

Marketing the European Higher Education Area



Louise Simpson

The Knowledge Partnership?

- A strategic consultancy working with universities, governments and colleges in UK, Europe, the Middle East and Australasia
- Advisor to European Commission for Global Promotion/Study in Europe project
- Director of The World 100 Reputational Network www.theworld100.com. Former Director of Communications, University of Cambridge

Today

1. A bit of marketing theory
2. Trends in international higher education marketing
3. What has the Global Promotion Project achieved so far?
4. Can the EHEA be marketed?

1 A bit of marketing theory



Strategic Marketing

- A process of understanding what to sell, how, to whom, and why
- Defining your **brand**.... Your reputation (what makes you who you are)
- All marketing strategies should be based on **corporate strategy** (what you are trying to do)
- With a clear understanding on ROI – return on investment

Market research

- Understanding what the customer actually wants and needs, or values
- Benchmarking your position/reputation
- What is the right price point for a product etc (place, price, product, promotion)
- Quantitative, qualitative

Measuring

- Measuring market performance against objectives (student recruitment, staff recruitment, satisfaction, rankings)
- Quantitative or qualitative
- Key Performance Indicators (KPIs)
- A good strategy requires clear objectives, which can be measured
- Ideally these should be SMART



GOAL SETTING

S

SPECIFIC

M

MEASURABLE

A

ATTAINABLE

R

RELEVANT

T

TIME-BOUND

Information

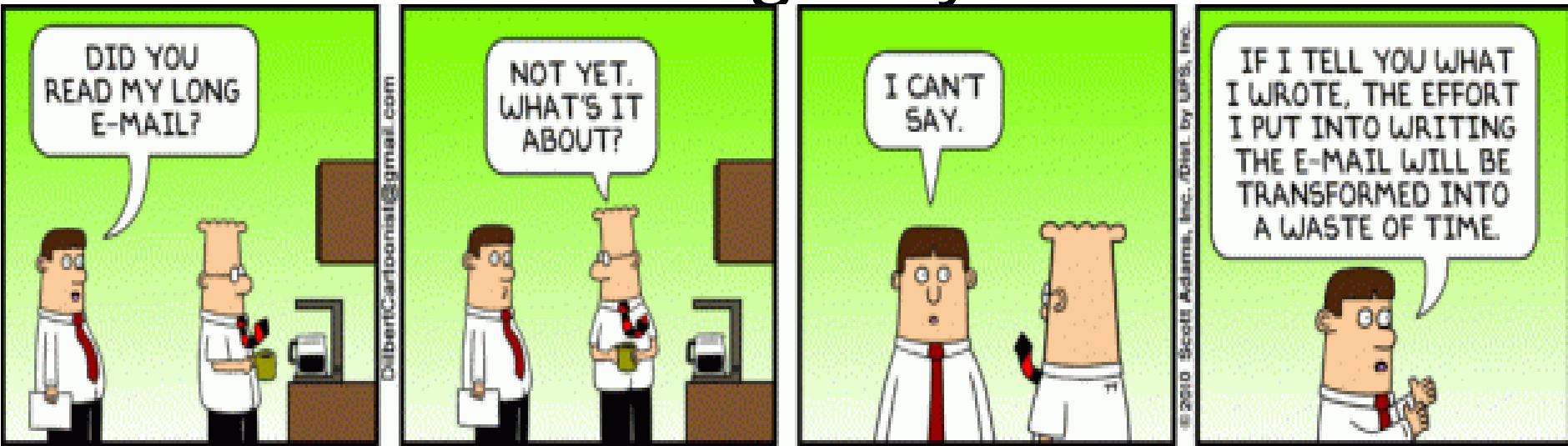
- Information – is gathered data to aid understanding, choice, knowledge
- Information is only an asset if it is up to date, accurate and relevant
- Institutional needs: demographics, trends, conversions, reputation, competitors, fees
- Student needs:



Student information

- **P**rice, (scholarship, salary, cost of living)
- **A**cademic product, teaching, research flagships
- **R**eputation and collective endorsement
- **C**areer offering (connectivity, employability, alumni networks, internships, business links)
- **E**xperience (campus, estate, people, values, international qualities, sport, music, culture)
- **L**ocation (language, culture, country, visas)

But we often say too much, in the wrong way...





Communications management

- Creating **digestible and interesting** messages to engage key stakeholders
- Using mixed media (web, news, social, careers fairs)
- Long-term continuous 'dialogue'
- And shorter term publicity/
promotional
campaigns for current
priorities



Promotion

- Putting forward the merits of a product, place or person to a particular audience –
awareness  *engagement* 
affinity
- One or two key messages
- Timing and budgets
- Slogan, themes, narratives

Capturing the emotion of Europe?

<http://www.youtube.com/watch?v=0q5XldFYvdo>

Audrey Tautou Chanel No 5 Commercial (60" version)

deviantval

6 videos

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Ads by Google

Marketing

- Defining a product and its audience, in order to sell to that audience effectively
- Product focused
- KPI – profit, more buyers, different buyers

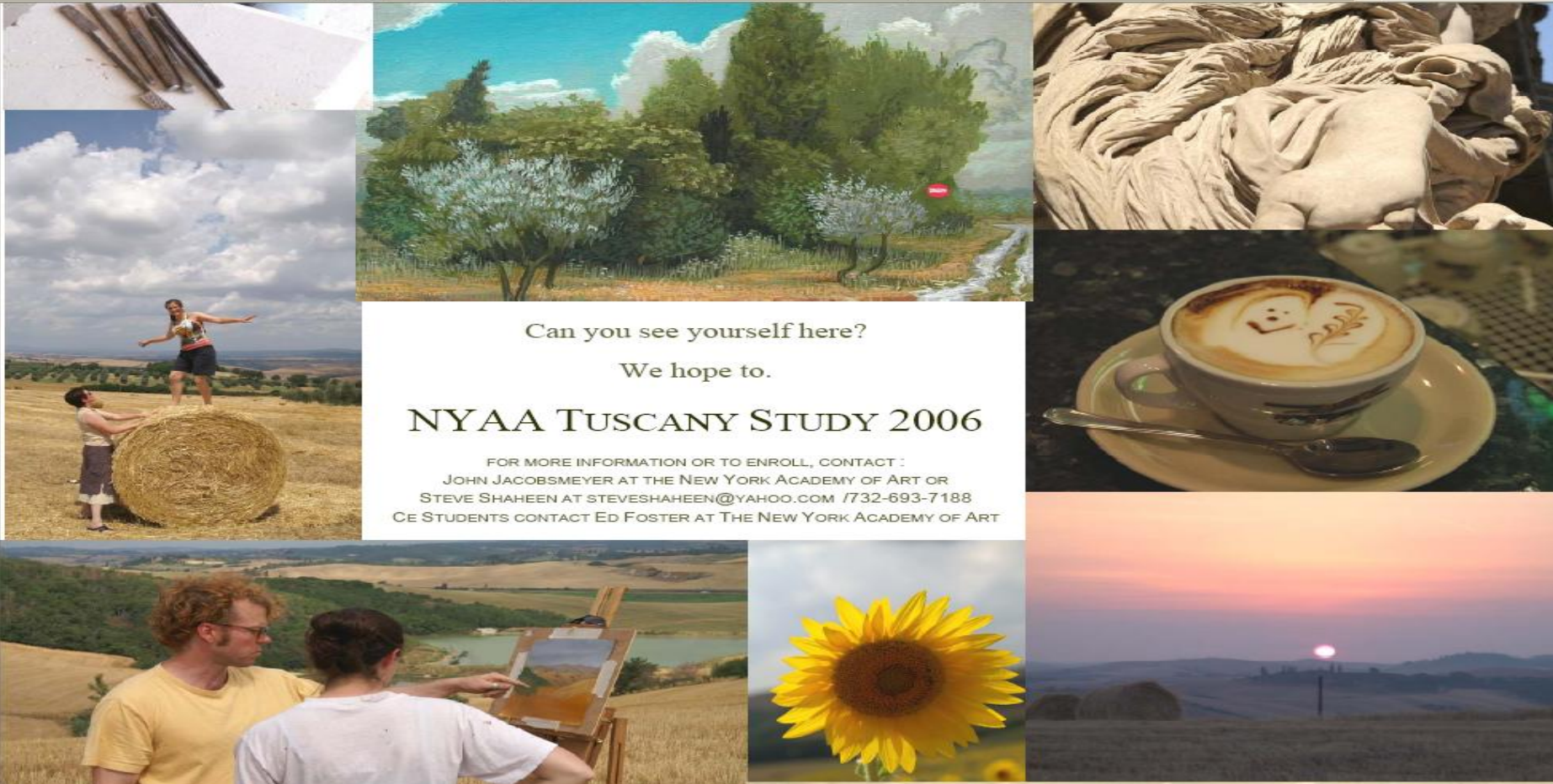


Communications

- Creatively presenting specific information to engage certain audiences effectively
- Message focused
- KPI – changing behaviour, gathering support, new audiences, better reputation



Universities becoming increasingly communications conscious



Can you see yourself here?
We hope to.

NYAA TUSCANY STUDY 2006

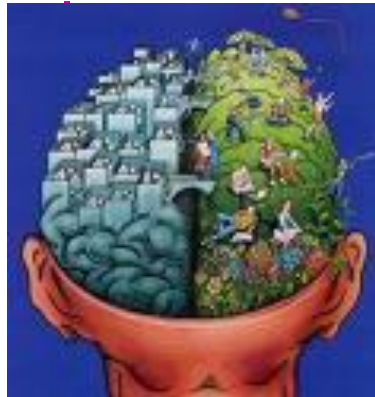
FOR MORE INFORMATION OR TO ENROLL, CONTACT :
JOHN JACOBMEYER AT THE NEW YORK ACADEMY OF ART OR
STEVE SHAHEEN AT STEVSHAHEEN@YAHOO.COM /732-693-7188
CE STUDENTS CONTACT ED FOSTER AT THE NEW YORK ACADEMY OF ART

1 of 1

Unknown Zone

Human decisions= emotion and logic

Information: analytical
logical
linear



Reputation/brand:
creative
intuitive
holistic

- Effective higher educational communications = emotion + detail
- <http://www.princeton.edu/admission/multimedia/player/?id=4079>

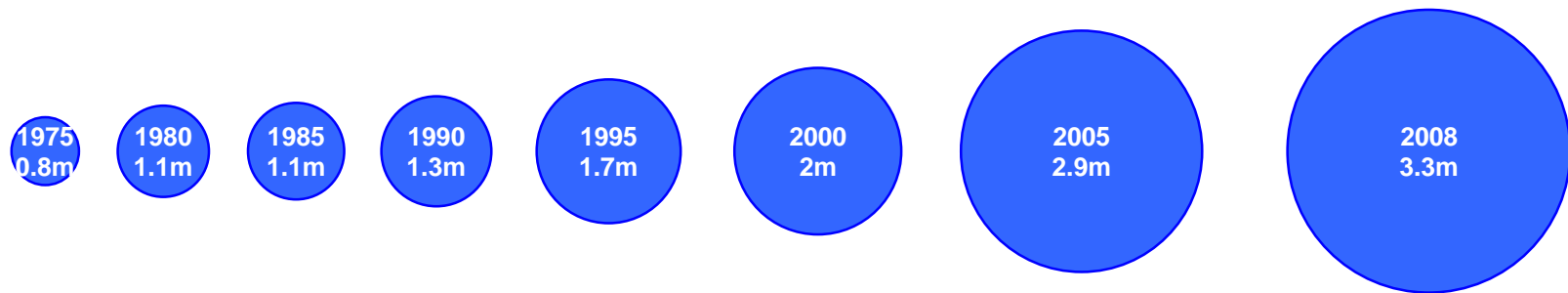


2 Trends in international higher education marketing



Box C2.1. Long-term growth in the number of students enrolled outside their country of citizenship

Growth in internationalisation of tertiary education (1975-2008, in



Source: OECD and UNESCO Institute for Statistics.

Countries with biggest share of foreign student markets

(2010, OECD)

Country	2000 share	2008 share	2000 number	2008 number
US	24.1%	18.7%	475000	624000
UK	11.3%	10%	223000	336000
Germany	9.5%	7.3%	187000	246000
France	7%	7.3%	137000	243000
Australia	5.4%	6.9%	106000	231000
Japan	3.4%	3.8%	67000	127000



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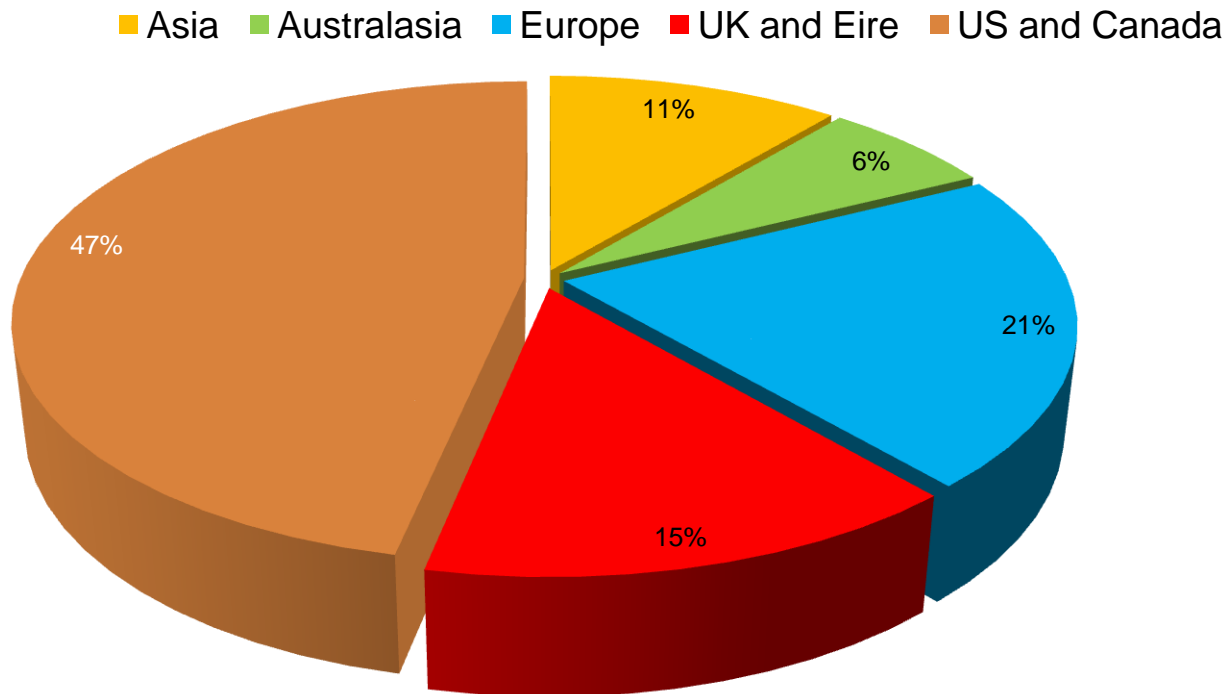
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US brand propositions

- Excitement
- Free market dynamic
- Ivy league
- High paying jobs for the best graduates – meritocracy
- The golden ticket to worldwide employment
- Perceived better value for money than the UK
- However, image overtaking substance

Proportion of world ranked universities by area



International students as % of total student population

(oecd, chart TC2.1, 2010, Education at a Glance, France and Germany not given)

- **Australia** 21 %
- Austria 15.5%
- United Kingdom 15%
- New Zealand 13%
- United States 3%
- Europe 4%

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簡體中文 | Việt | Português | Россия | North America |




STUDY IN AUSTRALIA
Live. Learn. Grow.



Australian marketing

- China and India the main markets
- Asia will generate 93% of its education business by 2025
- Has invested more than others in marketing (£40m 2003)
- Aggressive and strategic in intent led by government bodies
- Coherent national brand - embodies sunshine lifestyle (!), sport and prospects of professional careers

Asian challenge

‘By the end of 2020...China will achieve more science and technological breakthroughs of great world influence, qualifying it to join the ranks of the world’s most innovative countries.’

President Hu Jintao, China, January 2006

3 The Global Promotion Project





1 Quality

- Excellence - Quality assured - Value for money - Lasting legacy

2 Diversity

- Choice - Tradition and innovation – Multicultural

3 Opportunity

- World-renowned - Opening doors - Portable skills - Springboard for your travels

Study in Europe 32 countries

Bologna Process 47,
15 more:

- Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom
- Albania, Andorra, Armenia, Azerbaijan, Bosnia-H, Croatia, Georgia, Holy See, Kazakhstan, Moldova, Montenegro, Russian Federation, Serbia, the former Yugoslav Republic of Macedonia, Ukraine



Why study in Europe?

Courses and Programmes

European Higher Education

Application Guide

Living in Europe

Welcome to Study in Europe



Welcome to Study in Europe

There are more than four thousand higher education institutions in Europe, from top-level research establishments to small, teaching-focused colleges. Europe itself is no less diverse, extending from the Arctic Circle to the coast of Africa, where tiny principalities sit side-by-side with many of the world's leading economies.

A fascinating destination, but which country should you go to? Which university should you choose? What do you need before you leave? What will happen when you arrive? These are just some of the questions you're probably asking yourself already.

Study in Europe is here to help. We provide up-to-date information on [thirty-two European countries](#), their universities and what it takes to live and study in them.

Use **Study in Europe** to find the university that suits you best. A well-informed decision will make your time abroad even more valuable.



EVENTS



SCHOLARSHIPS

TESTIMONIALS



"Pour moi, avoir la chance de participer à un programme d'étude en Europe est une expérience nouvelle..."

- Khalid (Morocco), studied in Denmark, France and Italy

GLOSSARY



Media downloads

Lessons from Study in Europe

- Raised awareness of EM, improvement of int. marketing in weaker EU countries
- Main promotion now finished
- Good website with rich and layered information
- Final brand = more 'opportunity', 'diversity' than 'quality'

- Not a PR campaign for the whole of Europe
- National agencies better than EC continental co-ordination of marketing
- Reluctance from some to promote EC rather than national effort
- Very expensive to have in country promoters

4 Can the EHEA be marketed?



Key questions

- Is the EHEA (Bologna) a product or a loose affiliation of friendly nations with some shared intentions?
- What are you trying to promote/do?
- What are the key messages?
- How will you measure success?

Who is the audience?

- Students in other countries? (level? grade?)
- Students in Europe? (level? grade?)
- Academics in other countries or Europe?
- Administrators and agencies in other countries or Europe?
- All of the above?

Some observations

- Actual success of Bologna is much less evident than its objectives to those in HE
- There has been little publicity about the EHEA since its launch
- Do public know about Bologna or EHEA?

On the minus side

- Most of the leading European countries have highly sophisticated international marketing (Nuffic, British Council, DAAD, CampusFrance)
- And may be reluctant to 'weaken' their brand
- Quality hallmarks requires reliable and regular quality assurance and a 'product'
- (lack of) parity of national quality (visas, safety, security, liberalism, gender and religious tolerance)
- European quality is highly inconsistent – an aspiration not a guarantee

On the plus side

- A quality hallmark for European higher education could be very powerful
- Other continental areas are becoming adept at marketing (China, Australasia, US)
- Europe is in the lead re quality (in part)
- Study in Europe as active marketing endeavour now finished
- No ambassador for Europe

“If Australia is not able to maintain alignment with these developments, a significant proportion of the current 32,000 European enrolments in Australian institutions may find other destinations more attractive. Similarly should Asian countries or institutions choose to align with the Bologna Process, Europe may become a more attractive destination for those students.”

Australia Government, Dept of Education,
Employment and Workplace Relations

“

EHEA messages to promote

- **Quality** = ongoing quality assurance makes Europe a unique destination
- **Excellence** = A third of best universities in world are in Europe
- **Culture** = liberal, open, diverse, historic
- **Opportunities** = mobility, diversity of languages, vibrant economy, accredited degrees
- **Knowledge** = technology driver, arts hub, knowledge economy, museums



QHEE :

Quality higher education in Europe

On the marketing so far:

- Good messages to get across but some awkward and 'difficult to interpret' words (Bologna, Process, Area, EHEA, BFUG)
- Committee led thinking and language
- Some confusing websites and brands (who is intended audience)
- EHEA official page not on Google 1st page
- Overlap with GPP

<http://www.ehea.info/>



[home](#)

[about
bologna process](#)

[work
programme](#)



search:



Welcome to the EHEA official website!

The European Higher Education Area (EHEA) was launched along with the Bologna Process' decade anniversary, in March 2010, during the Budapest-Vienna Ministerial Conference.

Calendar

January						
January, 2011						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
26	27	28	29	30	31	1




<http://ehea.europeunit.ac.uk/home/>



EHEA

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go

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-  subscribe to newsletter

The European Higher Education Area: Celebrating a decade of UK engagement

europe
unit

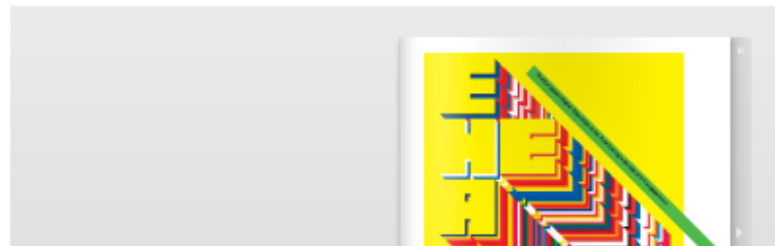
Home

The European Higher Education Area

Bologna Process Aims

Action Lines

Bologna beyond 2010



Case Study

The University of Sheffield's
'EuroPubHealth' Programme
embraces student mobility



Internet | Protected Mode: On

The
Knowledge
Partnership

Parting advice:

- Don't worry about definitions, but be clear about objectives and key performance indicators!
- Give Bologna an accessible brand name
- Create a good website (build on SiE?)
- Empower an executive marketing director/brand champion
- Work with the best existing frameworks/people
- Set clear goals, budget, key messages
- Invest in research to monitor 'quality'

Discussion

Louise Simpson

L.simpson@theknowledgepartnership.com

Key strategic questions

1. What are you trying to communicate? And why? And by when? (put in order of priority)
2. How will you measure success/and by when?
3. What countries and people do you want to communicate with about the EHEA? (put in order of priority)
4. What are they key messages about EHEA?
5. And/or key informational needs?

Key tactical questions

1. How are you going to get all 46 countries represented and aware and agreed to the strategy?
2. Have you got the right team and budget in place to action the strategy smoothly?
3. Have you got enough research to establish your year one baseline?
4. What are the main tasks for year one, KPIS and who will do?