# Vicky Lewis Consulting

**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

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**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

**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)?

**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**