



INTERNATIONAL STUDENT RECRUITMENT STRATEGY DEVELOPMENT

Taking a data-led approach to prioritise markets and
developing marketing strategies.

PRESENTERS



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WORKSHOP AGENDA

10:30 – Introduction

Each Model will have a 10 minute introduction, followed by 10 minute group discussion and 5 minute feedback.

10:35 – Value Proposition Matrix

11:00 – GE-McKinsey Matrix

11:25 – Segmentation-Targeting-Positioning (with Ansoff)

11:50 – Evaluating the models together

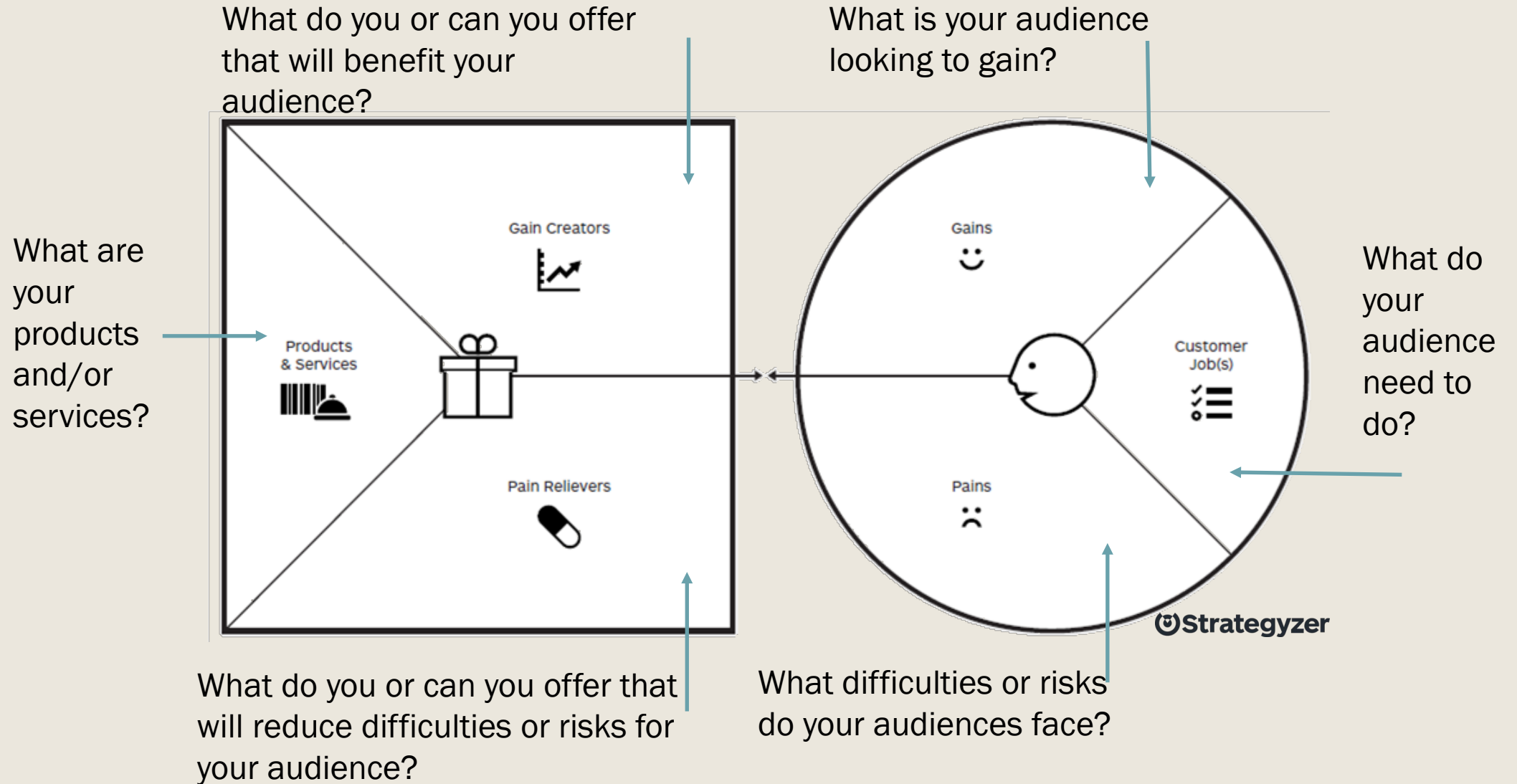
VALUE PROPOSITION MATRIX

Helps make explicit how you are creating value for your customers



How Value Proposition Matrix Works

- Understanding audience needs is essential to develop successful products and services.
- Analyse what a ‘customer’ is trying to do (in relation to why they may be interested in what you’re offering) - what will they gain and what’s causing pain?
- Repeat for different audiences or products/services.
- Use customer insights to develop products/services that meet their needs
- Providing clarity for **why** a product or service is of value to a customer can help with product development, building brand value, and influencing decision making.



Applying Value Proposition Matrix in HE

- Unlikely to be used in product development (programmes) or critical services (student support/accommodation buildings).
- Can be very helpful with developing products/services for marketing tactics.
- Customer jobs, pains and gains should be ranked in order of priority, helping with strategic decision making.
 - *Identify the tactics that are likely to have the greatest impact on prospective students*
 - *Commit greater resource to deliver these.*

What are your products and/or services?

- Degree courses
- Academic provision: lectures, seminars, tutorials
- Study resources and facilities
- Student services: careers, support, funding, admissions
- Student experience: clubs & societies, social events, sports

What do you or can you offer that will benefit your audience?

- Careers service offers bespoke advice and support for international students
- International student advice team, provide support with visa's to study and post study
- Social media provides easy and quick and free way for prospective students to ask questions.

What do you or can you offer that will reduce difficulties or risks for your audiences?

- Clear Information online explaining education system and how to apply
- 24/7 support
- Buddy system
- User generated content
- Cultural societies
- scholarships.

What is your audience looking to gain?

- Experience
- Language
- Degree
- Global Employment opportunities
- Independence
- Travel
- Career
- Stay in country post study

What difficulties or risks do your audience face?

- Far from family
- Homesickness
- Overload of options
- Unfamiliar education system and application process
- Don't know if making the right choice
- Hard to visit in advance
- expensive.

VALUE PROPOSITION

What do your audience need to do?

- Search for a degree
- Research: courses, location: countries, city, universities, entry requirements, visa's, costs (fees, living, travel, scholarships), language (taught in English?), safety, cultural differences, accommodation, weather, how to apply, career option, facilities, access,
- Convince parents
- Apply

Value Proposition statement

Our international welcome programme
Products and Services

help(s) international students
Customer Segment

who want to
move away from home
Jobs to be done

by reducing homesickness
verb (e.g., reducing, avoiding) and a customer pain

and increasing independence ■
verb (e.g., increasing, enabling) and a customer gain

Using this mocked up Value Proposition Matrix as a guide, what do you think are the advantages and disadvantages of using this model to identify and develop marketing tactics for an identified target audience?

Value Proposition Matrix

Advantages

- Audience focused
- Includes multiple insights
- Great for differentiation and tactic development

Disadvantages

- May not have access to resources needed
- Harder to measure
- Doesn't help targeting on its own

GE-MCKINSEY MATRIX

A systematic approach to prioritise investment benefits across the
business area



How GE-McKinsey Works

- Framework to strategically evaluate a market or business portfolio and help to prioritise investment.
- Developed as more detailed and nuanced than a BCG matrix, which has 4 squares looking at similar things.
- Examines two aspects of business development:
 - *Business Strength* - evaluates the competitive advantage in the market.
 - *Industry Attractiveness* – ease of competing in the market and making a profit.
- The factors you evaluate for each aspect vary depending on the business and markets being evaluated

BUSINESS STRENGTH

- Current market share
- Own rate of growth in market
- Ability to influence the market
- Resources available in market
- Current profit margins in market

MARKET ATTRACTIVENESS

- Size of the market
- Forecasted growth of the market
- Profit margins
- Ease of entry to the market
- Competitor Position in the market

		Business Strength		
		High	Medium	Low
Market Attractiveness	High	Maintain strength	Invest to grow	Build Selectively
	Medium	Build selectively	Maintain presence and invest selectively	Divest or Limit Expansion
	Low	Protect and Refocus	Manage for Earnings or Divest	Divest or cease activity

Applying GE-McKinsey in HE

- Business Strength – enrolments at institution, enrolment change year-on-year, existing market share, ROI and brand strength in market, opportunity to fulfil core institutional priorities.
- Industry Attractiveness – Competitor enrolments, education levels/size of target market, propensity to study HE, HE spend evaluation in market, GDP etc.
- UN is a great source of data, although can often lack the nuance required.
- Implementing the results – how to interpret for the sector

Using the mocked up GE Matrix as a guide, what do you think are the advantages and disadvantages of using this model to identify and prioritise target markets for international student recruitment?

GE Matrix

Advantages

- Up to 12 criteria
- Weighted criteria
- 9 strategic options

Disadvantages

- Usually used for products
- Weighting is subjective, open to bias
- Doesn't help development of tactics

SEGMENTATION – TARGETING - POSITIONING

Taking a three-step process to identify key characteristics, potential market attractiveness and position a product.

MARKET SEGMENTATION

- Define the customer base or market being evaluated
- Identify the key characteristics of each market segment



MARKET TARGETING

- Evaluate the potential market attractiveness of each segment.
- Select the segments that have greatest potential.



PRODUCT POSITIONING

- Develop a specific positioning for each segment.

MARKETING OPTIMIZATION

- Identify the most appropriate marketing tools for each segment

How STP Works

MARKET SEGMENTATION

- Define the customer base or market being evaluated
- Identify the key characteristics of each market segment

- Should be a data-driven process - requires market research:
 - *Identify your customers*
 - *Analyse customer data to understand defining features*
 - *Use identified features to begin to develop personas*
- Use mixed-method research techniques – begin with the data, but bring in qualitative if you can.
- Don't be afraid to think outside the box – sometimes personas can look different to what you expected.

How STP Works

MARKET TARGETING

- Evaluate the potential market attractiveness of each segment.
- Select the segments that have greatest potential.

- Once segments are defined, it is then necessary to examine each segment and evaluate the potential attractiveness of them.
- Is the demand within the segment sufficient to make it a viable market?
- What are the anticipated profits within the segment? What is the purchasing power?
- How easy is it to reach the segment?

How STP Works

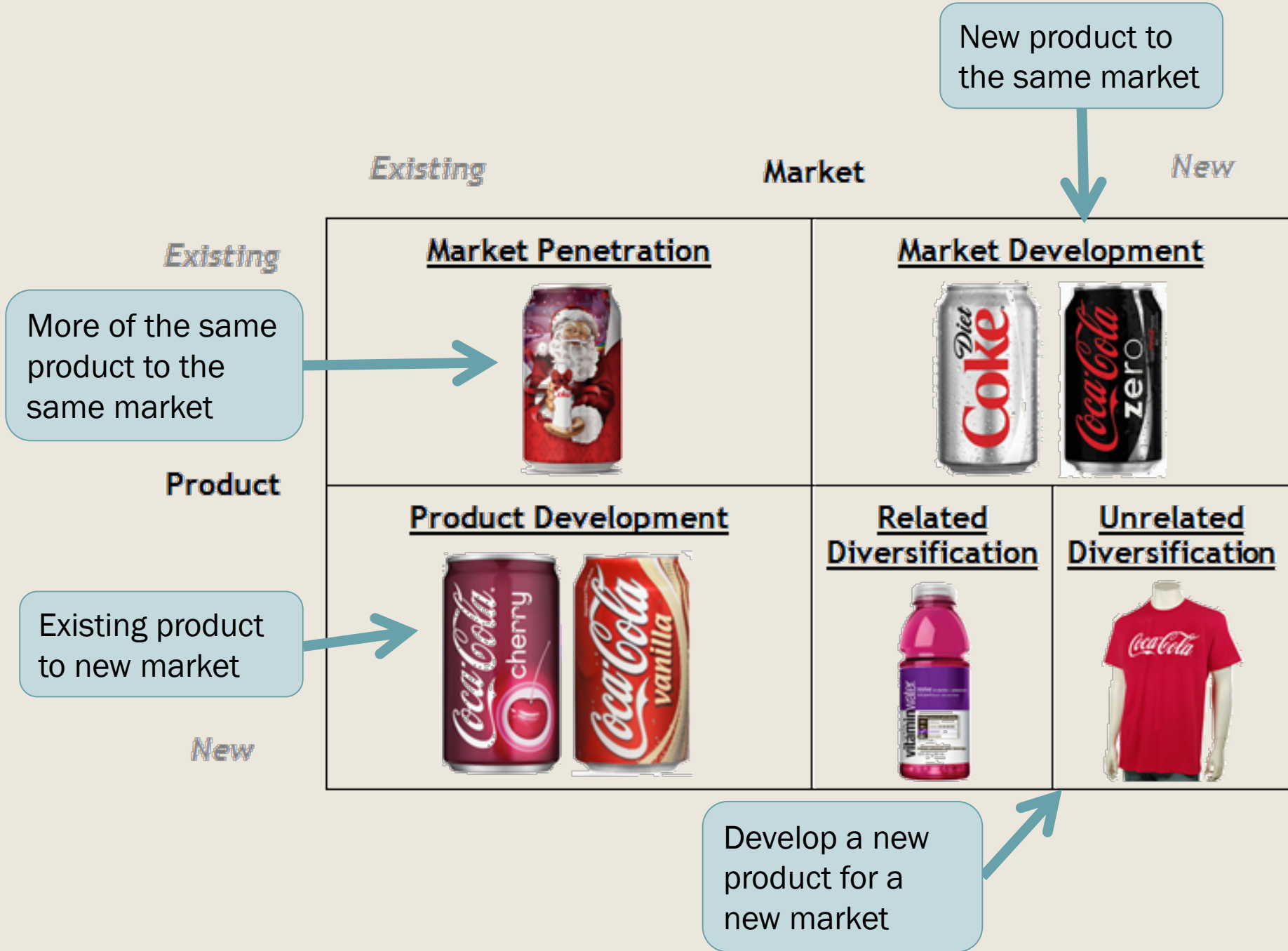
PRODUCT POSITIONING

- Develop a specific positioning for each segment.

MARKETING OPTIMIZATION

- Identify the most appropriate marketing tools for each segment

- Identify your USP in the market and the aspects of your product that will appeal within your selected segments.
- Consider the ways in which your segment engages, and the kinds of messages they're looking for.
- Can use tools such as Ansoff model to understand some of the opportunities that could exist in the segment.

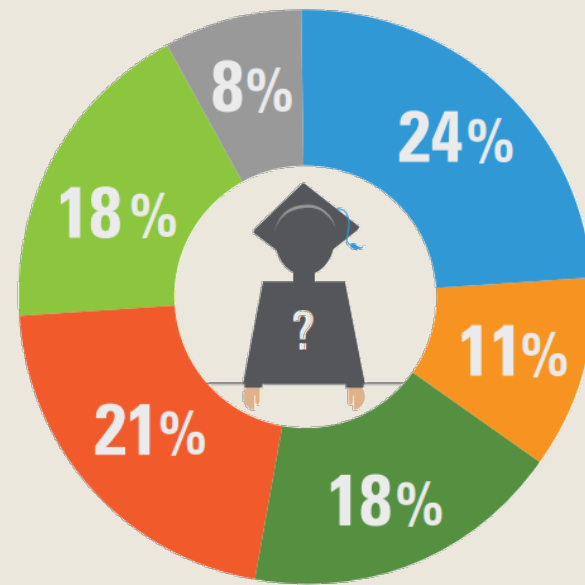


Applying STP in HE

- *Don't settle for generic segments of UG students, PG students and distance learners.*
- Consider what motivates students, and what their mind-set might be.
 - *A UK UG student considering a History degree will approach higher education at a Home institution very differently from a Malaysian UG considering Economics or Finance in the UK.*
- Don't forget your other segments or groups – funding bodies, alumni, parents and school counsellors and potential academic staff all need to be considered, although maybe in separate segmentation activities.
- Make the most of your data!

Applying STP in HE

Six Major Student Segments



- **Aspiring Academics**
- **Career Accelerator**
- **Coming of Age**
- **Industry Switcher**
- **Career Starter**
- **Academic Wanderer**

The Differentiated University:
Recognizing the Diverse Needs of
Today's Students

By Haven Ladd, Seth Reynolds, Jeffrey J. Selingo from The Parthenon Group.

Using this mocked up STP example as a guide, what do you think are the advantages and disadvantages of using this model to identify and target key markets for growth?

STP

Advantages

- Targeted activities
- Identify opportunities
- Differentiation in strategy

Disadvantages

- Internal focus
- Resource will limit potential
- Ignores competitors and external environment

USING THE MODELS TO DEVELOP STRATEGIES

How can you make use of all the models discussed today – are there some you think are better suited for HE marketing planning?

THANK YOU

Any questions?

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