Bio
NADIO GRANATA
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Nadio is a chartered marketer, published author and a Teaching Fellow. Nadio has taught on the MBA and Masters courses in the UK and Hong Kong and shares his insights on the future of Higher Education through the cloud. (First published at Connected Campus Conference, UK).

Background

A varied and expansive role within my first university position exposed me to a wide range of academic challenges such as:

- writing new courses
- recruiting students and staff
- redesigning pathways
- exporting degree courses into Hong Kong
- developing e-formative assessment strategies
- engagement strategies for recruitment and retention.

Future academic experiences led to my becoming a Teaching Fellow at the award-winning University of Leeds Business School and a Fellow of the Higher Education Academy. Previously, the Brand Director at Make Positive Limited, a multi- cloud Salesforce platinum partner and recent winners of the global Partner Innovation Award ... and so it was with great interest and no small amount of serendipity that I accepted, on behalf of Make Positive Limited, an invitation to speak at the Connected Campus 2017 Event, Birmingham UK.

3R's EDUCATION
A WHITEPAPER

Education is universally seen as a 'political talking-point', not least here in the UK where subsequent governments have grappled with increasing alacrity the complex and evolving issues around providing a world class education for all within a global, free trade society.

Key Points (1):
The UK landscape
"It's been a bad year for universities" ... BBC News, 1st January 2018. The following is a short-list of the prevailing factors currently discussed in the UK general media as well as in the conversations I have subsequently engaged in with educationists, students and parents:

- Vice-Chancellor Pay Row
- Tuition Fees
- Social Mobility
- Student Debt
- Recruitment Limits
- Brexit

"Everyone who wants to change the world should have the tools and technology to do so" (www.salesforce.org).

The New 3 R's of Education: Recruitment, Retention and Recurrence
Session description: A business-focused session that introduced best practice in cloud technologies to drive recruitment, improve retention and deliver lifelong value through recurring engagement. The presentation, featured current case studies on how market leaders are using cross-cloud CRM solutions to deliver highly satisfied customers for less per capita cost over longer timelines.

Examples included solutions designed to enable the education provider to engage with the student from cradle-to-grave through direct marketing communications using a 360-degree interface.

Date: 28th November 2017
Introducing an alternative take on the traditional '3R's of Education' in the context of modern teaching methods, changing student behaviour and increasing employer demands.

- **Recruitment:**
  o the challenges faced by course leaders to recruit to mid-table institutions situated in provincial locations outside of London. Marketing focus placed on student testimonials, employer engagement ratings and teaching quality
  o the challenges of launching a new suit of (business) courses in an entirely new marketplace. Marketing focus placed on delivery by UK resident staff and opportunity to engage with a celebrity chancellor (Sir Patrick Stewart)

- **Retention:**
  o the specific challenges faced by the individual educator is dependent on job role and KPI's. For example - a subject leader is less likely to be concerned about dropout rates than a course leader due to the pressures placed on all institutions to minimize dropout rates (recorded at 6% in March 2016 by HESA and published in Times Higher Education March 23, 2016).
  o disciplinary options available to academics and management when seeking to punish inappropriate student behaviour and/or attendance. Issues around student rights as a paying consumer.
  o the geo-demographic variances of retention rates across the UK. Historically high levels of circa 19% at London Metropolitan University down to circa 1% at Cambridge, Durham and Bath with a propensity for higher drop out amongst 'disadvantaged' students.
  o the different student experiences from the perspective of local versus regional versus European versus International students highlighting the challenges faced with maintaining high engagement

rates especially amongst full-time local undergraduates. Issues around attendance rates associated with students living at home versus overseas students with a tendency to seek a higher ROI through greater access of resources BUT within shorter term times due to preferences to revise at home and avoid peaks in international travel costs.

- **Recurrence:** an increasing requirement to extract lifetime benefits from the student population for mutual gain.
  o Employer engagement: the increasing demand from government to provide ALL students with more 'workplace experience'. FE colleges are especially under pressure to provide an increasing number of work experience days per learner (45-60). Sandwich courses and apprenticeship requirements.
  o Graduate USP's: the challenges faced by current graduates to differentiate amongst their peers.
  o Lifetime learners: more learners are studying over longer lifetimes which is resulting in an extended exposure to their teaching institutions thereby providing new and additional recurring engagement (income) opportunities.
  o Alumni development: a growing trend for UK institutions to follow the USA lead in engaging and thereby extracting more value from their alumni. Examples include, but are not restricted to; course sponsorships, guest lectures and workshops, scholarships and joint-ventures.

Keynote Speaker - killer slides
The following two slides are extracts from the highly informative keynote presented by Jim Levi, RVP Education at the Connected Campus Conference, Birmingham (2017). In context with this review, I think these two slides especially highlight the changing market conditions which are impacting on the sector and are likely to continue to radically change the education sector beyond recognition. Most importantly, the second slide confirms the impact that Salesforce is already having in the industry thereby providing irrefutable evidence of a sustainable solution.

We Face Serious Challenges in Higher & Further Education Today
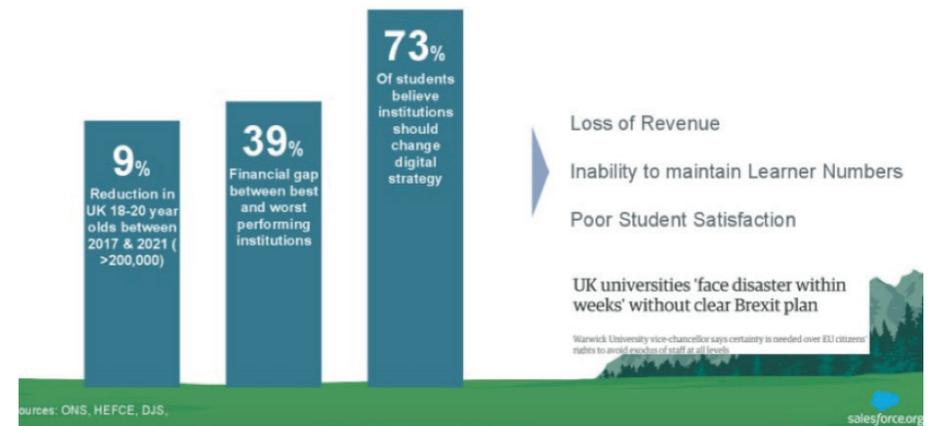
Higher Education Institutions are Achieving Transformational Results
It's never been a better time to be a Trailblazer!
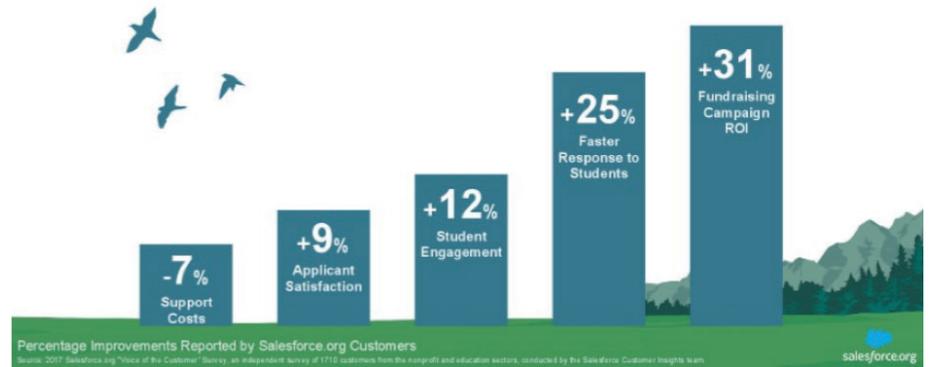
Additional content: *rudimentary or adopted models were presented to help illustrate key points:*

Effective versus Efficiency Model explained:

"being effective is about doing the right things whilst being efficient is about doing things right". In the context of educational establishments and specifically their marketing capabilities, the above model can be used to assess the relative marketing savviness of comparable institutions. For illustration: those operators who are highly effective marketers operating efficiently ... will thrive whilst the opposite is true of poorly performing institutions in an increasingly competitive market.
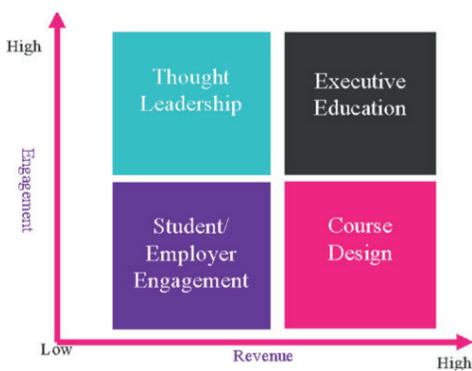

What type of organisation are you?
Do you have issues scalability and scope
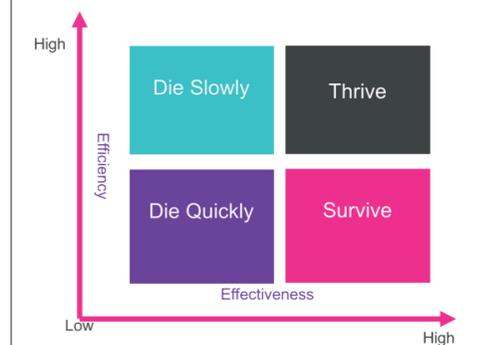
The Engagement vs Revenue Matrix explained:

In the context of educational establishments and specifically their data management capabilities, the following model can be used to assess the relative savviness of comparable institutions.


For illustration: High levels of engagement with industry leaders (for example via alumni) should, when applied strategically, result in production of high quality thought leadership content which can be leveraged to produce increased research outputs and therefore higher league positioning.

Similarly, a high level of employer engagement can result in lifetime educational experiences delivered through highly profitable Executive Education programmes. (model still in development stage).

The student decision-making process explained:

Conventional marketing theories suggest that purchasing decisions tend (but not always) to follow regular patterns. Deciding whether to go to University, College, employment or perhaps travelling are all familiar choices
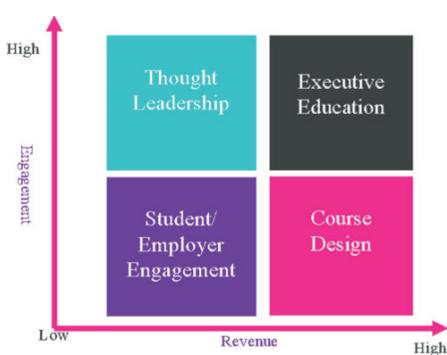
available to the modern student. The following model attempts to explain the decision-making process of a typical 16-18 year old UK student. The challenge facing the marketer is to effectively AND efficiently communicate with the student prospect through these distinct but not always obvious decision-making stages. Clearly, the model highlights the need for precise segmentation, targeting and positioning strategies and therefore the absolute need to depend on multi-relational database management systems configured specifically for purpose. Warning! A 'student' is a 'customer' and therefore has a right to switch or cancel so post-purchase dissonance must be avoided.

Student engagement touchpoints explained:

the marketer will be very familiar with tactical approaches commonly applied by most educational establishments. It is not the purpose of this paper to question or indeed recommend alternatives but instead,

Let's look at the decision making process

to emphasise a typical approach and moreover the dependence of the marketer to successfully create and apply efficient data management systems to recruit, retain and gain recurring engagement with its target audiences.

The student legacy model explained: the challenge for all relational marketers is to identify, engage and cherish the target client for as long as is required to extract requisite value. Put simply, a marketing strategy that delivers a profitable life-long relationship between student and provider is the ultimate goal. If one considers a 'student' in the same manner that one might consider a 'sponsored asset', then it becomes clearer to visualise the need to extend the relationship and therefore extract more value over an extended period much in the way that a sponsor would seek to extract legacy value from a potential sponsor.

Concluding comments

- Change is required - educational providers of ALL types will need to change if they are to adapt to the socio-economic- technical climate that is engulfing the sector.
- Legislation and other controls introduced by the CMA and other bodies such as GDPR and COPR will force changes in data management
- Only the best will survive - the internet of things will continue to demolish boundaries with increasing rapidity as the diffusion of innovation takes effect on this traditionally risk-averse sector.
- Shift in power - as has already happened within the retail versus manufacturing sector, a paradigm shift is in process with the student customer taking control. No longer is the power with the 'manufacturer' but instead it lies with the consumer, in this case, the student.
- The education sector is out of sync with its market - Baby Boomers are nothing like Millennials ... and Millennials are nothing like Generation Zeds! Traditional marketing methods communicated in conventional methods are falling on deaf ears as opportunities are being lost by technical luddites who fail to engage with their super-savvy digitally astute audiences.
- HE and FE are different - target markets, communications strategies and product offerings vary considerably between FE and HE providers. The subtle nuances of these distinctly different operators cannot and should not be ignored when looking to engage with them.