



Copenhagen
Business School
HANDELSHØJSKOLEN

Copenhagen Business School



Recruiting international students to an unknown study destination – The CBS challenge. Janie Huus Tange, Toronto 2010



Copenhagen
Business School
HANDELSHØJSKOLEN

Agenda

Europe in short

CBS in short

CBS challenges

CBS suggestions to solutions

Discussion



HE in Europe

Three main areas (objectively):

- **Great Britain** (English native speakers, long HE history, great educational brands)
- **Northern Europe** (Scandinavia, Holland) (Speaks English as a strong Second language, not known as study destinations, weaker brands, "best kept secrets"?)
- **Southern Europe** (Germany, France, Austria, Switzerland, Spain, Italy, Greece etc) - weaker English proficiency due to dubbing policy, great educational brands, good knowledge outside Europe, history, culture



Scandinavia/Denmark/CBS

- Scandinavia not known as study destination, let alone Denmark. CBS has a stronger reputation within business administration HE
- Scandinavia is very expensive to live in
- Tuition fee only introduced in DK, Sweden will follow in 2011, Finland and Norway???
- National initiatives to put Denmark on the HE map is beginning to show
- Want to be a part of the growth (GB and Australia has the highest growth – GB 14 % international students, Australia 20 %)
- CBS not using agents ... yet

National initiatives

STUDY IN DENMARK

Search

PLAY

[STUDY PROGRAMMES](#) [INSTITUTIONS](#) [TESTIMONIALS](#) [TUITION AND SCHOLARSHIPS](#) [STUDENT LIFE](#) [FAQ](#)

“study facilities, equipped computers etc. are fully accessible to us the students”

DAJANA, MEDIA TECHNOLOGY AND GAMES TECHNOLOGY

[Tuition fees](#)
[Scholarships](#)
[Find a study programme](#)
[What is it like to study in Denmark?](#)

[Send this](#) [Print this](#)

**MASTER, BACHELOR, AP
DEGREE PROGRAMMES**

PARTICIPATE

Join my.studyindenmark.dk
exchange photos, videos and
learn from other peoples
experience

WORK WHILE YOU STUDY

**Doing your master's degree
in Denmark**

Read about the experience others
have had

Pharmaceutical Sciences

SUSTAINABLE ENERGY

**How to do your PhD studies
at a Danish university**

**WHAT IS IT LIKE TO STUDY
IN DENMARK?**

**How to begin life as a student in
Denmark**

THIS ISSUE'S THEME

Programmes in English

BACHELOR'S, MASTER'S, PHD OR MAYBE AN AP DEGREE? CHECK THE OPTIONS



Search

Home

Why Sweden?

How to apply

Universities

Find programs

Scholarships

Living in Sweden

Learn Swedish

Editor's pick

Enjoy some of the highlights at Studyinsweden.se right now!

- Program database
- Scholarships
- Universities
- Accommodation
- Testimonials



Campus Sweden

Curious about student life in Sweden? These video interviews offer a glimpse of how international students think and feel about their studies and their new life in Sweden. Watch all the interviews in our player – Sweden.se/watch

→ News archive

→ Blog archive

→ FAQ

→ PDF downloads

→ Education links

→ About this site

Study in Sweden is a comprehensive resource for information about higher education in Sweden.

The site incorporates a database of English-language degree programs, information about Sweden's universities as well as practical facts concerning application procedures, scholarships, visas, accommodation and information for learning Swedish as a foreign language.

EDITOR'S BLOG

A brief guide to studying in Sweden

by: Karl Peterson



Sweden in Chinese



Studyinsweden.se connect



University map

From Malmö to Kiruna



Study in Holland

most students choose to study abroad
you choose an international experience



Why study in Holland >



Study options >



Dutch institutions >



Scholarships >



Living in Holland >



Checklist >



Holland Alumni network

Join the over 7000 other Holland alumni, current international students, Holland Alumni Associations, and Dutch higher education institutions that have already registered!

[Read more >](#)

- How to prepare
- Living in Holland
- Alumni

News
16 Nov 2010
DIS 2010 a resounding success

Events
17 Nov 2010
European Education Fair Taiwan (EEFT)

Typically Dutch
What is a typically Dutch winter dish?



CBS in short

- Founded in 1917
- 2nd largest Business School in Europe
- 18,000 students - Including 14,000 full-time and over 1100 exchange students
- Specialised Business University
- Group based project work
- Dialogue based teaching
- International environment



SWOT - CBS

Strengths:	Weaknesses:
<ul style="list-style-type: none">• Large programme portfolio and faculty base• Extensive partnership network• Innovative organisation• Cross-disciplinary approach to business• Innovative pedagogical principles• Strong research base(s)• Strong procedures for handling international students	<ul style="list-style-type: none">• Non-English mother tongue• Weak financial position• Lack of flexibility in admission of international full degree students• Lack of international corporate partnerships• Limited experience in international marketing
Opportunities:	Threats:
<ul style="list-style-type: none">• Strong partners aiming for extended relationships• Increasing demand for alternative approaches to business• The power position of US in the educational market is diminishing• Education is now a global market• Increasing interest for education offered by international consortia	<ul style="list-style-type: none">• Business schools internationalising heavily• Virtual universities substitutes regular education• National factors make us less attractive for international students• Public regulation• US position might recover



Copenhagen
Business School
HANDELSHØJSKOLEN

Canadian partners

Brock University , (St. Catharines)

Dalhousie University , School of Business Administration (Halifax)

HEC Montréal

McGill University, Desaut's Faculty of Management (Montréal)

Queen's University, School of Business (Kingston)

Ryerson University , School of Business Management (Toronto)

Simon Fraser University (Burnaby, BC)

Université Laval, Faculté Sciences de l'Administration (Quebec)

University of Alberta, Faculty of Business (Edmonton)

University of British Columbia, Sauder School of Business (Vancouver)

University of Calgary , Haskayne School of Business

University of Ottawa, Faculty of Administration University of Victoria (Victoria, BC)

University of Western Ontario, Richard Ivey School of Business (London)

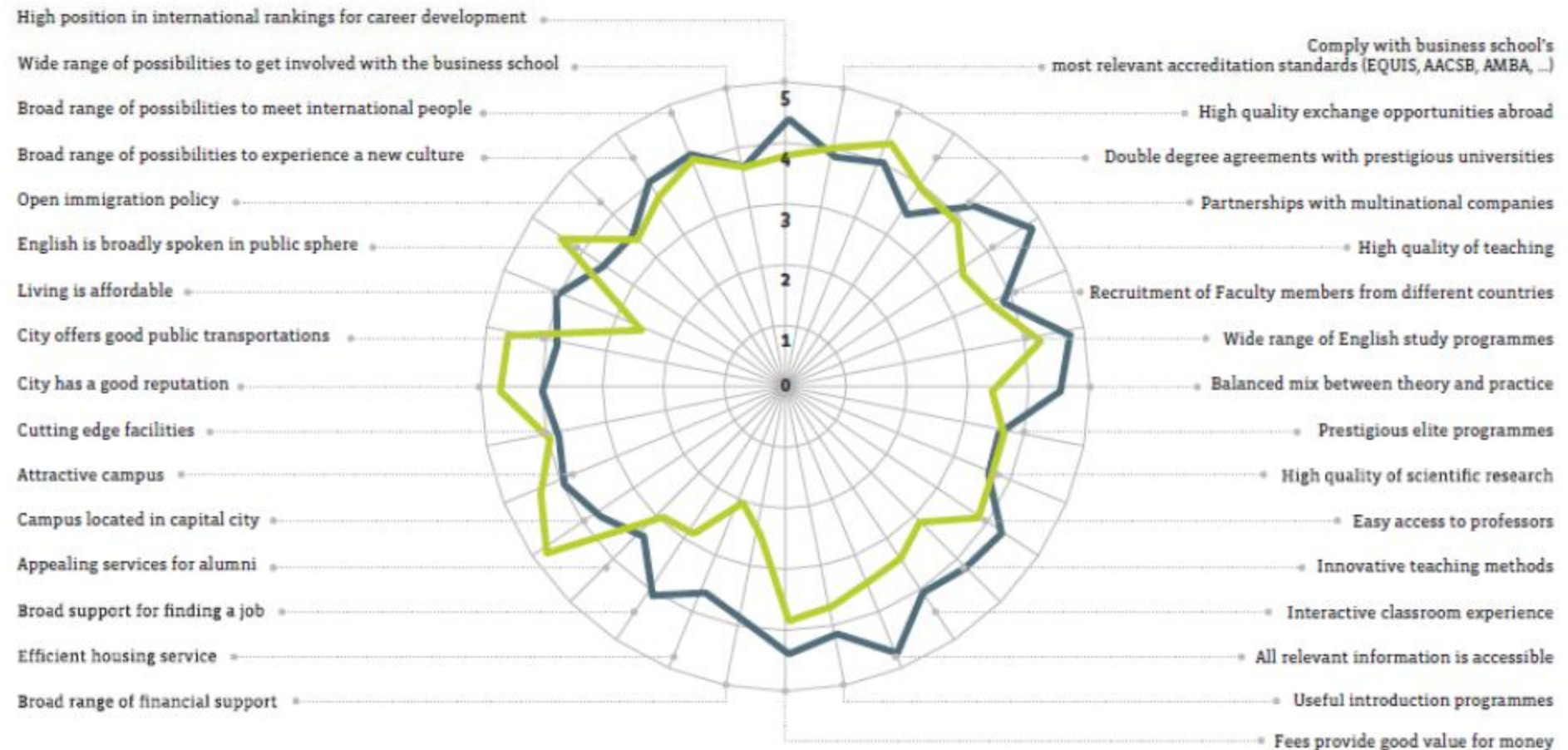
York University, Schulich School of Business (Toronto)



We looked at

- Decision making processes
- Channels used
- Expectations
- Perceived deliveries
- Gaps
- "Perceived" Competitors

STUDENT'S EXPECTATIONS AND CBS' PERFORMANCE ON ATTRIBUTES



— Blue line: Importance of the attribute — Green line: Performance of CBS
 1: Low importance / bad performance - 5: High importance / good performance

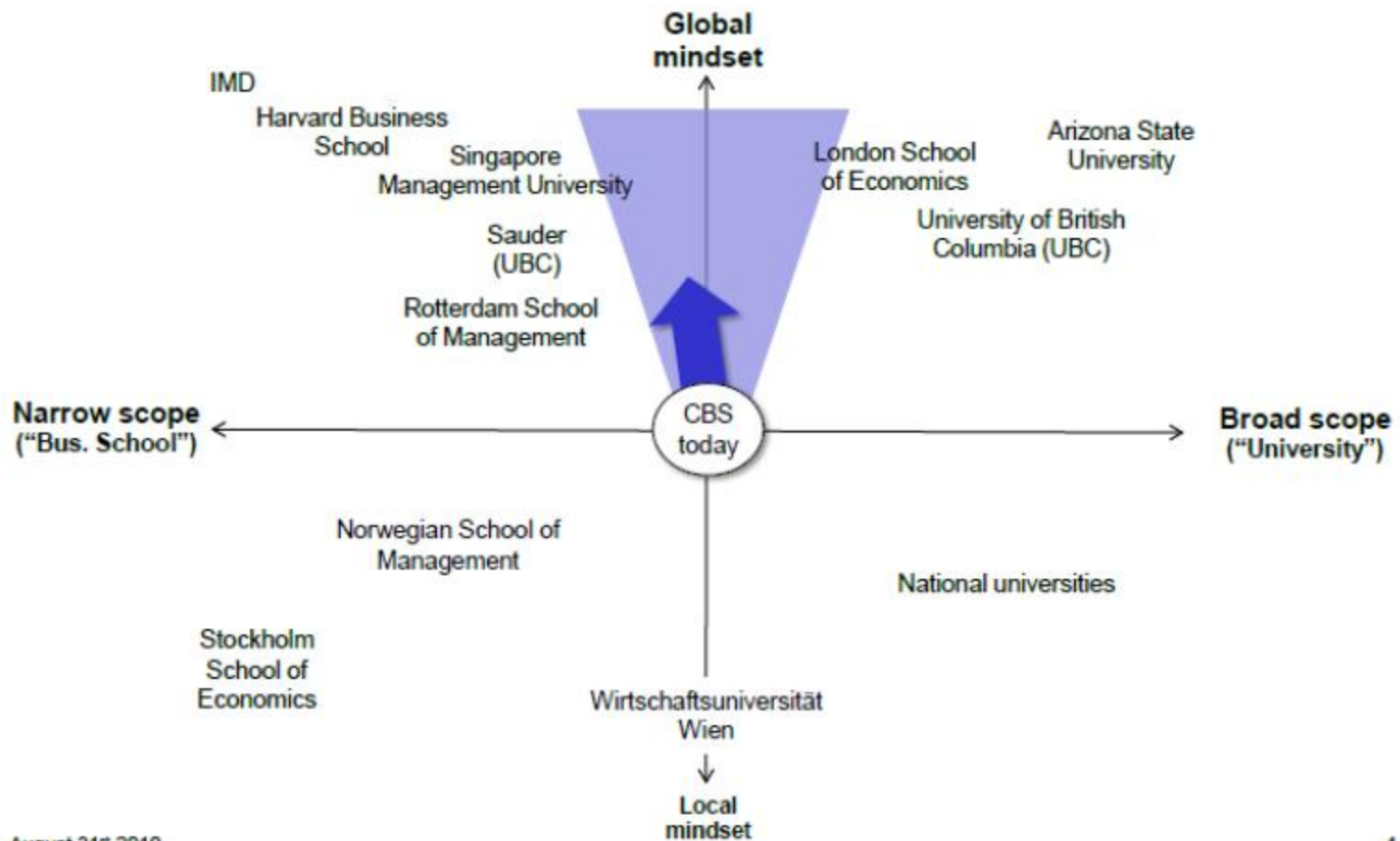
Expectation meeting delivery

	International students' expectations	CBS performance
High quality exchange opportunities abroad	4.06	4.4
Wide range of English study programmes	4.71	4.22
City has a good reputation	4.05	4.74
Broad range of possibilities to meet international people	4.21	4.12

MOST RELEVANT IMPORTANCE-PERFORMANCE GAPS

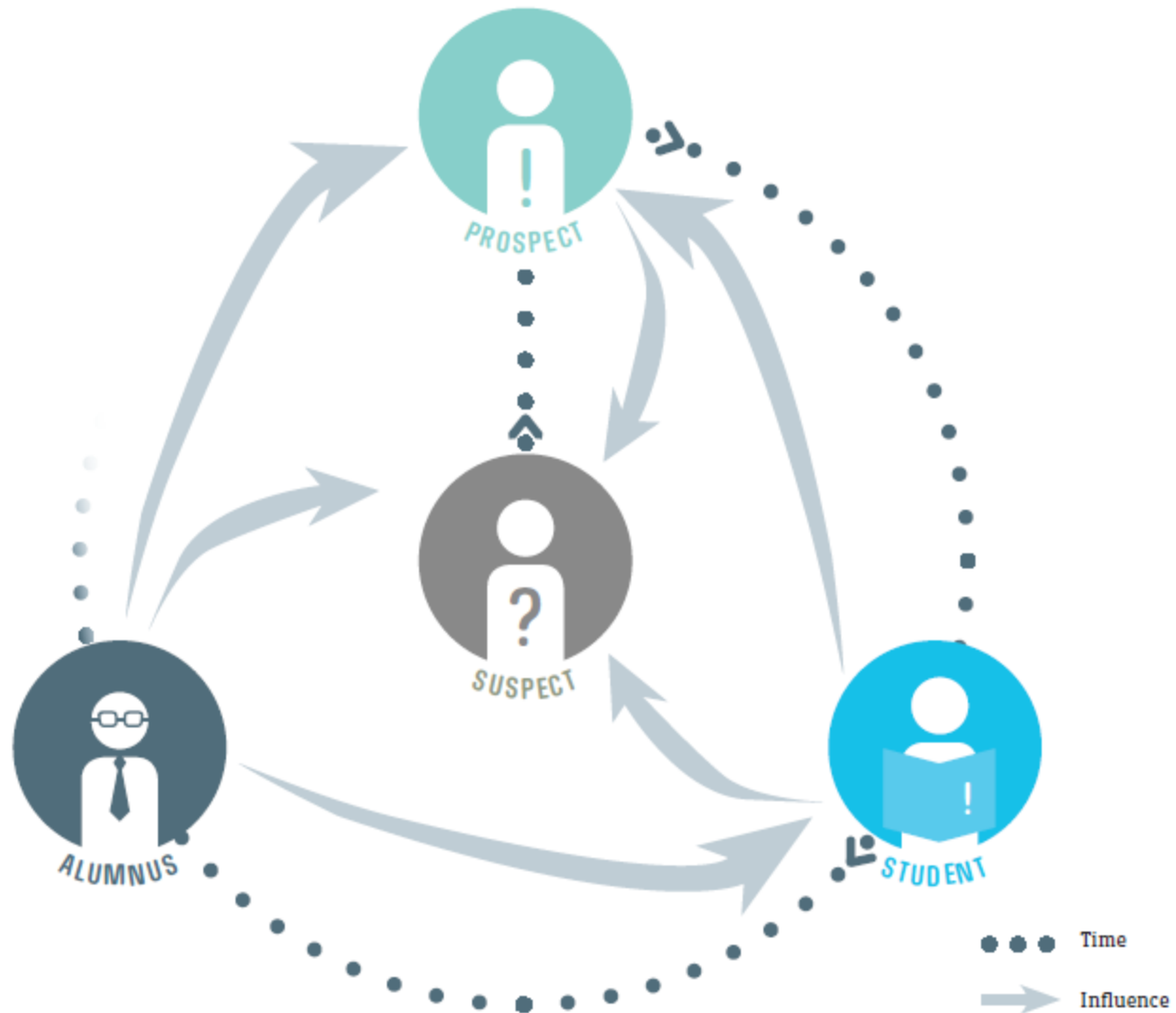
		Expectations	CBS performance	Gap ¹
Services	All relevant information is accessible	4.65	3.39	1.26
	Fees provide good value for money	4.31	3.77	0.54
	Broad range of financial support	3.83	2.4	1.43
	Efficient housing service	3.58	1.98	1.6
	Broad support for finding a job	4.03	2.81	1.22
S-cand in avian way of teaching	Innovative teaching methods	4.1	3.04	1.06
	Interactive classroom experience	3.97	3.3	0.67
	High quality of teaching	4.81	3.44	1.37
	Balanced mix of theory and practice	4.46	3.34	1.12
	Living is affordable	4.13	2.62	1.51
	High position in international rankings for career development	4.47	3.88	0.59

CBS aims to shift its position within the landscape of higher education





How do we work?





Recomendations

CBS should strive for a dynamic relationship management along the student life cycle

- The concept of the loyalty ladder illustrates this process
- International students' needs and expectations are not static: they change over time as students move through different phases
- This results in a better management of student loyalty
- During a relationship, the loyalty level of students can progress over time from being a participant to being an ambassador



CBS should strive for a dynamic relationship management along the student life cycle

- Relationship marketing brings quality, customer service and marketing into close alignment, leading to long-term and mutually beneficial customer relationships
- The fundamental principle of relationship marketing is related to the notion that customer satisfaction, loyalty and profitability are correlated
- The goal is to create and maintain relationships of value
- Therefore student satisfaction and loyalty can be considered as key objective for higher education institutions as well



Word of mouth is of increasing importance

- This creates a major shift in the approach to recruit students
- To exploit the enormous potential of positive word of mouth, universities have to successfully recruit students and also satisfy them all along their academic journey
- The number of information sources has multiplied, officially spread information is only one among many sources
- This entails a big shift from a Telling and Selling recruitment approach to a wider relationship management approach
- This can be seen as an enormous advantage when a massive advertising campaign is not appropriate



Using the student life cycle to manage relationships and recruit strategically

- To investigate how our general findings affect future communication and recruitment activities we have looked at student's needs in all four phases of the cycle
- All phases have
 - Different characteristics
 - Different communication needs
 - Require different kinds of attention and handling
 - And different measures taken by CBS



Branding issues

	LSE	CBS
Buzz	x	
Alignment	x	
Sense of belonging	x	
Visibility (incl. CVI)	x	x
Stakeholder engagement	x	(X)
Consistency	x	
Differentiation	x	

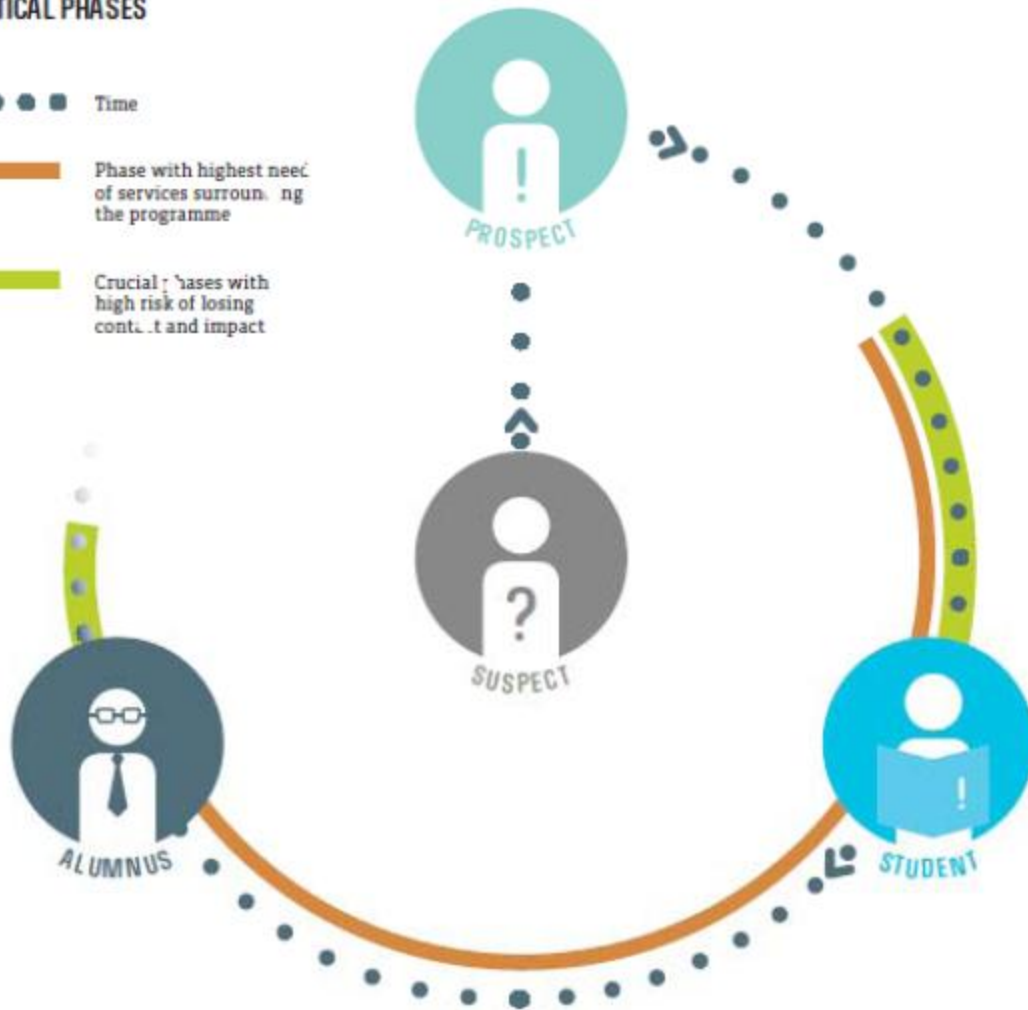


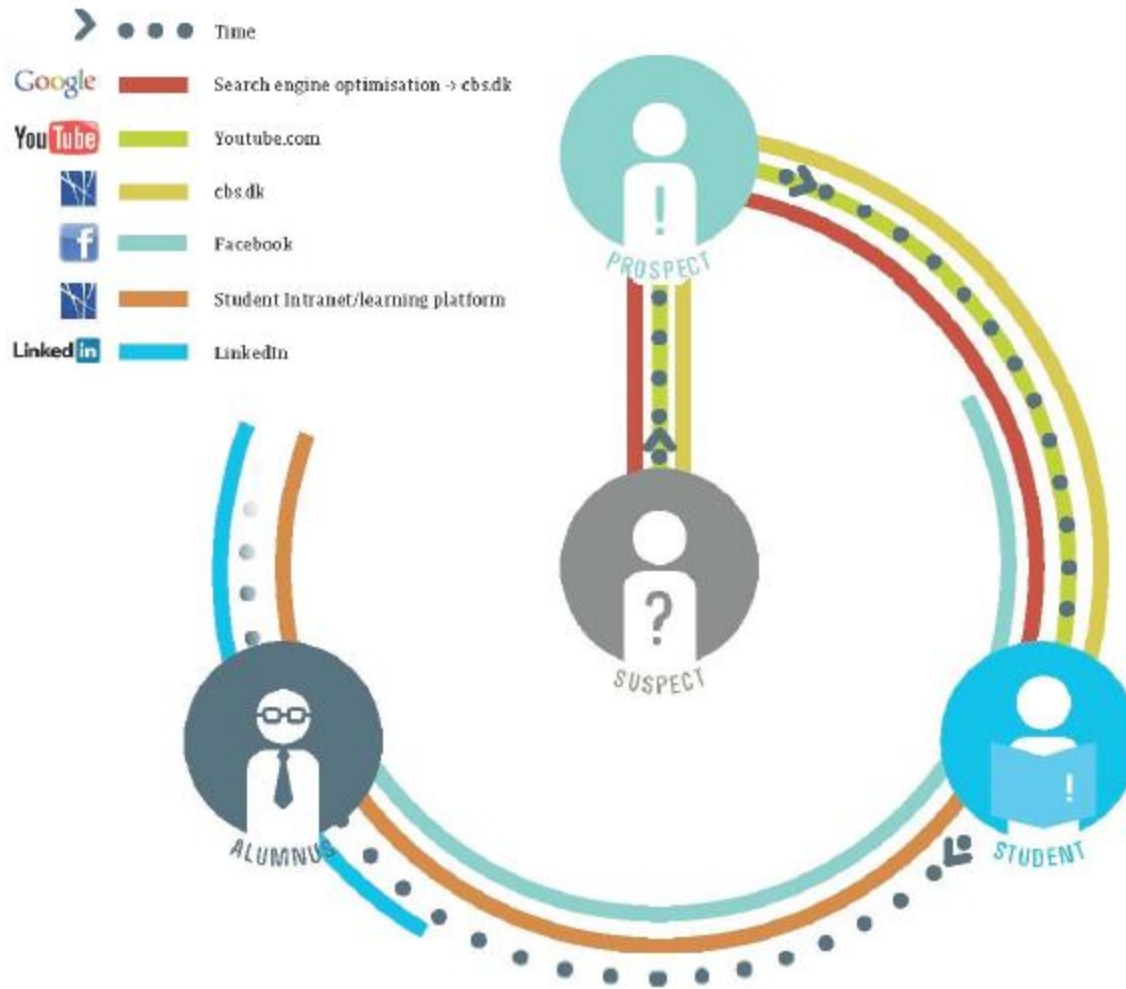
THE STUDENT LIFE CYCLE AND ITS MOST CRITICAL PHASES

● ● ● Time

— Phase with highest need of services surrounding the programme

— Crucial phases with high risk of losing contact and impact







Questions from me to you:

- How do you position your school to differentiate you from your competitors?
- Do you know who your competitors really are?
- How much do you communicate with your students? (prospect and existing)