



Positioning Canadian Business Schools Globally: Why Canada (or not)?



Know yourself  
Know the market  
Know the audience  
Know the future  
Know the media

# DELIVERING A DIFFERENTIATED BRAND

<b>CONTEXTUAL RESEARCH</b>	<b>CONFIRM STRATEGY</b>	<b>DEFINE PROPOSITION</b>	<b>DESIGN EXPERIENCE</b>	<b>DELIVER ENGAGEMENT</b>	<b>HARVEST RESULTS</b>
STATE OF THE MARKET STUDENT DRIVERS MARKET OPPORTUNITY	AMBITIONS PRINCIPLES STAKEHOLDERS PROGRAMME	WHAT MAKES YOUR OFFER RELEVANT AND DIFFERENT? COMPELLING NARRATIVE AND BRAND PERSONALITY	LOOK AND FEEL MOMENTS OF TRUTH CHANNEL STRATEGIES	INTEGRATED MARKETING COMPELLING CONTENT ALIGNED DELIVERY	STAKEHOLDER ADVOCACY IMPROVED RANKINGS INCREASED PREFERENCE



“It’s a sort of generic world class business school. I would find it hard to articulate any tangible differences that it would have over any of its peers and the image differences are down to nuance.”

## Simon might say

There's barely a degree or course on the market today that students can't study with someone else for about the same price, about the same quality, about the same level of service, and about the same features.

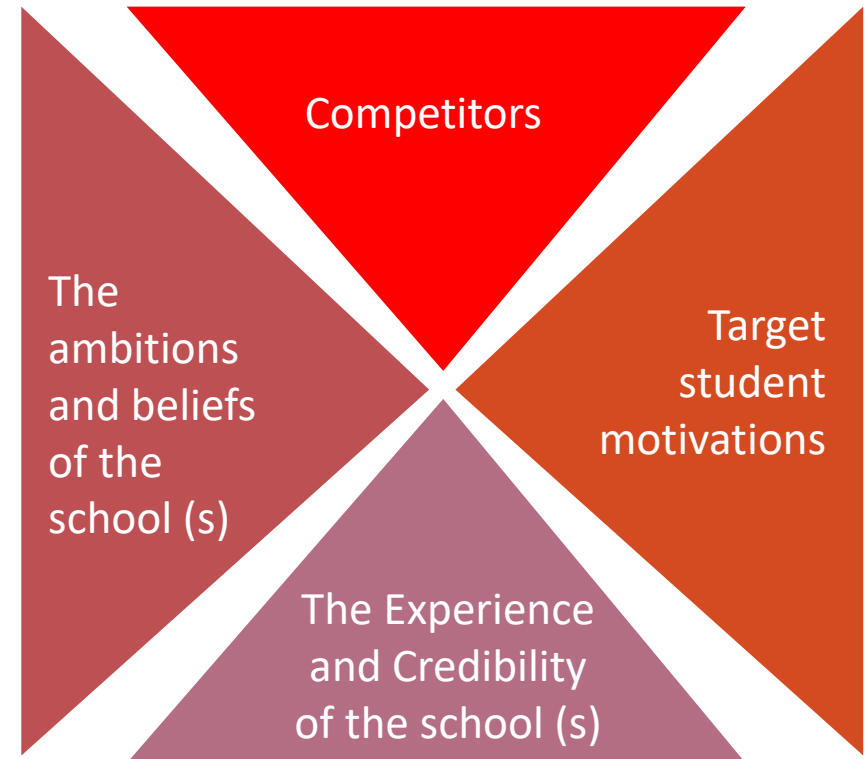
But if you ask most universities why their students are their students, most will tell you it's because of superior quality, features, price or service.

Start with Why:  
How great leaders inspire everyone to take action, Simon Sinek

## DEVELOPING A FOCUSED PROPOSITION: FINDING THE SWEET SPOT

Develop a proposition that passes the 'ROAD-test'

- **R**elavant: compelling for prospective students and others
- **O**utstanding: distinctive from competitors
- **A**mbitious: supports the goals of the school
- **D**eliverable: is authentic and believable



# BUILDING A BRAND PROPOSITION

A narrative and core messages which express what makes the school (s) special and valuable, consisting of:

- Purpose: the philosophy and impact of the university
- Positioning: the focus and specialisms of the university
- Promise: the benefits of the university student experience
- Personality: the character and style of the university



- US 7 out of top 10 have flag
- UK 9 out of top 10 are London, six are Houses of Parliament
- Australia 6 out of top 10 are Sydney Opera House

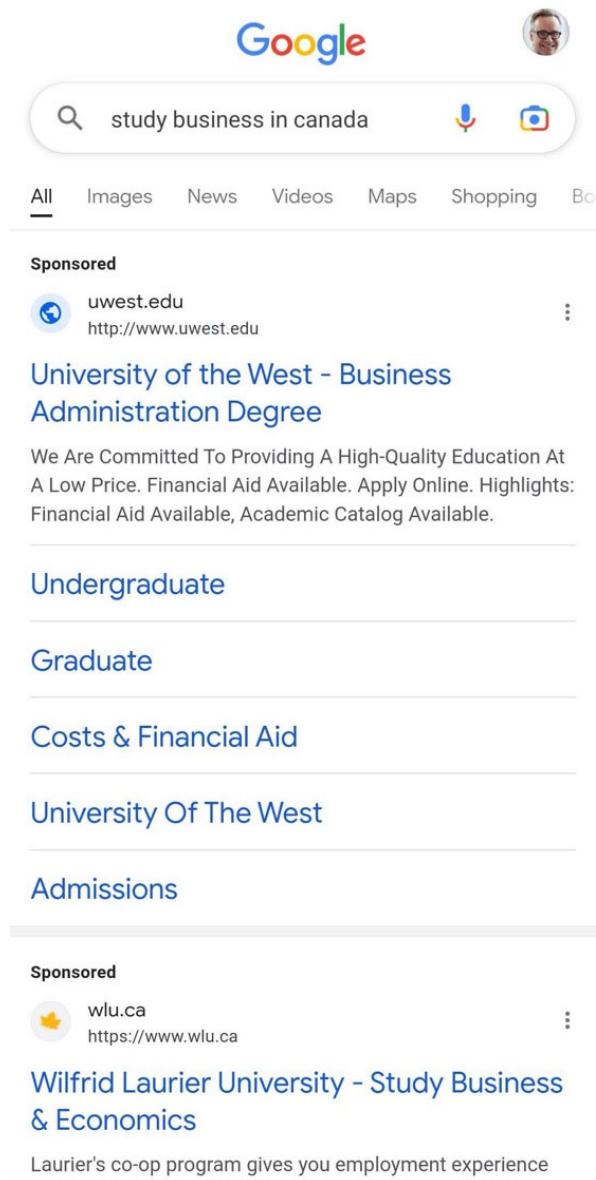




# The world thinks positively about Canada

- 80% feel that Canada will have a positive influence on world affairs in the next decade (IPSOS) (UK 64%, USA 62%)
- For the first time, Canada takes the top spot overall in the [2021 Best Countries Report](#), a ranking and analysis project by U.S. News & World Report; BAV Group, a unit of global marketing communications company VMLY&R; and the Wharton School of the University of Pennsylvania.
- Japan and Germany finish Nos. 2 and 3, respectively, while Switzerland, the previous No. 1 overall country, falls to No. 4. Australia remains as the No. 5 overall country followed by the United States, which rises one position to No. 6 overall.
- **Canada ranks No. 1 in quality of life and social purpose.** It is also perceived as having a good job market, caring about human rights and is committed to social justice. Additionally, the country finished No. 1 in being viewed as not corrupt and respecting property rights.

# Discovering Canadian business education




A screenshot of a Google search page. The search bar contains the text "study business in canada". Below the search bar, there are tabs for "All", "Images", "News", "Videos", "Maps", "Shopping", and "Books". The search results are categorized into "Sponsored" and "Organic". The first sponsored result is from "uwest.edu" with the URL "http://www.uwest.edu". The title is "University of the West - Business Administration Degree". The description reads: "We Are Committed To Providing A High-Quality Education At A Low Price. Financial Aid Available. Apply Online. Highlights: Financial Aid Available, Academic Catalog Available." Below this are links for "Undergraduate", "Graduate", "Costs & Financial Aid", "University Of The West", and "Admissions". The second sponsored result is from "wlu.ca" with the URL "https://www.wlu.ca". The title is "Wilfrid Laurier University - Study Business & Economics". The description reads: "Laurier's co-op program gives you employment experience".

Google

study business in canada

All Images News Videos Maps Shopping Books

**Sponsored**

 [uwest.edu](http://www.uwest.edu)  
<http://www.uwest.edu>

**University of the West - Business Administration Degree**

We Are Committed To Providing A High-Quality Education At A Low Price. Financial Aid Available. Apply Online. Highlights: Financial Aid Available, Academic Catalog Available.

[Undergraduate](#)


[Graduate](#)

[Costs & Financial Aid](#)

[University Of The West](#)

[Admissions](#)

**Sponsored**

 [wlu.ca](https://www.wlu.ca)  
<https://www.wlu.ca>

**Wilfrid Laurier University - Study Business & Economics**

Laurier's co-op program gives you employment experience



Business degrees continue to be in high demand — as the industry continues to grow, more companies are looking for highly qualified professionals who understand the principles of economics and finance. If you are thinking of studying business administration as an undergrad or continuing your education as a postgrad student, Canada is a great destination for your **business management degree**, with more international students heading there every year. Below are the four reasons to head to Canada for your business degree.

## 4 Top reasons to study business management in canada for international students

1. Top ranking universities
2. Great selection of courses
3. Thriving business economy
4. High return on investment



A mobile navigation bar with five icons: a globe for "Explore", a magnifying glass for "Search", a gift for "Refer & Earn", a speech bubble for "Chat", and a hamburger menu for "More".

Explore Search Refer & Earn Chat More

# Tell a story

UNIVERSITY OF TORONTO

## Rotman

Search Rotman

Learning that will advance your career.

Find the right program for you

R

IVEY

COVID-19 Information for the Ivey and Western Community. Daily Return to Campus Questionnaire.

## CANADA'S LEADING BUSINESS SCHOOL

### IVEY BUSINESS SCHOOL

We develop leaders who think globally, act strategically, and address critical issues facing organizations and society, through impactful research and transformative learning experiences

Schulich School of Business

## Reinventing Business Leadership

A Message from Schulich Dean Detlev Zwick on Events in Iran. [Learn more](#)

### Meet our Program Directors & Alumni

Explore our exciting portfolio of Programs

#### MBA

Master of Business Administration

HEC MONTRÉAL

MAKE A DONATION

## A responsible vision of the future

HEC Montréal is the heart of a sustainable, responsible and ethical ecosystem.

See how

### DISCOVER OUR PROGRAMS

SEE ALL OUR PROGRAMS

Select a program type

UNIVERSITY OF ALBERTA

## Alberta School of Business

Marketing professor Katherine Lafreniere found that online reviews spiced up with swear words may be perceived as more helpful and more persuasive - up to a point.

The Alberta School of Business is one of the world's leading institutions of business education and research. Learn more about our admission requirements:

### Bachelor of Commerce

Our innovative BCom program empowers

# Tell a story

**Brock**  
Goodman School of Business

IN THIS SECTION



**Indigenous Leader Speaker Series**  
Mallory Yawnghwe, Founder and CEO of Indigenous Box

WATCH THE RECORDING >

**The Goodman School of Business**

Studying business at Brock goes beyond balance sheets and bottom lines. Here, we help develop tomorrow's business leaders who are ready to think critically, adapt to

**McGill**  
DESAUTELS



**November is Financial Literacy Month**

The McGill Personal Finance Essentials course, in collaboration with RBC Future Launch and The Globe and Mail, is a free, bilingual, online course taught by McGill Desautels professors and is open to all.

Registration opens November 14


**UBC SAUDER**  
SCHOOL OF BUSINESS



**Inspiring and educating responsible leaders.**

For information on current health and safety requirements, visit the [Smith information page](#).

**Smith**  
SCHOOL OF BUSINESS



**Every day it's a new business world. Be Ready.**

**UNIVERSITY OF WATERLOO**  
CONRAD SCHOOL OF ENTREPRENEURSHIP AND BUSINESS



**The academic engine for entrepreneurs**

The Conrad School is an immersive educational environment for entrepreneurs. Located within Canada's most innovative university, in a region ranked among the top startup ecosystems in the world, the Conrad School is the academic engine for entrepreneurship on campus, offering programs that are *entrepreneurial by design*.

**Undergraduate**

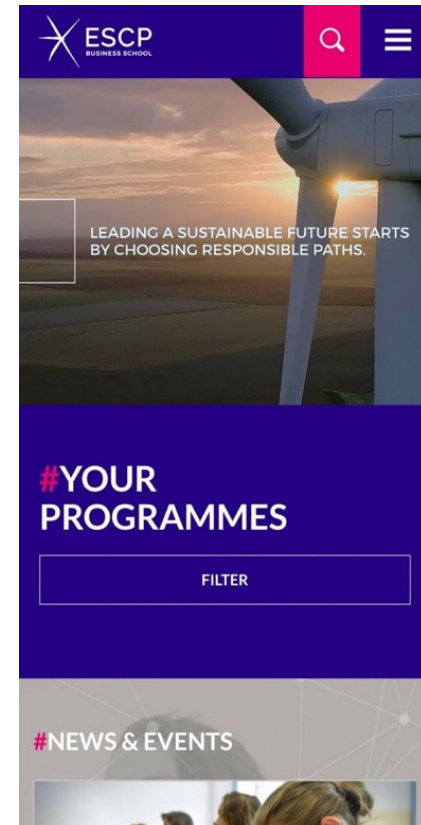
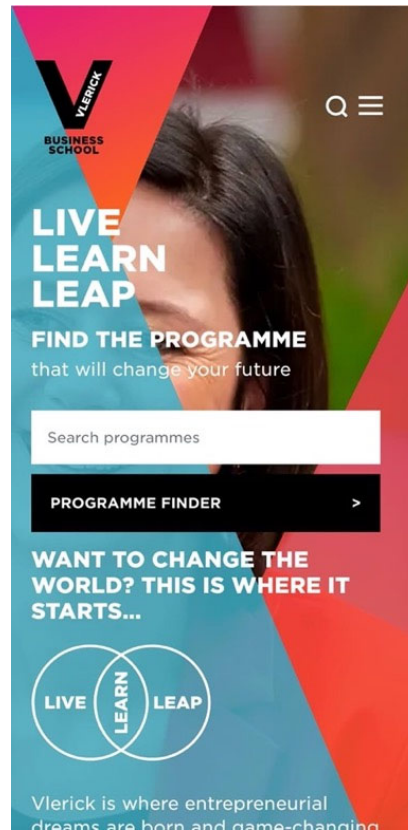
Enhance your undergraduate degree by joining Conrad School's specialized programs, experiences, and courses.

# TELLING A STORY



**Make an Impact  
in an  
Accelerating  
World**

Innovative, world-class  
MBA programs and Short  
Courses designed to equip  
a new generation of  
leaders



# The Business of Branding

An international report on business school branding, marketing and perceptions, drawing on the views of current students.

OCTOBER 2022



# Who are you?

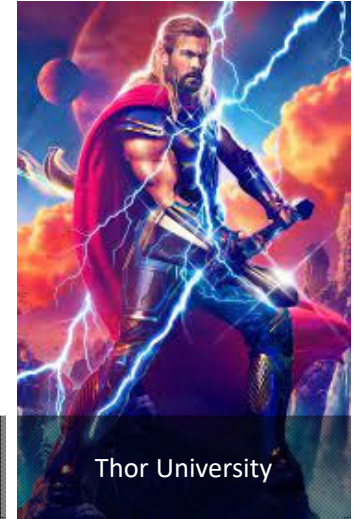
	Mentions – 1st choice	Mentions – 2 <sup>nd</sup> choice	Mentions – 3 <sup>rd</sup> choice
Rotman School of Management/University of Toronto	53	18	11
Ivey Business School/University of Western Ontario	45	38	26
Schulich School of Business/York University	25	14	16
Smith School of Business/Queen's University	20	32	28
HEC Montreal	18	27	21
Alberta School of Business	10	14	18
McGill University/Desautels	9	7	16
Sauder School of Business/UBC	6	21	16
University of Waterloo	3	1	1
Goodman School of Business	2	1	4
Simon Fraser University/Beedie School of Business	2	2	3
John Molson School of Business	1	4	5
Lazaridis School of Business and Economics	1	0	0
UQAM	1	3	1
Royal Roads University	1	0	0
University Canada West	1	1	0
University of Windsor/Odette School of Business	1	0	1
Telfer School of Management/University of Ottawa	0	6	8
Haskayne School of Business/University of Calgary	0	3	2
McMaster University	0	2	1
Athabasca University	0	1	0
BCIT	0	1	1
Sprott School of Business/Carleton University	0	1	1
FSA ULaval	0	1	2
Royal Roads University	0	1	0
University of Victoria	0	1	0
Sobey School of Business, St Mary's University	0	0	2
Trinity University	0	0	2
Dalhousie University	0	0	1
Edwards School of Business/University of Saskatchewan	0	0	1
Gordon S Lang School of Business/University of Guelph	0	0	1
University of Manitoba	0	0	1
Niagara	0	0	1



The University of British California



Rothman School of Management



Thor University

Do they really know you?



20%



23%



35%



46%



Where else in the world?

---



What is driving decisions?

Immigration  
**Canada**  
Applying for a  
Permanent Resident  
(PR Card)

Career is the main driver for international students thinking about Canada

allows me to accelerate and transform my career prospects	36%
promotes diverse career development paths for its students, including the private and public sector	36%
embraces digital transformation, bringing together technology and management skills	29%
challenges world views by combining innovative and critical thinking	28%
has a culture of enterprise, engaging with start-ups and social entrepreneurs	27%
offers scholarships to ensure a diverse class of students	26%

A photograph of a woman with long brown hair, wearing a dark blazer, smiling warmly at a man whose back is to the camera. They appear to be in a professional setting, possibly a meeting or interview. The background is softly blurred, showing what might be a window or office interior.

# It's the experience that matters

26% want international study opportunities

25% want business start-up/small business accelerator programmes

21% want to work on live consulting projects with businesses

20% want to undertake an internship/work experience



FINANCIAL  
TIMES

Media used



Google

LinkedIn

facebook



YouTube



BB BUSINESSBECAUSE

América  
economía

Digital media impact



If you want to know what people like us will do tomorrow, you look at what teenagers are doing today.

Cheryl Sandberg, COO,  
Facebook

A young woman with her hair in a bun, wearing a dark blue baseball cap, a blue jacket, and striped shorts, is walking on a rocky beach. She is looking down and to her right. The background shows a vast ocean with white-capped waves crashing against dark rocks under a clear sky.

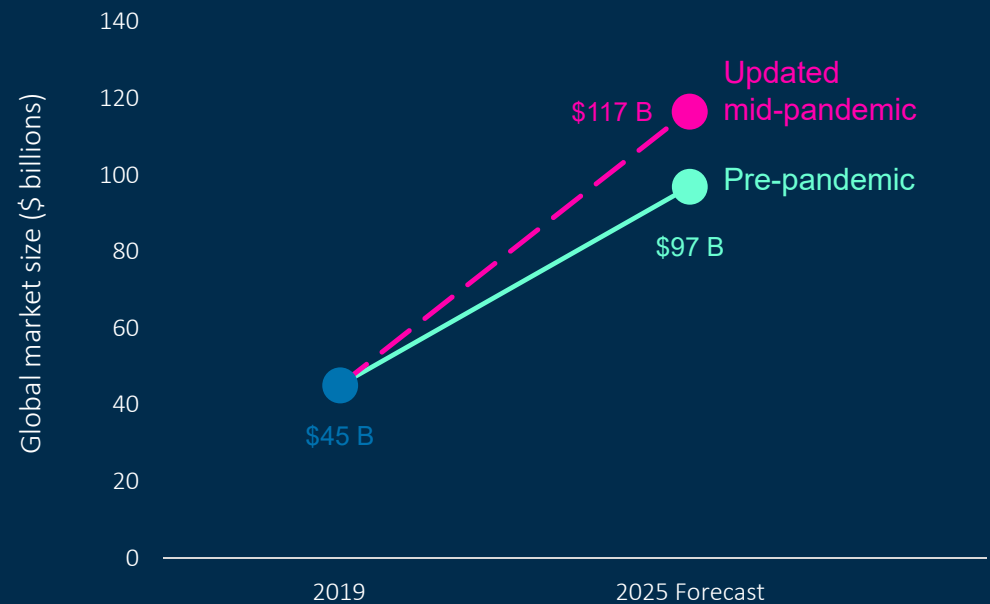
## See the future

Spent the pandemic learning online, both formally and informally  
Begins her university search online  
Takes part in online open days  
Expects an element of digital delivery  
May learn in more than one place, whether that's physically or online

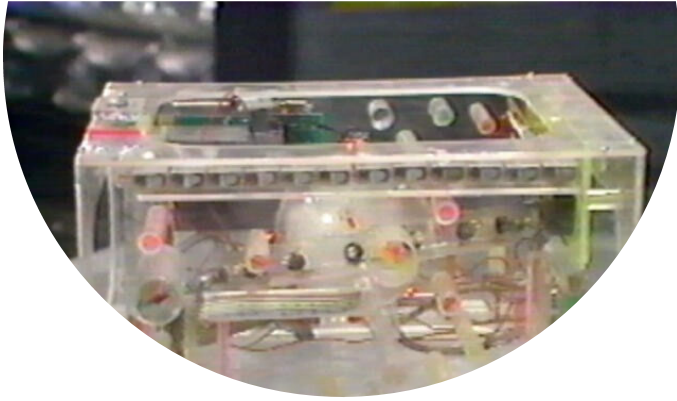


The pandemic has rapidly accelerated the use of online learning among providers, individual learners and employers.

Pandemic led to 20% increase in forecast market size



Source: HolonIQ



IS IT ABOUT FOCUSING  
ON THE FUTURE?



## Uber Eats and ASU

Delivering on opportunity

And now employers are using online learning as a benefit to retain and attract staff

- Target, Walmart, Chipotle, Amazon, Uber and Starbucks are moany the companies to offer widespread, free college as an employee benefit.
- Target will cover 100% of college tuition and books for employees to get undergraduate degrees at 40 participating institutions, which include the University of Arizona, Oregon State University, University of Denver, Morehouse College and Cornell University. The company

**A partnership between Uber Eats and Arizona State University that gives delivery people or a family member 100% tuition coverage to ASU's top-ranked online programs.**

What more Canada and Canadian business schools can do to attract students from around the world?

Why recruit international students?

Why do students choose a country to study?

Do students choose a school or a country first?

Where do students find out about opportunities for study abroad?

When do students start to think about study abroad?

What role do parents play in decision-making?



carringtoncrisp