STRATEGIC MARKETING
- Facing Global Competition -

Alan Preece
Director - Marketing and Communications
University of East Anglia

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This is not the way – however tempting

January 10, 1988

What is strategy?

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‘A company can outperform rivals only if it can establish a difference that it can preserve’

‘Operational effectiveness: necessary but not sufficient'

Michael Porter,

Harvard Business Review 1996

What is strategy?

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"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

Charles Darwin, Origin of the Species, 1859

So what's the problem?

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- Increased competition in provision of international education
- Increased and improved domestic provision of education
- Traditional sending countries becoming host countries (at expense of the major host countries)
- Decreasing market share for the major host countries
- Slowing down growth rates for the traditional host countries
- Increased education provision in English language beyond the main English Speaking Countries

So what's the problem?

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- Comparison is easier and talk is cheap
- Economic shifts are unpredictable
- 'Brand UK' is not the only game in town
- The markets are (increasingly) mature, knowledgeable and competitors more assured

Some Growth Strategies

Is this the answer?

You have to kiss a lot of frogs……

….and even then

Marketing Principles

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- At the corporate level universities are service brands
- Universities become increasingly like product brands at the functional level
- For some markets the product is the graduate

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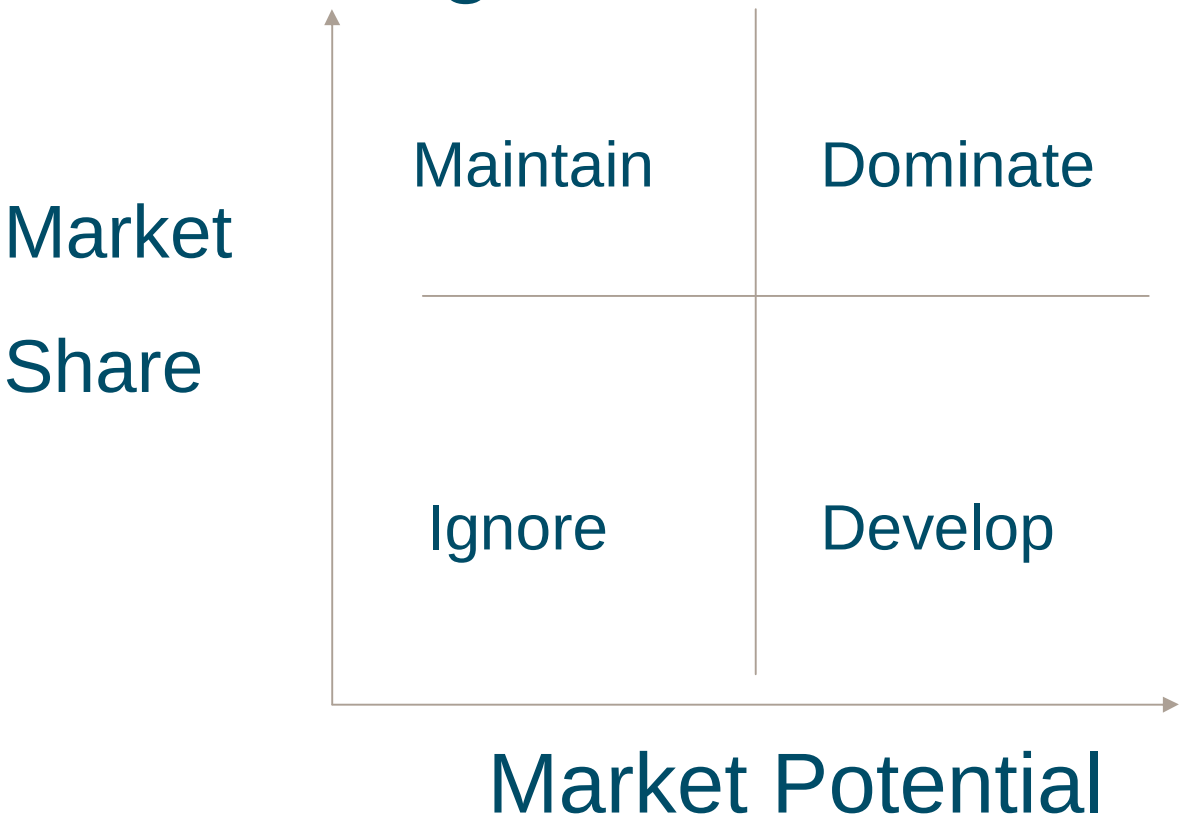
Determine Your Brand Message

Who are you, what do you do and why should I care?

Segment and Prioritise



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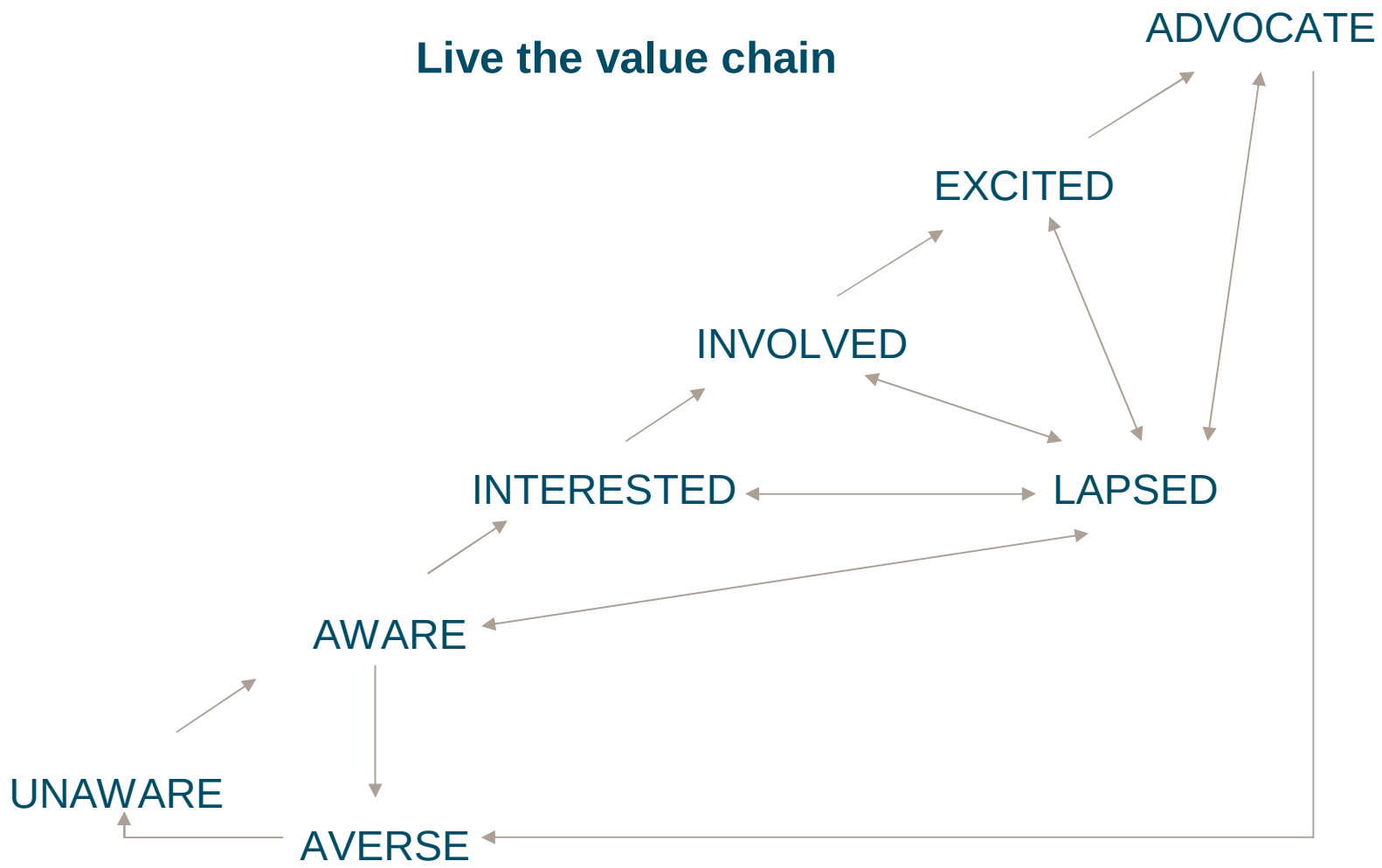
Live the value chain



Engage with the market

RESEARCH

TALK

ENGAGE

INVOLVE

What might the priorities be?

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Some answers may lie at home:

- Places and People = experience
- What is your people strategy?
- Do you have a destination or just a place?

What might the priorities be?

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A bird in the hand

- Progression rates
- Dropout rates

The Double Whammy

- Broken promises kill brands
- Reputation – hard to build easy to lose

And there are lots of other things to think about…

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- Diversity
- Employability

… but do they offer sustainable advantage?

The marketing contribution?

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Powerful (and authentic) brands will win

- At the country level
- At the institution level
- At the course level

Some final thoughts on strategy

versus

Some final thoughts on strategy

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‘The stronger never retreat, they dictate the terms which the weak obey.’

January 10, 1988

Ooooops…

January 10, 1988

Some final thoughts on strategy

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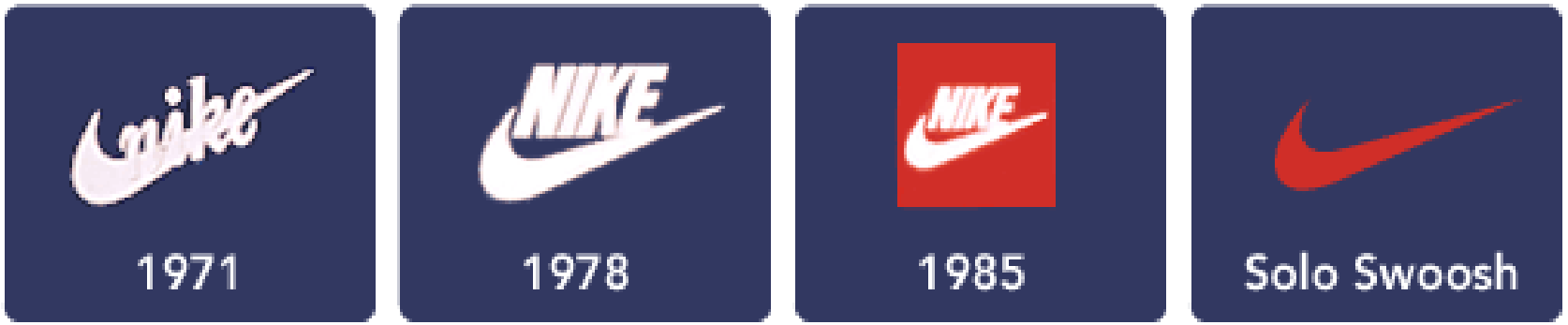
‘…. just do it, that’s a message of empowerment. Why aren’t the rest of us speaking to young people in a voice of inspiration?’

Naomi Klein

January 10, 1988

But a brand is not built in a day



…nor is it always loved

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‘In the ‘Nike economy’, there are no standards, no borders and no rules.’

John J Sweeney

January 10, 1988

The world belongs to the discontented

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- Suborn marketing strategy to corporate plan
- Strategic grasp but tactical fit and nous
- Keep the customer satisfied
- Forget 2020 – be insecure instead