

Be Brave, Be Bold What management approaches suit the fluid and ambiguous environment we find ourselves in?
Jazreel Goh, Caroline Bysh & Andrew Disbury

Be Brave, Be Bold: 3 Key Themes

1. Reviewing markets (and appetite for risk)
2. Reviewing portfolios (and appetite for change)
3. Influencing others (and making changes)

... and 3 Take-Aways:

1. Toolkit for evaluating strategy
2. Consultancy approaches to use in your work
3. Tactics for influencing colleagues

1. Scene Setting

1. 2016 – what a year!
2. Internationalisation models that evolved over 20 years cannot see us through – new approaches to market entry needed
3. HEIs are traditionally risk-averse, and the landscape is littered with casualties that took risks
4. Instant connectivity means we have endless information and data at our fingertips, that we've no time to access or digest
5. In any case, we've entered a “post-truth” world where we've “had enough of experts”
6. Actually, we have never needed the **WHOLE TRUTH** more



A stronger
Britain



2010 General Election Home Secretary considers overseas students to be “migrants”, subject to enhanced controls and “net migration” targets

2016 post-EU Referendum Prime Minister insists that students are “migrants”

“Sponsorship of international students is a privilege and not a right”

STRATEGY versus TIER 4 COMPLIANCE

INSTITUTIONAL STRATEGY

Annual
Basic
Compliance
Assessment

3 Key
Measures:

DE
TE
EC
ME
ATI
RG

**Visa
refusals**

Must be
less than
10%

*A further
reduction?*

Enrolments

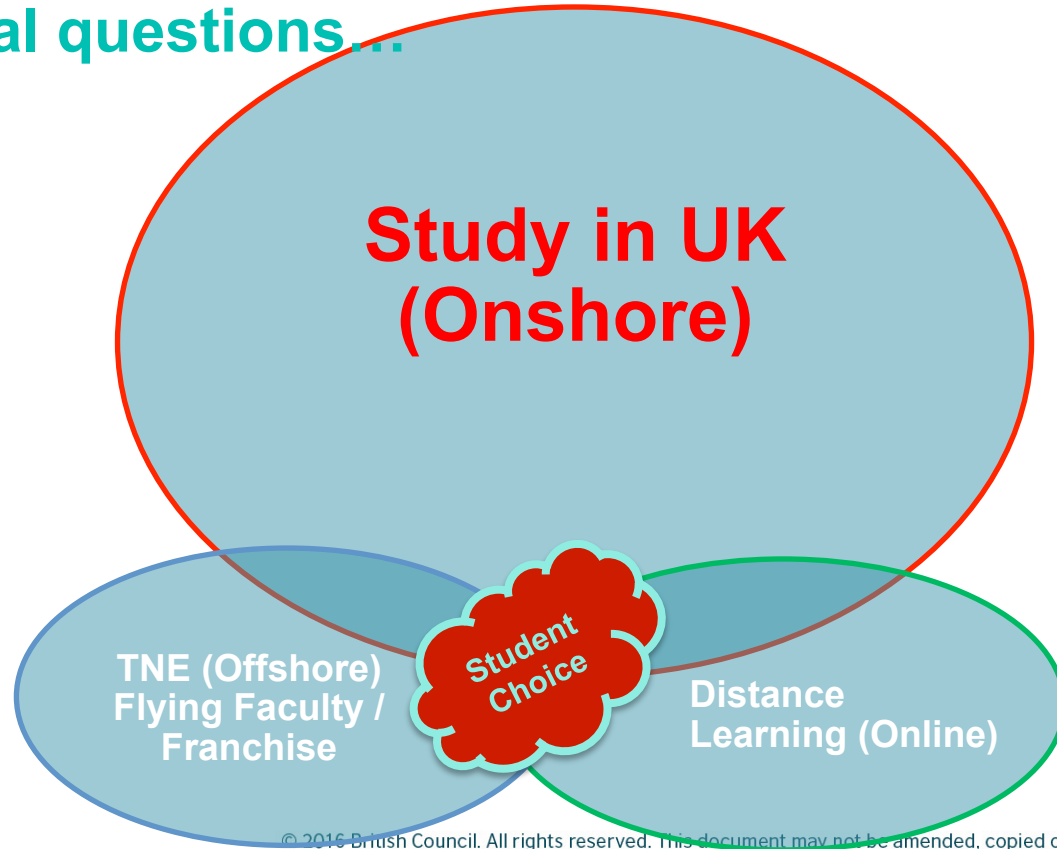
Must be at
least 90%

**Course
completion**

at least 85%
of enrolled
students

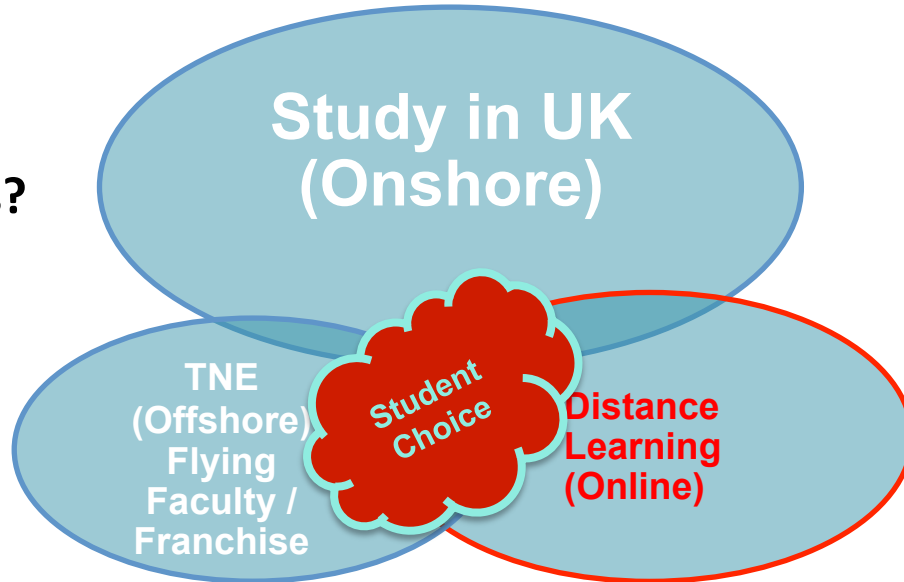
*Departure
metrics?*

2. Institutional questions...



2. Institutional questions...

1. How to re-shape this?
2. What / where are the opportunities?
3. How to identify / evaluate them?
4. How to lobby for change?



2. Institutional questions...

1. How to navigate “Global Engagement” in this scenario? What are the opportunities, trends, risks, threats?
2. How to map out the future, and match capabilities to opportunities?

2. ...and evidence-based answers

1. Demand forecasts: mobile student numbers; effects of austerity; appetite for international education
 - a. sources of external data
 - b. Translating data into opportunity insight
2. Matching demand to institutional mechanisms and capabilities: TNE; online; blended; collaborative; alliances; partnerships
3. Assessing external and internal constraints: financial; regulatory; legal; cultural
4. Assessing internal appetite for (a) change and (b) risk, and changing perceptions / views / prejudices

2. ...and evidence-based answers

EAIE Marketing & Recruitment Survey 2016:

Top 3 personal challenges for staff in European HEIs:

- recruiting higher quality international students; financial resources; staff resources

Making the case for the strategic direction or operational project you believe in

- a) Key stakeholders – who is key to decision-making and how do they accept / digest information best?
- b) Governance structure – where are decisions taken and what is the correct route through?
- c) The story – how do you sell the story of “why” to do this, and tell the story of “how” you did it?

Be Brave, Be Bold

In this “post-truth” world...

Be Factual, Be Expert

3. Q&A, Summing up

1. Reviewing markets (and appetite for risk)
2. Reviewing portfolios (and appetite for change)
3. Influencing others (and making changes)

... and 3 Take-Aways:

1. Toolkit for evaluating strategy
2. Consultancy approaches to use in your work
3. Tactics for influencing colleagues