Niche markets in India and China
Achieving “second generation” institutional goals through a better understanding of students and niche markets

Kim Morrison, CEO, Grok Education Services
Lakshmi Iyer, Education Sector Head, Sannam S4
About Grok Education Services

• Field engagement services for higher education institutions in the world’s most important international education markets.
  – Founded 2005, we have served more than 80 institutional clients.
  – Currently provide in-market representation using dedicated staff for more than 30 clients in China and India, with Southeast Asia coming in 2014.

Leveraging dedicated staff in-country, we provide:

• Strategy and advisory services
• Recruitment oversight and support (manage agents, high schools, etc.)
• Academic partnership management
• Project and event management
• Brand and reputation building via Chinese social media channels
• Chinese website development
• Virtual marketing / applicant services
• Alumni community building

• Today’s presentation will draw on:
  – Internal research agenda includes annual 100 Chinese families project.
  – Our experience in representing dozens of institutions in the field.
About Sannam S4

• Sannam S4 supports international organizations with their market entry and business development activities in India and China
• We offer a single window to support an organisation's needs as part of their journey of entering the Indian market.
• Education is by far the largest single sector that we support
• Supported over 75 education organisations with entry into India
• Our team
  – Blend of UK/US/Canadian originated staff (with deep Indian experience) and local delivery specialists
  – 80 employees in India
• Offices: New Delhi, Mumbai, Bangalore, Chennai and Pune
What are “second generation” institutional goals?

Objectives beyond increasing the number of international students, such as:

• **Refining Recruitment Outcomes**
  – Addressing program mix
    • Many institutions seek increased enrolment in humanities & social sciences and/or STEM programs
  – Improving the quality of enrolled international students
    • Improved completion rates; improved student satisfaction; improved classroom experience; fewer concerns from faculty; maintenance or elevation of ranking and reputation

• **Reducing Institutional Risk Factors**
  – Diversify recruitment channels
  – Better manage recruitment channels
    • Protect applicants, police brand use / misuse, reduce credential fraud, better applicant screening
  – Diversify regionally
  – Avoid permanent establishment tax risk

• **Better Managing Institutional Partnerships**
  – Increase conversion of prospects to productivity / eliminate unproductive partnerships
  – Ensure quality of students and integrity of program delivery through academic partners
  – More closely manage and better support productive partners
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Achieving Second Generation Goals in China

Refining recruitment outcomes through a better understanding of various international student niche markets
Chinese students have an increasing diversity of needs and dreams

- Moving beyond building recruitment volume to achieving second generation recruitment goals requires a better understanding of the diverse communities within the Chinese audience
- Doing so gives you the opportunity to fine tune your market messaging, international student services, (perhaps even your academic program content) to better appeal to the needs and dreams of the desired market
The Criteria For International Study Destination

The Importance of Various "Characteristics" in a Family's Decision Making

- Program Ranking: 1.22
- School Reputation: 1.07
- Provides Co-Op or Internship Opportunities: 0.86
- Faculty with Prestigious Backgrounds: 0.79
- Excellent Supporting Facilities: 0.69
- Highly Qualified Peer Students: 0.5
- Attractive Scholarships: 0.37
- Strong Alumni Network: 0.27

Source: Grok's 2012 100 Chinese Families Project
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STEM
The Desired Outcome of Foreign Study

The # of Respondents Ranking Each Outcome as Most Important

- Employability in Destination Country: 29
- Self Actualization: 25
- Employability in China: 19
- Job-related Social Status: 13
- Future Income Levels: 11
- Employment Stability: 9
- Social Contribution: 2

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Source: Grok’s 2012 100 Chinese Families Project
Typical commercial program brochure

**Message Focus**

1. Institutional Rank
2. Program Rank

**Marketing Elements**

- QS
- Forbes
Typical commercial program brochure

**Message Focus**

1. Institutional Rank
2. Program Rank
3. Employment after graduation

**Marketing Elements**

1. In country

Distinguished Alumni
James Wang
CEO, Psi-Soft
New York, NY
ABC University
BBA, Class of ’08

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Typical commercial program brochure

**Message Focus**

1. Institutional Rank
2. Program Rank
3. Employment after graduation
   1. In country
   2. In China (primary cities)

**Marketing Elements**

- **QS**
- **Forbes**
Typical commercial program brochure

**Message Focus**

1. Institutional Rank
2. Program Rank
3. Employment after graduation
   1. In country
   2. In China (primary cities)
4. Real world experience

**Marketing Elements**

**Internships**
Typical commercial program brochure

**Message Focus**

1. Institutional Rank
2. Program Rank
3. Employment after graduation
   1. In country
   2. In China (primary cities)
4. Real world experience
5. Financial outcomes

**Marketing Elements**

- **QS**
- **Forbes**

**Did you know?**
Over 90% of ABCU’s Actuarial program graduates find work in their field within six months. Their reported average salary is $62,000, which exceeds the US average by more than 15%!

**Internships**
Humanities / Social Sciences program brochure

**Message Focus**
- Program Rank

**Marketing Elements**

[Image of U.S. News Best Social Sciences & Humanities Schools 2014 award]

With a graduate degree in humanities, students may work in a variety of sectors and specialties.
Humanities / Social Sciences program brochure

**Message Focus**

- Program Rank
- Classroom / Peers

**Marketing Elements**

![Image of students in a classroom with a text box about the 2014 Best Social Sciences & Humanities Schools by U.S. News. The text box says, "With a graduate degree in humanities, students may work in a variety of sectors and specialties."
Humanities / Social Sciences program brochure

**Message Focus**

- Program Rank
- Classroom / Peers
- A Stable Future

**Marketing Elements**

- U.S. News
- 2014 Best Social Sciences & Humanities Schools
- With a graduate degree in humanities, students may work in a variety of sectors and specialties.
- 96% Record Job Placement Rate
  - Apply at [University] where 96 percent of the 2013 class are working in their field of study or were accepted to a graduate school of their choice.
Humanities / Social Sciences program brochure

Message Focus

• Program Rank
• Classroom / Peers
• A Stable Future
• Experience / Actualization

Marketing Elements
Humanities / Social Sciences program brochure

**Message Focus**

- Program Rank
- Classroom / Peers
- A Stable Future
- Experience / Actualization
- Employment in country

**Marketing Elements**

- [Image of U.S. News Best Grad Schools 2014 for Social Sciences & Humanities Schools]
- [Image of 96% Record Job Placement Rate]
- [Image of Distinguished Alumni]

www.aieaworld.org
Humanities / Social Sciences program brochure

Message Focus

- Program Rank
- Classroom / Peers
- A Stable Future
- Experience / Actualization
- Employment in country
- Graduate study

Marketing Elements

Did you know...
Alumni of our social science programs have gone on to complete graduate studies at Harvard, Yale, Oxford, and MIT.
STEM program brochure

Message Focus

• Scientific achievement
Message Focus

• Scientific achievement
• Distinguished faculty

Marketing Elements

Distinguished Faculty

Dr. John Dyke
Professor
ABC University
Dept of Physics

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STEM program brochure

**Message Focus**
- Scientific achievement
- Distinguished faculty
- Facilities

**Marketing Elements**

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**Distinguished Faculty**

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STEM program brochure

**Message Focus**

- Scientific achievement
- Distinguished faculty
- Facilities
- The pursuit of fascination

**Marketing Elements**

**Distinguished Faculty**
Dr. John Dyke
Professor
ABC University
Dept of Physics

**Distinguished Alumni**
Zhao Li
Sr. Researcher
NASA

ABC University
M.Sc., Class of '07

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STEM program brochure

Message Focus

• Scientific achievement
• Distinguished faculty
• Facilities
• The pursuit of fascination
• US and China

Marketing Elements

Distinguished Faculty
Dr. John Dyke
Professor
ABC University
Dept of Physics

Distinguished Alumni
Zhao Li
Sr. Researcher
NASA
ABC University
M.Sc., Class of '07

Distinguished Alumni
James Wang
Scientist
Ministry of Environment,
Beijing
ABC University
M.Sc., Class of '10

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Other tactics to adjust program mix in China

• Differential agent commission based on program
• Intensive partnerships with specialized “key” high schools and universities
• Use of social media to strengthen association between your institution's brand and that field
  – Both specialized campaigns and ongoing message broadcasting
• Targeted conversion campaign for desirable applicants
• Targeted programs that build brand and can lead to recruitment
  – Science summer camps, national science competition, faculty exchange in social sciences
• Regional focus
  – Social Science students are more likely to come from primary cities
  – STEM students slightly more likely to be from secondary cities
Increasing the quality of enrolled Chinese students over time

- Assess which level of students you can realistically convert and be sure your communications “speak” to that audience
- Implement a more sophisticated program of agent tracking and management over time
  - Tracking student outcomes long run, tied to agent
  - Coupled with a tiered structure that rewards conformity with institutional goals
- Credential checking, even on a spot check basis
  - Tie that in to the tiered management structure of agents
- Increased admission standards or use of enhanced screening
- Profile building programs with “key” high schools and universities
- Use of social media to heighten perception of your institution’s rigor
- Conversion campaign for desirable applicants
Understanding “next level” academic performers

- A few examples of how academic level differentiates students
Next: Lakshmi Iyer, Indian niche markets and second generation goals.

(insert Lakshmi’s slides here)
Thank you!

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