Optimising International Strategy Using Real-Time Data

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Why is it important to constantly be optimising your international strategy?

**Diversity** - Diversification means spreading your money across different asset classes to reduce the risk!

So what is the risk?

- Government changes e.g. immigration
- Post study work access
- Demographic/Economic changes
- Reliance on minimal markets
- Competition in the region

}  

Commercial

}  

Student Experience

- Segregation
- Personal development
- Cultural awareness/Opportunity
- Isolation
### Hotcourses Diversity Index

#### Which one are you?

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Diversity Index</th>
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<tbody>
<tr>
<td>1.</td>
<td>Italy</td>
<td>6.04%</td>
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<tr>
<td>2.</td>
<td>China</td>
<td>4.92%</td>
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<td>3.</td>
<td>India</td>
<td>4.39%</td>
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<td>4.</td>
<td>Poland</td>
<td>4.35%</td>
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<td>5.</td>
<td>USA</td>
<td>4.12%</td>
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<tbody>
<tr>
<td>1.</td>
<td>China</td>
<td>47.64%</td>
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<td>2.</td>
<td>Hong Kong</td>
<td>6.07%</td>
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<td>3.</td>
<td>South Korea</td>
<td>4.73%</td>
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<td>4.</td>
<td>Vietnam</td>
<td>3.06%</td>
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<tr>
<td>5.</td>
<td>Indonesia</td>
<td>2.99%</td>
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</tbody>
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Assess your landscape

Horizon 1 – LEAD
Expand and defend current businesses

Horizon 2 – EXTEND
Build new businesses

Horizon 3 – EXPLORE
Create viable options for future businesses

Key success factors

Horizon 1 – LEAD
Efficiency and effectiveness

Horizon 2 – EXTEND
Entrepreneurial environment

Horizon 3 – EXPLORE
Entrepreneurial spirit/outstanding position

Performance figure

Horizon 1 – LEAD
Income
Return-on-Investment (ROI)

Horizon 2 – EXTEND
Sales
Net present value (NPV)

Horizon 3 – EXPLORE
Potential of the option

Capabilities

Horizon 1 – LEAD
Exploit existing competencies

Horizon 2 – EXTEND
Develop new competencies from existing

Horizon 3 – EXPLORE
Explore & create completely new competencies

Key success factors

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Entrepreneurial spirit/outstanding position

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Innovation/Time
Growth Markets

Disruptive/Future
New Markets

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Political and Economic Events
Political changes shifting interest

Trump administration’s tighter visa and immigration policies

Middle Eastern students looking abroad
Nov 1, 2015 – Apr 30, 2016
834,082 students

Middle Eastern students looking abroad
Nov 1, 2016 – Apr 30, 2017
910,565 students

Study destinations

USA 27.4%
UK 25.4%
Malaysia 14.1%
Australia 10.6%
Canada 4.1%
New Zealand 4%
Netherlands 2.9%
Singapore 2.5%
Sweden 2.9%
Other 5.7%

Study destinations

UK 23.6%
USA 19.7%
Malaysia 11.9%
Canada 8.3%
Australia 8.7%
New Zealand 3.8%
Sweden 2.6%
Germany 2.4%
Netherlands 2.3%
Other 16.1%
Economic policies shifting interest

Brazilian government’s suspension of Scientific Mobility Program

Brazilian students looking abroad
Jan 1, 2015 – Dec 31, 2015
254,930 students

Brazilian students looking abroad
Jan 1, 2016 – Dec 31, 2016
482,050 students

Subjects 7

- Health and Medicine: 17.6%
- Engineering: 11.8%
- Humanities: 12.7%
- Business and Management: 11.1%
- Creative Arts and Design: 8%
- Social Studies and Media: 7.4%
- Applied and Pure Sciences: 7%
- Law: 6.3%
- Architecture and Construction: 4.2%
- Other: 11.9%

Subjects

- Humanities: 20.7%
- Health and Medicine: 17%
- Engineering: 15.6%
- Business and Management: 9.7%
- Creative Arts and Design: 7.1%
- Social Studies and Media: 6.6%
- Law: 5.6%
- Applied and Pure Sciences: 5.4%
- Computer Science and IT: 3.8%
- Other: 8.5%
What’s your business model?

- **Market Development**
  - Expand into new markets
  - Enter new market segments or geographies with the same products

- **Diversification**
  - Explore new businesses
  - Launch new products that are sold to new markets or enter into new industries

- **Product Development**
  - Enhance current products or markets
  - Improve current products and features and/or improve sales or channels to penetrate existing markets

- **Penetration**
  - Expand into new product lines
  - Develop new product lines for existing or new market

- **Incremental Innovation**
  - New Markets
  - Same Products

- **Radical Innovation**
  - New Markets
  - New Products
Toxic Assumptions

- Shared views or assumptions that commonly go unchallenged.
- Based on the current state of play.
- Prevent organisations from seeing new opportunities or underestimate macroeconomic forces that have the ability to change the dynamics of a market.
What is your Go-to-Market Approach

1. Define the market value proposition
2. Identify primary target markets
3. Review existing market channels
4. Create detailed channel approach

WHAT
WHO
HOW
WHERE

APAIE 2018 Conference & Exhibition | The Impact of the Fourth Industrial Revolution on Higher Education in the Asia Pacific | 25 to 29 March 2018
Challenge the status quo and ask lots of questions

Qualitative and Quantitative Research

- Government/organisational bodies – MIP, Austrade etc.
- Partners – pathways, TNE, partnerships etc.
- Agents
- Enrolment/application data (internal sources)
- Market intelligence – external e.g. agencies, internal e.g. marketing strategy unit
- Google Search Trends
- Tourism bodies
- Competitors – keep track both nationally and internationally
- Internal staff – recruiters, marketers, academics etc.
Insights tool

Market intelligence on prospective international student behaviour

- Breakdown by home country
- Destination country
- Level of study
- Specific institution
- Discipline/subject
- When searched
- Comparisons and benchmarking

- Around 37,000,000 annual
- Launched early November 2015
- Data goes back to 1 November 2014

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Market Insights
Did you know....?

Nigeria

Growing demand for quality education from an expanding middle class is fast outstripping the capacity of Nigerian schools and tertiary institutions.

Nigeria is poised to be one of the most significant growth markets in the world in international education.

Nigeria recorded the strongest enrolment growth from Australia's top 50 markets (44 per cent growth in the YTD November 2016).
Identifying opportunity - Nigeria

Study destination preference 12 Month Comparison YoY
Identifying opportunity - Nigeria

Study Level and Subject Area Preference last 12 Months

- Postgraduate: 61.2%
- Undergraduate: 28.8%
- Vocational: 10%

- Health and Medicine: 20.1%
- Applied and Pure Sciences: 15.5%
- Business and Management: 14.7%
- Engineering: 14%
- Social Studies and Media: 9.6%
- Computer Science and IT: 6.2%
- Creative Arts and Design: 3.6%
- Agriculture and Veterinary Medicine: 3.5%
- Architecture and Construction: 3.1%
- Other: 97%
Identifying opportunity - Nigeria

Subject Area Destination Trends - Engineering

- Postgraduate: 52.6%
- Undergraduate: 35.2%
- Vocational: 12.2%

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Identifying opportunity - India

Study destination trends 2017 – Canada vs Singapore/Malaysia/HK

PG vs UG

Canada: Postgraduate 82.2%, Undergraduate 12.6%, Vocational 5.2%

Singapore/Malaysia/HK: Postgraduate 66.8%, Undergraduate 25.8%, Vocational 7.4%
Identifying opportunity - India

Study destination trends 2017 – Canada vs Singapore/Malaysia/HK

Subject Area Preference

- Engineering: 17.8%
- Business and Management: 17.1%
- Health and Medicine: 14.5%
- Applied and Pure Sciences: 10.8%
- Computer Science and IT: 10%
- Creative Arts and Design: 6.1%
- Social Studies and Media: 5.3%
- Travel and Hospitality: 5.2%
- Agriculture and Veterinary Medicine: 2.8%
- Other: 10.4%

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Conclusion

• Spread your risk and improve commercial outcomes and the student experience

• Review your strategy and implement short-term and long term plans

• Research your markets to identify the best opportunities

• Understand your segments and target audience

• Use every possible data source

• Use a Go-to-Market strategy that is tailored to achieve the best outcomes

• Don’t be afraid to take a risk and learn
Questions?