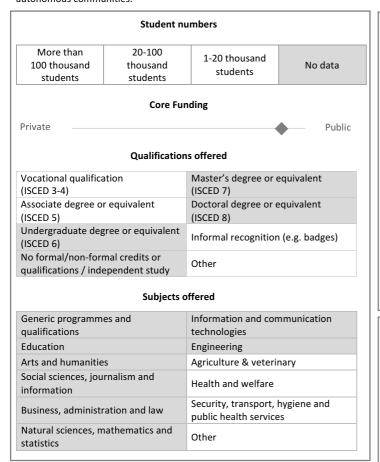
Spain – Universidad Nacional de Educación a Distancia (UNED)

The National University of Distance Education, known in Spanish as Universidad Nacional de Educación a Distancia (UNED), is a distance learning and research university founded in 1972 and is the only university run by the central government of Spain. It has headquarters in Madrid, Spain, with campuses in all Spanish autonomous communities.



Business Model
Fixed core model
$Defender-related\ characteristics\ \textit{versus}\ Prospector-related\ characteristics$
Profitability/ sustainability
Networks
Competitive advantage
Value chain
Communication channels
Target group
Products / services
Business Model: Additional Information
The business model focuses on using digital technologies to reach existing

markets via traditional channels using the same of similar products and

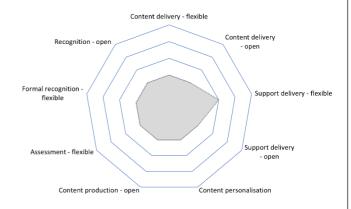
services as in the past.

Organisation of learning provision [data not provided] Technology-enhanced learning elements Massive Open Online Course Virtual Learning Environment (MOOC) (VLE) Open Educational Resources (OER) Wikis **Digital Badging** Videoconference **Learning Analytics** Teleconference Learning Management System Artificial Intelligence (LMS) **E-Portfolios** Mobile Learning Blogging and micro-blogging Bring Your Own Device (BYOD) Online Assessment Social Media Other **TEL Strategy** [data not provided]

OOFAT Model

Interpretation: The closer the line moves towards the centre, the more fixed and institution-specific the approach taken by the institution. The further from the centre, the more flexible and open the approach.

OOFAT for a specific purpose



OOFAT Model: Additional Information

Content

[data not provided]

Delivery

[data not provided]

Recognition

[data not provided]