HARVARD | BUSINESS | SCHOOL

Using Marketing to Stand Out in the Global Crowd

Brian Kenny, Chief Marketing and Communications Officer
Harvard Business School
February 16, 2010

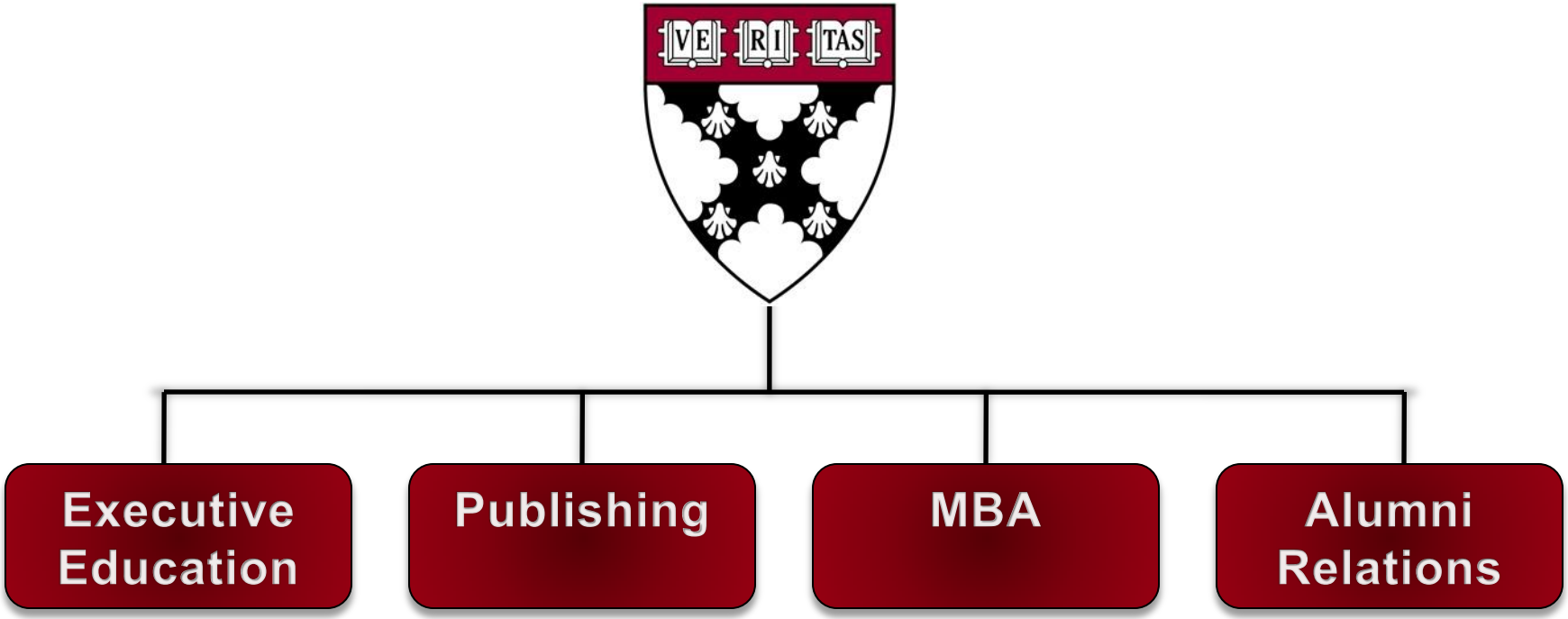
Copyright © President & Fellows of Harvard College.

Using Marketing to Stand Out in the Global Crowd

- **What is branding and why should we care about it?**
- **Challenges of marketing in universities.**
- **Three important shifts in the competitive landscape.**
- **Standing out in the global crowd.**
- **Setting goals and measuring success.**

- **Why does Harvard Business School need a CMCO?**

Harvard Business School



- 100 Years
- 220 Faculty

- 850 Staff
- 1,800 MBA

- 13,000 Exec Ed
- 70,000 Alumni

17,036

Total number of colleges and universities worldwide

Webometrics Ranking of World Universities, Cybermetrics Lab, February 2010

$2,200

Average amount spent on marketing by private U.S. universities per enrolled student

Center for Advancement and Support of Education (C.A.S.E.), 2007

Branding Defined

What is a brand?

- Your brand is whatever your customers believe it to be.
- Their beliefs are based on their experience with you.

Rational

Tangible
Features
Functional
Measurable
Analytical

Emotional

Intangible
Benefits
Experiential
Judgmental
Intuitive

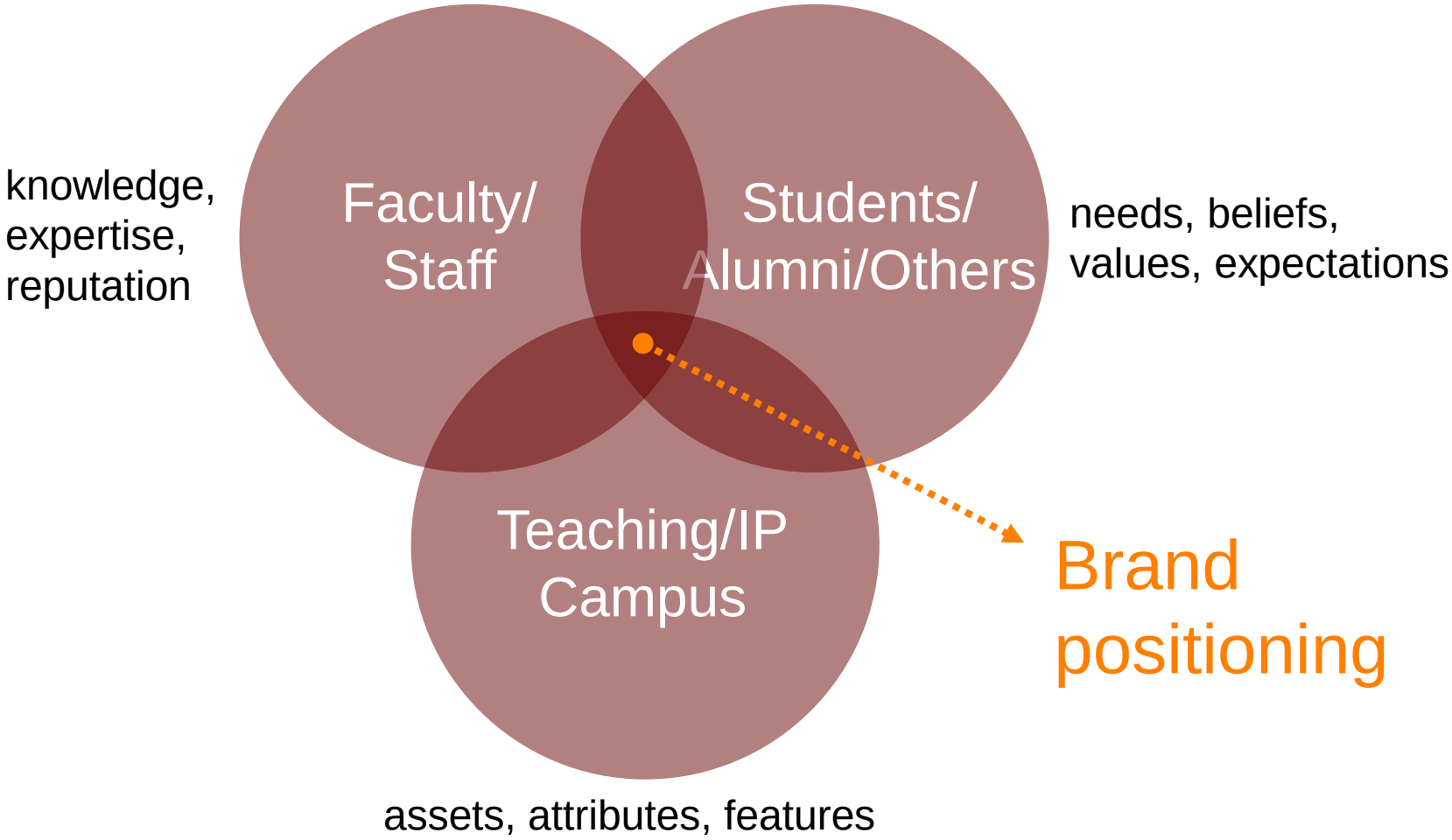
Branding = Capturing share of mind and heart

	Rational ⟷	Emotional
PRADA	Simple and elegant. Superb quality. Top business school. Powerful alumni network.	I am fashionable. I accept only the best. I am a leader. I will succeed.
	German engineering, practical, reliable.	I am fun and stylish. I like to stand out.
	Innovative design. Cutting edge technology.	I am creative and trendy. I like to have fun with technology.

Simply put…

- Universities are brands and need to be treated the same as any other product or service
- The objective is to clearly distinguish your "brand" from all others in a way that is relevant to your stakeholders

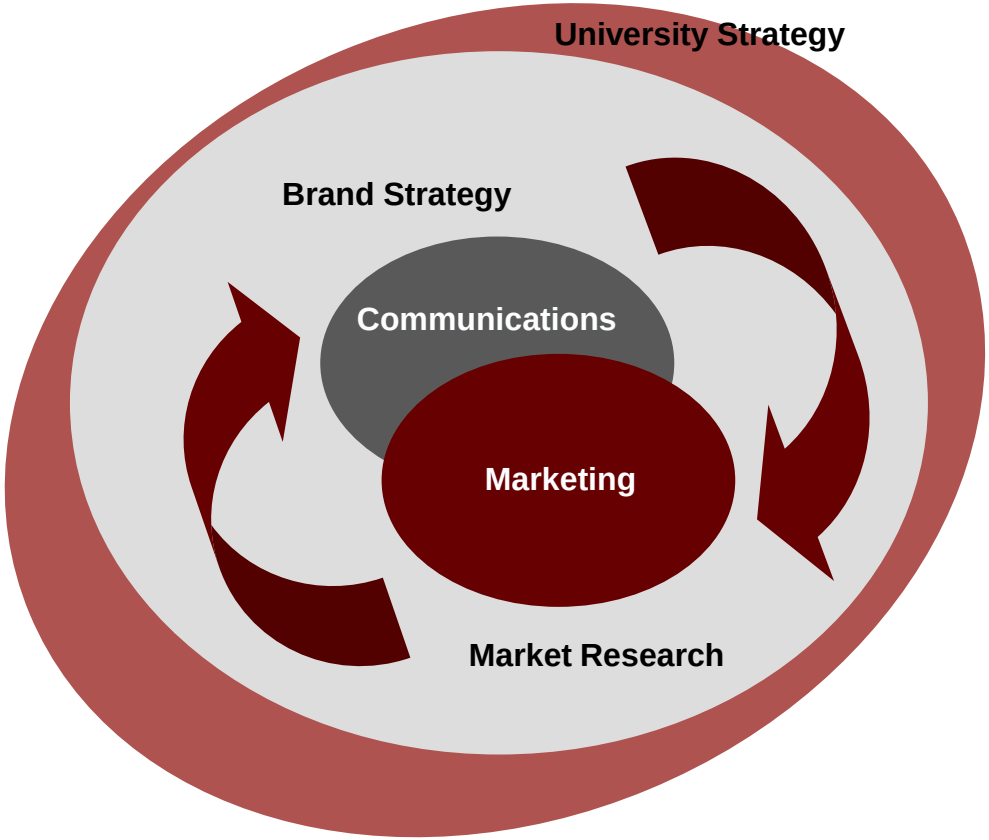
University brand positioning . . .



Marketing and Communications Defined

What is marketing and communications?

Marketing and communication is how you promote the brand



Marketing and communications channels

- **Channel mix is increasingly complex**
- **Integration is critical**

Marketing in Universities

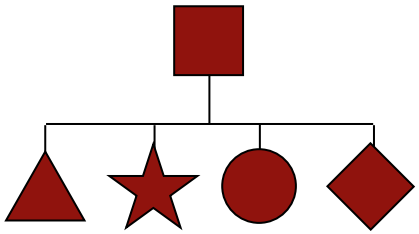
Challenges of marketing in universities

Universities have multiple audiences

- **Prospective and current students, faculty and staff**
- **Alumni**
- **The academy**
- **Funding sources**
- **Business community**
- **Worldwide media**

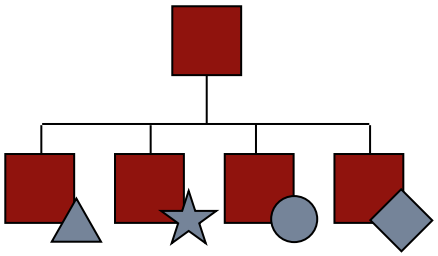
Challenges of marketing in universities

- Universities have multiple brands
- Must manage the portfolio strategically
- Decentralization and globalization make alignment difficult



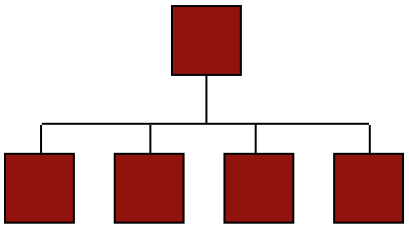
Autonomous / Multiple Brands

Unilever



Corporate Endorsed Brand

SONY



Monolithic / Single Brand

Heinz

Marketing principles

- Find your brand promise and commit to your story
  - *How?* Identify marketing platforms supporting School's priorities
- Get aligned and integrated
  - *How?* Give everyone ownership of the brand
- Leverage emotional connections to your brand
  - *How?* Research to learn about what drives stakeholder perceptions
- Let others carry your message
  - *How?* Create brand evangelists and select strategic partners

Shifting Landscape

“Globalization will intrude and shape most aspects of higher ed”

**The Vision Thing - How Scenario Thinking Can Help Universities Face an Uncertain Future, by William Flynn; The Catalyst, Spring 2006*

Three significant trends

- The rise of the “empowered” customer
- Shift from traditional marketing to digital marketing
- The advent of social media

3

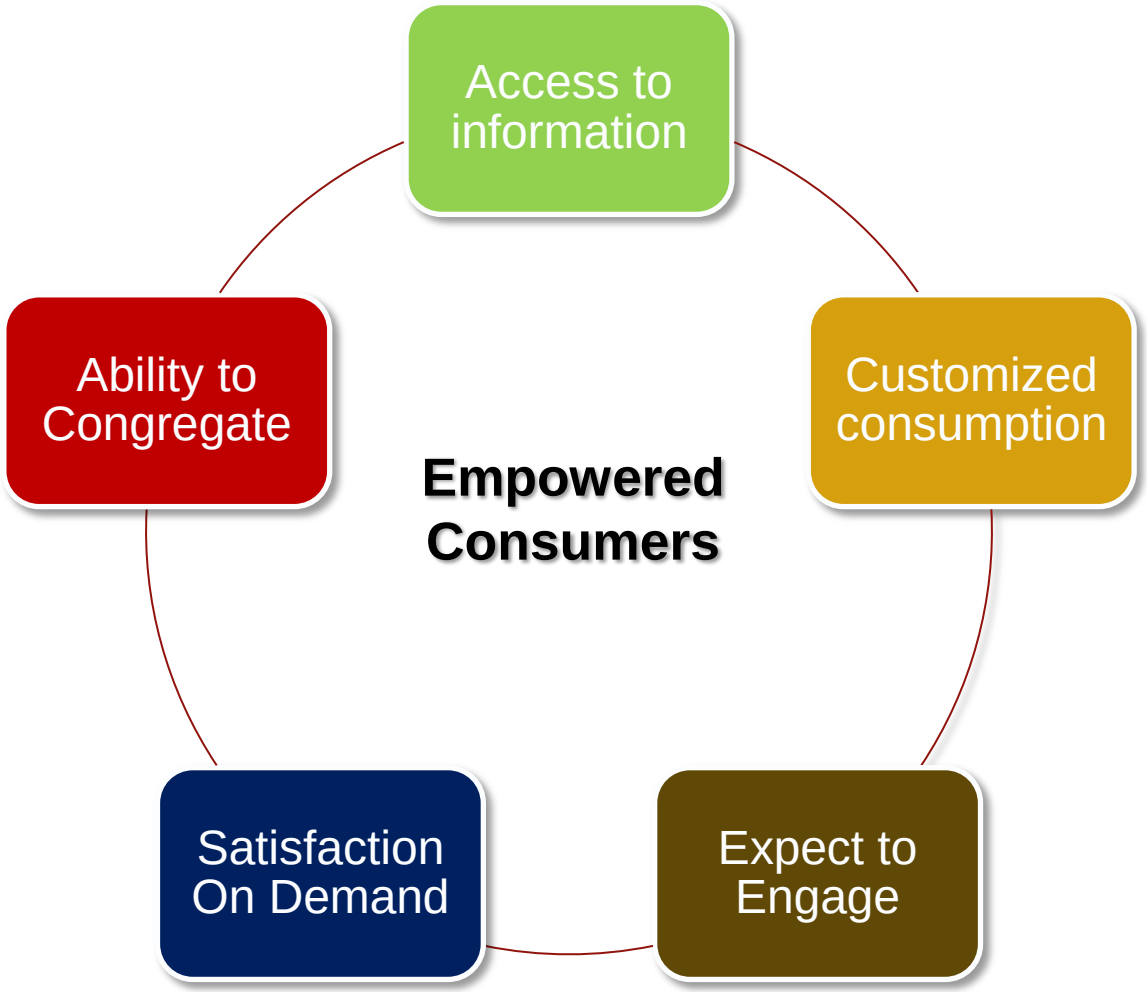
Rise of the empowered consumer

1.6B

Total number of Internet users worldwide
They come from over 200 countries

Internet World Stats, July 2009

3 Trends – Rise of the empowered consumer



3 Trends – Rise of the empowered consumer

- **Empowered consumers are:**

  - Harder to reach
  - Harder to engage
  - Harder to persuade
  - Harder to satisfy

Shift from traditional to digital

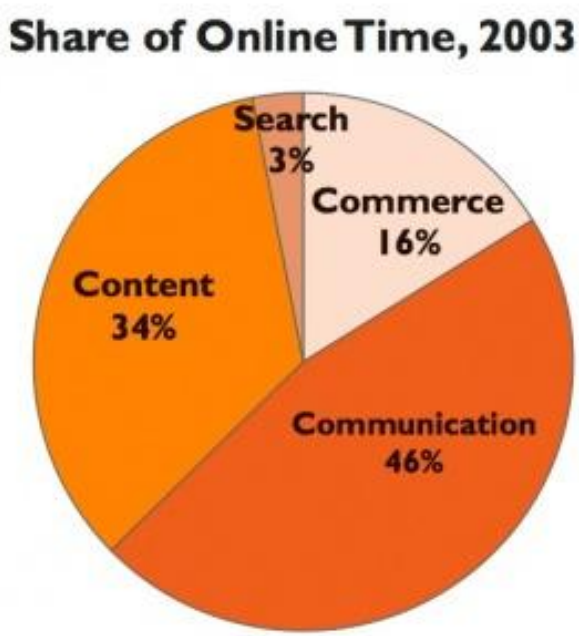
75%

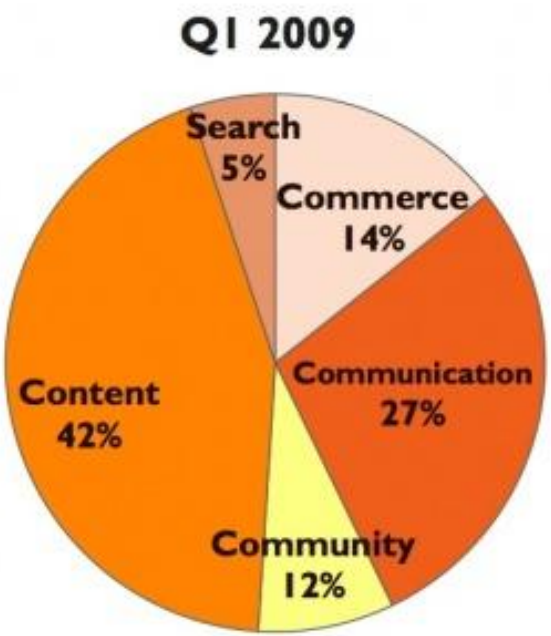
Percentage of college search conducted on line

Harris Interactive Poll, 2004

3 Trends – Shift from traditional to digital

- On line behavior has shifted significantly since 2003





3 Trends – Shift from traditional to digital

3 Trends – Shift from traditional to digital

Benefits	Drawbacks
Digital is less expensive	Digital is more complex
You can capture information	You have to be transparent
Promotes engagement	You must relinquish control
Allows you to share thought leadership	Requires you to package your content

Advent of Social Media

400M

Total number of Facebook users worldwide.
70% are from outside the United States.

3 Trends – Advent of social media

LinkedIn

mixi ミクシィ mixi, Inc.

twitter

facebook

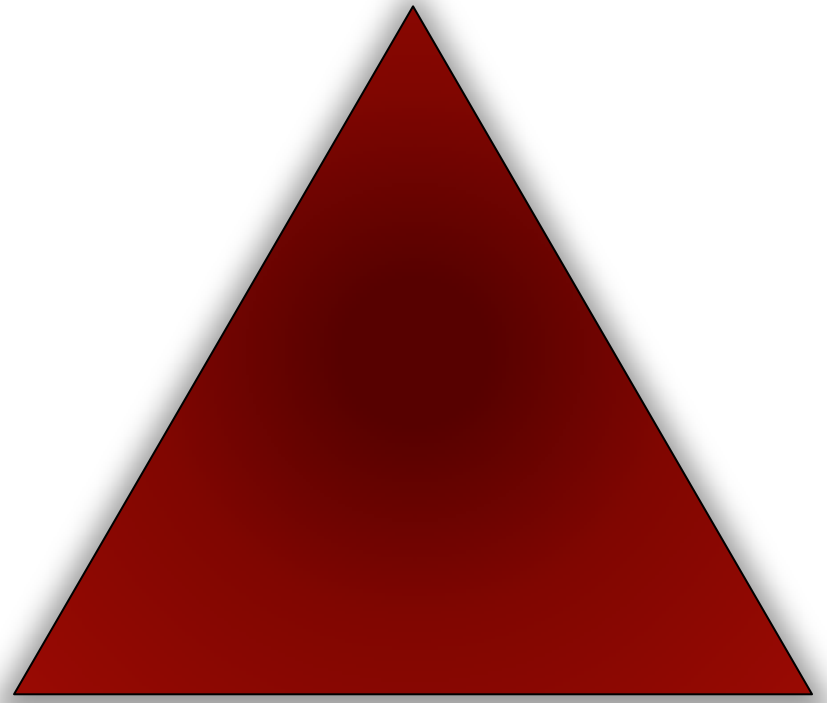
hi5

YouTube

3 Trends – Advent of social media

Technology is not social. People are.

SOCIOLOGY
What do people do online?



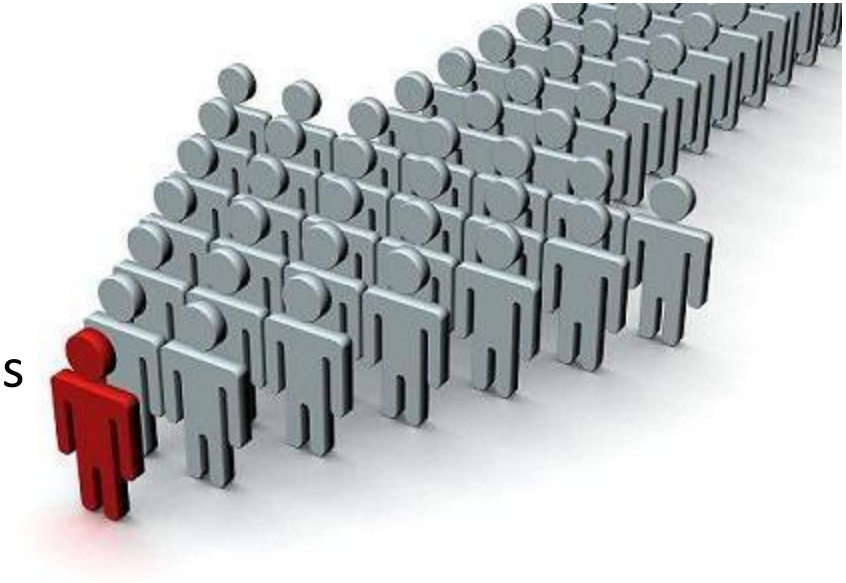
TECHNOLOGY
How do we execute?

STRATEGY
How do we engage them?

3 Trends – Advent of social media

The social media imperative

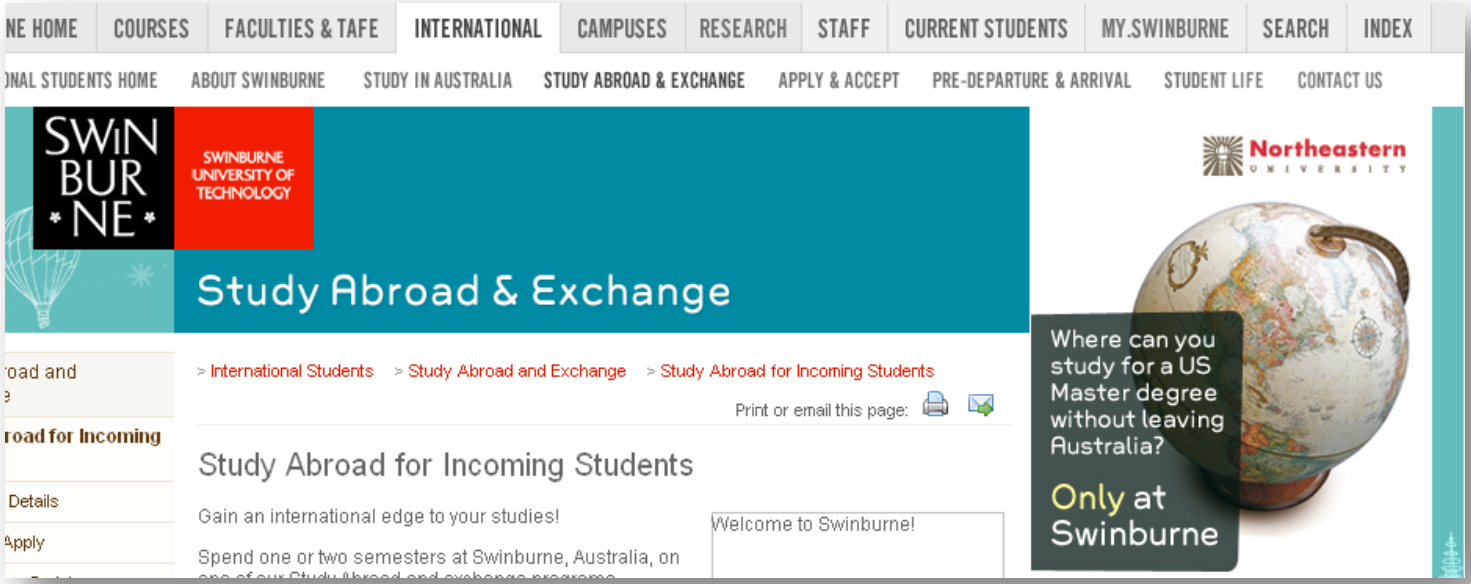
- Embrace behavioral shift
- Harness viral marketing opportunities
- Leverage third party advocates
- Build sustainable communities
- **Get comfortable being uncomfortable**



Standing Out in the Global Crowd

Co-Branding to Create a Global Presence

- Northeastern and Swinburne partnered to extend the reach of both brands into new markets

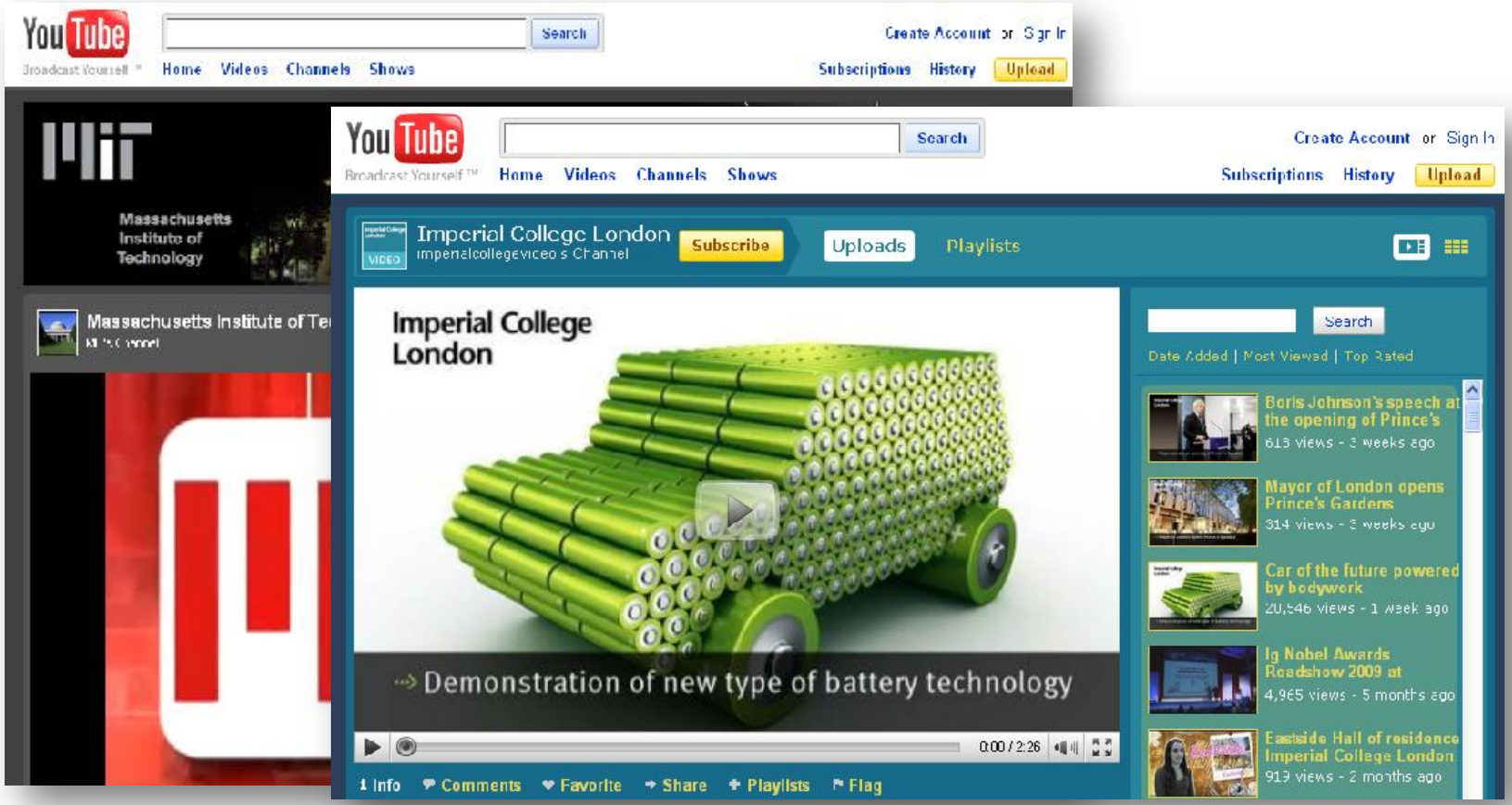


Institutional research as a brand

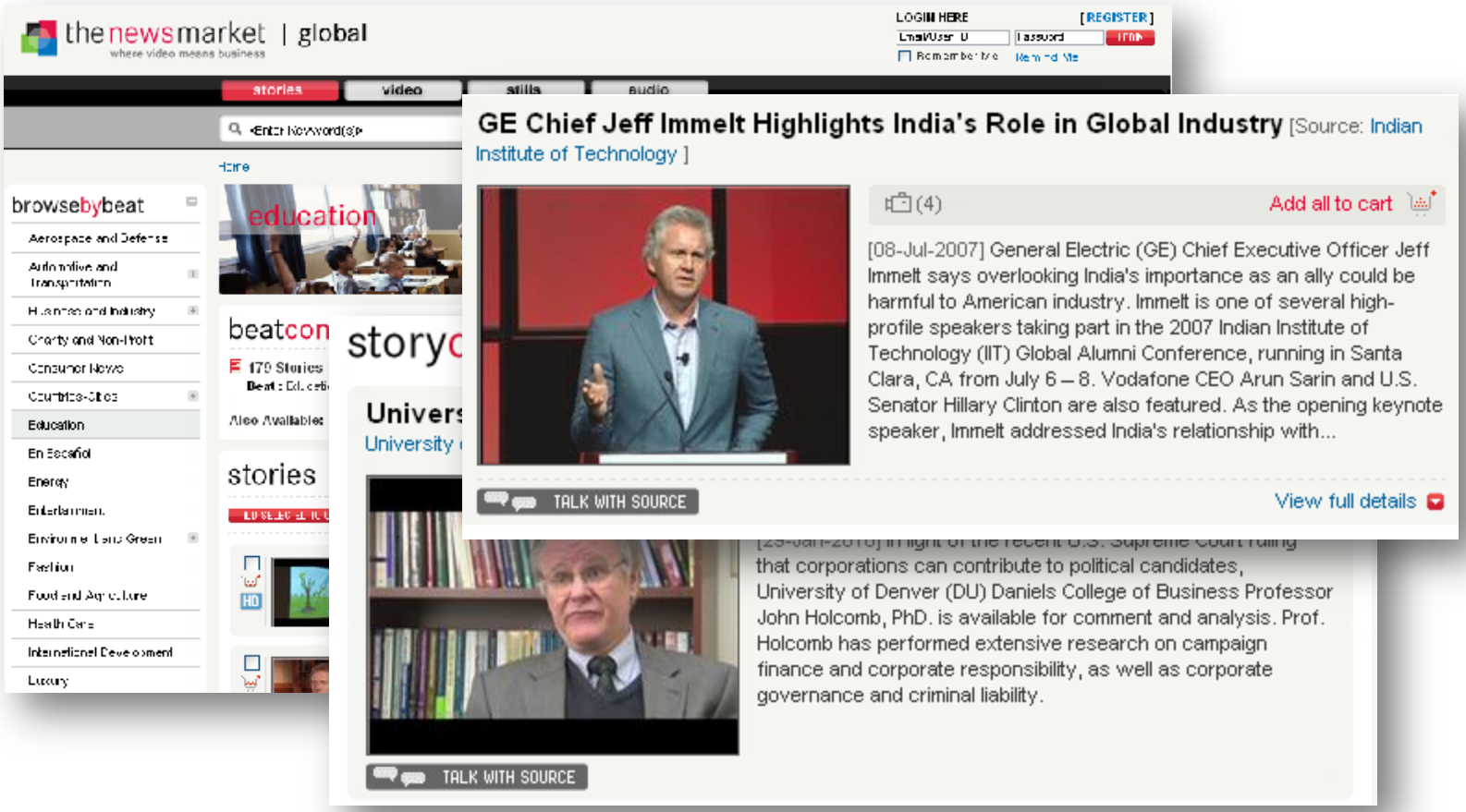
- University of Michigan Consumer Index – released quarterly, is leading gauge of consumer sentiment in United States

Bringing faculty work and research to life

- **Rich media**



Featuring faculty to promote the brand



Topical thought leadership

Leveraging social media to promote faculty work

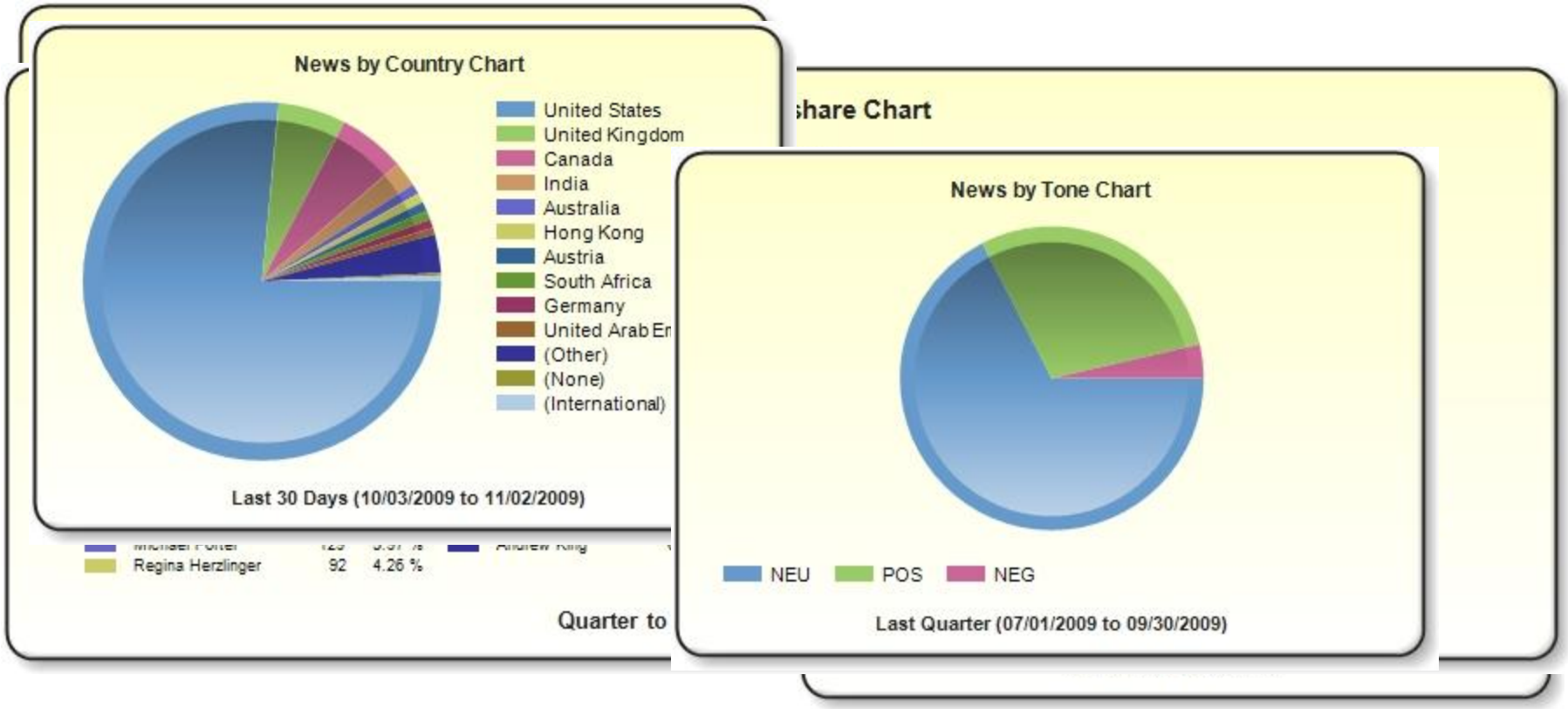
Measuring success

- **Short-term metrics**
  - Overall awareness
  - Perceptions
  - Traffic to the website
  - Attendance at events
  - Media/social media coverage

- **Long term metrics**
  - Alumni engagement
  - Support from donors
  - Number and quality of applicants
  - Retention and recruitment of faculty
  - Rankings
  - Research funding

Measuring success

- **Are you changing perceptions?**

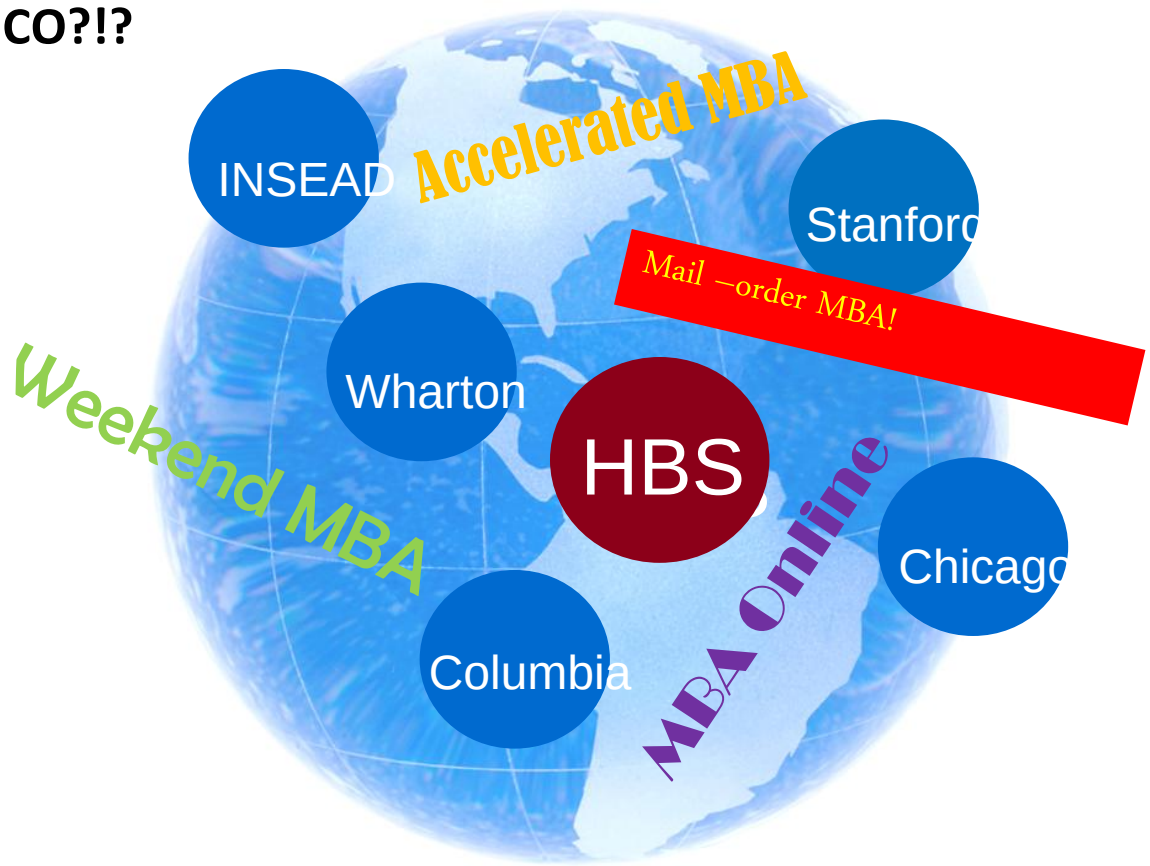


Why does HBS need a CMCO?

Marketing and Communications

Why does HBS need a CMCO?!?

- **COMPETITION**
- **COMMODITIZATION**
- **GLOBALIZATION**
- **DIFFERENTIATION**



Perceptions of the HBS brand

Microsoft®

Coca-Cola®

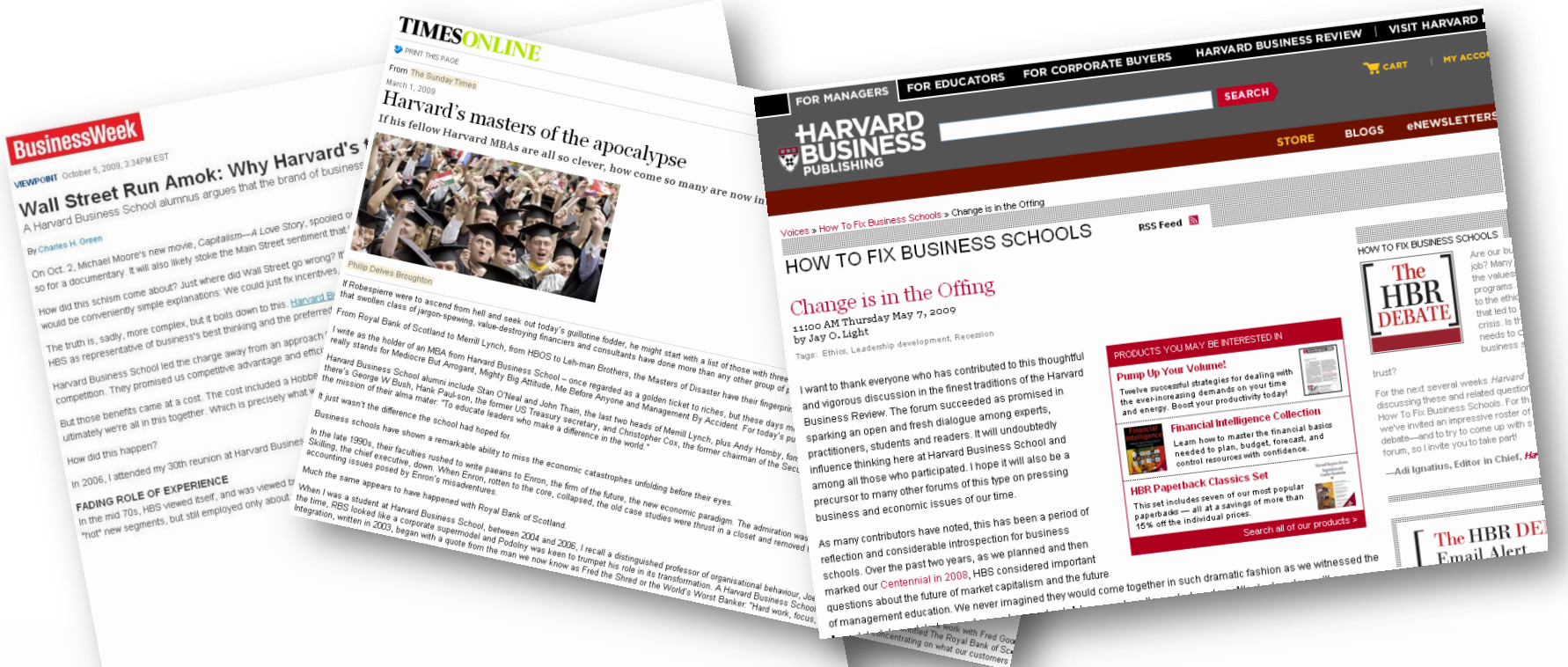
Cadillac®

Red Bull

BMW

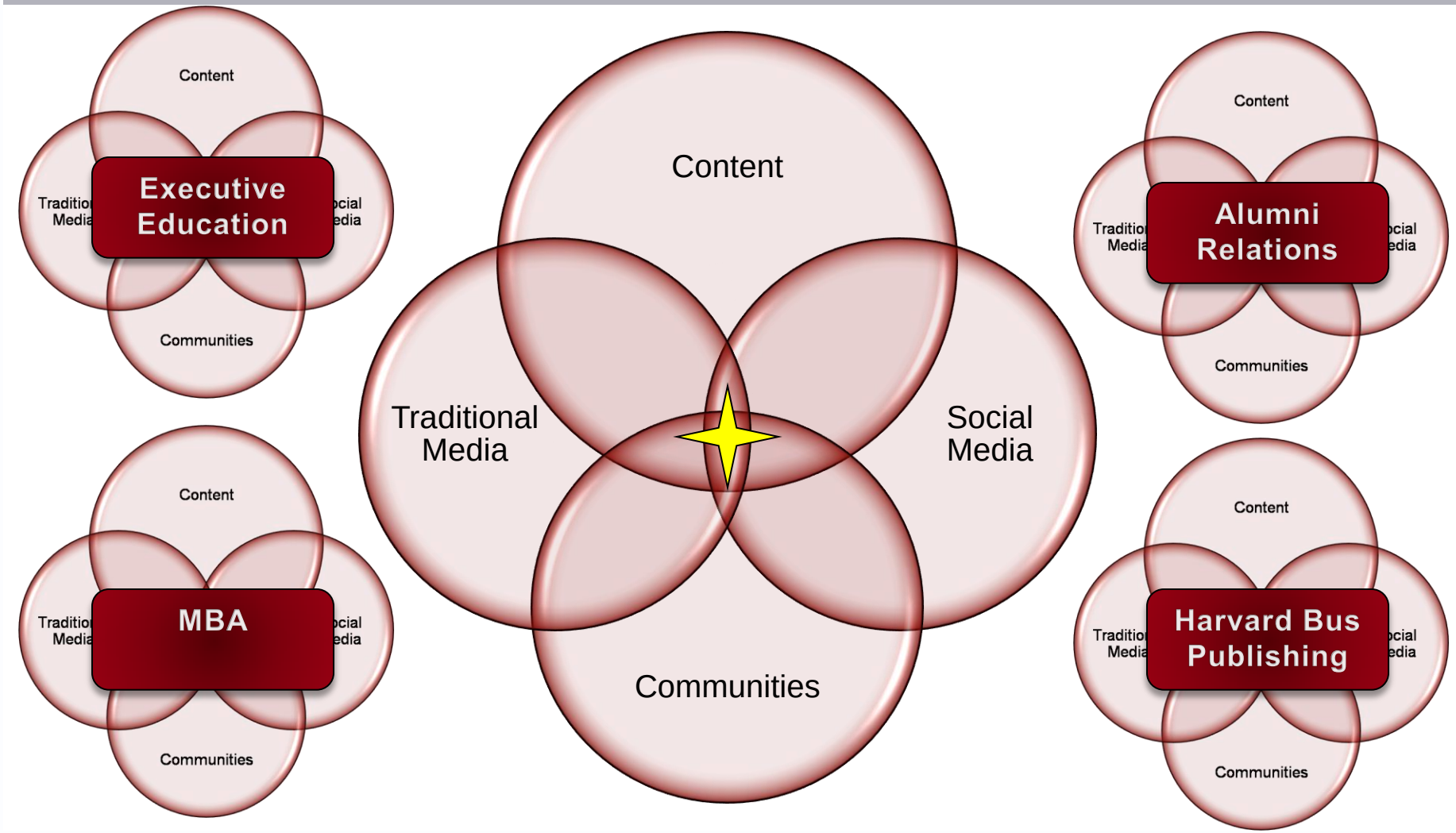
Current climate for business schools

- **Increased criticism — about business, MBAs, HBS and Harvard**
- **Increased competition — among top tier and everyone else**
- **Increased # of influences — perceptions being shaped by others**



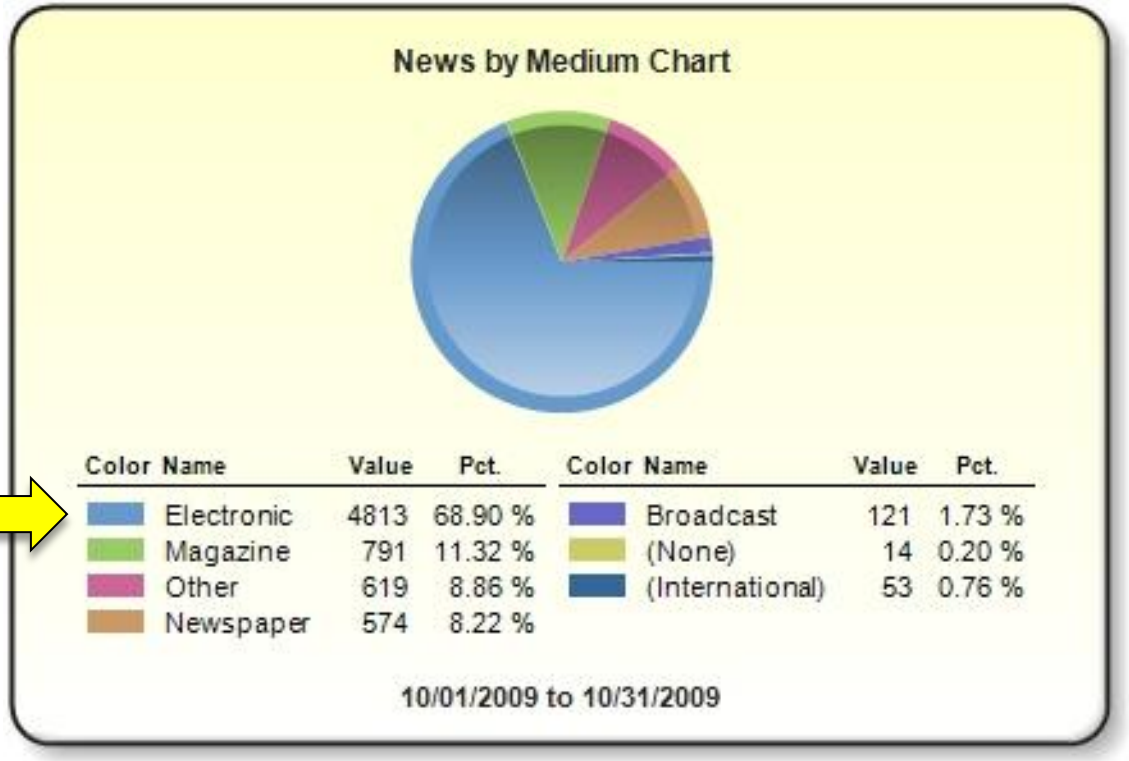
The challenge of managing a global brand . . .

Challenge of integration in decentralized environment



The shifting communications landscape

How people are learning about us



Thank you!