

*Global Branding and its
Relevance to Universities*

5 July 2006

Overview of Presentation

- *What is a Brand?*
- *Managing the Brand*
- *The challenges facing Education at the start of the 21st Century and the role of Branding*

Branding Defined

*Brand n. derived from a Norse word **brandr**, meaning literally to burn*

- A means of identifying and differentiating:
a company, an institution, a product, a service, a nation
.....a university

Branding Defined

- *A brand is so much more than a logo or a tagline – it is a set of convictions surrounding a product/ service in the consumer's/ student's mind*
- *Amalgam of tangibles and intangibles: features, services and benefits that create and sustain an on-going relationship between an organisation and all its stakeholders*
- *It's the emotional and relational bond that brands establish with their clients that distinguish them as brands*

Branding Defined

- *Products and services deliver a **function** - a brand is a product or service that has created an on-going **relationship** with its customers*
- *Products/ services are what organisations want to **sell**Brands are what people want to **buy** (Culture, persona, "what's different")*
- *Importantly, your Brand is not what **you** say about yourselves, but what **others** say about you*

Branding

- *A brand's image is derived from all of those things that impact peoples' perceptions of an organisation including:*
 - Products and services
 - Organization performance
 - Personality
 - Promotional material
 - Identity/logo
 - Reputation
 - Experience
- *And, critically, it's the customer's **actual experience** which has the most impact on brand perceptions*

Managing the Brand

The five key questions

1. Where are we now?
2. Why are we here?
3. Where do we want to be?
4. How do we get there?
5. Are we getting there?

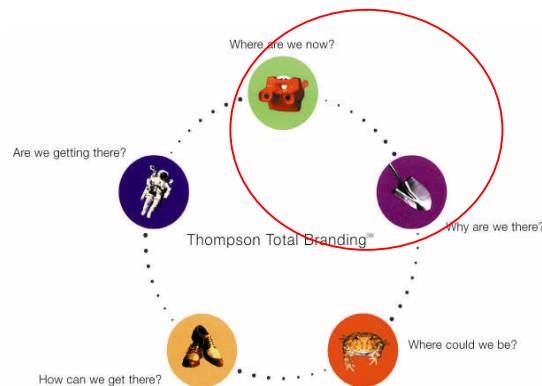
The Branding Cycle



Phases 1 & 2: Exploration

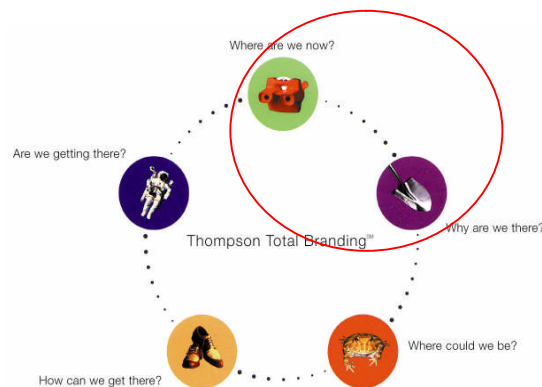
Where are we now & why are we here?

- *Need to understand where your brand is currently and why*
- *Who are your target audiences and what do they want?*
- *What do your target audiences, both internal and external, think about your brand?*
- *Frequently, how we think our brand is viewed and the reality are different*



Phases 1 & 2: Exploration (continued) *Where are we now & why are we here?*

- *How is your university performing?*
- *What are your competitive advantages, your key strengths?*
- *What is going on in the marketplace, what's new, what's the competition doing?*
- *This phase typically can involve both primary and secondary research*



Where are We Now and Why?

Phases 1 & 2: Exploration (continued)

Some Competition issues

- *Increasing number of providers and a danger of commoditisation*
- *Market is very cluttered*
- *Globally: Non-traditional suppliers will emerge as competitors to the leading providers*
- *TNE*
- *Competition will be intense*

Where are We Now and Why?

Phases 1 & 2: Exploration (continue)

Some other issues

- *Shift to a market focus*
- *Increasingly diverse target audiences*
- *Increasingly demanding clients*
- *Growing sector*
- *Increasing Internet use*
- *Increasing financial pressures on public sector providers*
- *Growing importance of branding*

Phase 3: Where Could We Be: Brand Development

Where could you be positioned?

- If you know where your brand is now, the next thing to determine is where do you want the brand to be?
- How would you like your organisation to be positioned in the market place?
- What would you like people to say about it?
- What is the vision for the brand?



Branding Defined The Brand Vision

- The *Brand Vision* is the driving force of all Branding strategies.
- It is a passionate expression of where current and future target audiences' needs and the Brand's Attributes intersect in a meaningful way

The Brand Vision



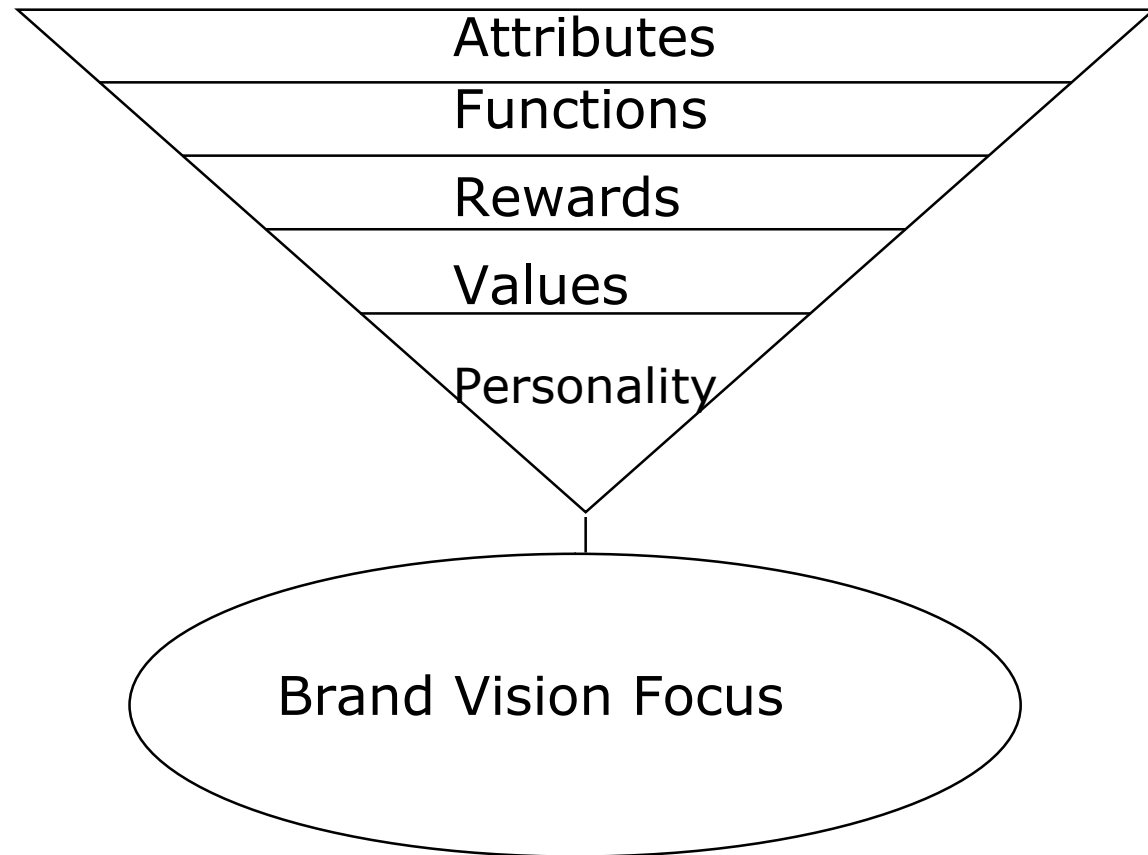
**It's a way to powerfully
connect your target audiences
with your organisation
so that the result will be
your desired conviction
about the
brand**

Inspiration

Clarity

Focus

Brand Funnel



The Brand Vision Focus

Brand Vision Focus

- The essence of the brand's personality
- Its rallying cry, the mantra
- What the brand ultimately says
- *All message development and marketing activities should use the brand vision focus as a guide.*
- *It should serve as a foundation to ensure that all future communications remain true to the brand.*

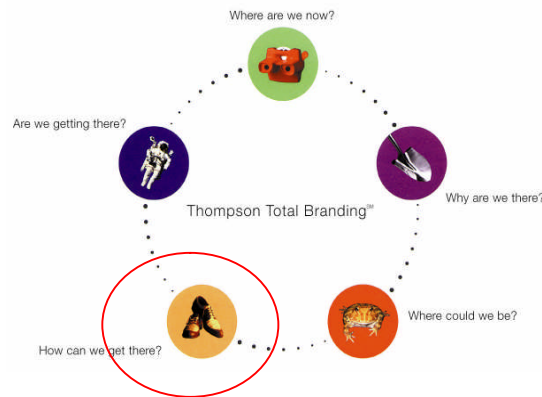
Phase 4: Executing the Vision

How can we get there?



- *Determine the best and most appropriate methods to communicate the brand vision to the appropriate target audience*
 - Design suitable creative and collateral that clearly expresses the vision
- *Ensure that all communication reflects the brand vision*
- *Make sure the message is delivered to all the target audiences at each touch point*

Phase 4: How can we get there?

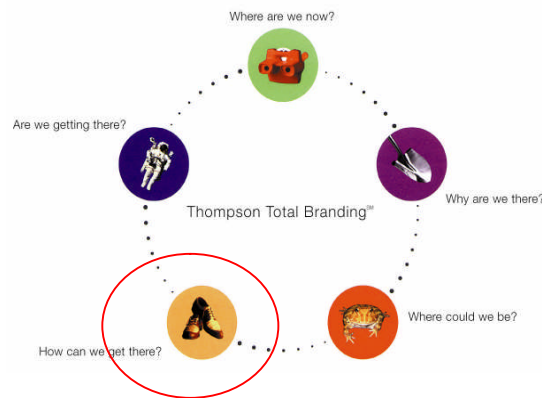


- *It's critical to appreciate that there are multiple touch points*
- *The challenge is to communicate this message across all these different touch points and to deliver on the experience*
- *Different strategies are required to reach different target audiences*
- *The brand is not just these communication messages, it's also about the experience. The experience needs to 'live up' to the brand promise*

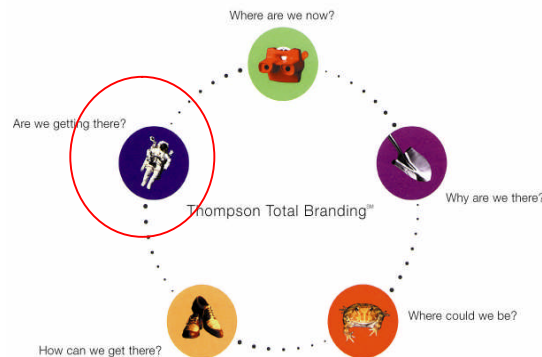
Phase 4: How can we get there?

Core Brand Messaging Questions

- *Who are we talking to? (Do we understand them?)*
- *What are we talking about? (Are we relevant?)*
- *When are they 'listening'?*
- *What is the right communications mix?*
- *What should we spend, where should we spend?*
- *How do we measure success?*
- *Are they still listening?*



Phase 5: Are We Getting There?



- *Final phase involves determining if we are actually getting there*
- *Are we changing the target audience's perceptions of the brand so that they are more closely aligned to our desired brand vision?*
- *This usually requires additional research to create benchmarks against which the performance of our activities can be monitored*

What are the outcomes of a planning process?

- *The development of a unique brand vision which creates an emotional platform for the brand - the desired connection between the consumer and the product/service*
- *A relevant, defensible & differentiated long term positioning*
- *Definition of the language associated with the brand - attributes, functions, values, rewards & focus of the brand messaging structure and pillars to support the brand*
- *Development of the branding idea - creative which brings the brand vision to life*

What are the
outcomes of a
planning process?

- *Getting brands in peoples' heads
and keeping them there*

Branding Education

*The same principles that drive
Consumer branding can be transferred
to the building of Education/service
brands*

But why is branding important?

What's Happened to Date

- *In some ways, branding – let alone branding on a global scale – is a relatively new concept in this sector, yet it's one that's very familiar in other sectors*
- *Interestingly though, some of the world's oldest brands are Educational*
- *Previously, education providers have tended to leave their brand/reputations to chance or have seen the task as by product of non specific communications work*

What's Happened to Date

- *In the UK, a 2003 survey of VCs indicated increasing recognition that this has to change, institutions have to embrace the fact that their reputation/brand is a business asset just like their human, capital & financial resources*
- *All felt reputation/brand management is a critical issue & demonstrated a willingness to give branding issues a higher priority*

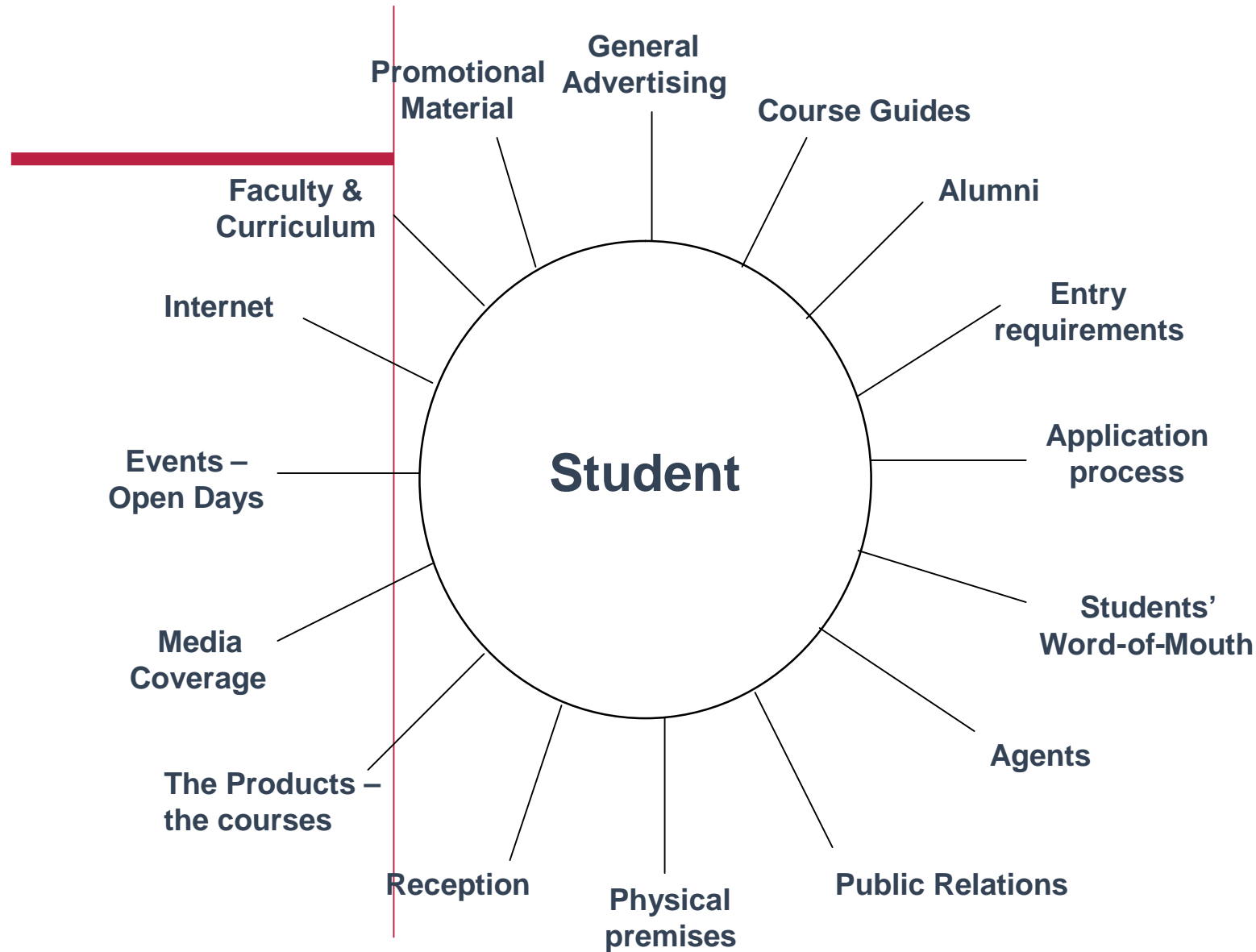
Why is Branding Important in This Sector

Your university's brand impacts upon everything including:

- Your ability to attract students
- Your ability to attract, recruit and retain quality staff, both academic & professional
- The quality of the education or service you are perceived to offer
- Your profile/relationship within your local community
- Your relationship with funders

A strong brand provides a university with sustainable, competitive advantage

How Do Students Develop Their Perception of Your Brand



Branding in the Future

- *Increasingly important given the growing competition*
- *Increasing privatisation of education, and the entry of major corporations into the arena*
- *Our target audiences are more discerning than ever, they think/act like consumers*
- *They have access to so much information at the click of a button, allowing them to compare choices easily*
- *In this increasingly cluttered environment defining and communicating a clearly differentiated brand will be critical*

Globalisation

- *The emergence of worldwide demand for (till now, predominantly Western) HE, and the evolution of a global supply system*
- *The delivery of one country's education to the citizens of other countries*

Globalisation

- *International students will become increasingly important to universities – pedagogically and financially*
- *Institutions which fail to attract them will, for the most part, face increasing financial difficulties*
- *The challenge of formulating and implementing an effective Trans National Education strategy (TNE) will face all institutions*
- ***Get brands into peoples' heads***

Anyone can
foretell the
future.....

Students

BC/IDP talks of big numbers

But - China

- Own Goals

- Technology

- Insecurity

Leading to – a reduction in numbers

travelling?

= Faster than anticipated switch to TNE?

Anyone can
foretell the
future.....

Structures

- *A universal system of credits?*
- *A globally recognised set of University standards?*
- *EVERY student spending at least a semester abroad?*
- *Year round use of premises for teaching (summer schools, exchange groups, etc)*

Anyone can
foretell the
future.....

New sources

- *Central Asia*
- *Iran*
- *Latin America*
- *Turkey*
- *Africa (as affluence increases)*

Anyone can
foretell the
future.....

Specialisation

- *Increased specialisation – world class doesn't just mean very good, it means a world player.*
- *If you're a smallish university with a reputation within a narrow field, and you want to survive, look at your assets in a global context, not a domestic one*

Anyone can
foretell the
future.....

TNE

- *For those who can't afford to travel, it's a real opportunity to get an international education*

- *Campuses*

Franchises, licences, partnerships, distance learning

Interactive web classes

Pathways

Opportunities for wide range of institutions

Anyone can
foretell the
future.....

Faculty

- *How are we going to ensure universal standards for faculty members – and how are we going to convince stakeholders that we have succeeded?*

Anyone can
foretell the
future.....

Ownership

- *GATS*
- *Free markets – services as well as goods.*
- *The growth of private providers (c.f. USA).*
- *Increased commercialisation – when does “running things in a businesslike manner” become “running a business”?*

Anyone can
foretell the
future.....

Communications

- *Increased fragmentation of audiences
matched by increased fragmentation of
media*
- *Need to reach people within different
environments e.g. social networks*
- *Communication to entertain and enthrall,
not just inform*

Anyone can
foretell the
future.....

- *Increasing Competition from traditional and non-traditional centres*

What's all this
got to do with
branding?

The possession of a strong, clearly defined, aspirational but realistic Brand and Brand Vision is a crucial element in ensuring growth and success in the first decades of the 21st century, especially with regard to:

What's all this
got to do with
branding?

- *Attracting students*
- *Attracting high quality faculty*
- *Attracting new target segments*
- *Attracting students from new source countries*
- *Reinforcing specialisation*
- *Succeeding with a TNE strategy*
- *Preserving independence – or not*
- *Facing down competition*



Thank You