MIGRATION PATTERNS
NEW MARKETS, MOTIVATION, RECRUITMENT – CASE STUDY: AARHUS BSS
AGENDA

Current patterns
Emerging markets
Student motivation
Market intelligence
Case Study: Aarhus BSS - How to work with international recruitment?
Unique selling points (USP)
Innovation in marketing and recruitment
Share experiences
International enrollments

A small number of countries account for half of all international enrollments –

US
UK
Small countries

Smaller countries are destinations in their own right

Netherlands
New Zealand
Scandinavia
(difference in policies)
Emerging markets

ICEF Monitor have looked at the most promising markets for students recruitment:

Vietnam
Colombia
Indonesia
Nigeria
Iran

The median age is very young: 28.5 years of age
Nearly half (45%) are 25 years old or younger;
Vietnam has the world’s fastest growing percentage of ultra-high-net-worth individuals – those having a net worth of at least US$30 million;
Roughly one-third of Vietnamese are expected to join the “middle class” by 2020;
90% of outbound students are self-funded;
Along with Jakarta, Mumbai, and Delhi, Vietnam’s Ho Chi Minh City is predicted to be among the Asian cities that will experience the most rapid growth in wealth up to the year 2024.
COLOMBIA

- 3rd largest economy in Latin America after Mexico and Brazil
- The middle-class steadily expanding 16% in 2002 to 27% in 2011
- President mission that Colombia will be Latin America's most educated country by 2025
  - first Colombian president ever to spend more money on education than the military

Students abroad has increased by roughly 50% - more than 25,000 students in 2013
INDONESIA

- The world's fourth most populous country
- One of the world's 20 largest economies
- The middle and affluent consumer classes are expected to double in size by 2020
- Median age is 28.2 – very young population
- Limited access to market-oriented education opportunities within its borders
- Better alignment of graduate skills to labour market requirements – will be key to Indonesia’s future prosperity.
NIGERIA

- Projected to be one of the world’s fastest growing markets for postgraduate studies
- 1/5 of Nigeria’s population (181 million) people are aged between 15 and 24 – creating a significant demand for higher education which cannot be met domestically
- The country’s population of 18-to-22 year-olds is forecast to grow from 16.1 million in 2013 to 22.5 million by 2024
- More than 50,000 Nigerians studied abroad in 2012 - US + Canada top destinations
- Students looking for better jobs and governments wanting to create more highly skilled and educated workforces.
Iran

- Iran has been the second fastest growing outbound market for postgraduate studies in recent years (behind only Saudi Arabia), and the British Council projects continued growth through 2024.
- The domestic capacity for post-graduate education is insufficient to meet demand – 900,000 Iranian students applied for a master programme in 2011 but on 60,000 were accepted
- 60% of Iranians are 30 years of age or younger
Student motivation

Different countries – different motivation
Family influence
Ranking
Student satisfaction
Old colonian ties
Financial opportunities
Employment opportunities
Etc.............

What matters to international students - Focus on the South East Asian Market
PRIORITIES WHEN CHOOSING A STUDY DESTINATION

- **International Recognition of Qualifications**: 66%
- **Financial Aid Availability**: 64%
- **Cultural Interest & Lifestyle**: 61%
- **Desire to Work There Afterwards**: 51%
- **Improve Language Skills**: 49%
- **Location of Target School**: 40%
- **Creating a Network**: 34%

*Source: QS World Grad School Tour Applicant Survey 2015 (South East Asian respondents only)*
<table>
<thead>
<tr>
<th>Priority</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Funding</td>
<td>50%</td>
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<tr>
<td>Reputation in my subject</td>
<td>46%</td>
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<tr>
<td>Overall reputation</td>
<td>43%</td>
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<tr>
<td>Employability</td>
<td>39%</td>
</tr>
<tr>
<td>Location</td>
<td>18%</td>
</tr>
</tbody>
</table>

Source: QS World Grad School Tour Applicant Survey 2015 (South East Asian respondents only)
BENEFITS OF STUDYING AT AN INTERNATIONALLY RECOGNISED UNIVERSITY

**Malaysia**
- 77% Quality of Education
- 25% Employment Prospects
- 51% Connections Worldwide
- 13% Student Experience
- 34% Opportunities to Travel

**Indonesia**
- 59% Quality of Education
- 45% Employment Prospects
- 53% Connections Worldwide
- 16% Student Experience
- 28% Opportunities to Travel

*Source: QS Student Rankings Survey 2015*

*Responses from Indonesia and Malaysia combined*
MARKET INTELLIGENCE

Purpose of Market Intelligence – more understanding

Use market intelligence to:
- Make new market choices
- Data on existing markets
- Segmentation of target groups
- Decision-making behaviour
- Impact of recruitment channels

Important to: Build market intelligence resources
QS Intelligence Unit
ICEF Monitor
Studyportals
Hobsons
EAIE
CASE STUDY: AARHUS BSS

- How to work with international recruitment?

Framework:
- Aarhus BSS International (faculty focus vs. AU)
- International FULL-DEGREE recruitment (+ full-time MBA)
- 2 campuses (Aarhus and Herning)
- 3 Bachelor programmes (3 different program profiles)
- 17 Master programmes (broad business and social sciences)
- 2 full-time international recruiters
Classic stakeholder analysis and identification

- Stakeholder analysis
"is the process of identifying the individuals or groups that are likely to affect or be affected by a proposed action, and sorting them according to their impact on the action and the impact the action will have on them."
(Wikipedia)

- Stakeholder identification model (Global CCS Institute)
STAKEHOLDERS AT AARHUS BSS

Aarhus BSS; broad faculty with different internal stakeholders (institutes, professors, Dean’s office, other departments, etc.)

- Open dialog – needs and wishes
- Strategic approach on the basis of market intelligence and analysis of current international students
IDENTIFYING NEW MARKETS AND SEGMENTATION OF 3 TARGET GROUPS

- The use of market intelligence to identify new markets
- Agent collaboration – local specialist/representatives
- Segmentation of 3 target groups (prospects for Bachelor, Master and full-time MBA)

► Bachelor focus: Baltics, Hungary, Lithuania, Poland, Romania
► Master focus: Germany, Italy, Spain, Czech Republic, Bulgaria
► Full-time MBA focus: China, India, Germany, Iceland, South-east-asia
RECRUITMENT STRATEGY AND ACTION PLAN

- Aarhus BSS International full-degree recruitment strategy
- Action plan (online/offline)
  - EU student recruitment (FREE EDUCATION – no tuition fees)
  - Non-EU student recruitment (tuition fees)

- Aarhus BSS profile and strategy:
UNIQUE SELLING POINTS (USP’S)
USP’S – WHY CHOOSE AARHUS BSS?

Aarhus BSS...

- is a top 100 university
- is AACSB, AMBA and as well as EQUIS for the school’s business activities
- has strong ties to the private and public sector
- is a truly international experience with 80+ nationalities on campus
- attracts many international top researches to teach our study programmes
- student life is truly great with inspiring professors and surrounding student facilities
- Aarhus BSS Career provides you with useful advice when applying for your first job or searching for an internship
USP’s for campus Herning

A challenge for recruiters...

- Modern campus where?
- ”Practical” programmes
- Housing guarantee
- Close ties to local business
- Big international community
INNOVATION IN MARKETING AND RECRUITMENT

- Technology development
  - Webinars (online info-sessions)
  - 360 Virtual Reality Herning Campus Tour at fairs
  Watch video...

- Focus on personal contact (relationship marketing)
  - Open Day and “try-out” lectures (bus trips to Herning)
  - Phone Calls to specific target groups
FACTS AND FIGURES – AARHUS BSS 2016

International full degree student recruitment 2016
- BA/BSc  667 applications
- MA/MSc  2051 applications
- Full-time MBA  40 applicants
  ▶ Bachelor – top 5 countries (Romania, Germany, Lithuania, Slovakia, Poland)
  ▶ Master – top 5 countries (Germany, Italy, Czech Republic, Hungary, Romania)
  ▶ Full-time MBA – top 5 countries (China, India, Denmark, Korea, Iceland)

- Key figures for Aarhus BSS 2016
SHARE EXPERIENCES...

Questions??