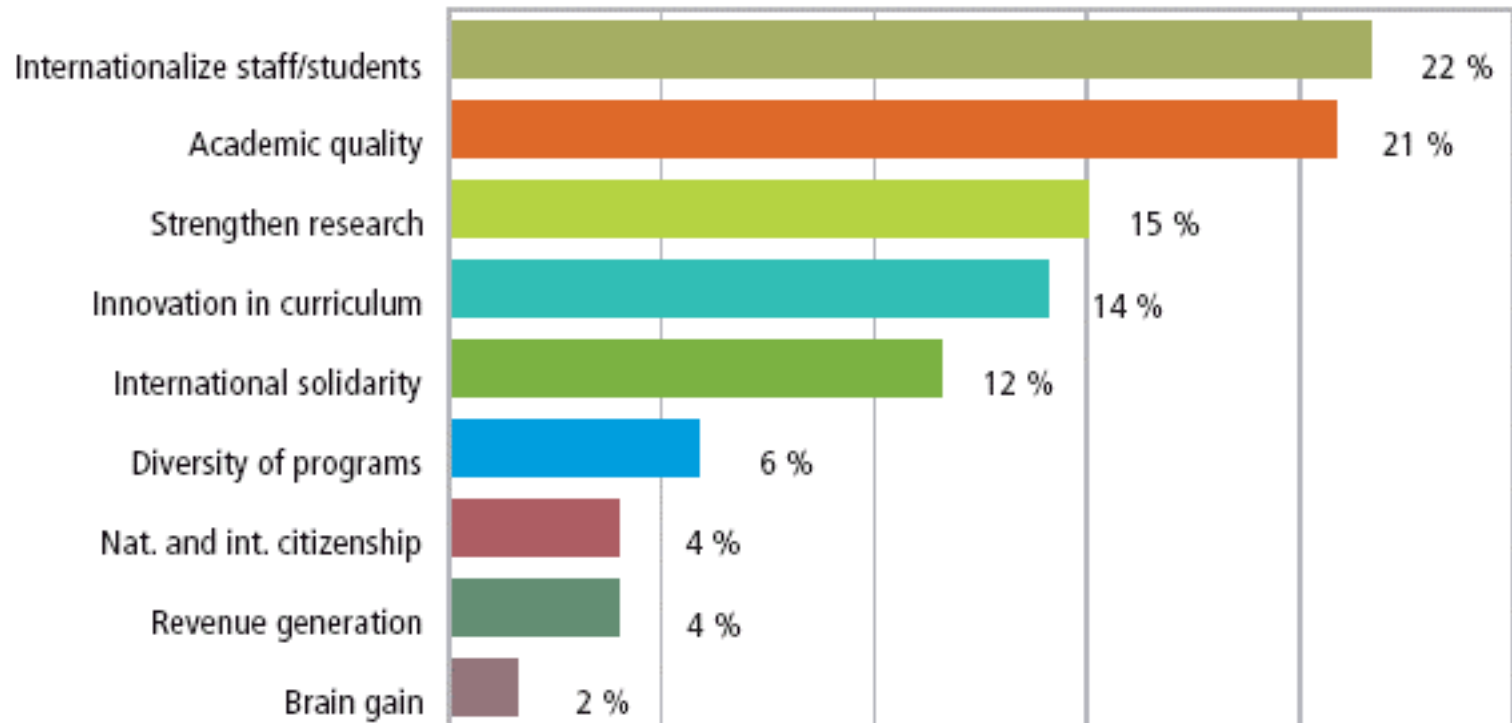


Devising a basic branding strategy

John O'Leary

Co-author of Top
Universities Guide

Why internationalise?



Regional differences

Rationale at institutional level	Overall ranking	Africa	Asia Pacific	Europe	Latin America & Caribbean	Middle East	North America
Increase student and faculty international knowledge capacity and production	22%	18%	21%	21%	21%	15%	35%
Strengthen research and knowledge capacity and production	21%	33%	20%	20%	28%	33%	14%
Create international profile and reputation	18%	16%	18%	22%	10%	12%	9%
Contribute to academic quality	14%	15%	10%	13%	24%	17%	12%
Broaden and diversify source of faculty and students	13%	7%	18%	11%	8%	11%	17%
Promote curriculum development and innovation	8%	10%	7%	8%	9%	11%	8%
Diversify income generation	4%	1%	6%	3%	0%	1%	5%

#1 Importance
 #2 Importance

Where is the target audience?

Geographic priority attributed to	Overall ranking	Africa	Asia Pacific	Europe	Latin America & Caribbean	Middle East	North America
Europe	37%	28%	23%	44%	33%	33%	26%
Asia Pacific	24%	7%	44%	22%	3%	10%	26%
North America	19%	13%	23%	18%	27%	20%	12%
Latin America & Caribbean	9%	10%	2%	6%	37%	7%	17%
Africa	7%	39%	2%	6%	0%	8%	9%
Middle East	5%	3%	6%	3%	0%	27%	10%

#1 Importance
 #2 Importance

How are others doing it?

Element of Internationalization Policy/Strategy	Ordinate ranking
International institutional agreements/networks	1
Outgoing mobility opportunities for students	2
International research collaboration	3
Outgoing mobility opportunities for faculty/staff	4
Visiting international scholars	5
International/intercultural dimension of curriculum	6
Area studies, foreign language, internationally focused courses	7
International development projects	8
Recruitment of fee-paying foreign students	9
Joint/Double/dual degrees	10
Recruitment of foreign faculty/researchers	11
International/inter-cultural extra-curricular activities	12
Recruitment of non-fee paying foreign students	13
Liaison with community based cultural and international groups	14
Distance education	15
Delivery of education programs abroad	16
Establishment of branch campuses abroad	17

Global competition

- FRANCE: increased university autonomy to improve competitiveness; research system “disastrous”.
- CANADA: planning “substantial” increase on 176,000 international students.
- FINLAND: triple merger to form a “world-class university” with extra funding

Branding

- Does it work for universities?
- More than just a logo
- Getting the academics on board
- Getting students involved
- Keeping alumni and partners informed

Starting points for universities

- What is your USP?
 - Teaching and/or research
 - Location
 - Orientation
- National, regional or global?
- Consistency of message

JWT's five branding questions

- Where are we now?
- Why are we here?
- Where could we be?
- How do we get there?
- Are we getting there?

Where are we now?

Information

- Objective data
- Factual and impressionistic
- Differences in perceptions
- Emphasis on key strengths

Why are we here?

Analysis

- National and international
- Resourcing
- How are competitors doing?

Where could we be?

Vision

- Ambition v realism
- Consultation
- Taking control of the outcomes

How do we get there?

Execution

- Internal organisation
- External communication
- Lobbying
- Unity of purpose

Are we getting there?

Measurement

- Timescale
- Research and evaluation
- Renewal

Getting your message across

- International conferences
- Promotional literature
- Websites
- Media appearances
- Exhibitions

New media

- Social networking: Facebook
MySpace
- Viral marketing: YouTube
University of Pennsylvania 60-second lectures
<http://www.youtube.com/watch?v=kIIABH-OCSA>

University of Nottingham Periodic Table of videos
<http://www.youtube.com/watch?v=nxZBZQaMcol>
- MP3: itunes U
university sites

Griffith University objectives

- 1 Develop international research, learning and teaching initiatives
- 2 Become internationally known for research in areas of strength
- 3 Recruit, teach and support international students
- 4 Aid intercultural understanding through curricula and exchanges
- 5 Deliver an equivalent educational experience transnationally
- 6 Develop partnerships with international groups of good standing
- 7 Produce internationally recognised professionals, capable of engaging in professional practice in a variety of contexts
- 8 Promote the University's capabilities to work on international projects
- 9 Foster increased capacities of leadership, problem solving, economic and social development and self-reliance in less developed parts of the world
- 10 Encourage an appreciation of the benefits of internationalisation in academic and professional staff

Tests for management

- Is the person responsible for internationalisation directly subordinate to the management or reporting to it?
- Is a member of management responsible for international relations?
- Is internationalisation a regular topic for management conferences?
- Does the vice-chancellor/president regularly attend international representational events?
- Is there an internationalisation strategy, including defined measures?
- Is internationalisation incorporated into funding agreements?

Tests for professors

- How many have spent at least one semester abroad recently?
- How many international business trips have they made?
- How many gained their doctorate abroad?
- How many have international professional experience outside the university?
- Number and proportion appointed from abroad.
- Number and proportion with a migrant background.
- Number of international visiting researchers.
- Total number of days of visiting researchers' visits.

The ambitious approach

The screenshot displays the website for Limkokwing University of Creative Technology. At the top left is the university's logo. A search bar with the text 'Quick Search' and a dropdown menu for 'Courses' is located in the top center. To the right is a 'STUDENT PORTAL LOGIN >>' button with a blue silhouette icon. Below the search bar is a horizontal navigation menu with the following items: 'Limkokwing Worldwide', 'Special Features', 'About Us', 'Campuses', 'Prospective Students', 'Media Centre', 'Showcases', 'Industry', and 'Contact us'. The main content area features a sub-header 'The Global University' with a navigation menu below it containing: 'History', 'Vision, Mission & Transformation' (which is highlighted with a dotted border), 'Conceptions', 'Awards', 'Endorsements', 'Accreditation', 'International Consortium', and 'International Partners'. The central focus is a large photograph of a diverse group of students of various ethnicities and ages, smiling. Overlaid on the top right of this photograph is the text 'The Global University' in a large, bold, white font, with the tagline 'incorporating the best of both worlds' in a smaller, white font directly below it.

High-profile marketing



Limkokwing University of Creative Technology

- Campuses in Bali, Borneo, Botswana, Cambodia, China, Lesotho, Malaysia and UK
- Partners in 32 countries, including Saudi Arabia (the Millennium Institute for Technology and Management)
- 30,000 students from 150 countries on 12 campuses
- Media, management and creative arts courses; double degree programmes, semesters abroad
- Aim: “To create graduates who are comfortable with other cultures and able to negotiate with understanding.”

Common pitfalls

- Wishful thinking
- Exaggeration
- Amateurism
- Jargon
- Out-of-date information
- Misjudgment