

# Internationalisation of Business Schools

*What determines  
the international  
brand identity of the  
school ?*

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**Casablanca – Morocco**

Eduniversal Convention  
Istanbul 2014



**ESCA**  
Ecole de Management



# KEY FIGURES

More than **20** years of Expertise in Manager Training

**1100**

Students  
& Participants

**3000**

Alumni

**1200**

In-house Trained  
Executives

**200**

Professors  
& Corporate  
Lecturers

**ESCA**

Ecole de Management

**50**

Partner  
Companies

**19**

Nationalities  
On Campus

**17**

Key Programmes  
*And a large catalog  
of customized training*

**62**

International  
Academic Partners

# THEMES

How can a business school **develop a strong international brand** in a market whose DNA is international by nature?

What are the **characteristics** that build an international identity?

What are the **keys to success** for Business Schools operated in medium-sized emerging countries?

How can we exploit the School's **geographical location and cultural specificities of its environment** ?

How to implement **domains of expertise** that emanate from the School's very corporate mission and reinforce

# GLOBAL HIGHER EDUCATION TRENDS

## International student mobility

has never been so high  
and continues to grow

**4,1 m students**

Increasing trends  
towards

### **multi-country mobility** :

initially driven by cost  
and study abroad

vs. now driven by employability  
and confidence in local  
systems.

Student segments  
**changing and narrowing**

**Unprecedented choice**  
for international students

### **Top5 Study Destinations \***

US – UK – Canada  
Germany – Australia

### **Top5 Emitting Countries \***

China – India – South Korea  
Germany – Japan

\*UNESCO

# INTERNATIONAL STUDENT EXPECTATIONS AND BUSINESS DEMAND

**Digital natives**

**Socially-aware**

More **media** aware and skeptical

More **demanding**

Empowered by **choice**

Looking for **authenticity**

Focussing on **experience**

Prepared to listen to their **peers**

**Less loyal**

(loyalty needs to be earned)

**Less tolerant** of poor service

Faster to **complain**

and generate bad buzz

Growing emphasis

from **employers**

on international experience

(not just qualifications)

Favour **diversity** in experiences

Looking for **culturally and**

**socially-conscious** individuals

Availability for **mobility**

# ■ THE 10 ELEMENTS OF INTERNATIONALISATION



Students

## **Students**

International student body :

full international degree  
students

incoming exchange students  
outgoing exchanges

Diversity of nationalities.







**Research**

% of the school's research aimed at international audiences

Research

Proportion of outputs delivered in international conferences or published in international journal.

Supporting faculty to get involved in international research collaborations and join international editorial boards.





Curriculum

## **Curriculum**

Demonstrate internationalisation in the classroom through case studies, international textbooks, international guest speakers, international teams that provide an understanding of international business that will allow students to master globalisation.



## Languages

Languages

Proficiency in English ?

How many additional languages are offered (even national languages) ?

Where is set the bar for language abilities?



## Graduates

Body of alumni employed  
internationally :

working outside the country

Graduates or employed locally in clearly  
international companies?



**Governance**

Is the commitment to internationalisation at a senior management level clear enough ?

Do governance bodies include international members ?

Is the senior management represented on international boards?

Governance





**Strategy**

Is internationalisation explicit enough in the strategy?

Are teams dedicated to international branding and international students (support services, teaching services, logistics, living facilities) ?

Are we clear on who our international competitors are?

Do we monitor and try to develop your international reputation?

Strategy



Internationalisation is not about what a school can get. It is about **what a school can be.**



Business schools need to start seeing



**Internationalisation as a culture** that can become part of and **drive every aspect of a school's activities.**



# INTERNATIONALISATION : FINDING THE RIGHT BALANCE

# THE INTERNATIONALISATION BALANCE

Fulfilling core mission

Recruitment / Revenues

Student diversity

Student volume

Quantity

Quality

Tailored curriculum

Traditional curriculum

Teaching and learning on campus

Distance learning

Recruitment

Investments on living and learning facilities

Public sector partnerships

Private sector partnerships

Core campus

Transnational expansion

# A SIMULTANEOUS, MULTIFACETED PROCESS

A **resource-demanding** and **transformational** process

More than international student **recruitment volumes**

More than **new programmes**

**Investment** in staff, domestic student mobility, curriculum, buildings, services, change management

Beyond **national marketing**

Building / rebuilding **trust and credibility** with all stakeholders: parents, students, corporate partners, institutional peer groups

> All require simultaneous and multiple investments to support the creation of a new, strengthened international brand asset

UNPRECEDENTED CHOICE  
FOR INTERNATIONAL STUDENTS

THE NEED FOR UNIVERSITIES TO INVEST IN AND  
PROPOSE A DIFFERENTIATED AND AUTHENTIC  
STUDENT EXPERIENCE

■ > EXPERIENCE AS THE SOURCE OF  
FUTURE COMPETITIVENESS  
AND INTERNATIONAL BRAND  
POSITIONING

# FOCUS ON STUDENT EXPERIENCE

## Objective : deliver authenticity and the promise to students

### The student experience :

- Begins before arrival on campus
- Depends on academic and non-academic factors : academic credibility can be tarnished if living experiences, student interactions, nationality diversity, support services, learning facilities and accomodation proved unworthy
- Success and a positive experience drives student satisfaction and positive buzz and reputation

→ Business School's Student services should be  
**student-orientated** and **student-responsive**

because student experience builds brand



Delivering on the **promise**  
and meeting student  
**expectations and aspirations**  
has never mattered more...





# WHAT MAKES A GOOD STUDENT EXPERIENCE ?

**Academic credibility**  
*is essential but students are also looking for...*

# WHAT MAKES A GOOD STUDENT EXPERIENCE ?

## Learning Experience

*Geopolitics | Geoeconomics  
Understanding the Arab World  
Doing Business in Africa / North Africa  
Doing Business in a middle-sized country*



... la direction de Bouchra Rahmouni B.

### Le Maroc stratégique

Ruptures et permanence  
d'un royaume  
Face d'Abdelmalek Alaoui



# WHAT MAKES A GOOD STUDENT EXPERIENCE ?



## Multicultural Experience

*Different cultures challenged by Moroccan culture*

*Arab | Berber | Mediterranean | African  
Population, Heritage, Religion, Rhythm of Life,  
Cuisine*



# WHAT MAKES A GOOD STUDENT EXPERIENCE ?



**Friends  
& Networks**





# WHAT MAKES A GOOD STUDENT EXPERIENCE ?



# WHAT MAKES A GOOD STUDENT EXPERIENCE ?



**Skills for Life**

**Services  
for Comfort**

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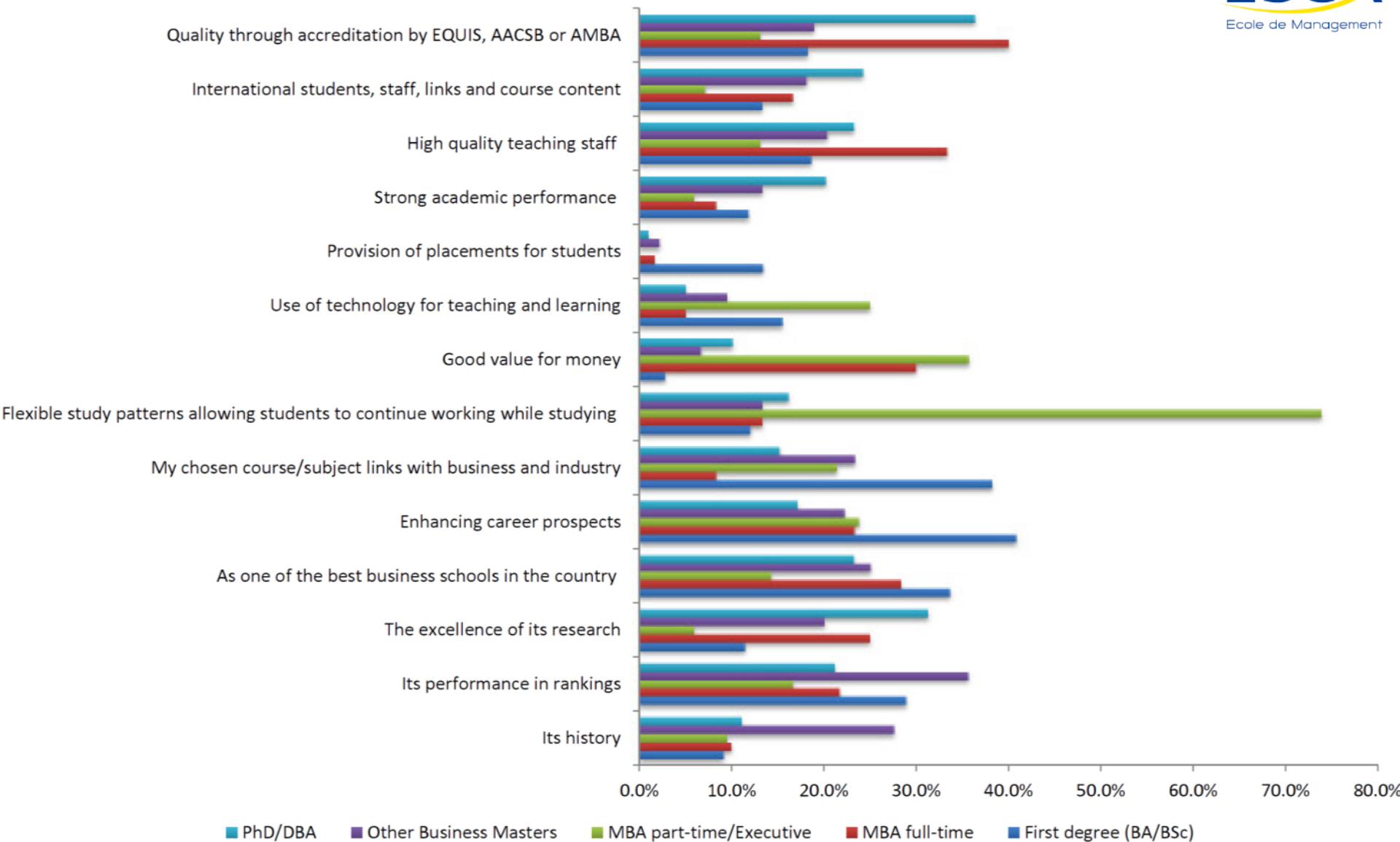
**Friends  
& Networks**

**Preparation for an  
International  
Marketplace**

**Skills for Life**

**Services  
for Comfort**

**Having expectations exceeded makes an international experience remarkable and something to positively talk about.**



*Business of Branding 2012 - Why does your business school brand matter?  
A study by CarringtonCrisp for EFMD (July 2014)*



# ■ CONCLUSION

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Internationalisation is **a strategic and mission imperative**  
for Business Schools

**Increasingly competitive** environment

International student volumes **in growth**

**Delivering a premium promise**  
to international students has become crucial

Maintaining balance between **control and authenticity**

THANK  
YOU

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