

Info sheet compiled to complement webinar originally delivered by Dr Vicky Lewis on 24 June 2014 via the Brenn-White Group's International Education Academy.

Webinar available to download at:

<http://webinars.brenn-white.com/session.php?id=13408>

Profile of Overseas Campuses worldwide

- 200+ overseas campuses
- 29 exporting countries
- 67 host countries
 - United Arab Emirates (33)
 - China (29)
 - Singapore (14)
 - Qatar (11)
 - Malaysia (6)
- Drivers and characteristics
- 28 closures to date

A wealth of data on which institutions have overseas campuses where can be found on the www.GlobalHigherEd.org website, maintained by the Cross-Border Education Research Team (C-BERT) at the State University of New York at Albany.

Check out the “Data” tab on the main menu.

Three Key Stages in the Development Process when marketing experts need to be involved

- Strategy Development
 - Business Case
 - Relationship of Overseas Campus to Home Campus
- Resource Allocation
 - Marketing Budget
 - Marketing Staffing
- Implementation
 - Building Reputation and Profile
 - Marketing and Student Recruitment Tactics

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Questions to Ask at Key Stages of Overseas Campus Development

Strategy Development:

Business Case

- Do you have robust market intelligence which provides evidence of sufficient market demand?
- Is the academic portfolio informed by the needs of the target market?
- Does the program offer match host government priorities?
- Have you considered the needs of employers in the host region?
- Are enrollment targets realistic?
- Which programs should be offered in year 1 and which rolled out in later years?
- How long is the process for validating these (in home and host country)?
- Does this leave time to promote them effectively?
- Which are your target markets – local students from the host country, those from the wider region, other international students, students from the home campus?
- What proportion of each do you aim to recruit?
- Are all these markets accessible from the start?
- Do students from any of your target segments need academic or linguistic preparation?
- How are other overseas campuses faring in this country?
- Is there scope for collaboration?

Relationship of Overseas Campus to Home Campus

- What is the relationship between the home campus and overseas campus: parent-child or equal partner?
- Will the home campus be hands-on or hands-off?
- Will this relationship change over time?
- Who makes key decisions and how are these communicated?
- How is the relationship presented to the local market?
- How is the relationship presented to staff and students at both campuses?
- Does the overseas campus have an identity in its own right or is it pitched as a subsidiary?
- How can you avoid those attached to the overseas campus feeling isolated?

Resource Allocation:

Marketing Budget

- Does investment in marketing reflect the overseas campus's status as a 'start-up business'?
- How is the marketing budget split between home and overseas campus?
- Who manages the budget?

Marketing Staffing

- What staffing is required for on-the-ground marketing?
- Which skillsets are needed (e.g. marketing strategy and leadership; corporate communications and PR; marketing communications; student recruitment – domestic and international; administrative support)?
- Where are they best located?
- Who line manages marketing staff?
- How is cooperation between overseas and home campus marketing staff facilitated?
- What is the optimum timing for appointments?
- How will the marketing staff profile change over time (e.g. gradual migration of responsibilities to overseas campus)?
- What local supplier infrastructure is needed (e.g. photographers, video producers, design agency, PR agency, media buying agency)?
- How are suppliers recruited, selected, trained and briefed?

Implementation:

Building Reputation and Profile

- Who are the key stakeholders for the overseas campus?
- Who owns the relationships with key stakeholders?
- What support is needed to develop and maintain those relationships?

Marketing and Student Recruitment Tactics

- How do marketing and student recruitment tactics need to be adapted for the local context?
- What do local experts advise?
- Which tactics do target audiences respond best to and are there any 'must haves' or 'no-nos'?
- Which systems exist at the home campus that could be used by the overseas campus (e.g. student enquiry and application tracking)?
- Which systems are better developed afresh to address specific overseas campus needs (e.g. local / regional media planning, buying and monitoring)?

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Sample section headings / checklist for tactical marketing and student recruitment activity plan

Marketing Communications

- Digital presence (website, social media, other online presence)
- Marketing publications and collateral
- Photography and video
- Advertising (online and offline)

Student Recruitment (Sales)

- Events and face-to-face engagement (in-country)
- Outreach activity in schools, colleges, universities etc. (in-country)
- International recruitment activity

Stakeholder Relationship Management

- Enquirers, applicants and offer holders
- Other stakeholders: agents; school and college principals and counsellors; feeder institutions and pathway providers; parents; current students; alumni; business and government (opinion-formers)

PR & Communications

- PR and media relations
- Public lectures and other profile-raising events
- Scholarships and sponsorships
- Internal communications (especially in relation to home campus)

Further resources available from Vicky Lewis Consulting

www.vickylewisconsulting.co.uk