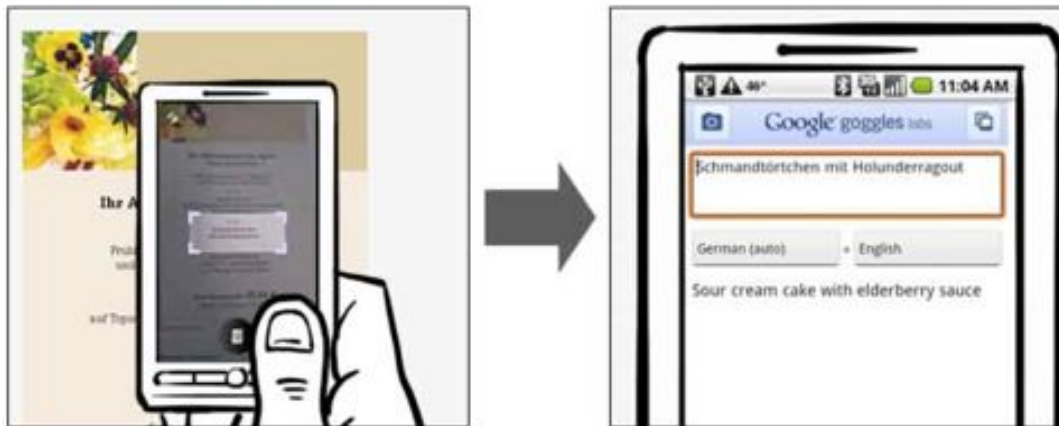
- Changing user behaviour
- New sales platforms & Apps “ecosystem”
- Mobile internet access problematic
- Smartphone wars & multiple platforms
- iPad changing the rules, with over 25m sold since Spring 2010



Machine Translation

Google Goggles in action

Click the icons below to see the different kinds of objects and places you can search for using Google Goggles.



“... it dawns on me that this is that staple of science fiction – the babel fish in Hitch-Hiker’s Guide to the Galaxy or Star Trek’s Universal Translator – but it’s actually here, today, for real, and such is the pace of technological advance that no one seems to have bothered to make much of a fuss about it.”
Tom Robbins, FT

What does this all mean for us?

- Learner age
- What kind of English(s)es)?
- What kind of teachers?
- CLIL
- Role of technology





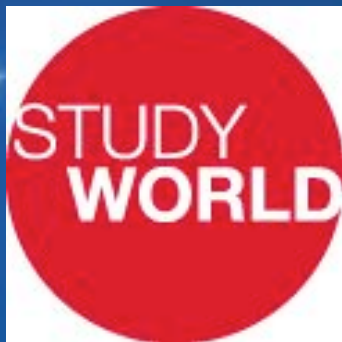
"LANGUAGE LEARNING IN A DIGITAL WORLD"

Thank you!

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