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Success in multiple channels for HEI branding, marketing and recruitment: Our experience to date

13th October, 2010

Stephen Healy
Director, Strategy and Development
INTO University Partnerships

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Agenda

- Who we are and what we do with our partners
- Our view of the Higher Education landscape in which we operate
- Our understanding of our audiences
- Our management and approach in two key channel areas
  - Agents
  - Digital
- How we measure success

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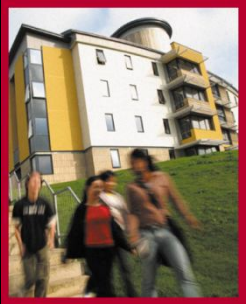
INTO's University Partners since 2006

University of East Anglia

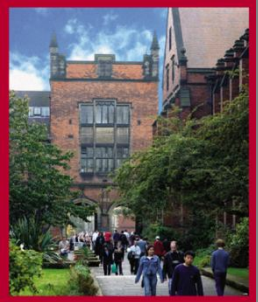


UEA University of East Anglia

University of Exeter

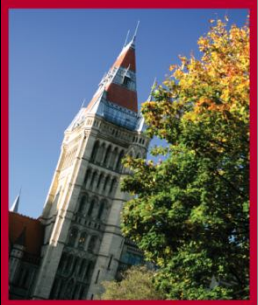
UNIVERSITY OF EXETER

Newcastle University



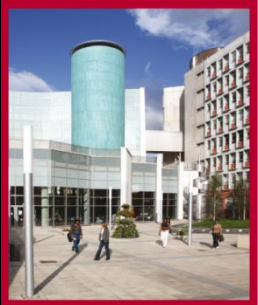
Newcastle University

The University of Manchester



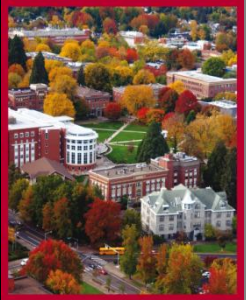
Foundation programme partner:
MANCHESTER 1824
The University of Manchester

Glasgow Caledonian University



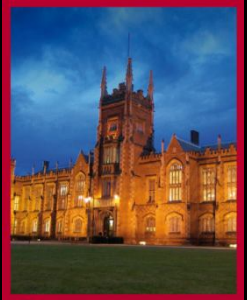
GLASGOW CALEDONIAN UNIVERSITY

Oregon State University



Oregon State UNIVERSITY OSU

Queen's University Belfast



Queen's University Belfast

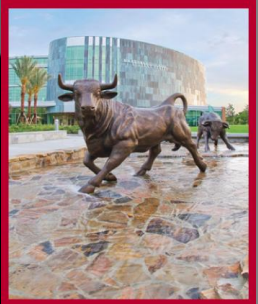
University of East Anglia, London

UEA LONDON
University of East Anglia

City University London

CITY UNIVERSITY LONDON

University of South Florida



USF UNIVERSITY OF SOUTH FLORIDA

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Who We Are: Investing in Partnerships, transforming higher education

- INTO is a global private sector organisation that partners with leading universities to transform their international performance, invest in their student experience and prepare students for success in higher education worldwide.
- Since we were established in 2006 we have formed 10 joint ventures with nine university partners.
- Working collaboratively, we develop large scale transformational joint ventures that shape the global competitive positioning of our University partners in line with their strategic goals.

"INTO has at its heart a joint venture. What you get ideally is a win-win between the strong university brand and a strong and very knowledgeable, sympathetic private sector partner."

Professor David Eastwood: Former vice-chancellor, University of East Anglia and Chief Executive, Higher Education Funding Council for England and current vice-chancellor, University of Birmingham

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Our marketing focus and goals

- Establish/enhance the global brand presence of our University partners and amplifying their relevance to international students and their influencers (and now domestic students)
- Establish the difference and additionality INTO brings to a University brand and the student experience
- Drive growth in recruitment quantity, quality and diversity (nationality and subject) in recruitment
- Achieve the highest levels of student satisfaction and success to drive brand advocacy, awareness and attraction
- Innovate with our partners to bring new programmes and services that are relevant to our audiences
- Deliver the best services and experiences across the different marketing channels throughout the student journey to students and their influencers

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Making the big leap
Into the brave new world

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THE NEW HIGHER EDUCATION LANDSCAPE

Be afraid,
Be very afraid!

Success in marketing channels for HE depends on resonance with an audience that expects services, success and the experience to be relevant to them and delivered from the point of interest to graduation.

This is the case in the international arena and will be increasingly the case in domestic HE recruitment…in short, the brand experience needs focused attention and investment across the student journey.

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New guests to the party

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New Competition: watch out!

1. Caution and awareness is not enough to sustain competitive positioning
2. Direct private sector provision
3. Intensified public sector provision and competition
4. Public/Private partnership provision
5. International competition
6. Employment
   - New modes of study

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Listening to our audiences

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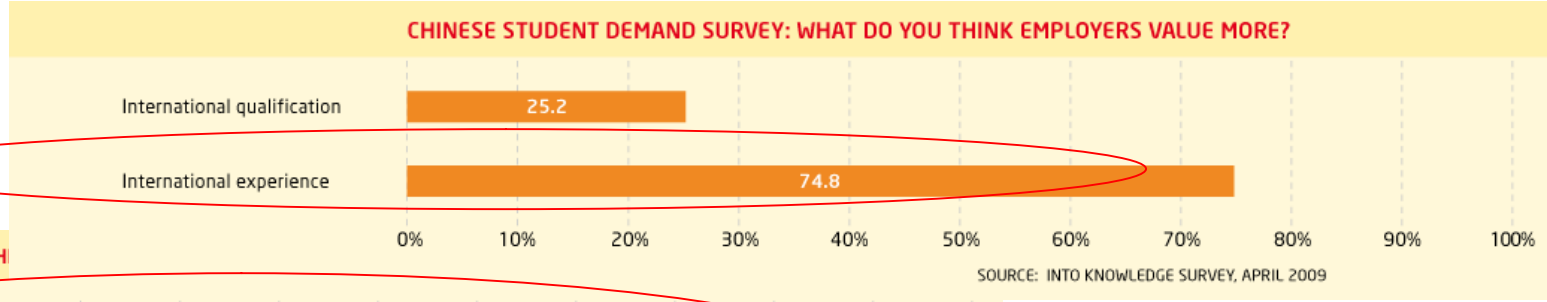
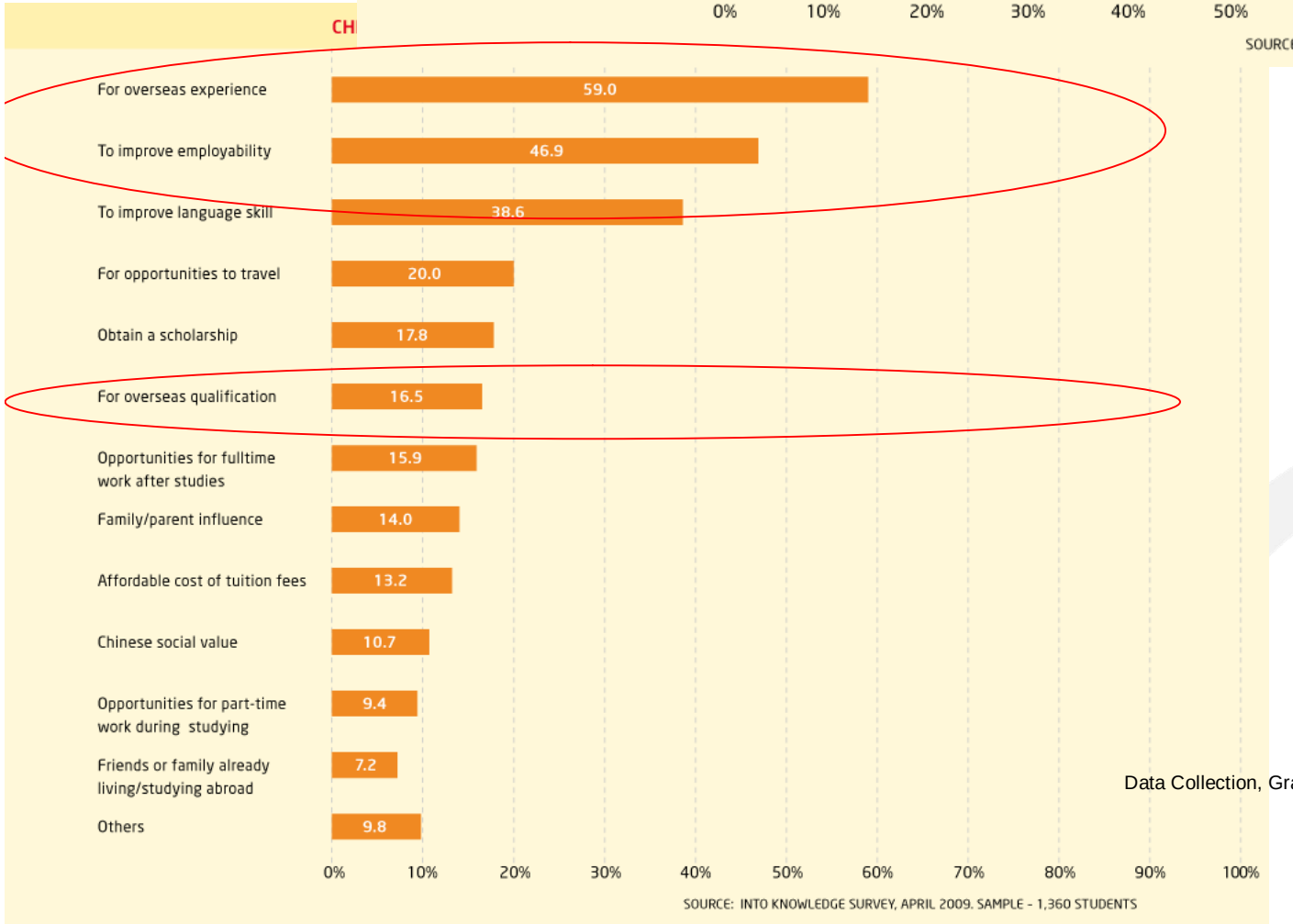
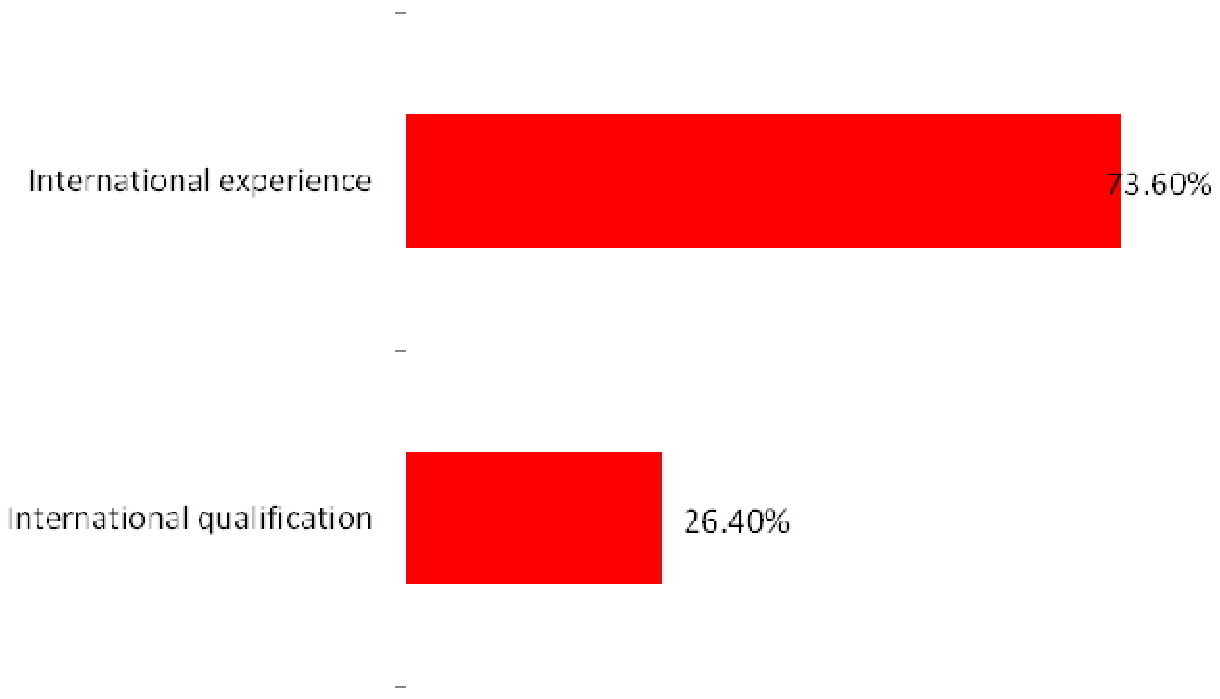
Insights from Prospective Chinese Studentsa





Data Collection, Graphics and Analysis : INTO Knowledge

KOREA: What is more important to employers – an international qualification or international experience?

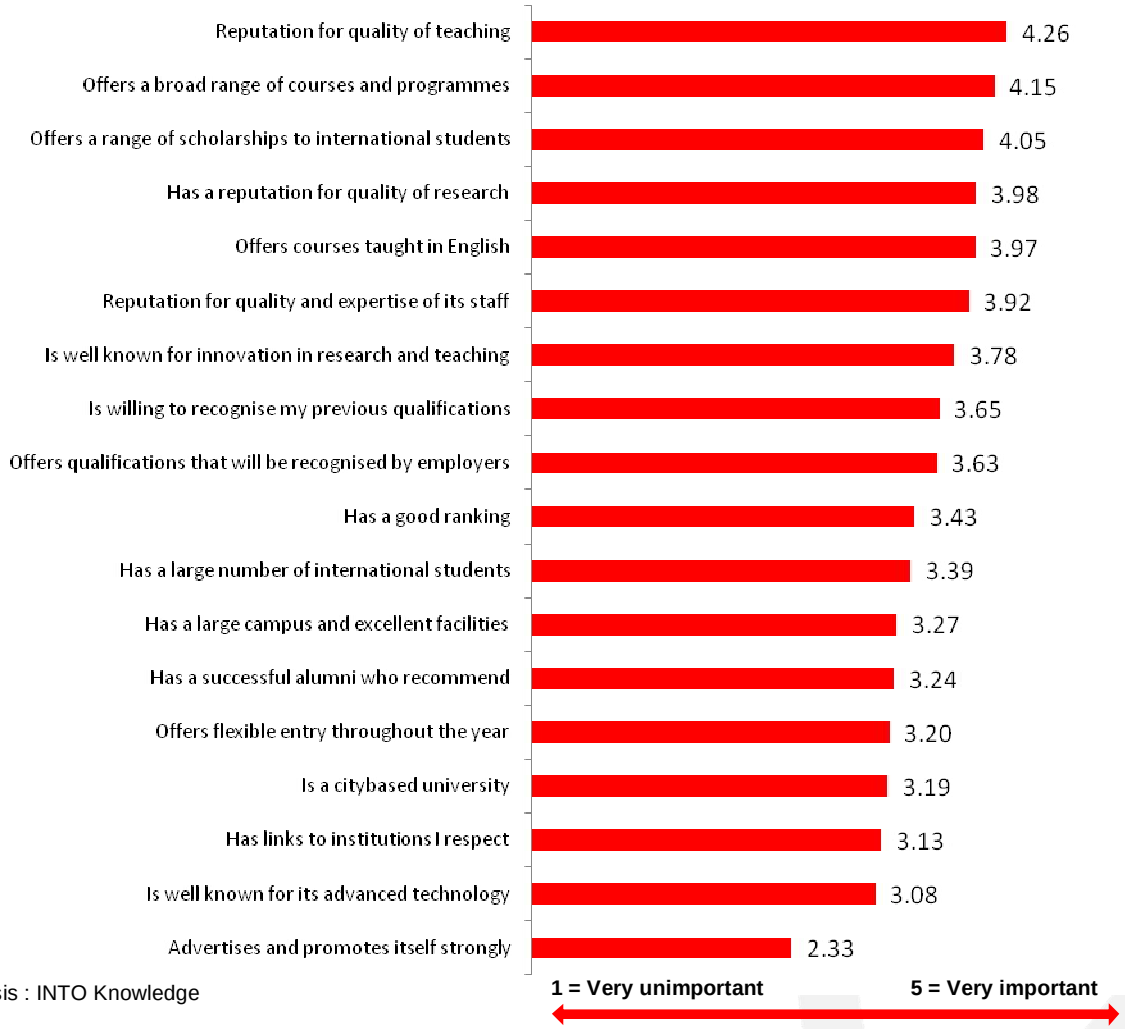


Data Collection, Graphics and Analysis : INTO Knowledge

Base: all respondents (1,033)

Insights from Prospective Korean Students

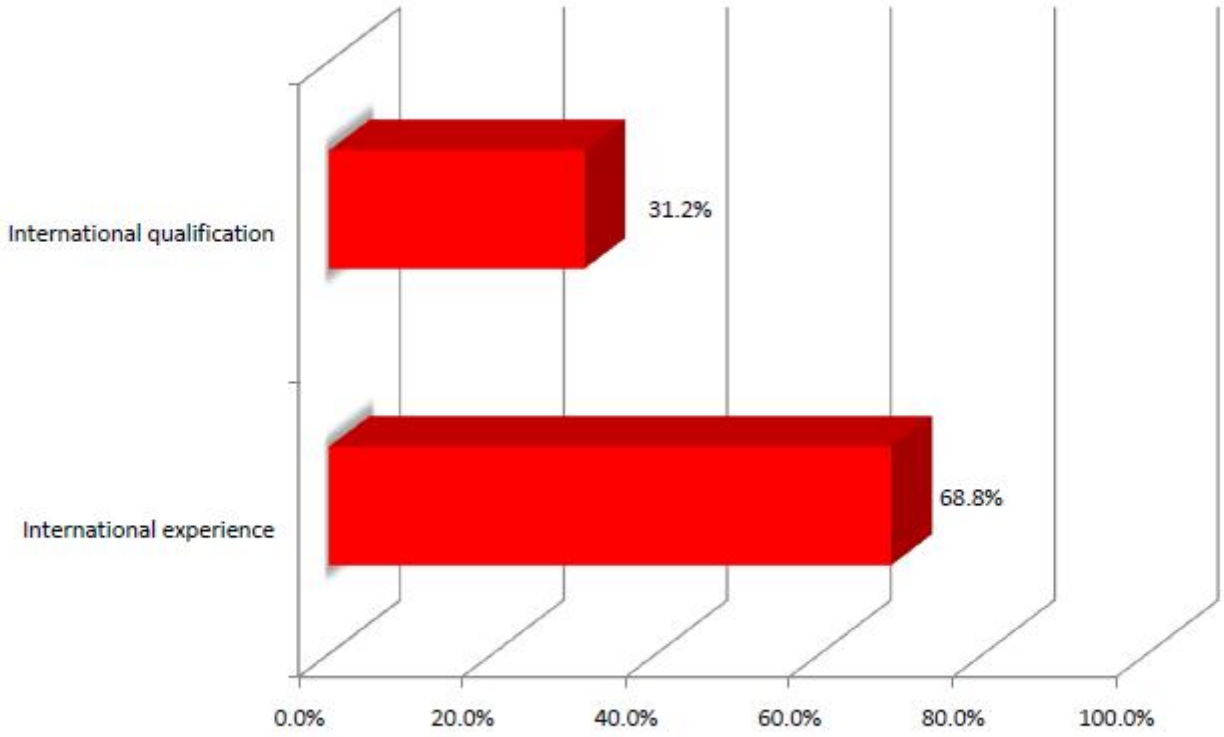
KOREA: When deciding on an overseas university, how important are the following factors?



Data Collection, Graphics and Analysis : INTO Knowledge

Base: those who answered "I'm not sure, I need more information (227); I'm very interested and considering it at the moment (598); and I have already decided to study abroad (186)"

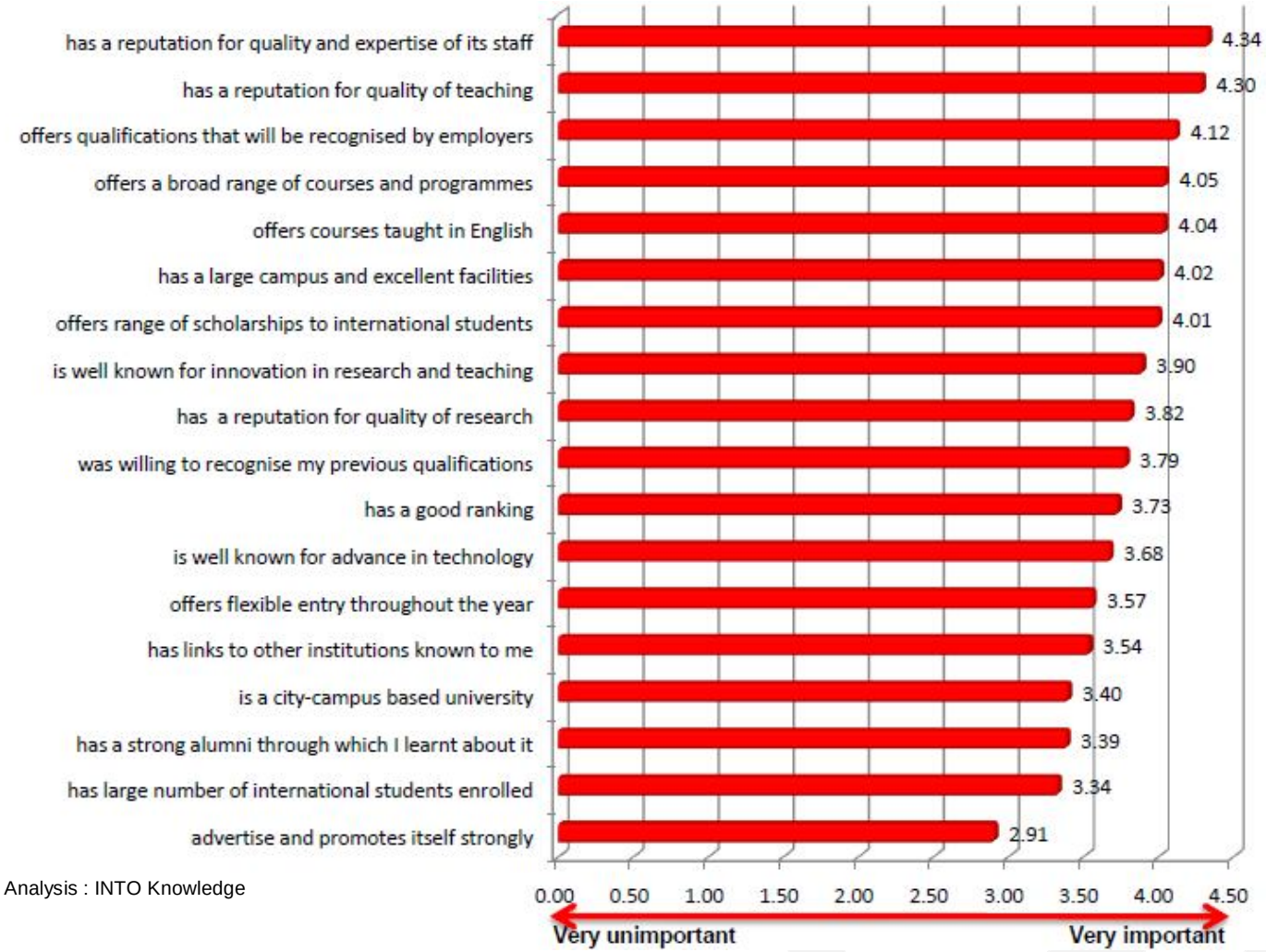
RUSSIA: What is more important to employers – an international qualification or international experience?



Data Collection, Graphics and Analysis : INTO Knowledge

Base: all respondents (1,194)

RUSSIA: When deciding on an overseas university, how important are the following factors?



Data Collection, Graphics and Analysis : INTO Knowledge

Base: those who answered "I'm very interested and considering it at the moment; I'm not sure, I need more information; and I have already decided to study abroad "(1,183)

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International student mobility: 3 million and rising…but changing in direction and nature

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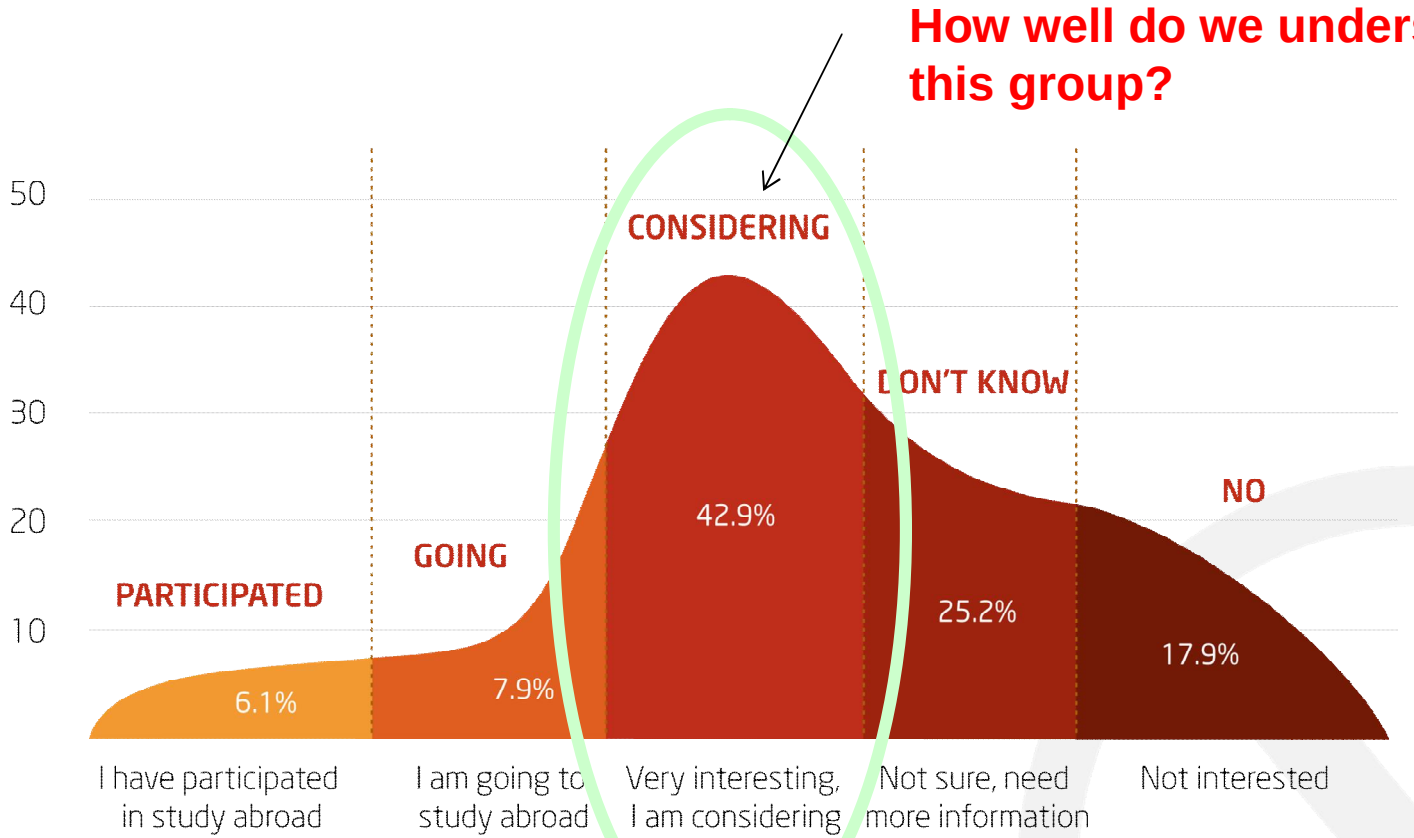
USA - Study Abroad Adoption Curve

Based on sample responses



Base : Total USA respondents (508)

Data Collection : Synovate
Graphics and Analysis : INTO Knowledge

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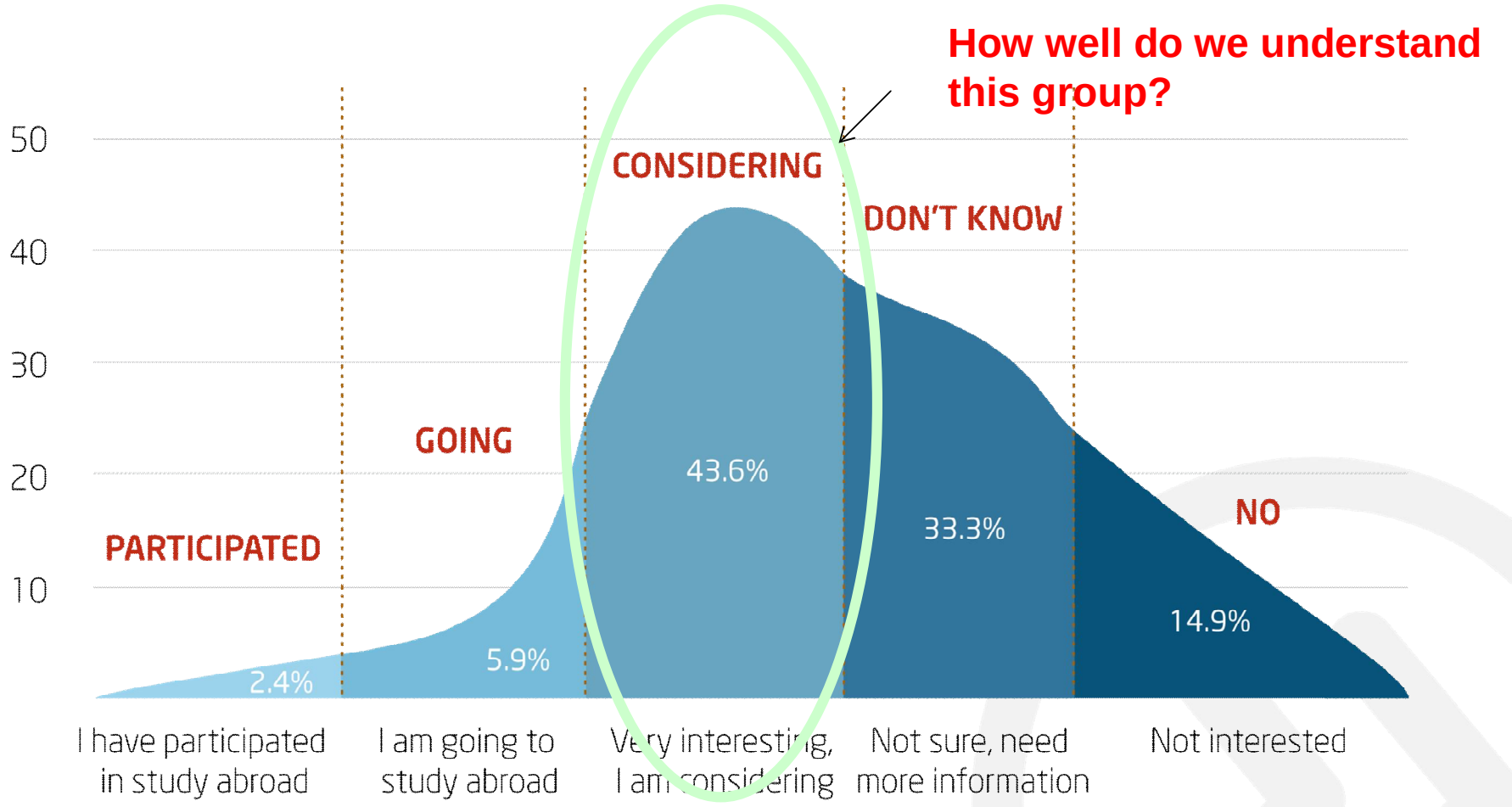
UK - Study Abroad Adoption Curve



Base : Total UK respondents (505)

Data Collection : Synovate
Graphics and Analysis : INTO Knowledge

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The student experience shift

Participation

Engagement

Advocacy

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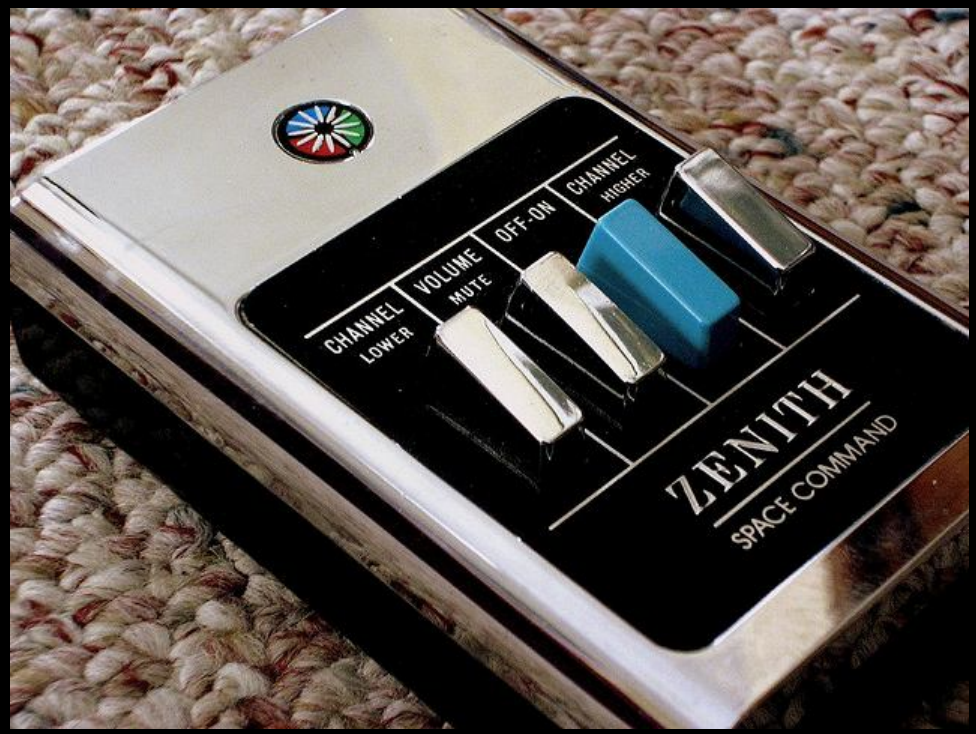
Levering the right channels and the power of word of mouth



Two core channels to harness the student experiences for INTO's HE marketing activities

- Agent network
- Digital/Direct (monologue media and social media)

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Managing the conversations through multiple channels

…and it is a two way process

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Making sense of it all

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The agent channel: becoming first choice with education agents/recruiters

- Overall approach
  - Quality and sustainability
  - Relationship and quality management
  - Non-exclusive and proposition strength approach to working with agents
  - Power of word of mouth
- INTO and University partners delivering an Ideal Proposition
  - In-country management and support
  - University brands
  - Study programmes
  - Services
  - Student experience
  - Success: academic and employability

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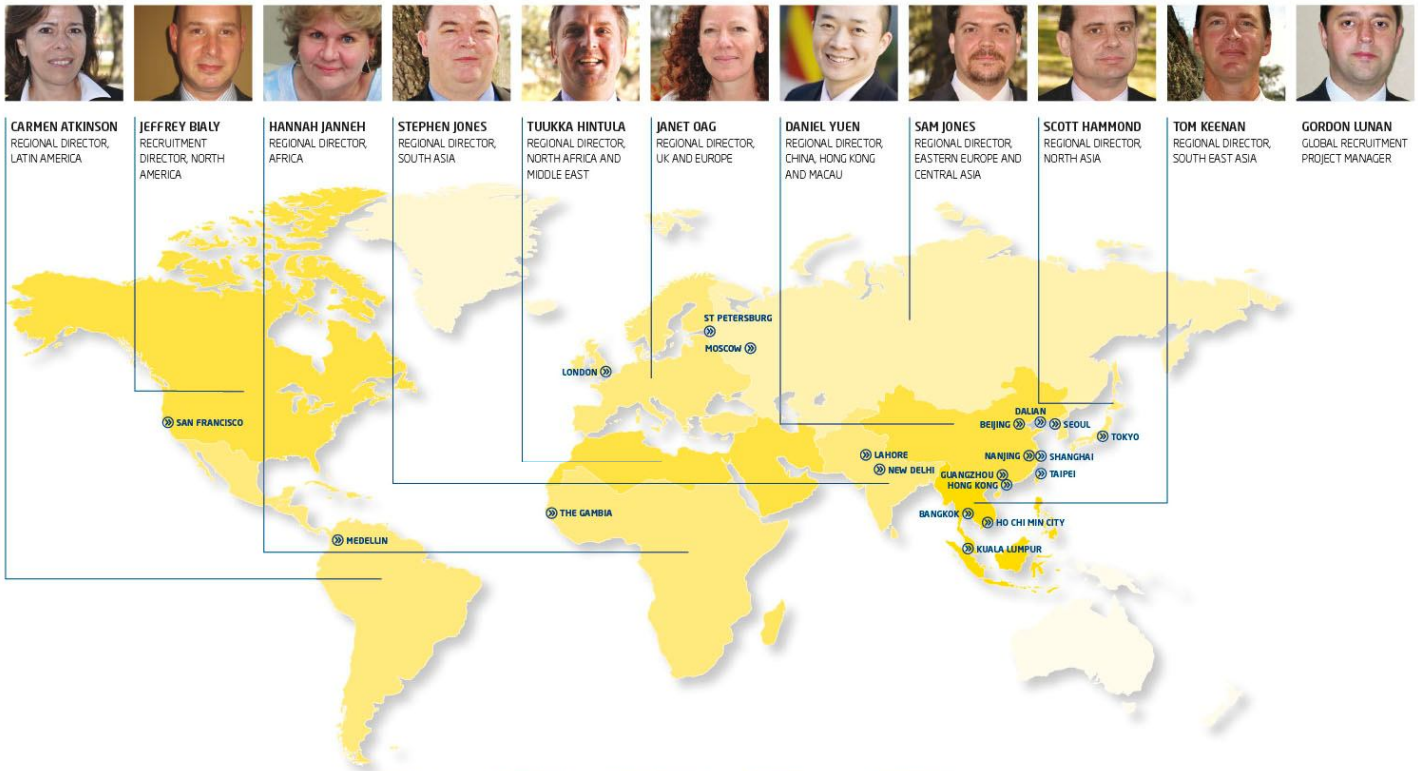
INTO's Global Marketing and Recruitment Leadership Team

The regional network leadership team



Marketing directorate
Based in London

NING BAINES
ASSISTANT DIRECTOR, RESEARCH AND DEVELOPMENT

LYNETTE HEARN
ASSISTANT DIRECTOR, MARKETING AND COMMUNICATIONS

RICHARD WISE
ASSISTANT DIRECTOR, DESIGN AND PRODUCTION

STEVE RAWLINGS
ASSISTANT DIRECTOR, MARKETING PLANNING AND PROJECTS

TONY LEE
ASSISTANT DIRECTOR, DIGITAL MARKETING

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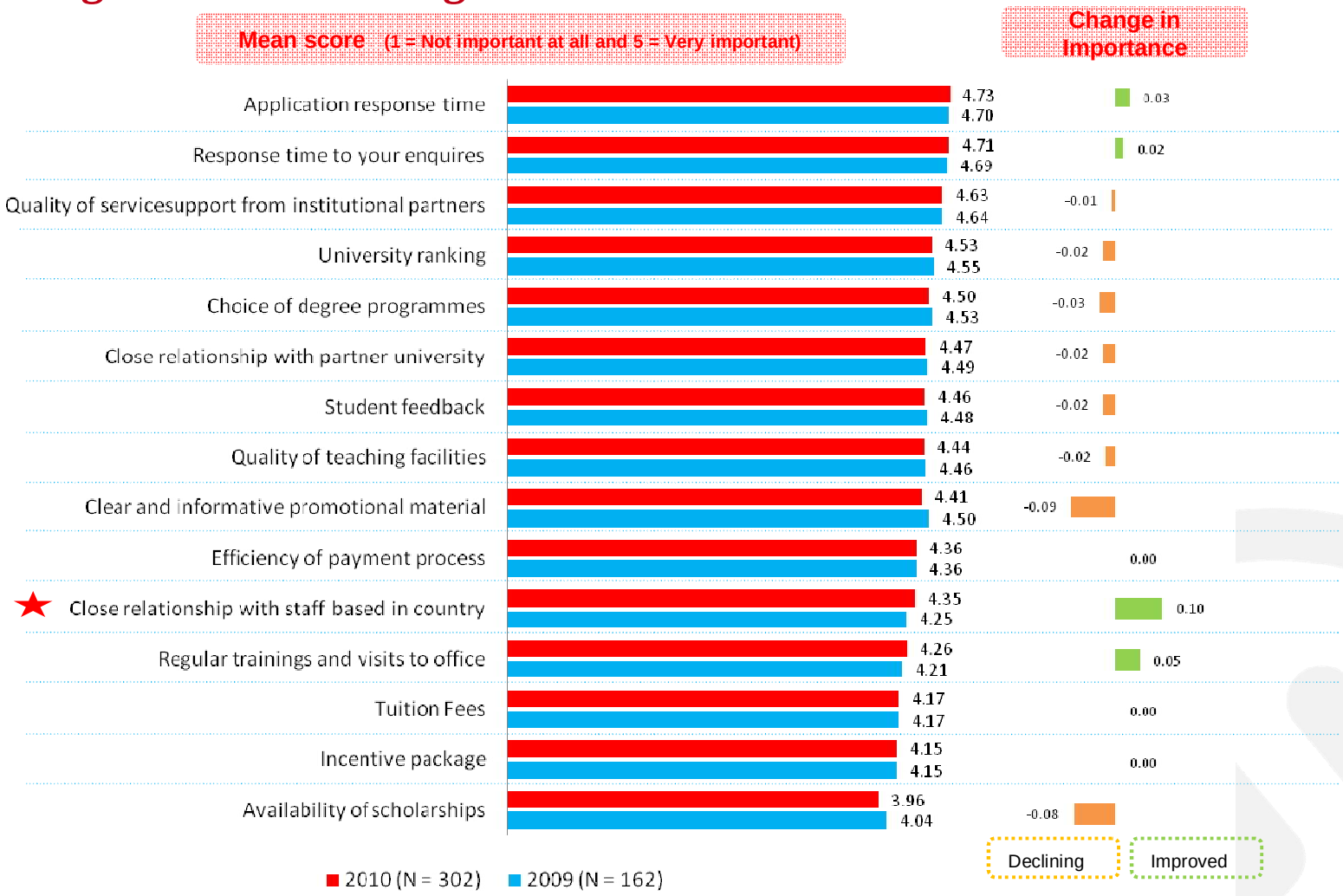
The things that matter to agents – 2009 vs. 2010



E1) How important are the following factors to you and your organisation?
Note: Single answer,
Base: All respondents 302 (China and HK Macau – 119, S.Asia – 32, E.Europe-31, N.Asia-30, Indo China-26, Central Asia-15, MENA-15, SE Asia-13, UK-11, The Americas-6, Europe-3 , and Africa-2)

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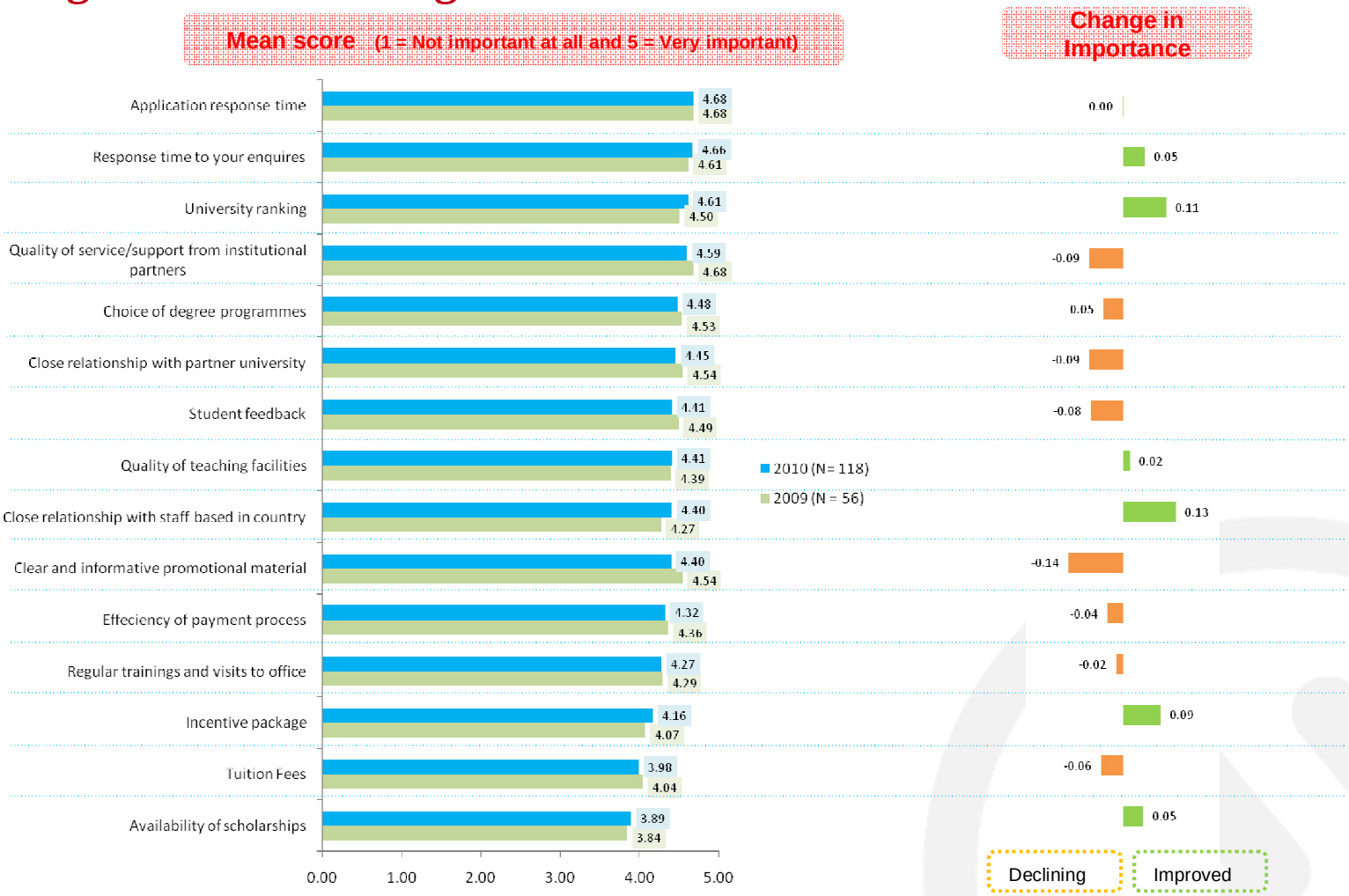
The things that matter to agents – China market 2009 vs 2010



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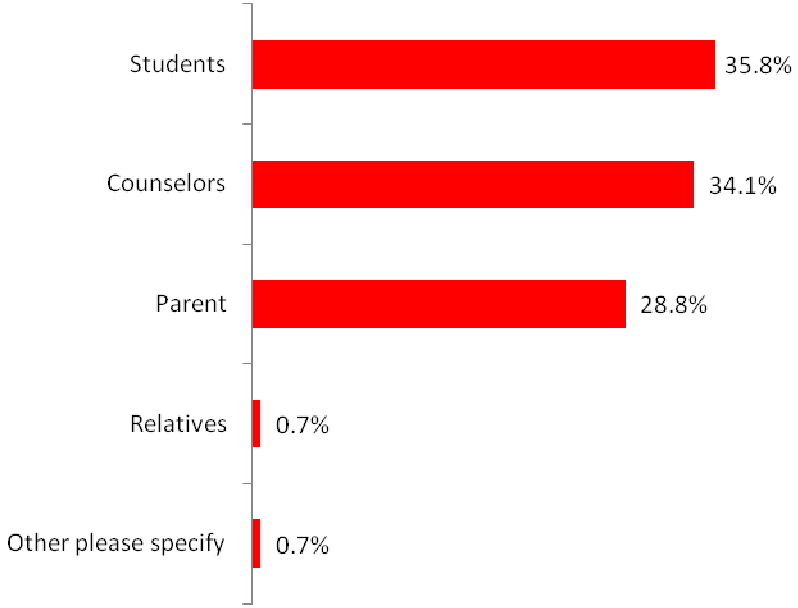
Key decision makers in choosing institution



C1) In your experience, who are the key decision makers in choosing which institution to study at:
Note: Single answer,
Base: All respondents 302 (China and HK Macau – 119, S.Asia – 32, E.Europe-31, N.Asia-30, Indo China-26, Central Asia-15, MENA-15, SE Asia-13, UK-11, The Americas-6, Europe-3 , and Africa-2)

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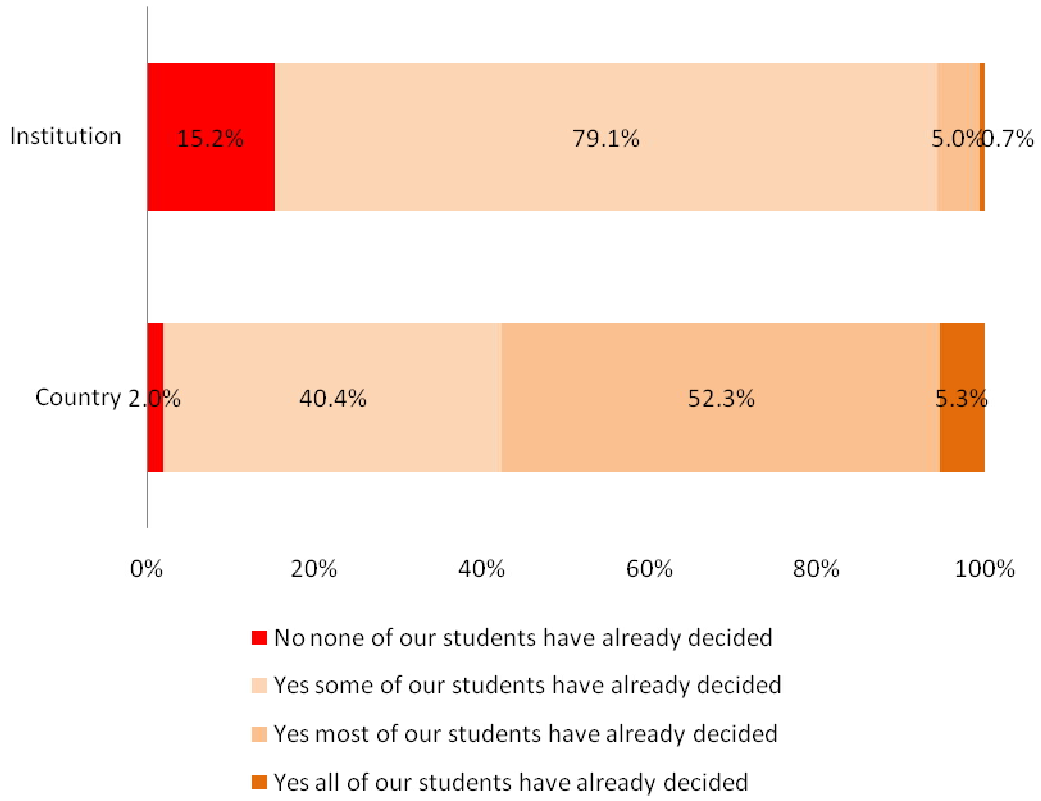
Have your students decided….?



C2) Have students who come to you for counseling already decided on which country they wish to study at?
C3) Have students who come to you for counseling already decided on which university/ institution they wish to study at?
Note: Single answer,
Base: All respondents 302 (China and HK Macau – 119, S.Asia – 32, E.Europe-31, N.Asia-30, Indo China-26, Central Asia-15, MENA-15, SE Asia-13, UK-11, The Americas-6, Europe-3 , and Africa-2)

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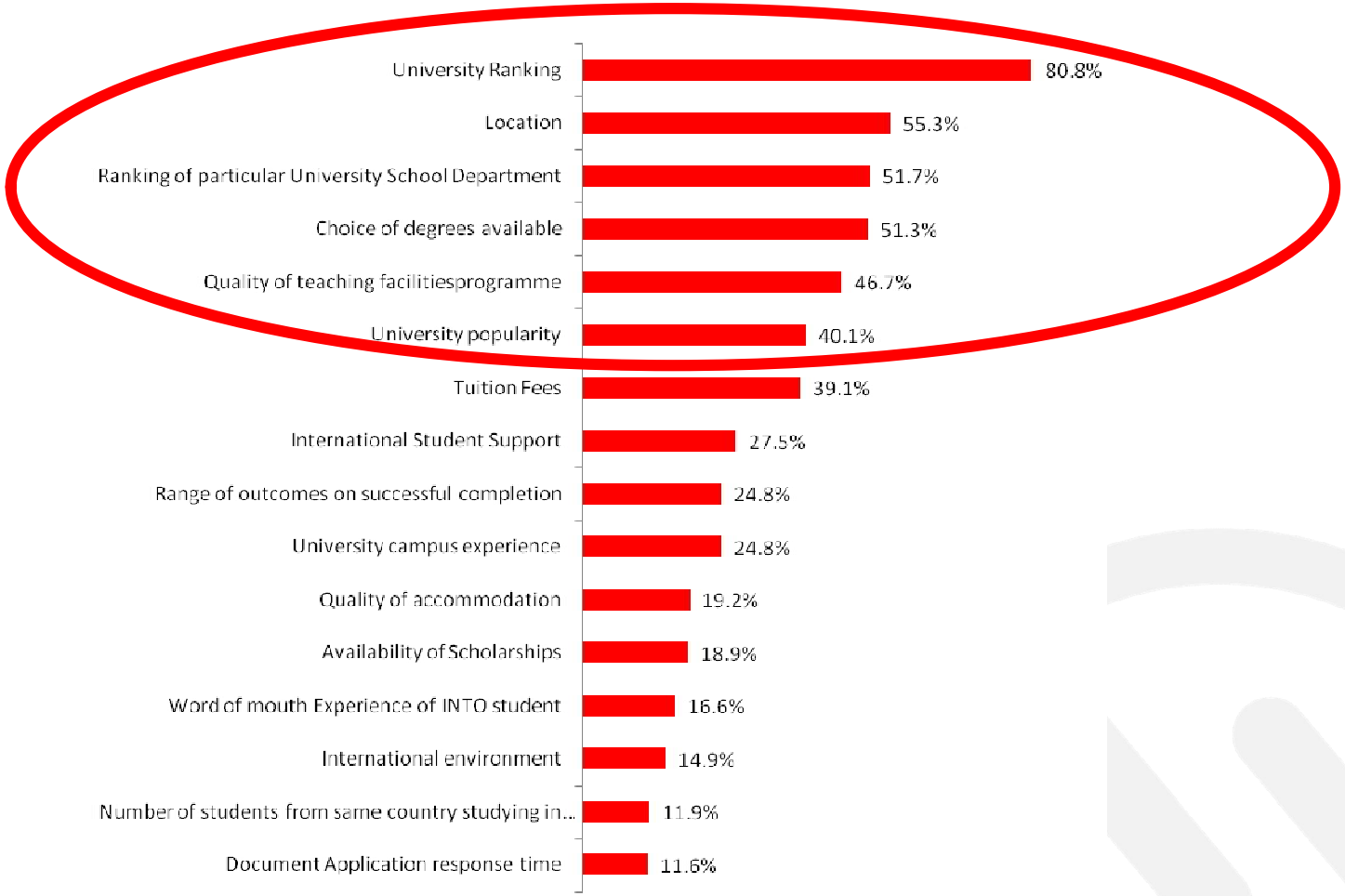
The 5 most important factors in counselling?



C4) Which 5 aspects of the course/ centre/university do you highlight in counseling students to choose their INTO programme:
Note: Multiple answers,
Base: All respondents 302 (China and HK Macau – 119, S.Asia – 32, E.Europe-31, N.Asia-30, Indo China-26, Central Asia-15, MENA-15, SE Asia-13, UK-11, The Americas-6, Europe-3 , and Africa-2)

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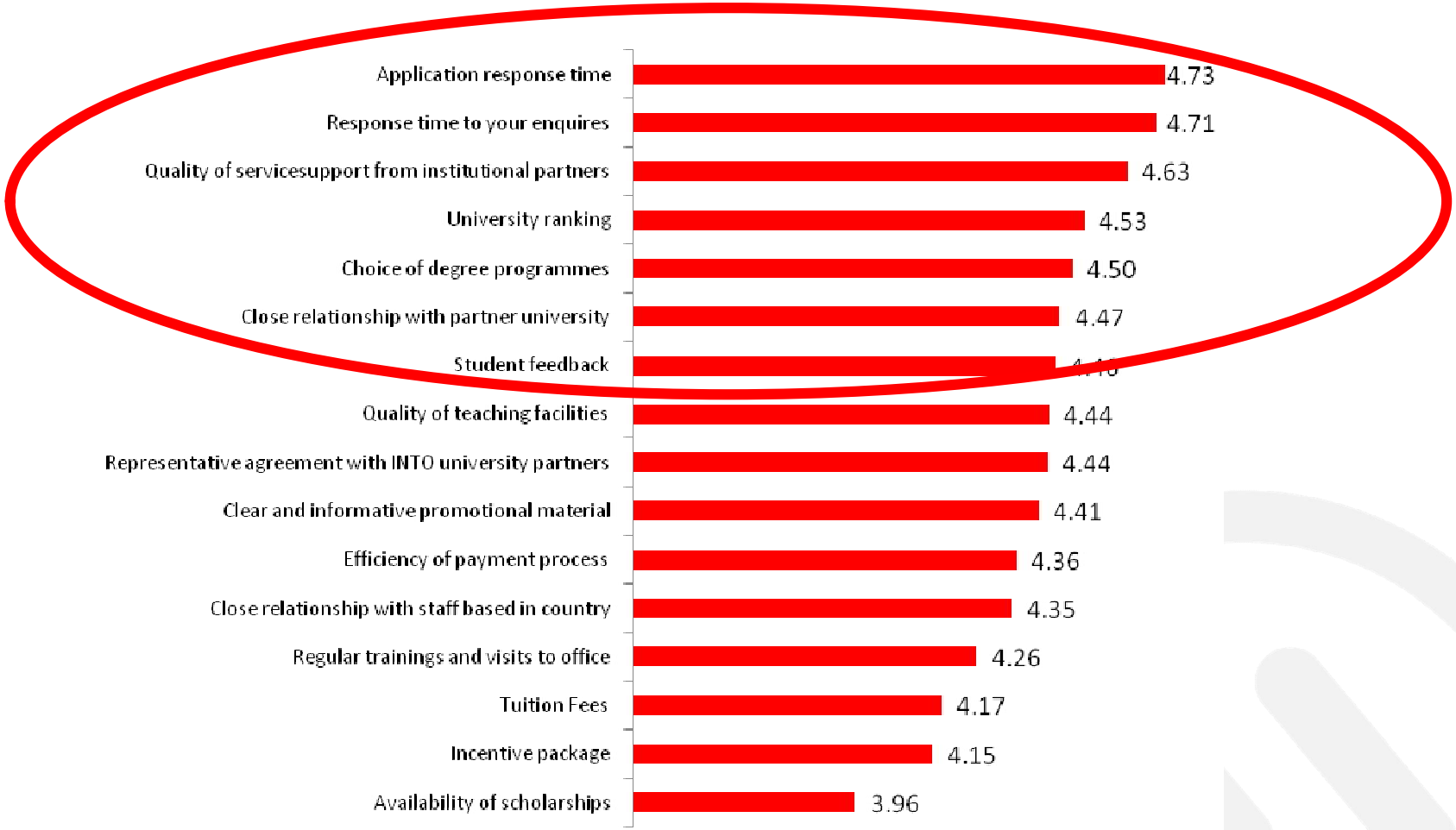
The things that matter to agents



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Marketing Channels: Going Digital

- A must do: new dynamic, business opportunities and boundaries of strength
- New opportunities
- Full time focus and mindset
  - Content
  - Advocacy
  - Service
  - Direct and indirect delivering
  - Metrics

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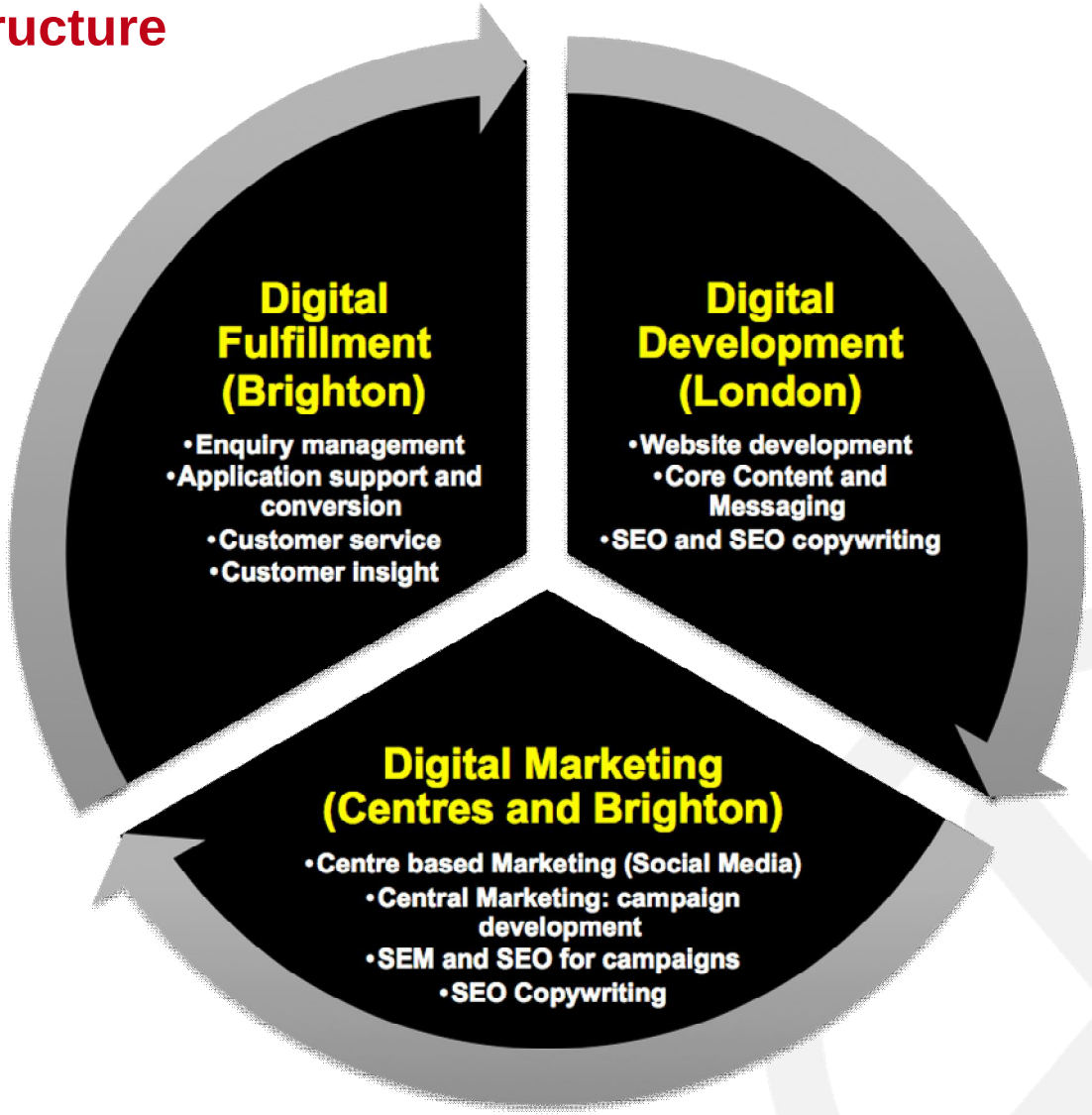
Our Digital structure and approach



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Intohigher.com

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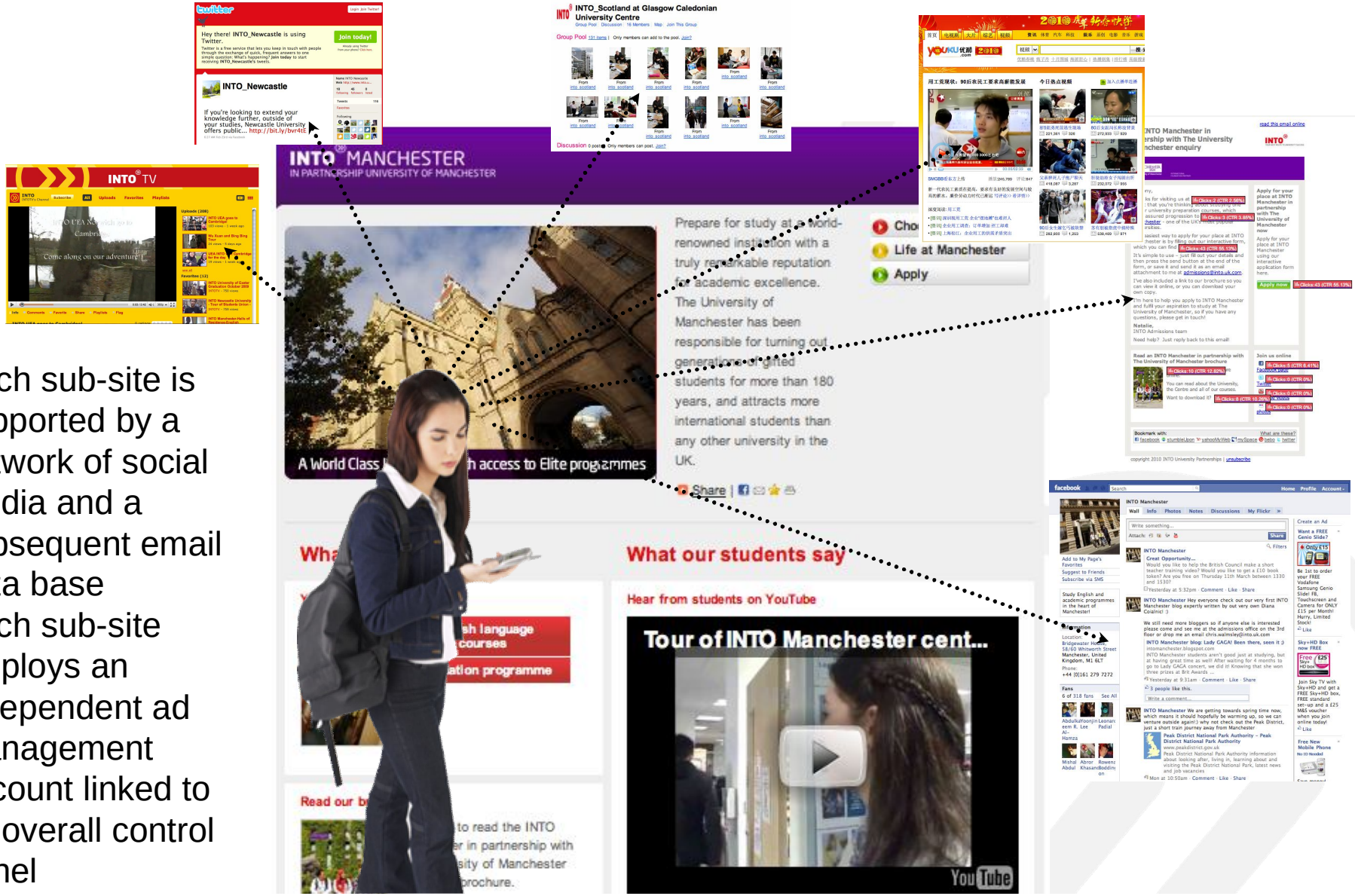

Each sub-site is supported by a network of social media and a subsequent email data base
Each sub-site employs an independent ad management account linked to an overall control panel

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Our View of World

facebook twitter YouTube iPhone

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Prospective Students: Their View of the World

facebook

YouTube twitter

@ iPhone

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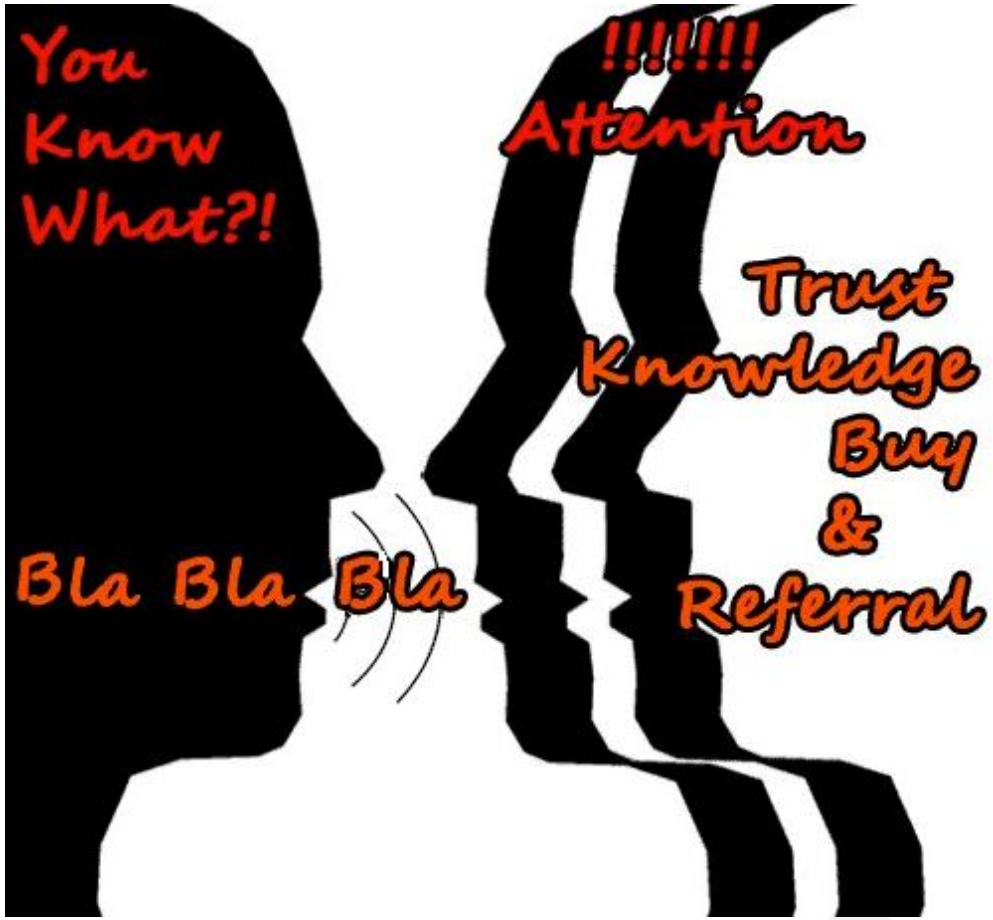
The power of word of mouth and social media channels



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Social media advertising

Across the group we have
3,353 Facebook fans

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YouTube (INTO TV)

93,000 Views and growing fast
281 films

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Email Marketing

Reporting: Sent campaigns

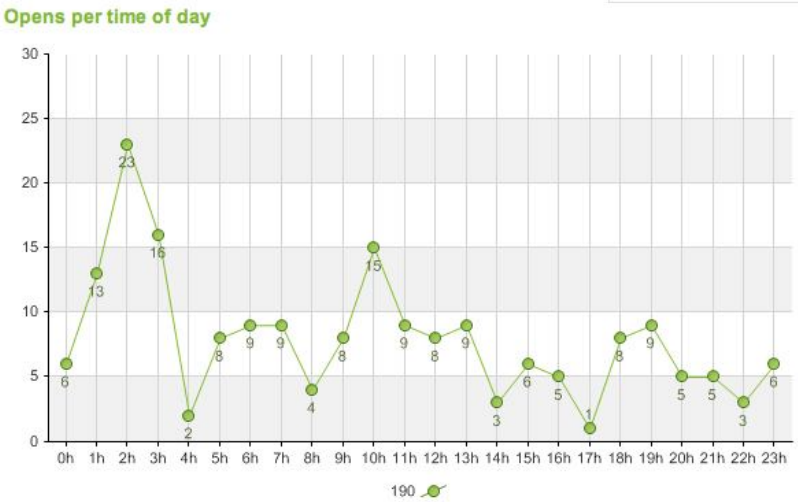
Table | Chart

You are viewing: Last 30 days

DELETE | More actions... | ADVANCED OPTIONS

Date sent	Id	Campaign	Sends	Delivered	% delivered	Unique opens
17th Nov 18:35	120081	]September outstandings - UEAL	625	464	74.24%	124
17th Nov 18:34	118728	September outstandings - city	491	392	79.84%	118
17th Nov 16:39	120017	Exhibition - UEA L	79	71	89.87%	21
17th Nov 16:33	118729	Exhibition - City	45	38	84.44%	10
13th Nov 15:47	118633	City University London	1	1	100.00%	1
13th Nov 13:29	118512	City University London	1	1	100.00%	1

back to top



dotMailer®

Overview
Campaigns
- My Campaigns
- Template Library
- New Campaign
- Inbox Preview Results
- Triggered Campaigns
- Advanced Features

Contacts
Reporting
Help

Register for any of our Free, LIVE webinars
- Creating your first campaign
- A free trial overview
- Advanced email marketing

Quick Start Guide
Download now

Campaigns

Unsent (7) | Outbox (0) | Sent (16)

DELETE | More actions...

Date sent	Name
15th Dec 18:37	CITY for Jan applicants from EXE and NCL
15th Dec 18:35	UEAL for Jan applicants from EXE and NCL
14th Dec 11:45	Hotcourses - CITY
14th Dec 11:45	hotcourses - UEAL
10th Dec 20:08	UEAL for Jan applicants from UEA
27th Nov 13:40	news flash scholarships UEA L
27th Nov 13:40	news flash scholarships CITY
26th Nov 16:55	FWD to FRIEND: UEA to UEAL
24th Nov 22:59	Exhibition Mexico - City
24th Nov 22:59	Exhibition Mexico - UEA L

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Our experience to date

- New intohigher.com website launched 1st March 2010.
- Social Media Strategy: Facebook, youtube, twitter and flickr
- Digital Marketing Expenditure: £94k since 1st March 2010, return on investment measured by:
  - Visitors
  - Applications
  - Offers
  - Confirmations
  - Tuition fee revenues
  - Diversity of markets: Bulgaria, Holland, Brazil, Bangladesh, Pakistan, Nigeria, Saudi Arabia, China….
- Digital Marketing Focus
  - Targeted: regional, age group, social media (Facebook)
  - Generic: google ad-words, SEO and SEM

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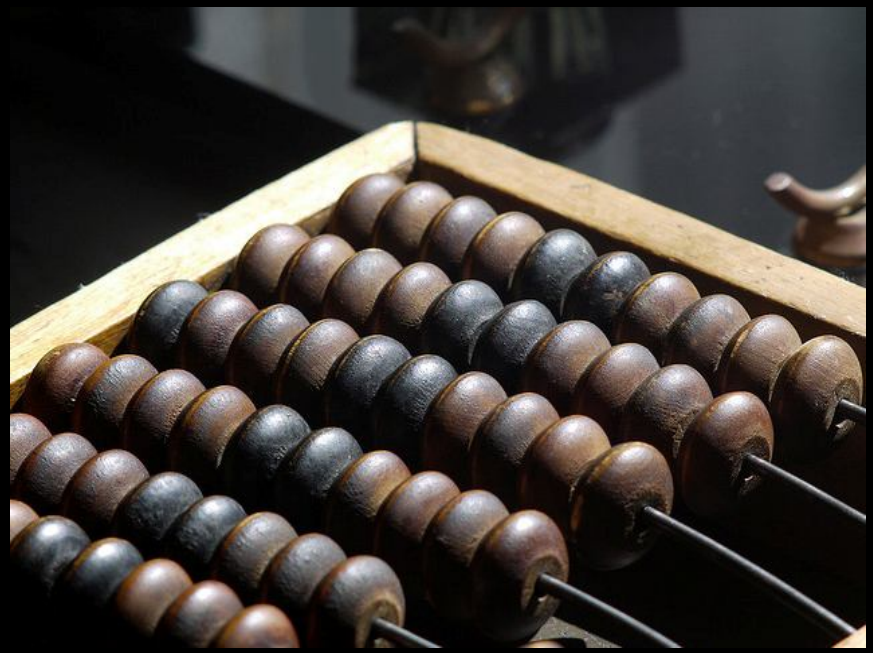
Measuring Success



- Demand creation, management and conversion
- Student Recruitment
  - Volume, Regions and Subjects
- Student Progression
- Student Satisfaction
- Agent Satisfaction and account management
- Student engagement and advocacy
- Return on Investment

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INTO in Numbers: 2009/10, our fourth year.

£53million	• Turnover revenue across 9 Joint Venture partnerships with Universities in 2009/10
14,000+	• International Applications handled by Central Admissions for 10/11 academic year
6,000+	• Student commencements in academic and language programmes anticipated for 2009/10
650+	• Staff across 6 JVs, IUP and in-market worldwide
189%	• Rise in academic commencements from 07/08 to 08/09 totaling over 1,600.
2,400+	• Number of international students progressing into UK HE this autumn
92%	• Student satisfaction at campus centres ((89% metro) together with 86% agent satisfaction with INTO services
20	• Regional Offices in 10 Regional Directorates Worldwide
10	• University Partnerships in the UK and USA

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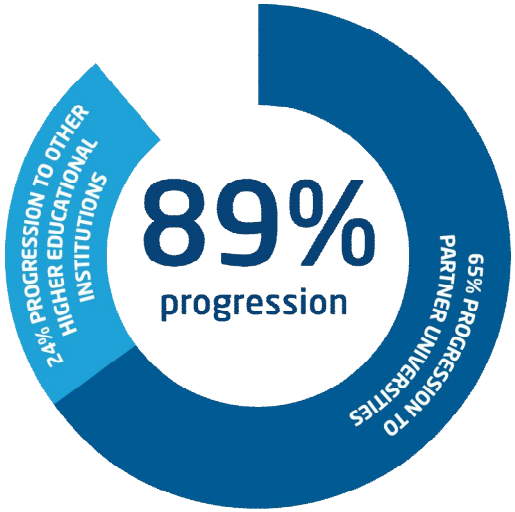
Student Success: investing academic and student support for progression success

- Progression in 2009 into HE



92% average attendance
FOR ACADEMIC PROGRAMMES

£4 million investment
TO SUPPORT APPLICATION, ARRIVAL AND STUDENT MONITORING PROCESSES

95% student retention
TO COURSE COMPLETION, ACROSS ALL CENTRES

9:1 average student to staff ratio
ACROSS ALL CENTRES

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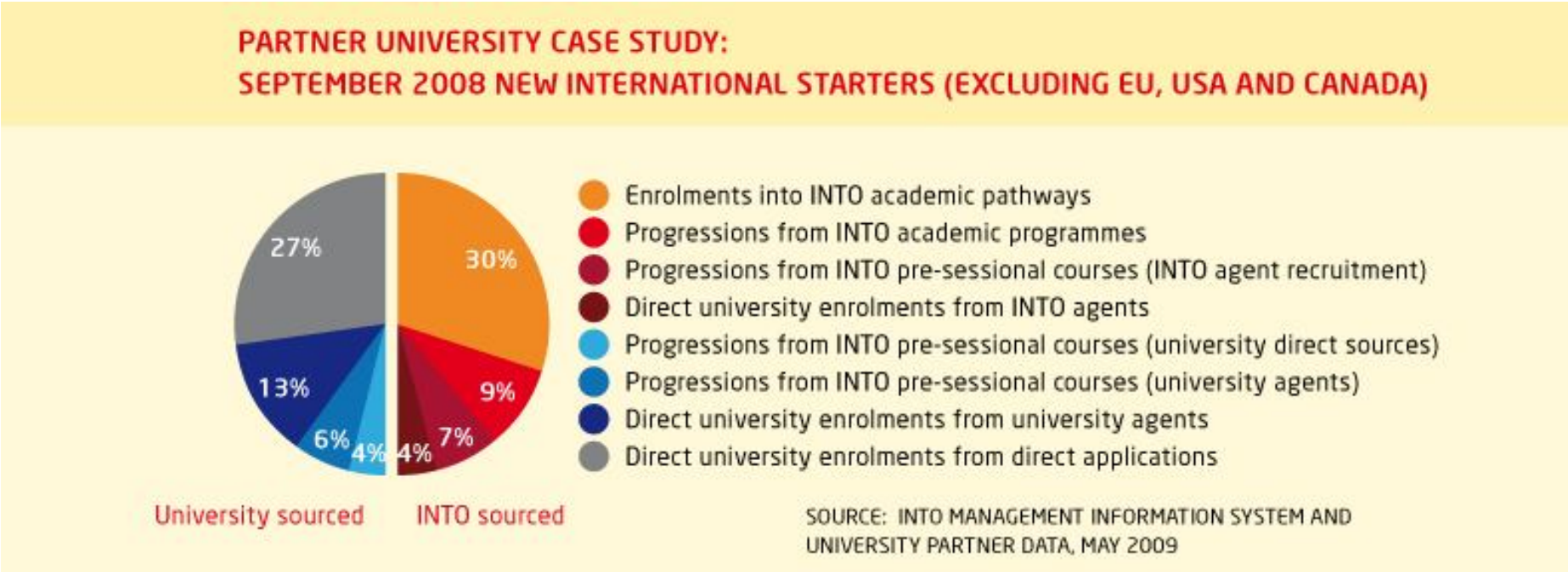
Direct University recruitment and progression: Beyond Pathway enrolments: 2008/09

(note: data graphics based on May 2009 data)



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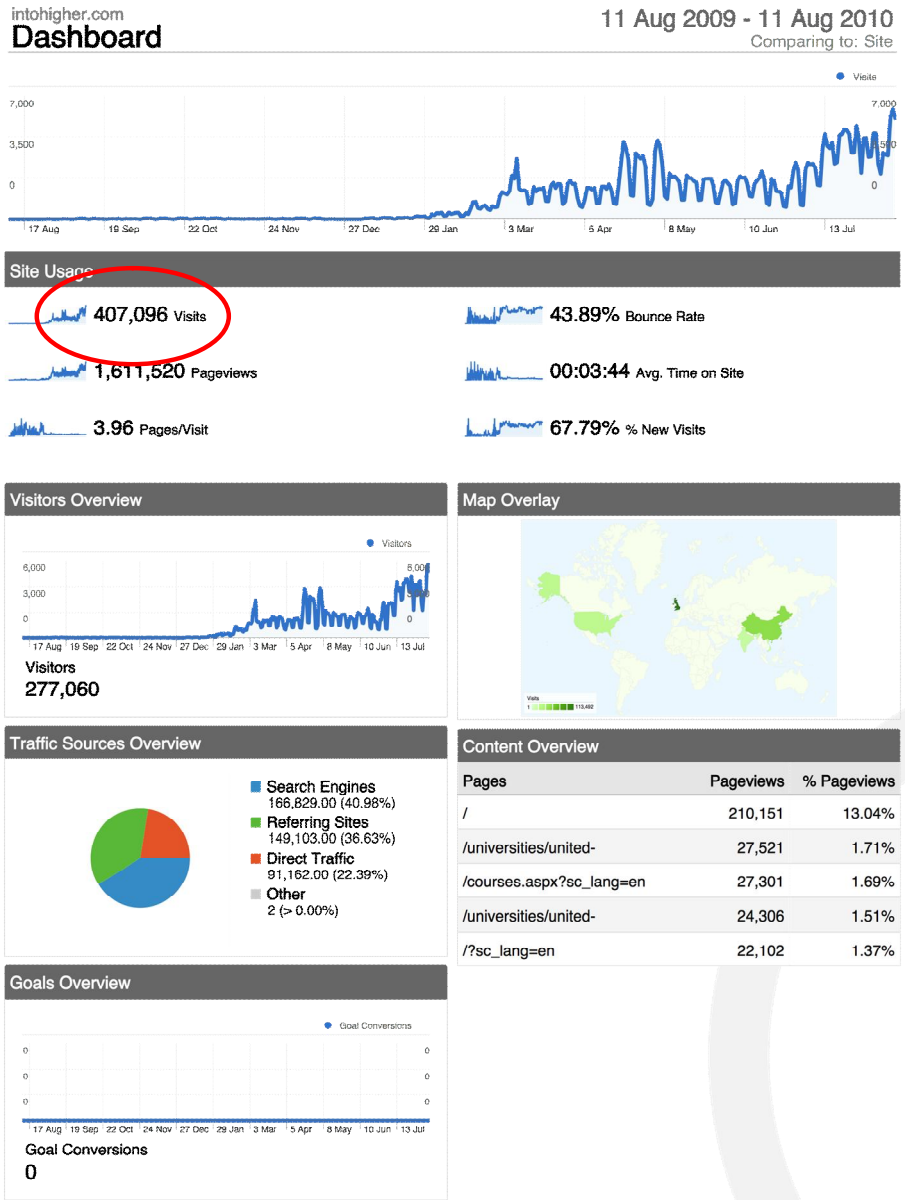
Annual web visits (August 2009 to August 2010)



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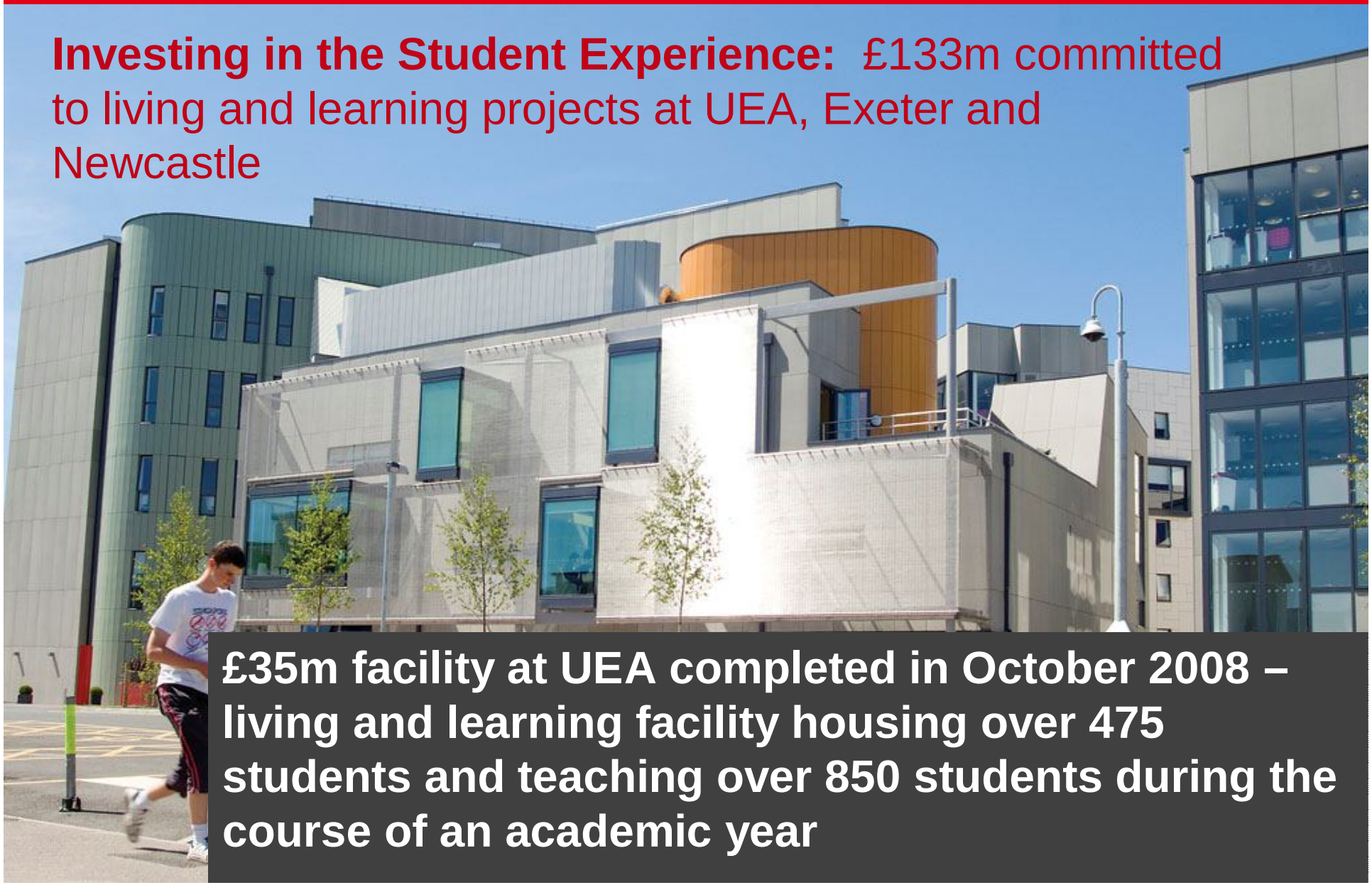
Investing in the Student Experience: £133m committed to living and learning projects at UEA, Exeter and Newcastle



£35m facility at UEA completed in October 2008 – living and learning facility housing over 475 students and teaching over 850 students during the course of an academic year

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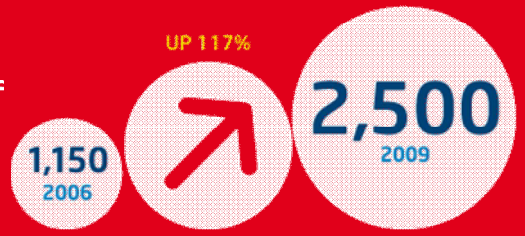
New and rapid levels of success

- A focus on student needs and expectations:
  - Brand
  - Responsiveness
  - Non-academic
  - Location
  - Service
  - Experience
  - Employability
- Enrolment growth in 4 areas
  - Raised international profile
  - Joint venture enrolment
  - Joint venture progression
  - Direct recruitment

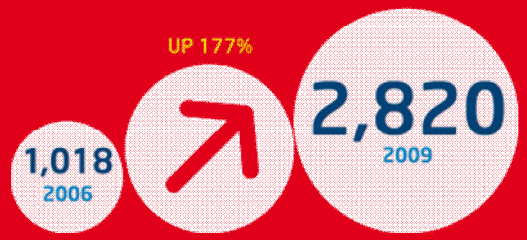
UEA University of East Anglia

International students on campus at the University of East Anglia



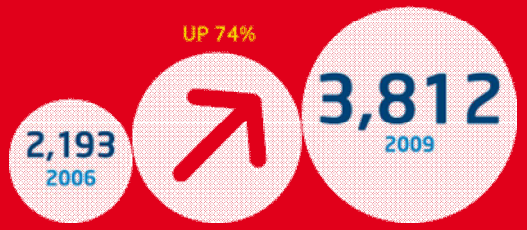
UNIVERSITY OF EXETER

Rise in international students on campus at the University of Exeter



Newcastle University

Total number of international students on campus at Newcastle University



In Summary: Lessons in channel success

- Built around large investments in the core proposition and the strength in which this is delivered across the student journey…this needs prioritizing and resources
- Supporting agent and digital channels requires a focus and dedicated capacity to service effectively
- Student advocacy relies on focused servicing support to amplify as well as delivering a authentic experience with deliverable success for students
- Having a clear sense of the metrics and being able respond immediately to insight is key to success, particularly in digital channels but also in traditional agent channels which are becoming more demanding and sophisticated
- Doing it alone is very difficult and success depends on effectively harnessing academic, student services, and affiliate partners in the marketing effort

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The risks of staying in the pack

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Thanks for listening!

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