



The GREAT campaign: marketing strategies and impact

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GREAT – Overview

- The ‘GREAT Britain’ campaign (“GREAT”) is a strategic international marketing programme designed to promote the UK to business, tourism and student markets worldwide in order to enhance the country’s global reputation and deliver long-term economic benefits.
- Announced by the Prime Minister in New York in September 2011, GREAT was officially launched in February 2012.
- The main delivery partners are: UKTI (trade and investment), British Council (education promotion), Visit Britain (tourism). FCO coordinate at post and Cabinet Office/No 10 lead overall campaign from UK.
- Information on campaign at www.greatbritaincampaign.com



Campaign forward look

- Campaign funding agreed through to end of 2015/16 financial year
- GREAT Festival of Creativity in March 2015 in Shanghai
- VisitBritain marketing campaign around Paddington film – December 2014 – March 2015
- Shakespeare anniversary – mass participation digital campaign from Jan-April 2016
- Heatherwick exhibition East Asia tour – Singapore March 2015 then China, Hong Kong and beyond
- Milan Expo – 1st May – 31st October 2015
- Clipper Round the World Yacht Race – departure July 2015
- Guadalajara Book Festival – November 2015

GREAT – Education promotion

- Target markets in 2014/15: China, Hong Kong, India, USA, Brazil, Indonesia, South Korea, and Turkey – total budget of £3m.
- Pending overall funding decisions will extend number of markets in 2015/16 to include Mexico and others
- GREAT funding is being used for generic marketing activity and complements existing British Council activity
- GREAT is overarching brand to promote the UK
- Education UK remains the British Council's primary vehicle through which potential students find out about UK education offer
- GREAT campaign helps to stimulate interest in the UK
- Also highlights the breadth of the UK offer to prospective students (Culture, Heritage etc) in addition to the strengths of UK education

GREAT – campaigns

In target markets GREAT funds used for major ongoing campaigns – so a range of F2F, digital and media marketing – drawing on GREAT branding and imagery. Activities include:

- Lectures
- Outreach events to schools and colleges
- Digital and social media campaigns
- PR activity – press events
- Competitions
- Scholarships
- Production and dissemination of materials

In non-target markets GREAT collateral used at SIEM events



Examples of activity

- In **India** focus on HE: GREAT scholarships, major PR campaign and digital campaigns supporting exhibitions and events, outreach work in tier 2 cities, GREAT career guide.
- In **USA** focus on undergraduate and study abroad and exchange (SAE): presence at all major fairs, digital campaign, counsellor guides
- In **China** focus on boarding schools and HE: boarding schools Mission, publications, video materials, education expos, video and digital campaign with focus on mobiles, alumni campaign, professional networking and development events
- In **Korea** promotion of UK HE: series of lectures, video competition, UK alumni career nights, art and design roadshow.

Examples of activity

- In **Turkey** focus on HE and EL : HE days, promotional materials, online competition with English UK (with short course prizes in UK), digital and social media campaign with alumni, college counsellors to UK
- In **Indonesia** focus on HE: promotion of exhibitions, networking events, advertising.
- In **Brazil** focus on HE: agents mission to UK, GREAT guides for students, Experience UK Now competition, digital marketing
- In **Hong Kong** major promotion on Hong Kong Metro at time of exhibitions
- GREAT collateral globally at education exhibitions

GREAT in Action Hanoi 11 October 2014



Belo Horizonte 12 November 2014



China Business Morning News November 2014

新闻背景

英国私立学校: 7%: 50%

不同于中国的教育体系,英国教育的中坚力量是英国私立学校。据调查,英国只有7%的学生在私立学校就读,然而他们占据了牛津、剑桥两所世界知名大学50%的学生名额,因此英国私立学校被称为是英国教育系统的精髓,提供了世界顶级的基础教育。在英国,目前有超过2500所私立学校,但是只有其中的1.3万所为寄宿学校。从英国私立学校的发展历史,不难看出他们大多来自于精英阶层,优良的传统给培养出世界顶尖人才提供了基础。英国一些著名的私立学校被称为公学(Public School),比如中国人所熟知的伊顿公学、哈罗公学,它已不再是对公众开放的学校了,像这些优质的私立学校学费大概在3万5千镑一年左右,自然还要求进入门槛的面试,英国首相约翰逊毕业于伊顿公学。]

“哭鼻子”的中国女孩 成长为牛津大学高材生

中国女孩邱莹已经在英国生活了九年,这位自信开朗的小姑娘在刚刚过去的九岁生日里获得了一个牛津博士学位和一个伦敦大学(London University College London)学院硕士学位,并即将取得伦敦大学学院博士学位,实现了学业上的完美三冠。

九年前,在刚来英国上寄宿学校的头三个月,因为远离家乡和父母,又无法和同学顺畅交流,邱莹每天晚上都躲在被子里哭。“我记得当时一起生活的英国女孩,她们总会安慰我。”

记忆最清晰的一次,班主任在课间塞给她一上午,学校校长特意为她,可因为害羞,邱莹一直捂脸,怕老师时长的在床后偷看一块巧克力,这个身在异国的小女孩每次回忆寄宿生活都很温暖,在老师和同学身上都找到家的感觉。

因材施教 鼓励个性发展

2004年,17岁的邱莹来到英国,在靠近巴斯的一间叫普特西中学(Dauntsey School)的寄宿学校开始了A-Level的学习。

邱莹选择了数学、高等数学、经济和物理作为A-Level学习的学科,度过了语言难关的邱莹,A-Level成绩优秀,很快就成了班级的尖子生。

英国寄宿制学校的好处之一是小班教学,有的学科一个班只有4、5个人,老师会针对每个人学习目的不同给予不同程度的指导,对邱莹这样对经济学比较感兴趣的学生,老师并不会得死搬硬套上教,在课下还推荐给她经济类的书籍上阅读。毕业的时候,邱莹拿到了学校经济数学类的“最佳学生”。

除了注重因材施教,老师还注重个性的发展和同学的交流,学校每周一的中午,老师和学生会坐在一起午餐,老师会带出一个新话题或观点,让大家谈谈自己的看法,同学们都会七嘴八舌地表达自己的看法,在同学的影响下,邱莹也开始打破把老师奉为权威的观念,当老师敞开心胸,表达自己的想法,这对她日后申请牛津大学的面试打下了基础。



优越师资 备考牛津面试

在寄宿制学校,会禁止老师和学生们的生活起居,学生有任何想法都可以和他们沟通,而面试官会和老师互通有无,所以老师们也会对每一个学生的思想和未来规划了如指掌,在这样的制度下,学生的生活和学习状态都能得到充分的考虑。

当老师得知邱莹申请牛津大学时,开始对她的申请进行全方位的指导,除了提交成绩之外,申请牛津大学需要写一份自我介绍。“我写好了自我介绍之后,先找我的面试官,因为她们最了解我的人,面试官了解清楚后,我又拿给四个专业老师看,让他们提出专业性的建议,老师中不乏牛津剑桥的毕业生,所以他们对面试官的胃口都有所了解。”

邱莹在自我介绍中是这么描述她的申

请动机的。“我来自一个发展中国家——中国,来到一个发达西方国家,这些年来,中国的经济发展出现了翻天覆地的变化,这一变化让我对这门学科很感兴趣。”邱莹还在自我介绍里突出了她来英国这一年的成长,如何从一个游手好闲的浪子成长为一名独立自主的女孩。

邱莹牛津面试时写了几千字,以为写得越多越能表现自己,但是老师看了之后给她提了一些建议,建议把一些类似“喜欢读经济学杂志”这种空洞的内容删掉。在四个老师,选过将近10次修改之后,邱莹终于把这份“个性化”的自我介绍,递交给面试官和老师不吝溢美之词的推荐给到了牛津大学。

为了牛津大学的面试,邱莹做了很多准备,她的经济学老师帮她从经济金融的专业方面做培训,她还在面试前,在面试前一天,她的经济学老师还专门打印了一个经济新闻摘要给邱莹手里,让她一直在去牛津的火车上翻看。

好学精神 打动牛津考官

面试中,牛津大学的考官问了非常多理论的问题,邱莹举了个例子:“比如一堆石子,你拿一颗,我拿一颗,最后谁能拿到那颗特殊的石子。其实中国的(孔子)就是这种理论的问题,但是我想当时对这一无所知,我只能用自己所学,尽力回答他们的问题。”这时,邱莹在Dauntsey接受的“魔鬼”训练就派上了用场。

面试完之后,邱莹就回国休整去了,几周之后,一个电话短信打来,原来是邱莹的面试官收到牛津大学的通知,邱莹被牛津大学圣凯瑟琳学院(Saint Catherine's College)的经济管理专业录取。

牛津大学的面试录取率只有三分之一,邱莹才从她当天面试的13个人中,她是唯一录取的。邱莹是在面试官的邀请下,原来老师并不喜欢“万能”的学生,他们觉得邱莹回答的问题都没有完全回答到,但是她对答案的探究精神印象深刻,这正是他们想要的学生。

来自邱莹家:“爸爸妈妈帮我准备的题目完全没有问题,可他们教给我思考问题的角度和处理不同的态度,对我有着潜移默化的影响。”当时邱莹身边的同学有20多人报考了牛津剑桥大学,最后录取了16个。

虽然拿到了一份顶尖学校的录取,但是邱莹依然感谢父母在她高中阶段就把她送到英国去寄宿制学校,除了语言上的障碍意外,我也对英国的文化有了深刻的了解,思考问题会有不同的角度,我会带着开放性思维去包容别人的好,也要积极地融入英国的社会,这些思维都对我有帮助。”邱莹认为,这些经历甚至大学毕业后才到英国留学的中国学生很难做到的。

邱莹眼中的 寄宿学校

包包洗衣洗澡,现在想想寄宿学校过着最简朴的生活,衣服脏了就在洗衣房洗,会有卫生大大帮我们洗干净,最好放在衣服里,我们只管尽情地玩,用力地学习,什么都不用管。



寄宿传统,尽管寄宿学校给学生提供宽松、开放的学习生活环境,但还保留着一些古老的传统,即对绅士淑女的培养,比如,每天早上学生的着装都必须经过检查(女生的裙子不能超过膝盖,不可以穿颜色太鲜艳的内衣,男生的衬衫必须叠好放进抽屉),男生要剃头女生,只可以在宿舍的公共空间,有些传统甚至跟现代社会有些“格格不入”。我以前是学校的学监长(prefect)之一,所以我知道作为prefect有很多权利,比如可以惩罚其他学生(detention),晚餐可以坐在不同的桌子,吃的也比较高级;低年级的学生要给我们让座的。

与老师、舍监、同学多接触,我们和老师、舍监的感情都很深,每天吃住在一起,我们就在一直和舍监保持联系,尽管他们都不在伦敦,甚至不在英国,我还有一个大名鼎鼎的校友——梁启超,他每次回国都会回母校看望老师,同学和熟人,我的老师现在还会谈起他的这个“学霸”学生,印象最深的就是他会唱歌,一拿起球来就投篮。可见我们和舍监、老师的情感有多深。

重视体育运动,我们学校是一个全面发展的学校,在特别注重体育,还有英式橄榄球和曲棍球的球队,经常有比赛,每周二、四下午都没有课,学生可以选择参加志愿活动或者体育运动,我现在一直保留着在寄宿学校养成的习惯——跑步,就是从那时开始爱上了跑步。

离校校友联系:我们学校每年都会在世界各地开校友会,今年的校友会在伦敦Mayfair的一个酒吧举行,校长、教务长也会出席,经常能见到许多在各个领域取得成就的校友们出席。

华商晨报 华商顾问记者 赵晓青

GREAT

BRITAIN & NORTHERN IRELAND



Why is an impact focus important?

“What gets measured gets managed”

Peter Drucker – Management guru

Why is an impact focus important?

“If you don’t know where you are going, chances are you will end up somewhere else”

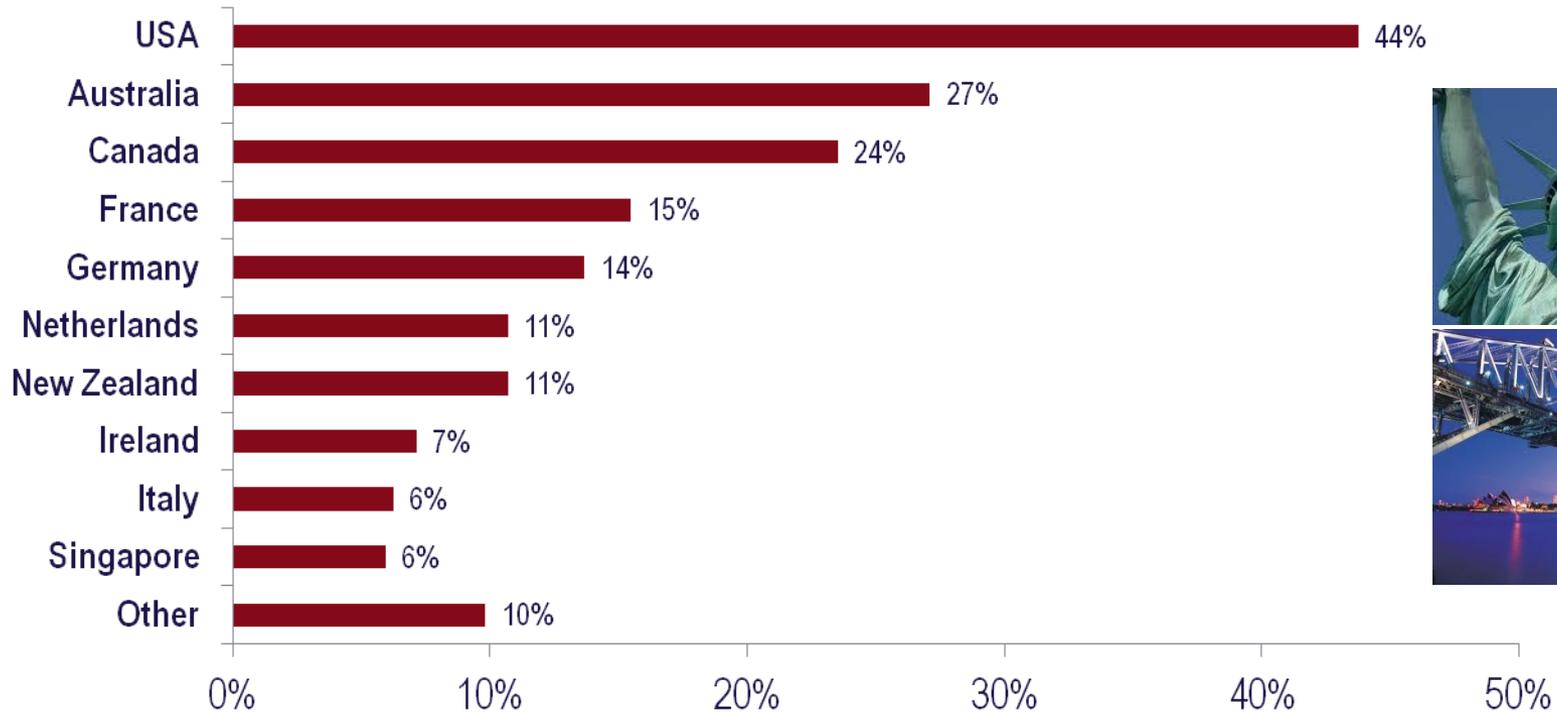
Yogi Berra – US baseball player and sage

GREAT Education

A context of increasing competition for the UK

Did you consider studying internationally in any of the following countries?

First Year International students starting in UK Sept./Oct .2014



Source: British Council UK First Year International Higher Education Survey 2014 – interim data
Base: 336 (All International students starting their course in the UK in Sep/Oct 2014)

GREAT Education

Impact focus

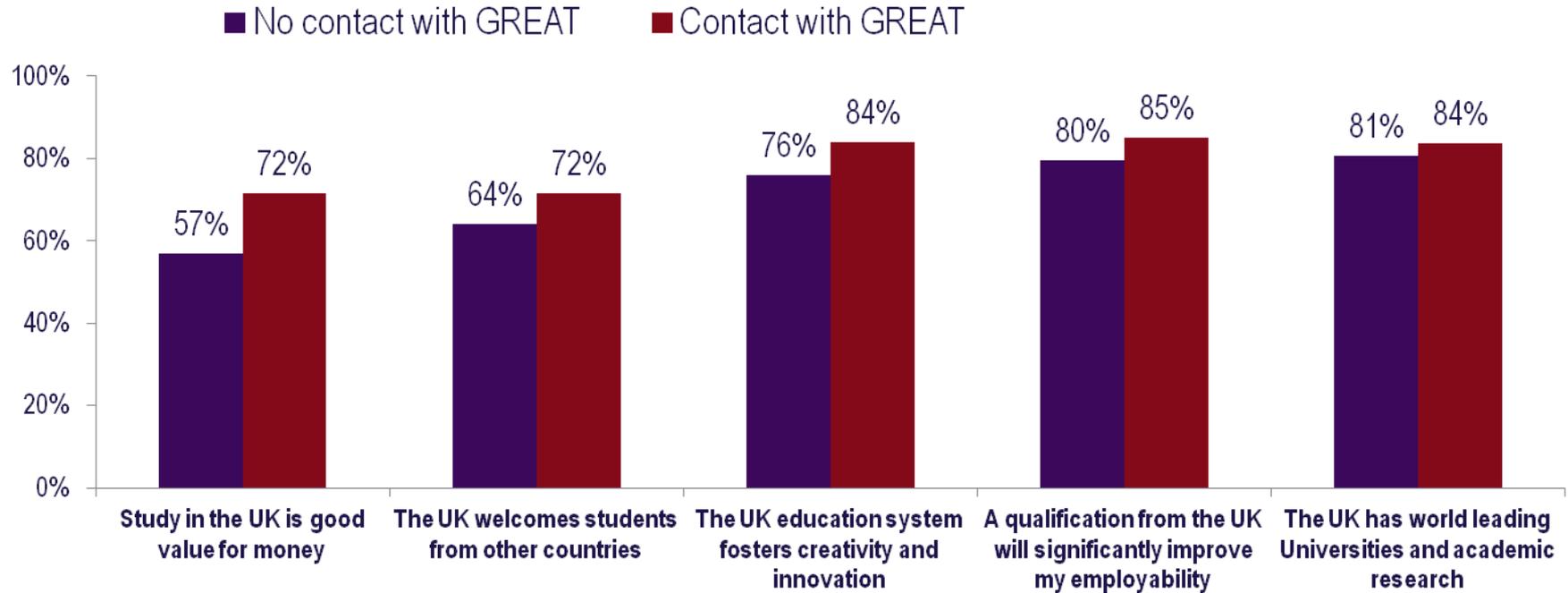
- Positive change in perceptions of the UK offer
- Strong, stable, long-term relationships
- Improved cross-cultural understanding
- Monetary Return on Investment (ROI)



GREAT Education

Positive perceptions of the UK offer

% Net agreement with statement (7 country average*)



Base: Those who have not had / had contact with GREAT and rank UK as one of their Top 3 overseas destinations (1085, 866)

*Average is arithmetic average of results in each of the seven countries

Source: British Council Education Intelligence - online survey respondents March 2014

Base: Overseas HE considerers - 2604 respondents; Brazil - 300; Hong Kong - 301; India - 501; Indonesia - 301; Russia - 400; South Korea - 301; USA - 500

Respondents were recruited to be considering study in one or more of UK, USA, Australia, Canada, New Zealand and recruited in locations where the GREAT education campaign has been active



GREAT Education

Monetary Return on Investment (ROI)

- Spend of IHE students coming to study in UK
- Spend of international pupils coming to UK schools
- Cascade influence on future generations of international students
- Tourism impact through friends and family visits



GREAT Education

Monetary Return on Investment (ROI)

- Spend of IHE students coming to study in UK
- Spend of international pupils coming to UK schools
- Cascade influence on future generations of international students
- Tourism impact through friends and family visits
- **Alumni involvement**
- **Long-term trade and investment with UK**



GREAT Education

Some key metrics

- Audience engagement through GREAT projects and programmes
- Audience engagement with UK offer
- UK applications/acceptances
- Visa applications/acceptances
- UK First Year student arrivals
- Typical average spend of students in UK



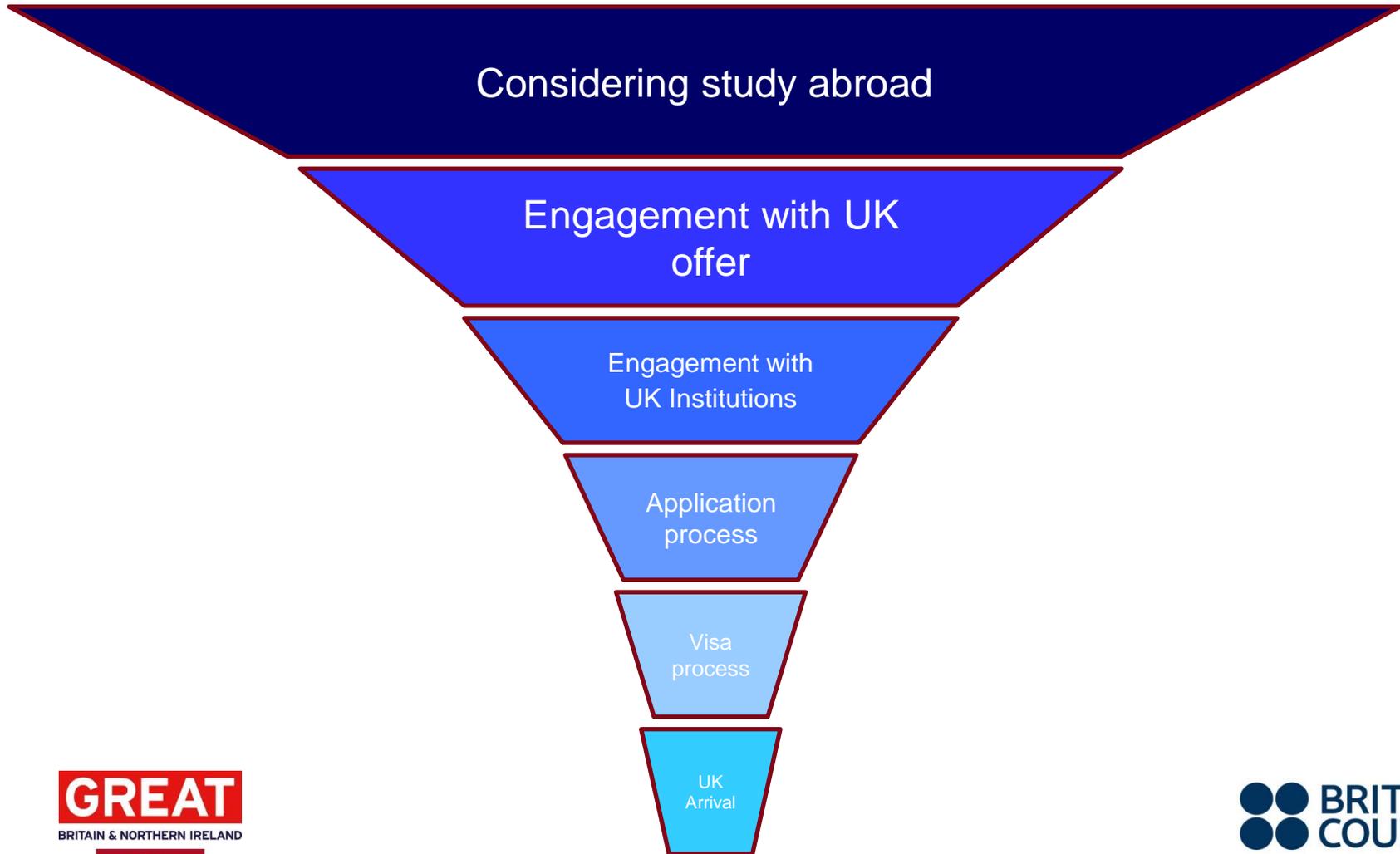
GREAT Education

An impact focus driving programme planning



GREAT Education

Planning through the marketing funnel

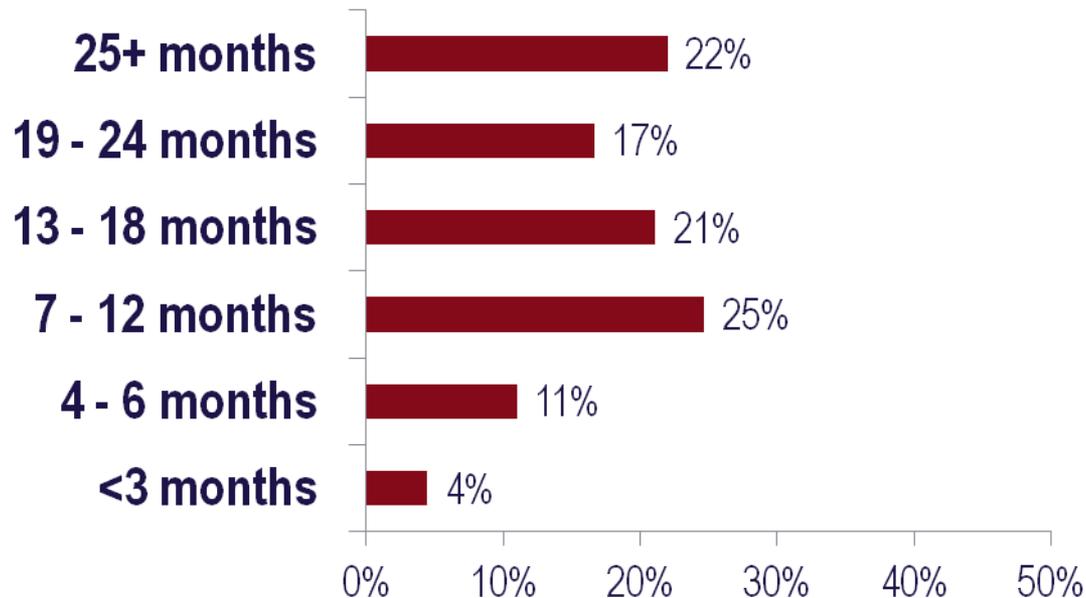


GREAT Education

Influencing a long decision-making process

Approximately how far in advance did you start thinking seriously about studying internationally?

First Year International students starting in UK Sept./Oct 2014



Source: British Council UK First Year International Higher Education Survey 2014 – interim data

Base: 336 (All Overseas students starting their course in the UK in Sep/Oct 2014)

GREAT Education

Influencing multiple touch points

- Employers
- Teachers and counsellors
- Education Agents
- International Education Exhibitions
- Social media
- Online
- Education UK
- Word-of-mouth



GREAT Education

Tools for impact assessment

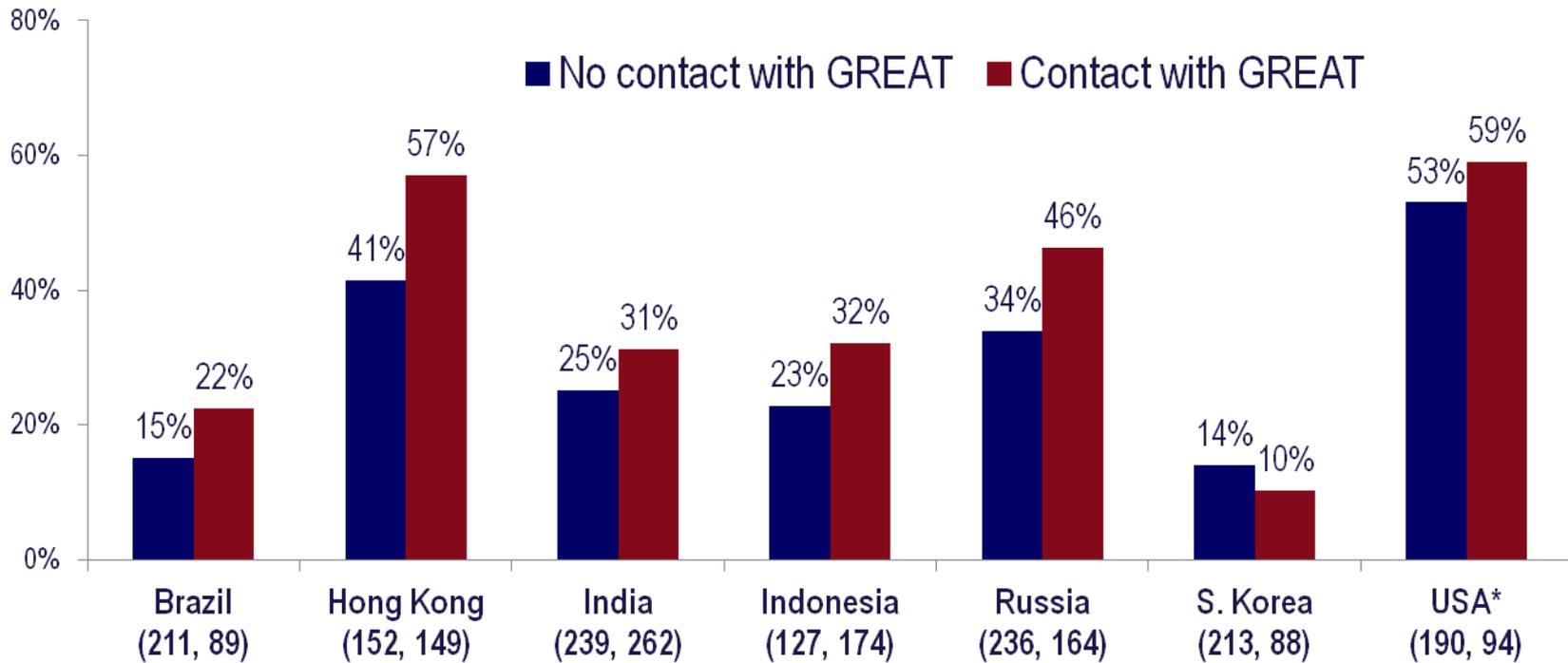
- **Ongoing programme tracking**
 - Activities, Outputs, Audiences
- **Specific programme evaluations**
 - eg GREAT scholarships (India)
- **Student surveys**
 - International HE considerers (Pre-decision)
 - First year IHE students in UK (Post-decision)
 - Parents of new international students at UK ISC Schools (Post-decision)
- **Feedback from agents and counsellors**
- **HESA outcome data**
 - Historic trends and future estimates



GREAT Education

Preliminary evidence of positive impact

% of IHE overseas considerers ranking UK number 1 most likely study destination



Base: (Those who have not had / had contact with GREAT)

*NB. Results from USA are influenced by having only 4 countries to choose from as study abroad destination

Source: British Council Education Intelligence - online survey respondents March 2014

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