



*An Exploratory Study Towards Development Of A
New Communication Strategy For IBS*

Aldo-Marco F. Silvano BBA

Project submitted as partial requirement for the conferral of
Masters in International Management

Supervisor:
Prof. Luis Bernardino PhD.

July 2010

Acknowledgements

I thank everybody who cooperated with the successful completion of the project namely: Prof. Antonio Robalo, Prof. Jorge Medeiros, Antje Disterheft, Rita Almeida, Jorge Fonseca Dias and Prof. Antonio Gomes Mota. I also would like to extend a special thanks to Professor Luis Bernardino for his unmatched devotion to cater to my needs in order for me to conclude the project in the best way possible.

Table of Contents

I. SUMÁRIO	4
II. SUMMARY	5
III. EXECUTIVE SUMMARY	6
1. DEFINITION OF THE PROBLEM CONTEXT	10
2. METHODOLOGY	11
3. CONCEPTUAL FRAMEWORK	20
4. DATA COLLECTION AND ANALYSIS	22
5. INFORMATION ANALYSIS AND CONCLUSIONS	25
5.1 INDUSTRY BACKGROUND AND DESCRIPTION	25
5.2 CURRENT COMMUNICATIONS TACTICS	27
5.3 BENCHMARKING	29
5.4 SWOT ANALYSIS	33
5.5 STRATEGY SELECTION	41
6. RECOMMENDATIONS	42
6.1 FAIRS	42
6.2 BROCHURES	44
6.3 WEBSITE	44
6.4 WORD-OF-MOUTH	49
6.5 MERCHANDIZING	50
6.6 ENDORSEMENT	53
6.7 THE STUDENT BUSINESS CARD	54
6.8 THE LISBON GRADUATE MANAGEMENT ORGANIZATION	55
6.9 DIFFERENTIATION	57
7. PROJECT CONCLUSIONS AND CONTRIBUTIONS	59
8. BIBLIOGRAPHY	61
9. ANNEXES	63

I. Sumário

A ISCTE-IUL Business School (IBS) tem sido objecto de profundos transformações dos últimos anos por forma a acomodar as mudanças legislativas ocorridas tanto em Portugal como na União Europeia no sequência do “ Processo de Bolonha”. Um dos objectivos da IBS é tornar-se uma importante instituição no mercado Europeu da educação. Para atingir este objectivo, a IBS iniciou uma série de programas de carácter internacional. Na sua essência são bons programas embora ainda se verifique uma falta de experiência no que concerne à sua disponibilização no mercado. Neste contexto, é imperativo o desenvolvimento e a implementação de uma estratégia de marketing.

Assim, a estratégia global a adoptar relacionar-se, nomeadamente, com a promoção da Imagem de Marca da IBS. Ao promover a sua imagem, a IBS poderá uma base sustentada a partir da qual poderá desenvolver novos programas Internacionais, mantendo uma forte notoriedade e visibilidade nos mercados Português e Europeu.

Com o objectivo de endereçar esta nova direcção estratégica a IBS terá de executar um conjunto de acção que operacionalizem a nova direcção estratégica. Assim, a IBS deverá melhorar o seu sítio na Internet de modo a que seja ímpar, deverá também promover *merchandizing*, iniciar um programa que enfatize à publicidade “boca a boca” e ainda criar novas especializações no quadro dos programas já existentes. Afigure-se ainda fundamental a utilização da extensa rede de contactos da instituição no auxílio à promoção da IBS através da criação de novas formas de divulgação. Este conjunto de acção poderá servir o objectivo da promoção da Imagem de Marca da IBS como visto ao atingimento dos seus objectivos estratégicos de longo prazo.

II. Summary

The ISCTE-IUL Business School (IBS) has in recent years been changing a lot in order to benefit from the legislative changes that occurred within Portugal and the European Union following the bologna process. One of the goals of the IBS is to become a strong player within the European education industry. In order to achieve this goal the IBS has started new international programs. These international programs are inherently good programs but the IBS may lack experience with regard to the communication of these programs. Therefore, it is necessary to form a coherent communication strategy and corresponding action plan.

The overall strategy to be adopted is to promote the Brand Image of the IBS. By promoting the Brand Image the IBS will have a stable base on which to build further international programs while maintaining the strong position within the Portuguese and European markets.

In order to realize the new strategic direction the IBS has to adopt the corresponding action planning. The IBS should adapt the website to make it more state of the art, the IBS should merchandize and start an endorsement program to support the word-of-mouth advocacy and also to create new specializations within the programs. It is also necessary for the IBS to use their extensive corporate network to create other systems in which to help promotion of the IBS. This action plan will definitely serve the goal of promoting the IBS brand image that will ultimately support the long-term strategic goals of the IBS.

Keywords: Service Marketing, Strategic Marketing, ISCTE-IUL Business School, Word-of-mouth advocacy

JEL Classification: M31, M37

III. Executive Summary

There have been many legislative changes and strategic focus with regard to education within the past few years. These changes have brought with them many uncertainties about the future and challenges that were not previously met. In order to benefit from these changes the ISCTE-IUL Business School (IBS) has developed new international programs. However, there are many great opportunities that lie ahead and for the time being the IBS has not optimally used them within a marketing perspective. The main goal of this project is to some extent fill the gap of developing a strategic communication plan including an action plan that should be used to support the strategy.

In order to develop the strategic marketing plan the method of O'Shaughnessy (1995) has been primarily used. The author has broken down the development of a strategic plan into many steps that have to be followed. The steps are namely:

- Setting tentative objectives for the market
- Historical review and situation analysis
- Interpretation of the data collected
- Calculation of planning gap
- Problem diagnosis
- Search for strategies
- Evaluation of strategies and choice of strategy
- Contingency planning

After assessing the methodology, adaptations were made to the plans presented in order to best suit the project at hand. What ultimately came from the methodology and adaptations was a general problem definition, which at the end its answer should give the general strategy and action plan. The problem definition is as follows:

A Communication Plan For the Second Decade of The New Millennium

- *How should the ISCTE-IUL Business School adapt their communication strategy and action plan in order to attract and attain the best prospective students to the University?*

In order to help answer this complicated question, sub-questions were developed. These sub-questions, stemming from the methodology, help to create the step-by-step research needed to provide the best possible outcome.

The sub-questions are as follows:

- *What is the current status of the communication strategy and general conditions of the ISCTE-IUL Business School?*
- *What are other Business schools doing?*
- *What is the best strategy to adopt?*
- *What are certain tactics that are used within this type of service marketing?*

Historical analysis of the ISCTE has displayed change especially within the last few years. These changes stem from the legislative change that has been going on within the education realm of the country, which has lead to the university being more and more independent among other things. With regard to current communication strategy it was apparent through the interviews that the IBS may lack a definitive strategy to aid in the promotion of the new international programs. It came about that there was still a lot that the IBS can learn with regard to promotions. Traditionally the IBS has relied on brochures, newspaper ads, local business school fairs and word-of-mouth for promotions. More recently the use of Google ad words has been adopted. The target audiences of the IBS were identified as the following:

- Companies as a whole
- Working professionals
- Current students seeking graduate studies

The information that is being sent out to these target audiences are gathered on a yearly bases from program directors and distributed once or twice a year.

With regard to competition, a benchmarking was conducted that pursued to measure best practices in the following categories:

- Programs
- Accreditations
- Alumni Network
- Website Overall

The Rotterdam School of Management and the EM Lyon universities have stood out within the programs aspect as they have a wide array of programs in English and specialized programs related to the country's attribute, respectively. The Maastricht University has proven to be at the leading edge to what Accreditations is concerned with the Triple Crown accreditation. Boasting one of the best alumni networks both in name and the online network is the London School of Economics. The HEC had the most appealing website to what aesthetics is concerned, the Euromed Marseille Ecole de Management offered their website in Chinese thus portraying their commitment to that market. Finally the Mannheim Business School had an online shop where you could purchase the MBS merchandizes.

The SWOT analysis conducted (figure 5.4.1) portrayed that one of the greatest strengths of the IBS is its connection to the business world. However, with the strategic goal of becoming more international, the weakness of a lack of experience within the international promotions was amplified. One of the greatest opportunities is that there are more international programs offered at the IBS thus becoming more and more attractive to international students. Ultimately, the growing competition was identified as one of the fiercest threats.

Based on the SWOT and Gap analyses, the literature and interviews conducted, the strategy that best suits the IBS going forward would be the Promotion of the IBS Brand Image. This strategy will ultimately lay the groundwork of a solid foundation to build upon in the future looking at the ever-growing IBS.

In order to carry out the strategy, a sound tactical planning needs to be designed. Therefore, the following recommendations are given:

A first tactic is to attend international fairs and the Masters Fair in the Netherlands is a great example. The continuation of the distribution of brochures is also a must. A few changes within the website is appropriate. Changes to be done include, the overhaul of the aesthetics, the addition of the “Ask a Professor Platform”, the creation of the IBS alumni network and the usage of e-business techniques such as cookies to gather the most market research possible. In order to further support the word-of-mouth advocacy a merchandizing plan is suggested. Spinning off the merchandizing, an endorsement tactic is also advised by utilizing the graduates as endorsers. Another form of advertizing that is recommended is the issuing of business cards for postgraduate students. These business cards will help the students in networking while promoting the IBS website. The Lisbon Graduate Management Organization should be created in order to internationally help promote the business studies in Portugal as a whole. Finally, in order to help the strategic goal of attaining differentiation of the IBS, the IBS should initiate two new specializations namely the Emerging Market specialization and the Winery Business specialization.

The research was limited because it had not included all the costs associated with the actions. There is also more research needed in all individual recommendations for the purpose of specificity. These limitations are mainly due, however, to the project being

tailored to go according to the requirements of a Masters Project. Overall, the research has answered the problem definition and will serve the strategic goals of the IBS.

1. Definition of the problem context

Upon coming to a decision of where to pursue my graduate studies, I was very informed about all the possible universities. I was very determined in obtaining all the necessary information about a possible destination even to the extent of traveling to Lisbon in order to do sort of a meet and greet. In the end it was my own proactive efforts that allowed me to obtain a myriad of information. If it were not for this effort, I would not have known anything about the ISCTE-IUL Business School or all that it offers. It was only when I came here to study that I realized that there is great opportunity for the business school to expand its promotional efforts.

In this day and age, within the highly competitive education market, a well coherent marketing strategy is a must. When the primary target market of the service are highly educated people who seek to improve their knowledge and marketability, you would have to carefully and thoroughly address their needs. On the one hand it is offering them the quality and depth of education they seek and on the other hand it is also communicating effectively to them about what you as an institution can offer them. Within the ISCTE-IUL Business School I felt as if this strategy has yet to be fulfilled. International programs and the enrolment of international students has only recently become a priority. This is due to many reasons pertaining to the past. As a current student at the ISCTE-IUL Business School, I saw the need for a change in communications, as, honestly, this is not in the best of shapes. Therefore, this research may help benefitting the Business School as well as past, current and prospective students.

Upon completion of this research, the ISCTE-IUL Business School/ INDEG will have better awareness of their current position with regard to communications, gain a better

insight into best practices within the education industry and also benefit from the recommendations given at the end of the project.

2. Methodology

In order to conduct a proper research and to develop a strategic marketing plan for the ISCTE-IUL Business School one would have to consult literature on the subject. In my case I have decided to take, as a general framework, the strategy formulation method of O'Shaughnessy (1995). In his study the author breaks down the strategy formulation in a very comprehensive way. There are stages to planning that the author portrays in order to aid in strategy formulation. The steps are as follows:

- Setting tentative objectives for the market
- Historical review and situation analysis
- Interpretation of the data collected
- Calculation of planning gap
- Problem diagnosis
- Search for strategies
- Evaluation of strategies and choice of strategy
- Contingency planning

This method was derived from John Dewey, the philosopher and educationalist, and his six general steps in rational problem solving. The author has added the historical review/ situation analysis and interpretation of data collected steps due to the fact that John Dewey has assumed, within his steps, that the problem solver had the requisite information at hand.

Setting tentative objectives for the market

The setting of tentative objectives is of outmost importance. It is general knowledge that if you do not know where you are going, every road will take you there. Therefore, it is important to set goals such as market share, advertizing reach and sales volume. By having these goals a strong strategy can be created and supported.

Historical review and situation analysis

The following step of historical review and situation analysis will serve a great purpose within this research, as the author points out, in order to develop a strategy one would have to base it on information. The aims of this step is to:

- Develop a "reference projection" or a forecast of the future on the assumptions that current plans and practices remain unchanged
- Identify strengths, weaknesses opportunities and threats
- Determine the historical thrust and core competencies and corresponding competitive advantages

Within the situational analysis, specifically, one can identify the usage of the famous SWOT analysis and also benchmarking. The SWOT analysis is a well-known and very useful tool to aid in attaining the information that is required pertaining to the strengths, weaknesses, opportunities and threats of a given organization. The benchmarking to be used within this research is as follows:

Benchmarking

In order to effectively develop a new marketing strategy one would have to look at what the competitors in the industry and out-of-industry are doing, hence a benchmarking. The benchmarking technique to be used within this research is broken down by Aaker et. al. (2006). Their method of conducting a benchmark seeks to answer the following questions:

- What elements do you compare, and how do you select information for comparison?

A Communication Plan For the Second Decade of The New Millennium

- What is the full scope of comparison data?
- How do you get reliable information from the companies or industry you have selected?
- How do you use benchmark information to encourage new ideas and innovation?
- How do you improve Benchmarking capabilities you already have?

Upon answering of these questions one should be able to feel confident in the information being extracted from this benchmarking activity.

Interpretation of the data collected

“Facts do not speak for themselves” (O’Shaughnessy, 1995). The data collected would therefore have to be interpreted in the right way. In order to select the right strategy one would have to correctly interpret the data otherwise this could lead to faulty strategy selection. In order to reduce the probability of selecting a faulty strategy one should seek to answer the following questions:

- What really is known? E.g. actual sales
- What is unclear? E.g. competitor intentions
- What is being presupposed that might be questioned? E.g. that, certain trends will persist

Calculation of planning gap

The author defines the planning gap as the difference between the target and the reference projections. Reference projection in this case being the forecast without any planned change and the target projection is the set of tentative goals. One source of information, as described by the author, to set both target and reference projection is the PIMS database. This is the Profit Impact of Market Strategies, and its goal is to relate strategic characteristics of the business and its environment to operating results. This program originated as an internal planning of study of the General Electric Co. in 1960. Another form of analysis of such nature that can be used is a Gap analysis. A Gap analysis is used

to assess the performance of a company relative to the customers' expectations or the performance of its competitors (Aquilano, 2006). As I plan to conduct a thorough benchmarking, this Gap analysis may be better suited if conducted on the basis of relating the performance of the ISCTE-IUL Business School with that of its competitors.

Problem Diagnosis

There is often a fallacy in definition of a problem (O'Shaughnessy, 1995). This often depends on who actually assesses the problem. An operations manager may view lack of sales as a problem with efficiency while a marketing manager may see the problem as a lack of promotions and a human resource manager may look at that problem as strictly a motivational issue. It is noted by the author that it is more expensive to solve the wrong problem than it is to solve the right problem in an inefficient way. Upon diagnosing the right problem there will be the issue of adopting the right solution. The solution highly depends on what the problem actually was identified as. The next step contains within it the "how" in addressing the solution to the problem, which is namely the search for strategies.

The problem diagnosis phase gives a good depiction of the problem, which needs to be addressed. The author believes, however, that this information still needs to be formulated in a way that helps the search for a new strategy. The following is therefore required:

- Setting out the goals and showing how the problem is frustrating achievement
- Describing the current situation and the resources available for a suitable strategy
- Listing the approaches that are not permissible
- Listing constraints which the strategy must not violate
- Describing the state to be achieved to meet the goal set

Due to the nature of the research I have consulted another chapter in the book to address the strategic options. The strategies that are going to be address are namely advertising strategies. One of the most important aspects of development of an advertising strategy

is the so-called message strategy. In order to come develop a good message strategy one would have to conduct the following steps (O'Shaughnessy, 1995):

- Identifying the most appropriate persuasive focus
- Determining the persuasive appeal
- Determining the method of advertising execution

Within the identification of the appropriate persuasive focus there are 4 general positions to adopt according to the author, namely:

- The unique selling proposition (USP)
- Brand image
- Matching offering to the want
- Positioning of the brand in the mind of the consumer

The USP is built around the notion that reason, not unconscious hidden desires, was key in buying, popularized by Rosser Reeves. As the author depicts, advocates of the USP claim the consumer is becoming more and more sensitive the performance and thus seek the get the best value for their money and that brand image does not play a role in decision making.

Opponents, however, claim that with a good brand focused advertising strategy one could successfully position the brand in order to stand out of all the rest. Brand image is the collective perception of the brand that influences buyer views about the brand's performance in the various functions for which it is bought. A focus on brand image gives consumers confidence in the brand and also would give a sort of attachment towards the brand when then in turn could lead to long term relationships.

The following persuasive focus is the matching of offering to the wants of the consumers. This is based on the assumption that there is more money in just selling the consumers what they want. Other than that assumption, it is also assumed that the buyer is fairly rational and that the product truly matches the need in order to take such a position.

The final persuasive focus, namely the positioning of the brand within the mind of the consumer, is much like the USP. The main difference between the two is that the positioning of the brand does not only focus on just one attribute of the product that sets it apart from the competition. When the choice is made about which persuasive focus to adopt one would have to continue in determining the persuasive appeal.

There are three main points that one should address when determining the persuasive appeal namely, emotional appeals, rational/ reason-giving appeals and dogmatic assertions.

Emotional appeals

In order to encourage sales of the product one way to go would be the emotional appeal when advertising. This entails the setting of an emotional connection with the consumer in order for them to be more attracted to your product.

Dogmatic assertion

This persuasive appeal deals with the “action” end of the product. It mainly focuses on the credibility associated with the message being displayed i.e. Ivory soap’s 99.44 percent pure. Displaying a slogan in this manner is believed to add credibility to the message.

Rational, reason-giving appeals

This form of persuasive appeal deals with the rationalizing with the target audience explaining to them why the message is correct. This form of appeal has some overlaps with the emotional appeal, as many times when rationalizing with the audience some forms of feelings are incorporated in the arguments.

The persuasive focus and appeal mainly deal with the development of a message to be sent out. The final part within the message strategy development would be the determining of the advertising execution. Within this book the author has explained in a very comprehensive manner the way in how to engage in advertising execution. It is my belief however that this book is a bit outdated when it comes to issues as such, as this

book does not even mention the internet as a marketing tool. Therefore I have consulted a different book in order to further aid in the research.

The book in question that is used is Services Marketing Management, An International Perspective, by the authors Hans Kasper, Piet van Helsdingen and Wouter de Vries Jr. Within this book, the authors argue that any good communication plan have to involve the following mix of communication tools when it comes to marketing Services:

- Personal Selling
- Advertising
- Word-of-Mouth and Public relations
- Direct Marketing and database marketing
- Internet
- Sales promotion
- Loyalty Programs

Though not all applicable to the promotion of an educational institute, much can be learnt from the steps provided.

The “personal selling” is noted as one of the most important steps. When conducting a sale personally, the seller usually transmits qualities and traits of the brand and product itself. The proper usage of this method adds a lot of value when most students base their decisions as well on what they perceive to be the traits of an institution.

Advertising has many advantages. Within advertising a party can distinguish themselves from competition by simply mentioning the differences and advantages one can achieve by choosing them. On the other hand one cannot forget that the employees are also a target audience of the adverts. If one is to boast about superior quality, then the employees are adversely affected to perform at the expected level. Ultimately the advertising would like to affect customer participation and to stimulate positive word-of-mouth advocacy.

Word-of-mouth advocacy is ultimately the major influence on the perceived quality of a given service, but however, it is hard to control. It is due to the fact that the word-of-mouth provider is not paid and independent from the company most of the times that word-of-mouth advocacy is hard to control. It is possible to manage it a bit, through the compensation of word-of-mouth advocacy through for example giving a discount to a person that refers somebody to the service and that ultimately becomes a new customer. Through strong public relations a service can create more brand awareness. By keeping good contact with the press, giving speeches and seminars a service provider gets tantamount to free publicity.

Direct Marketing and Database marketing have evolved nowadays. Traditionally the direct marketing was done via mail (physical) and telephone. Even though this is now done via e-mail and social networks, the purpose has remained the same: “The creation of a strong relationship between the buyer and the seller through information” (Helsdingen et. al., 2000). The Databases, now usually web-based, have to be optimally used in order to aid in the creation and development of the relationship between buyer and seller.

The Internet is the base on which most of marketing research and activities are done. This is so due to the relative reduced cost, accessibility and elimination of the middlemen. Personally, I believe that now the Internet has become the primary tool that marketing has to be based upon.

The use of sales promotions within the education industry is highly unlikely. Other methods that mimic this form of advertising are for example the teaching assistant programs or graduate assistantships. Loyalty programs are also not likely within the education industry due to the fact that most people pursue one study and are satisfied and do not look for multiple purchases of the service.

Evaluation of strategies

O'Shaughnessy (1995) describes two forms of general evaluation of strategies, one prior to implementation and one after implementation. The evaluation of a strategy after implementation is relatively easy, as you would measure effectiveness and reliability. To evaluate prior to implementation, however, is a bit trickier as this is based on forecasted data. Due to uncertainty, strategy selection is rarely only based on logic. Thus in order to correctly select the strategy the following should be considered:

- Desirability: (Do we want to go in that direction?)
- Practical feasibility: (Is it possible to go in that direction?)
- Commercial viability: (Will this direction lead to profit?)

Contingency Planning

Even the best strategies are flawed because they are based on certain assumptions. Assumptions are needed, though, if a plan were to be successful. There are things that are assumed to remain constant such as government policy, but within this economic crisis even government policy is an area that can be volatile. It is the assumptions that are volatile in nature such as consumer demand that make contingency planning of highest importance. Formerly contingency plans were stagnant in nature and thus unviable depending on how the assumptions change over time. Therefore, the best contingency planning occurs on an ongoing basis. This requires careful and continuous oversight of the assumptions and every time there is a change in the assumptions, the plan also needs to be adapted. It is only then that an operational plan can support and lead to achieving of the long term strategic goals of a firm.

It is with these steps that the author believes that one can reach a feasible marketing strategy that will fulfill all the aspirations of any organization.

3. Conceptual framework

Upon description of the methodology, it is necessary to conclude what has come from it and to formulate the best possible way of addressing this issue pertaining to the IBS. I intend to use a problem definition that states the general question to be answered at the end of this project and to dissect this problem definition into sub-questions in order to capture all the different issues to be addressed in order to best answer the problem definition at the end.

The IBS faces tough challenges ahead and great opportunities to be taken advantage of. One part of it all, if not most important, is that the IBS should have a more proactive marketing strategy in order to help in achieving the strategic goals. It is with these thoughts, and based on the selected methodology put forward in the last chapter, which I seek to address the following problem definition:

- *How should the ISCTE-IUL Business School adapt the communication strategy and action plan in order to attract and attain the best prospective students to the University?*

In order to provide an answer to the problem definition, it is with the help of the methodology that the author has managed to break down the problem definition into groups. Upon breaking down of the problem definition into different groups that need to be attended to I realized that sub-questions needed to be answered. The sub-questions are as follows:

- *What is the current status of the communication strategy and general conditions of the ISCTE-IUL Business School?*
 - *In order to answer this first sub-question I plan to do a historic analysis and a Diagnosis of current situation*

- *What are other Business schools doing?*
 - *In order to answer this sub-question I intend to use the Benchmarking technique mentioned within the methodology chapter*
- *What is the best strategy to adopt?*
 - *This sub-question will be answered by using information from the diagnosis and the literature*
- *What are certain tactics that are used within this type of service marketing?*
 - *The benchmarking will be one of the driving forces behind the answering of this sub-question; The interviews and the relevant literature will also play a pivotal role in the answering of this sub-question*

These sub questions will definitely serve the purpose of dissecting the problem definition into equally important parts supported by the literature. All these parts will be tackled individually and with great deal of attention. Ultimately, attending to the sub-questions will lead to answering of the problem definition.

4. Data collection and analysis

Industry Background

A brief introduction to the education industry is imperative as a start. This is needed in order to get a better understanding of the evolvement of education in the Portugal, particularly business education, and to better understand the role IBS played within this development.

Benchmarking

In order to obtain a better understanding of this highly competitive education industry, one would have to do a benchmarking in order to establish best practices and to see what we can learn from them. In order to do this I have juxtaposed a list of the top European Business School with graduate programs in management. The names were extracted from the Financial Times rankings. By attaining this list and thoroughly examining the schools' websites, taking into consideration what was learned from the literature presented, I hope to illustrate the vast variety of perspectives on how to attract the top quality students. For some schools this is easy as their reputation precedes them. For others this is more challenging and thus requires more creativity on their part to attract prospective students, and hence I try to capture this essence that they try to portray through their website.

Diagnosis

In order to assess the current situation on communications efforts done by the ISCTE-IUL Business School there are a few tools that I used to obtain this information, namely, Interviews with Rita Almeida, Antje Disterheft, Professor Jorge Medeiros, Professor Antonio Robalo and Professor Antonio Gomes Mota and I have studied the ISCTE-IUL

website and brochures. The first Interview conducted was with Rita Almeida. Rita Almeida is essential to interview in order to get a better understanding of the Marketing & communications activities of ISCTE-IUL. In order to get the best possible view of all activities I conducted this and all other interviews based on a semi-structured interview (King, 2004).

Only knowing the communication activities is not sufficient, one would have to know the sources of this information that are to be put into promotional activities. Therefore, I conducted the two following interviews with the executive coordinator of the MSc International Management program and the MSc Business Administration program, namely, Antje Disterheft and Professor Jorge Medeiros. Through the interviews with the coordinators I wish to not only find out what information they supply but also how they feel about how this information is shared among others, how their view of ideal candidates are and also about their perception on intra-departmental communication.

Finally to get a more strategic view of communications, marketing and general direction of the IBS, I conducted interviews with the director of the MSc International Management program and also the dean of the Business school, namely, Professor Antonio Robalo and Professor António Gomes Mota. Through these interviews I would like to document the ideas on direction, strengths, weaknesses and constraints all pertaining to the Business School and its programs. At the end of this section I plan to deliver a SWOT Analysis, a Gap Analysis and a view of what the current status of the operational marketing activities.

Strategy selection

There are 4 main strategies that are discussed within the literature and from these a strategy will be chosen to be the underlying theme of all marketing activities. With one direction in sight it would make things easier on all the marketing activities and also by knowing the general direction it would give the individuals more freedom of doing things that they know will be coherent with the overall goals of the Business School.

Communication activities

To answer the question of what tools can be used to promote the IBS I intend to look at all the possibilities mentioned in the theory and also through the benchmarking to get an insight on what activities are non-traditional and being used within the education industry.

Promotional tools are widely used within different industries to improve items such as brand awareness, market share and overall revenue. Though traditionally only certain tools are used consistent over certain industries, I also intend to look at a vast variety of industries to gather ideas from a broader perspective. In Europe, due to the high number of schools that are public, it is not often that you have the opportunity to engage actively in marketing activities. The marketing activities in a narrow perspective are usually limited to brochures, fairs and word of mouth. It is because of this that the project poses great potential and ultimately to contribute vastly to the promotion of the ISCTE-IUL Business School.

5. Information analysis and conclusions

5.1 Industry Background and description

The following information is a direct translation of the history of ISCTE posted on the ISCTE website. This information was thus extracted from the website and little to no changes were made to the content.

Created from a core faculty, who in 1963 had founded the Institute of Social Studies (IES) the Higher Institute of Labor Studies and Business, ISCTE, was established by Decree-Law No. 522/72 of 15 December, based on a framework for innovation sought by the university "Reforma Veiga Simão". ISCTE, originally, viewed itself as the first unit of a new University in Lisbon.

By cyclical conditions, especially arising from the political and social situation disappointed in the April 25, 1974, ISCTE would remain for long 15 years in the direct dependence of the Directorate General of Higher Education appointed by the then Ministry of National Education.

While several possibilities were successively depleted of possible integration in the universities of Lisbon, ISCTE remained dependent on that Directorate-General and received important delegations of powers by the Trusteeship, enjoying autonomy unknown at the time, which greatly contributed to a better development of the institution.

Progressively, the ISCTE was able to assert itself, within the overall System of Higher Education, with the knowledge and recognition of the Ministry of Education. Thus, in pursuit of this understanding, it is worth mentioning:

1. Since 1983 ISCTE was granted the ability to make doctorates, by Decree-Law No. 167/1983 of 25 April.
2. With the publication of Law No. 108/1988 of 24 September (Autonomy of Universities), itself supported by the Law No. 46/1986 of 14 October (Basic Law of Education) and the Constitution Republic, ISCTE received the acclaim of "non-integrated university institute." By Legislative Order No 11/1990 the Minister of Education approves their statutes, which were published in the Official Gazette, Series I, No. 32, February 7, 1990, declaring ISCTE "non-integrated university school", fully scientific, pedagogic, administrative and financial. From these statutes ISCTE has competence autonomously, for example, to confer all degrees (bachelor, master, doctorate, honorary degree), and aggregations.
3. That same year, the Ministry of Higher Education signed with ISCTE a pre-contract agreement to start a program, to consider this university unit with the appropriate parameters to conduct what was then considered a pilot project for the Universities (contracts, programs).
4. In 1997, ISCTE integrates in the Foundation of Portuguese Universities and currently belongs to several university associations, such as Columbus, the Association of Universities in the Portuguese Language, European Academy of Business in Society, etc..
5. The new statute of ISCTE, approved by the Minister and published by the Legislative Order No. 37/2000 on Official Gazette, Series IB, No 205, September 5, 2000, established the organizational framework of ISCTE as a university.
In 2005, for amendment of Decree-Law No 283/1993, ISCTE joins the Council of Rectors of Portuguese Universities (CRUP).

5.2 Current Communications tactics

The interview with Rita Almeida has provided a plethora of information regarding the practices of communication. It is absolutely imperative to establish, within the diagnosis, the current communication practices and properly documenting it. It is with these thoughts that I present the following.

People

The question related to people has to do with the “whom”. It was apparent through the interview that when communicating about the business school there are three main groups of people that are targeted. The first group is the companies as a whole. As starting point of the Business School it was always a priority to maintain good communication with the business world and this part of the communication efforts proves that. This leads to a lot of information sharing between the company and the Business School, increased reputation of the Business School and finally a pool of prospective applicants, which leads to the next target group.

The people working within companies are also a primary target focus. A lot of effort is given in the communication with this group, as they are the preferred candidates to attend the graduate programs at the ISCTE-IUL Business School.

The final target group of communications is the current students that are graduating and that are looking for a continuous Masters degree. These students are also a great part of the student body of the Business School.

Materials

The materials topic addresses the “how” item in the line of questions. As came to light within the interview with Rita Almeida, the brochures are where most of the time, effort and money are spent.

A Communication Plan For the Second Decade of The New Millennium

These brochures are updated every year and primarily released around the months of April or May. The website is also used as a communication tool. Here is where a student may find the most information about the school.

Other online materials that are used are Google Ad words and other websites about graduate management studies like Educations.com. There are also education fairs that have been attended by representatives of the Business School. These education fairs serve to inform people more about the Business School and to refer them back to the website where they will find most of the information.

The last method used is the newspaper. Some specialized newspapers, like construction magazines, are also targets as you may find a person who seeks a Management education but lacks the management background with regard to their studies.

Location

The location refers back to the “where” question. Most of the brochures are distributed at the following places namely, the Business School itself, at companies and at the fairs. The fairs, however, have taken place both nationally and internationally. The national education fair is held 2 to 3 times a year, where the top business schools of Portugal attend to inform the prospective students of their institution. The international fairs attended by the ISCTE-IUL Business School were the European Higher Education Fairs over the last few years. These fairs were held in Asia to promote higher education in Europe.

Information

The information item is to answer the “what”. The strengths of the business school are highlighted with every brochure made and all that is put on the website. Other than the strengths of the business school the information regarding each program is also put in.

Constraints

Out of the interview it was also apparent that there were certain constraints with regard to obtaining and releasing of information. As is to be understood, the process to publish the brochures starts in November or December. The information regarding each program is sought from the program directors of each program. In order to publish this information in a uniform way a certain structure of information is requested but it is rarely done in this fashion. At times it is left up to Rita Almeida to do the consolidation of the information that sometimes can lead to information being misinterpreted or having information missing. This issue often leads to a long process that can be interpreted as tantamount to inefficiency.

It is based on this that I believe that the current communication practices are not well suited to cater to the reaching of international students. There is apparently also a lack of coordination between departments with regard to the uniformity of the promotional activities.

5.3 Benchmarking

As mentioned by Aaker et. al. (2003) benchmarking involves “either adopting the practices or adapting the best features, and implementing them to obtain the best of the best”. In order to conduct this benchmarking realistically and effectively I have selected the following items to be evaluated at the different institutions (The full list of the schools evaluated for the Benchmarking can be found in Annex 3):

- Programs
- Accreditations
- Alumni Network
- Website overall appeal

I have chosen to deliberately exclude certain items as they cease to be viable items for comparison. These items were excluded for the following reasons:

Tuition Fees: This item is excluded due to the different governmental involvement in education of different countries. This disparity can be seen from country to country and therefore I opted not to use this as an item for comparison

Curriculum: This item was also excluded as this may have led to an exponential growth of the study, as many institutions have a variety of programs and each with their own curriculum.

The following depicts best practices and examples on each item picked to use in the benchmarking.

Programs

Within the programs items of the benchmarking there were a few schools that stood out. They stood out because of differing reasons. On the one hand they got my attention because of their differentiation and on the other hand their specializations in English. I will take two examples to portray, as I believe these were the best in this these aspects.

RSM Erasmus: Specializations in English

The Rotterdam School of Management (RSM) is a well-known Dutch institution with high recognition. The thing that stood out the most about this university is how internationally oriented the business school is. The RSM has in total 19 English language Master's programs. It is impressive considering that it is located within a non-English speaking country. This amount of programs leads to almost every candidate finding what they look for within this university.

EM Lyon Business School: Differentiation

The EM Lyon Business School is also among the top 30 business schools in Europe with degrees in management. One thing that I noted about the university is that it takes a

characteristic that is associated with France and uses it to create a specialized program to attract people to the university. The particular program in question is the Master's in Luxury Management and Marketing. France has always been associated with luxury by having brands such as Dior, Chanel, Lancôme and Lacoste among others. Utilizing this strength of the country within your education system is always a plus.

Accreditations

Maastricht University

One thing that is more appealing to international students seeking graduate studies is the accreditations of the institution. I am taking the example of Maastricht University as they possess the most attractive accreditations among international universities. First of all, they are accredited by the NVAO, which is the Dutch-Flemish Accreditation Organization but foremost they have the so-called “triple crown” accreditation. This means that they are accredited by the AMBA (The Association of MBA's), AACSB (The Association to Advance Collegiate Schools of Business) and the EQUIS (European Quality Improvement Systems). With these 4 accreditations it is relatively easy for them to give confidence with international students that are interested in pursuing a degree at their institution.

Alumni Network

The alumni network of an institution is the one of the areas in which one can measure the performance of that institution. It is however tough to evaluate one's alumni network if there is no platform in which they can actually communicate with the institution especially when most of the graduates migrate to pursue their careers. One school that arguably has one of the best alumni networks in Europe is the London School of Economics. This institution is highly ranked in every category one can think of. One aspect that they also do a great job in is the maintaining contact with their alumni network.

The LSE has an online platform called the Houghton Street Online. This was created in order to keep track of the 20,000 plus LSE alumni. The online alumni platform provides many advantages and is divided in the following:

- Online Directory of alumni
- News and events
- Alumni Professional Mentoring Network
- LSE alumni email forwarding address

By having this network established online one graduate could always refer back to the network to find another “member of the club” for whatever reason that is necessary.

Website overall appeal

It is always important that within your website you have sufficient and correct information about your institution, but it is also important that you are aesthetically sound. It is with this in mind that I decided to also look at the websites’ overall appeal and hence I also decided to portray within this report the ones that had the most appeal and/or a differentiating factor.

HEC

The HEC is a highly reputable institution within Europe and even the world. Even its name carries a lot of firepower. Upon visiting their website I was astonished about what I saw. The website was in all aspects just beautiful. The colors were carefully selected, the pictures displayed were also beautiful and the attention to detail is evident. No other website out of the 30 had more of an aesthetical appeal than the website of the HEC.

Euromed Marseille Ecole de Management

With this ever globalizing world and the shifting of economic powers one would have to accommodate strategies. Even though the website was not as aesthetically appealing as the one of the HEC but the Euromed Marseille Ecole de Management website had a wonderful differentiation factor that caught my eye. Their website is entirely available in Mandarin Chinese. This would undoubtedly reinforce ones strategy to attract more Chinese students to come to their institution.

Mannheim Business School

Though not new in general terms but relatively new to Europe, the Mannheim Business School has put a MBS Shop on their website. Here is where you can order memorabilia of the school. Things such as t-shirts, rugby shirts, baseball caps, bags and even golf balls are available. This thus shows the commitment the people have with the institution and also this can be seen as a source of revenue.

5.4 SWOT Analysis

After conducting the interviews and the thorough evaluation of the website, information was gathered and summarized within a Strengths, Weaknesses, Opportunities and Threats Analysis or SWOT Analysis for short. The SWOT analysis is a useful tool developed by Albert Humphrey. This is often used in doing a diagnosis of a company's current status and future opportunities for strategic purposes. In the case of the ISCTE-IUL Business School, the interviews have provided a great deal of information that helps in many ways the definition of the strategic objectives. The results of the SWOT analysis are as follows:

The Strengths of the ISCTE-IUL Business School

One of the most often mentioned strength is the connection that ISCTE-IUL Business school has with the business world. This strength allows the school to always tailor the programs to the current needs of the business world. Being at such a close proximity to the business world also allows for good word of mouth marketing.

Another strength mentioned often is the friendly and informal environment that is within the school. This friendly environment allows students to go up to any faculty and staff member to address a problem that they might have. This friendly environment certainly enriches the learning experience that one would get while being a student at the school. Currently ISCTE as a whole enjoys the highest rate of international students among Portuguese institutions. Though this number pertains mostly to undergraduate students on exchange, this international environment also serves to help the students cope with international settings and certainly be exposed to intercultural experiences. This is certainly a strength as it is not only the students who benefit from this environment but also the faculty and staff are more acquainted with the different issues that can arise from dealing with cross cultural environments.

Another strength of the Business School is the local reputation. Within Portugal, whenever thinking about Business/executive education, ISCTE-IUL/INDEG Business School is certainly one of the firsts to be mentioned. This in itself provides a good opportunity to attract students locally but it also entails the possibility of leveraging cooperation from the business world to achieve strategic goals. Although the latter will be more explained within the opportunities section.

Another strength is the great attention towards quality of the programs. To reinforce this, the Business School is currently going through an accreditation process. This is to consolidate the local reputation in Portugal but also to give the international environment more confidence in the Business School.

The Weaknesses of the ISCTE-IUL Business School

One of the most mentioned weaknesses of the Business School is the lack of experience in international marketing activities. Traditionally, Portuguese Business Schools have solely relied on the domestic market. Now that has changed, and therefore there is this lack of experience. As we now are in the information age many companies and other institution have a lot of information online, as this is the primary source of information for people that seek certain convenience in information gathering. However, this exposes another weakness of the business school as the website is not state of the art.

The website is in many ways inferior to the other top business schools but it is under review and up for change in the near future. As part of the overall strategy of the Business School, internationalization plays a key role. However, in order to be more internationalized the IBS needs to do 3 more things that are considered to be weaknesses.

First of which, is to create more international program. These additional international programs will definitely help in attracting more international students. Which leads to the second area namely, the attraction of more international students. There are a great number of international students at ISCTE but these are mostly within the exchange programs and not regular full time students. Finally, the recruitment of more international faculty members is a key. Having a diverse faculty helps with the reputation of the school on an international level and also provides the students with different perspectives on certain issues, which only enriches the students learning experience.

The Opportunities of the ISCTE-IUL Business School

There is great potential ahead in many ways for the IBS. The opportunities come in different ways though. The first I would like to portray is the growing funding for international students. Countries such as the Netherlands, Germany, Belgium, Austria and the Scandinavian countries all have systems in place in which a student may choose to

study abroad and will get government funding to do so. If the ISCTE-IUL Business School does well in this sense, there is a great potential market.

Another opportunity that arose recently is the growing number of international companies that have established here in Portugal and that seek highly educated people. This means that there will be a growing number of people that seek a higher-level education in the future. Because there are many new international programs offered by the business school, it is a great opportunity to attract more students.

Another opportunity that is arising is the economic growth of the Portuguese-speaking world. Brazil, in particular, has seen tremendous growth over the last few years and all experts are speculating continuous growth for Brazil. As Portugal has close relations with Brazil due to historic reasons, it poses a great opportunity for the business school to provide a link between European business and Brazilian business, i.e. being a bridge between European companies and Brazilian companies.

Because the need for revamping of the website was noted, there is great opportunity for improvement. The improvements could mean the difference of a student either picking one or the other school to attend. Thus this opportunity should not be taken lightly and should be best handled in order to serve the strategic objectives of the IBS.

Another opportunity that is coming up is the international accreditation from the EQUIS and the AACSB. These accreditations will provide a confidence in the school from prospective students.

The Threats of the ISCTE-IUL Business School

One of the earliest detected threats was the competition. There are a number of Portuguese institutions offering similar courses. This thus means that when a student is choosing whether to go abroad or not, even if the student has chosen Portugal this does not automatically mean that they will come attend the IBS. Hence, even if the pie is getting bigger there are a greater number of mouths to be fed thus making it harder to make your piece of the pie bigger. Moreover, these schools are also in the accreditation process, which makes it even more pivotal that the business school gets the accreditation necessary.

In order to be more internationalized there is a goal of attracting more international members of faculty. This entails the inherent issue of compensation. In order to get an international professor one would have to think about the additional cost this will impose. This cost is understandable and realistic, but this, however, will cause an unbalance in payment with regard to other members of faculty. This could be a potential threat as this may lead to rising costs of faculty.

As mentioned in the opportunities there is great incentive for students that want to pursue education abroad. This is an opportunity but what relates to this is that the government in Portugal does not fund education as much as they do in other European countries. This means that the costs of tuition are higher here, relatively. In the Netherlands for example the tuition fees are capped at about 1800 Euros a year, or even in extreme examples such as Denmark where there are no tuition fees at all.

In order to get a better overview of the SWOT analysis, the following diagram will display all the important points that came about:

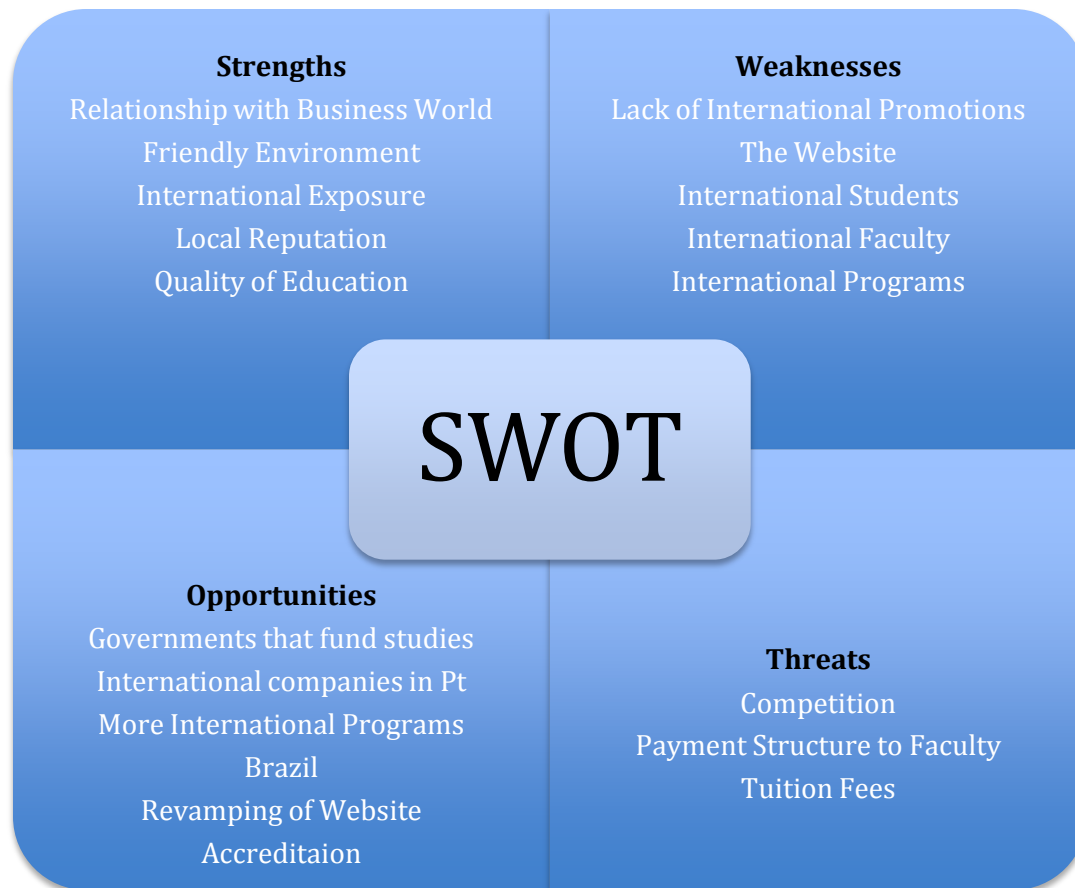


Figure 5.4.1 SWOT Analysis diagram

5.5 Gap Analysis

Now that the Benchmarking and SWOT analysis are portrayed, the following step is to conduct a Gap analysis. A gap analysis is used to assess the performance of a company relative to the customers' expectations or the performance of its competitors (Aquilano, 2006). In the case of the IBS, I will do a comparison with the best practices identified within the benchmarking.

Selecting the proper benchmark to which to compare is usually the toughest step. In this case, due to the benchmarking effort conducted previously, it is a compilation of different best practices of different institutions that are going to be used, namely:

- Programs
- Accreditations
- Alumni Network
- Website overall

Programs

Upon conducting the benchmarking it was obvious that the IBS is behind the curve when it comes to Programs in English and also a degree of differentiation factor within the programs offered. Upon conducting the interviews however, it was evident that the IBS is heading in the right direction when it comes to these two aspects with regard to the programs. The Energy MBA for example is a very good step towards differentiation and is also one of Portugal's strengths, namely the investment in renewable energy. To what the English language programs are concerned the IBS has done significant steps in the right direction, only a few years ago it was only the MSc International Management that was fully conducted in English but now there are 6 programs in total. These are great steps of reducing the gap between the IBS and the industry best practices.

Accreditations

Looking at the best practice with regard to accreditation, it is evident that having the 3 top world accreditations is pivotal. The three accreditations are namely the AACSB, EQUIS and AMBA. The IBS already is accredited by the AMBA for the Executive Masters program, which is a great achievement. Nevertheless, the accreditation of the other two world leading accreditation organizations is also important. I am glad to say however, that through an interview it is so that the IBS is currently under the process of being accredited by both the AACSB and the EQUIS thus reducing this gap as well.

Alumni Network

The London School of Economics boasts an alumni network of more than 20,000 people. To maintain contact with these people and also for these people to maintain contact with each other they have created an online platform called Houghton Street Online. The IBS also has an extensive alumni network but historically have been mostly from Portugal and thus making communication easier. Due to the ever-growing number of international students coming to the IBS and migrating back to their country the IBS should also adopt this social networking opportunity online for its alumni.

In light of one interview I have come to know that the MSc International Management is already in negotiations to create this alumni network but currently only for graduates of the MSc International Management. It is, however, logical that the MSc International Management would be the only program to pursue something of this nature, as this is the longest running international program and thus having the most international alumni.

Website Overall appeal

It is no secret that the IBS website needs an overhaul. Within the 6 international programs offered, there are 4 different layouts when it comes to their individual pages on the website. This is not the best way in providing information through the website. When looking at the HEC, for example, it is one uniform layout for all its programs. I do believe, however, that the process of revamping the website has already begun. Another innovative aspect of the websites reviewed was the usage of the website as a community for the alumni and also the usage of the website for selling merchandizes of the business school. These are all things that can be put on the IBS website. It is clear that the IBS website is behind the curve when it comes to the website operations. I hope my recommended steps to be taken, can bridge the gap between the IBS website and the best practices within the market.

5.5 Strategy Selection

According to O'Shaughnessy (1995) there are four main strategies that one can take when conducting marketing activities. The four are namely:

- The unique selling proposition (USP)
- Brand image
- Matching offering to the want
- Positioning of the brand in the mind of the consumer

In the case of the IBS, based on the SWOT & Gap analyses, benchmarking and interviews conducted, I believe that the best strategy to adopt would be the promotion of the Brand Image.

The establishing of a strong brand image in the market, the IBS will give past, current and prospective students confidence, a sense of status and enhance the satisfaction with every experience (O'Shaughnessy, 1995). The promotion of the brand image I believe is the best strategy to adopt because of the ever-growing number of international programs and thus a changing offer to students. It has been so in the past that each program had to do its own promotions and thus leading to inefficiencies, incoherency and sometimes overlaps of information being sent out to prospective students. If the IBS adopts the active promotion of brand image this will lead to a more coherent marketing effort from all parties. This does require, however, that more coordination is needed when coming to decisions about marketing activities.

The decision to promote brand image also begs the question: "What is the IBS brand image?" Based on the interviews and also the SWOT analysis it was evident that the IBS brand is built upon the following points:

- Professionalism
- Reliability
- First-class quality

The incorporation of these three main points in every promotional activity conducted will ultimately help the IBS in building a strong brand image and that will let prospective students all over Europe feel confident and trust that when they choose to attend the IBS, that they have made the right decision.

6. Recommendations

With the compilation of the information attained through the research, namely, the industry background analysis, benchmarking, current communications tactics, SWOT analysis, Gap analysis and the final selection of the overall strategy, I am able to provide the following recommendations on how to effectively promote the business school. These recommendations are each individually applicable and do not have to be put in place all at once.

As the overall strategy selected was to promote the Brand Image of the IBS it is, therefore, imperative that all activities are directed at achieving this goal. Another interesting point that came up within the interviews was the growing local demand for graduate studies in English or at least at the international level. It is therefore that I have focused the recommendations to address both International and the National markets. The recommendations are as follows:

6.1 Fairs

Part of creating international awareness includes sometimes having to be physically present at certain locations so that people can get to know the University on a more personal level. The attending of international student fairs is thus a great opportunity to do so. In the past members of the ISCTE Faculty have attended these fairs but the

purpose of the fairs have been mostly to promote studies within Europe as a whole in Asia and thus not really specialized in promoting the IBS particularly. As mentioned within the opportunities, there are more European governments giving grants to study internationally. In order to get to these students I recommend attending these international study fairs within Europe. In order to get an idea of the advantages of these fairs I have taken the example of the “Masterbeurs” in the Netherlands that is held every year. The Dutch government also has grants for students wanting to study abroad.

This fair is held every year around the end of February and is widely attended by undergraduate students looking for graduate studies to pursue and also working professionals seeking further studies. This fair is advanced in many ways. It has a digital registry system, where students register their information such as name, address and course. Each university can “scan” this information from the student using a mobile scanner of their name badge. At the end of the fair this information will be sent free of charge to the attending university.

It has been difficult for a university to advertise within one country and thus this fair also helps in this area. The organizers of this fair do the following:

- Print (Advertisements in national and regional newspapers)
- Directed outdoor campaign (promotional teams, flyers, billboards and posters) in all cities at universities and colleges, train stations, bus and tram stops
- TV Campaign (popular channels)
- Radio Campaign (national radio stations)
- Online (banner and buttons on popular websites)
- Direct mail (100,000 students)
- Invitation to fair (students already registered receive a reminder sms, voicemail, card and mail)

Universities that have attended this fair are: the Rotterdam School of Management, Rijksuniversiteit Groningen (Partner University), Universita Bocconi, IE Business School

and Queen Mary University of London. These are just a few mentioned among the many that actually attend. This fair and others like this pose great opportunity to gather information about prospective students, hand out brochures, getting into direct contact with other universities and also creating more awareness through the referring back to the new and improved IBS website. A copy of the terms and conditions is to be viewed in Annex 2 (in Dutch).

6.2 Brochures

With regard to the brochures there is little to be recommended other than the process of attaining the correct information. In light of the interviews it was apparent that the process of attaining information could be more efficient. In order to be more efficient there needs to be more communication between the different department heads to get consensus on what type of information should be included in the brochure and also in what format this information should be supplied. In order to get this consensus I suggest the following:

- Have a yearly meeting to discuss content and format (to be done prior to the initiation of the process of creating the brochures)
- The dean should attend this meeting to reinforce the importance of the brochures
- During the meeting, with the help from Rita Almeida, agree upon deadlines

These points should be done in order to help the creation of the brochure process and by doing this, the communications coordinator has more time to use creativity with the aesthetics of the brochure.

6.3 Website

As came to light during the diagnosis phase, the website needs an overhaul. In my understanding this is already within the planning and thus I will not go in too deep within

the changes that need to occur for overall functionality and aesthetics but I will give some suggestions that may help in creating more international appeal.

The “Ask a Professor” Platform

One of the business schools best attributes is that the faculty is very accessible. This particular attribute can be very useful digitally. Therefore, I suggest to put within the website the “Ask a Professor” platform. This is where both students and professionals can pose an array of questions on the website and a professor will answer them. These questions can range from a question from a prospective student about a particular course or even a business professional needing advice on a particularly difficult decision to be made, but the latter at a price of course. Steve Jobs, who is the CEO of Apple Inc, has been known to answer questions directly from customers. This has helped Apple in their appeal to customers as well. I believe that this will help in both the attractiveness of the university and also create a sort of buzzword marketing activity.

E-Business Techniques

With the internet being ever more important the business school needs to adopt certain measures that makes the information gathering of people online easier, and to use this information to continuously improve the website. One example of such sort is the use of cookies. A cookie is a data file that collects information about a user when visiting your site. Cookies can also be used to gather click stream data. This click stream data provides a trail of the users activity online. So therefore, the IBS can get information about the behavior of the visitor on the website to thus get usable market research data. This data is gathered by doing measuring the following:

- Hits
A request for data from a Web page or file
- Visit

A Communication Plan For the Second Decade of The New Millennium

A series of requests during a navigation of a Web site, a pause of a certain length of time ends a visit

- Unique visits

A count of the number of visitors entering a site, regardless of how many pages are viewed per visit

- Stickiness

Characteristic that influences the average length of time a visitor stays in a site

Upon gathering of this information it will be possible for the IBS to continuously improve the website's attractiveness in both aesthetics and content.

IBS Alumni Network

Also to be incorporated in the website is the IBS Alumni Network. Due to the ever-growing number of the incoming students from other countries it would make things harder to keep track of them when they embark in their international careers. This is why the IBS Alumni Network should be added to the website with sort of a social networking attribute to it. The alumni can help each other with for example problems. They would be able to keep in contact socially and even sharing good news such as the birth of a child. With this network in place the IBS alumni would be easier accessible in the longer term and also be more up to date about changes that are occurring within the IBS. In order to accomplish this, I recommend that the MSc IM platform, that already is being created, to be expanded to serve all the IBS student body.

The International Student Database

ISCTE has, within Portugal, an unmatched ratio of international students coming in as exchange students. It is then useful for the IBS to use this vast network of past, current and future students for marketing purposes. It is therefore that I recommend that the IBS establish in cooperation with ISCTE the International Student Database. This student database will serve more for support of the communication activities rather than being a

tool itself. There is already a database in place in which all the international students give feedback on the performances of fellow students that helped them get acquainted with their new lives in Portugal. This feedback system is currently only being used by the exchange students. In order to be more useful it should also add the international students doing full-time programs at ISCTE and also the students attending summer schools at ISCTE. With this student database the IBS will get a plethora of information on these students which will help in detecting the most attractive markets for promotional activities, which markets to actually attend fairs and also which markets to lobby the Lisbon Graduate Management Organization (See recommendation 6.8) to target. This student database will serve the greater purpose of creating a relationship between the IBS and students based on the information gathered through their own evaluations and experiences at ISCTE.

The IBS Newsletter

Recently, the IBS has started a new program namely the Energy MBA. This MBA program is unmatched within Portugal and some may even argue whole Europe. It is my belief however that more information could have come my way by my primary source of information, namely my computer. The IBS has done well with the publication of the program with regards to the Google ads. It is because of this new program that it got me thinking about another form of information distribution namely the IBS Newsletter.

In order to maximize the use of the International Student database and also to make the distribution of the brochures more efficient, I recommend the IBS issue bi-yearly newsletters, in English, to inform past, current and future students about the following topics:

- A word from the Dean
- Recent publications by faculty
- Upcoming events sponsored by the IBS
- And also informing about new and/or improved programs that the IBS offers

A Communication Plan For the Second Decade of The New Millennium

Upon issuing of this Newsletter the IBS will be able to reach a wider audience that have expressed past interest in the IBS, with updated information about the business school.

6.4 Word-of-mouth

Through the years the IBS has heavily relied on word of mouth marketing as an advertising tool. Companies with high word of mouth advocacy rates, according to a study published in the Harvard Business Review, have a higher growth rate than those that do not have as much word of mouth advocacy (Kirby, 2006). Thus the relying on this method is not a bad idea. To create word of mouth advocacy the traditional view was to influence the opinion leaders. This thought involved that these opinion leaders, approximately 10% of a given population, control the opinion of the other 90% of the population. However, there is also another group of people that have influence namely the: Brand Advocates. These people are regular clients, suppliers or in this case students that have no particular opinion leadership position but because they adore the brand so much they would love to recommend it to people they know. As mentioned by Sven Rusticus CEO of Icemediia, very few people within your customer base will be Brand Advocates (Kirby, 2006). It is then the goal to create the most brand advocates as possible and support them in their role of brand advocates.

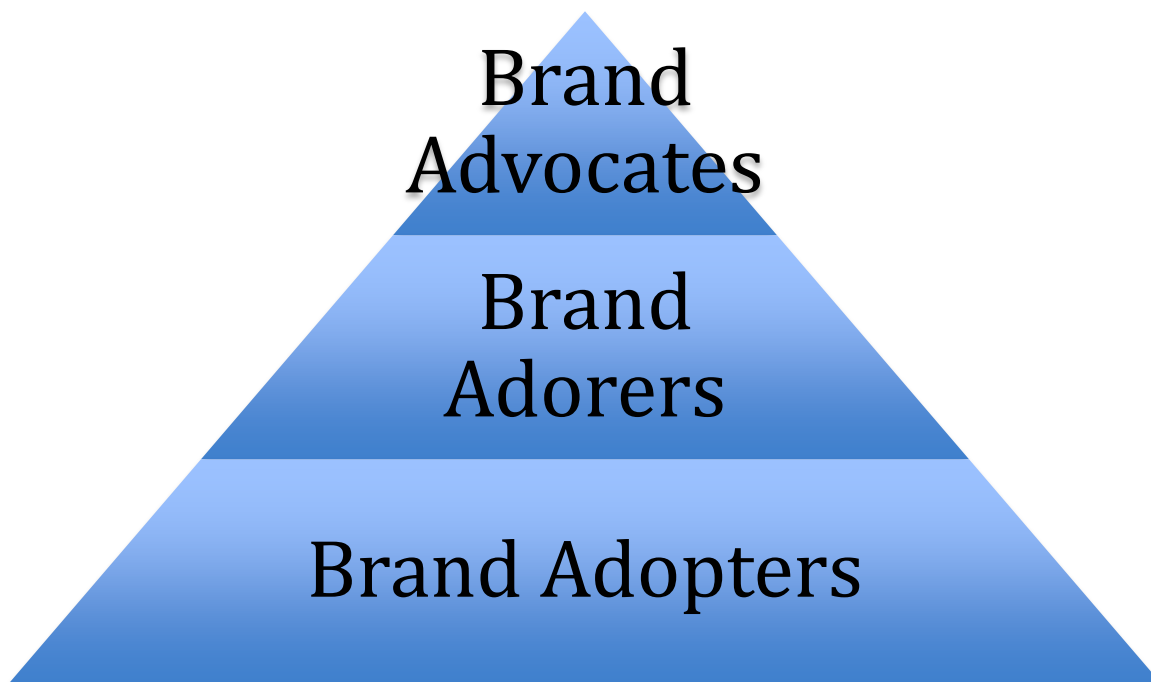


Figure 6.4.1 Brand Advocacy Pyramid

6.5 Merchandizing

The idea of merchandizing is something that is well known among American Universities, but not so much within the European Universities. As was displayed within the benchmarking, there is only one of the top European business schools, that engages actively in merchandizing. Merchandizing helps to further the cause of building a great brand image through brand advocates. In order to create a positive view of your brand image based on merchandizing one would have to link all the goods sold to the attributes of ones image. In the case of the IBS all merchandizes have to have the following attributes:

1. First-class quality
2. Reliability
3. Professionalism

Products that emanate such attributes are i.e.:



Picture 6.5.1: The coffee mug

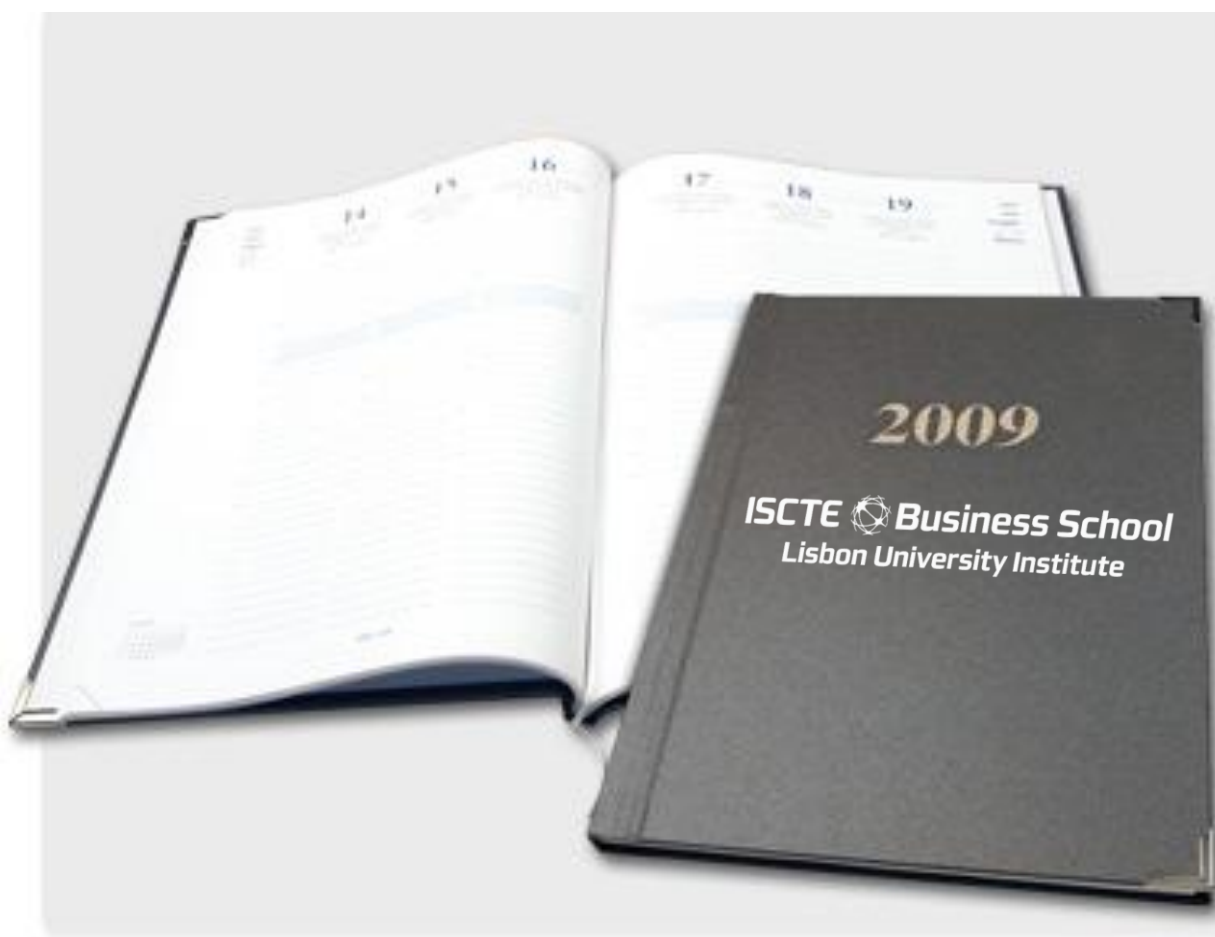
As coffee is such a great part of Portuguese office culture it is wise to have products of the business school at every office desk. Having coffee mugs made would be an essential part of the merchandizing strategy as these would be easily attainable and widely needed.

Pens (available on any professional's desk)



Picture 6.5.2: The Fountain pen

Agendas (every professional should have one, even though most of them are digital nowadays)



Picture 6.5.3: The Agenda

Sweaters

These should be handed out to alumni upon graduation and also made available to family and friends of alumni.



Picture 6.5.4: The Sweater vest

The advantages of merchandising are great as the products themselves become a advertising tool and also with people purchasing the sweaters the Business School would have potential of earning revenue. Having merchandizes is a base upon to build an endorsement strategy. Merchandizes serve a great deal in helping endorsers do their jobs to create more awareness of the IBS product. These merchandizes can also be sold on the IBS website and thus being another source of revenue, mimicking the activity of the Mannheim Business School.

6.6 Endorsement

Endorsement is a marketing technique that is widely used in the realm of sports.

Companies such as Nike and Puma are big players in endorsement within the world of football. In order to support the word of mouth advocacy, I suggest that the IBS should adopt an endorsement strategy. I suggest this to be done by supplying all graduates of the IBS with a sweater that contains the IBS logo and the year of graduation of the student.

This endorsement strategy will be effective in that both parties will benefit from it. The student will get to boast that he/she has graduated from one of the top institutions of Portugal and wherever they go in the world it is just the sweater that will be the billboard for the IBS.

Within the football world it is mostly the best players such as Cristiano Ronaldo and Wayne Rooney that get these endorsement contracts. These players are selected because they are the best at what they do within a plethora of good players and a lot of people lookup to them and refer to them when talking about greats. This is what the IBS can also mimic with this endorsement strategy. Because graduates of the IBS often occupy the better position within companies and are looked up to, the IBS should supply them with these sweaters and maybe other articles that will spur the growth of prospective students, and thus creating a better pool of candidates to be selected to attend the prestigious programs offered by the IBS.

6.7 The Student Business Card

In order to further stimulate the brand advocacy rates I recommend that the IBS have personalized student business cards for their postgraduate students. As a majority of the students will be in the job market even during their studies, networking will be a pivotal part. In order to assist them in their networking capabilities the IBS should provide a platform in which these students can order their personalized IBS Business cards. These cards will not only help the students with their networking but also be advertizing tool for the IBS. Each student upon giving their card will undoubtedly advocate the IBS and thus helping the overall goal of promoting of the IBS brand image and also including the website of the IBS on each distributed card. An example of such business cards is as follows:



Back



Front

The distribution of these cards will have mutual value for both the IBS and the student body.

6.8 The Lisbon Graduate Management Organization

In the Netherlands, the country where I was born has an organization in place called Nuffic. The aim of the Nuffic is to promote the internationalization of higher education. This is done through a series of events and cooperation of international organizations. This independent non-profit organization has contract partners, among others the Dutch Ministry of Education, culture & science and the Dutch Ministry of Foreign Affairs (Nuffic, 2010). With these contract partners they are active in fostering the international cooperation in higher education between the Netherlands and other countries. In Portugal there is no such organization. This leads to each university having to engage in promotion of their institution individually on an international platform. Having such an organization as the Nuffic could help the IBS in the long run with the aspiration of being a more active player within the European education arena. I recommend the business school to establish contacts with the other top universities of Portugal namely, Universidade Católica Portuguesa, Universidade do Porto and Universidade Nova de Lisboa, and also to engage the Portuguese government to assure the impartiality of the organization. Having organizations as such poses great opportunities but also has inherent defaults.

Cons

As many other non-profit organizations or government institutions there is a great tendency to be very bureaucratic and can hence lead to a lot of inefficiencies and red tape. These inefficiencies tend to disrupt information sharing and this could lead to outdated information to be distributed long after this had been changed at the business school. The goal of organization would be general promotion of Portugal as a study destination rather than the promotion of individual schools or programs and could lead to preferential treatments or corruption.

Pros

Such an organization could provide the business school with a lot of opportunities. This organization would be in charge of promoting Portugal as a study destination and therefore have the business school always mentioned within the top. Another advantage is, that by having an independent organization do indirect promotions will also give more credibility to the message because people have grown wearier of promotions done directly by an organization (Kirby, 2006). The final, if not most important, advantage is the consolidation of resources. Due to the compilation of partners within this organization the resources that are going to be combined and used will have a bigger impact in promotions in general. This will give individual partners a more bang for their buck.

In the case of the non-profit organization to help promote Portugal as a study destination, I would conclude that the pros far outweigh the cons and thus should be carefully looked into for the potential of creating such an organization. Having this organization in place will definitely help not only the IBS but also Portugal as a whole.

6.9 Differentiation

During the interview with the Dean of the IBS it was more than clear that the strategic focus is to differentiate the business school from conventional studies offered by the majority of the business schools in the world. It is therefore that I have come to these recommendations to both serve the strategic goals of the IBS and also to appropriately using the strengths and opportunities of the IBS.

The Emerging market track

One of the most extraordinary opportunities mentioned within the SWOT analysis was the economic advancement of Brazil. Due to the relationship between Portugal and its former colonies, it is opportune to create more programs that cater to this anomaly. Through the matching of the strengths of the business school with the strategic focus for the future by the dean that is differentiation, I would like to recommend that the MSc in International Management Program add a specialization in Emerging Markets. This track should include the subjects that correspond to the development into an emerging market savvy professional as these are growing in demand.

I would suggest to first have a fixed set of elective courses for people that chose to do the emerging market track and to also give them the opportunity to study at one of the Business school's BRIC nation partner Universities namely:

Brazil: Fundação Getulio Vargas, Rio de Janeiro

Russia: Moscow International Higher Business School "MIRBIS"

India: Indian Institute of Management

China: The School of Business, Nanjing, China

Other than the BRIC nations there are also other nations that are among the emerging economies that Portugal has a relationship with and that the business school has partnerships with. The MSCI Barra Emerging Market Index uses the following countries

to establish their renowned MSCI EM Index, namely, Brazil, Chile, China, Colombia, Czech Republic, Egypt, Hungary, India, Indonesia, Israel, Korea, Malaysia, Mexico, Morocco, Peru, Philippines, Poland, Russia, South Africa, Taiwan, Thailand, and Turkey (MSCI, 2009). The option of going to partner universities in one of these countries should also be considered as sufficient to complete the Emerging Market specialization with the MSc in International Management.

By having the attending of one of these Universities as part of the program, will create a program unmatched locally and that will support the strategic direction in which the business school is headed towards.

This new track is feasible as all the elements are already in place to do so and thus should just be presented and coordinated in a new way in order to attract more people to select the IBS above all others.

The Winery Business Specialization

Portugal is very well known for its wines and thus possesses great opportunity for a potential specialization. Much like the Luxury marketing specialization at EM Lyon, the Winery Specialization should also be considered. This specialization can be achieved through certain elective subjects to be delivered within the MSc Marketing Program or the MSc Business Administration. In order to make this specialization become a reality the IBS should seek involvement and even some agreements with companies i.e. Fonseca or Amorim that is a big player within the winery industry. The addition of this specialization I believe that there will be even more offered to the prospective students and also will support the aspirations of the IBS.

7. Project Conclusions and Contributions

The IBS is facing great uncertainty with the changes that came along. These great uncertainties, however, have great opportunities embedded within them. It is only with good strategic and contingency planning that any organization can truly profit and achieve greatness. I have been honored to do this project because upon doing a good job both the school and I benefit.

This project ultimately served to help the IBS leadership to attain viable information and a well-formulated strategy which is to promote the Brand Image through actions such as merchandizing and the attending of international fairs, to be implemented in order to further excel the business school to the future.

This project is limited, however. The limitations are as follows:

- The overall cost of the addition of platforms on the website
- The cost of the merchandizes
- The costs of attending International Fairs

It was not only on cost basis that the project was limited. Other limitations of the project are as follows:

- The gathering of information for the benchmarking was solely done through the evaluation of the Schools' websites, thus limiting the information to only one source, arguably very reliable however
- Due to the researcher's background a lot of information was gathered from Dutch institutions as a manner for comparison
- The amount of interviewees could have been expanded, but due to time constraints further interviews were not conducted

These limitations are mainly due to the research being adapted to adhere to the requirements of a Masters research project that requires research of approximately 5 months. One can look at these limitations and dismiss the findings of the research. I believe, however, that the findings and recommendations of this research outweigh any disadvantages caused by the limitations of cost or scope.

Above all, the ultimate goal of this research is to answer the problem definition stated as the following:

- *How should the ISCTE-IUL Business School adapt their communication strategy and action plan in order to attract and attain the best prospective students to the University?*

I believe that the research has fulfilled the requirement of answering the problem definition and has led to great information to be used by the IBS directors.

Based on the information that was attained through this project I cannot help but to conclude that there is a bright future ahead for the IBS. If done carefully, the strategy developed within this research will not only help in the short term but will also support the long term aspirations of the IBS.

8. Bibliography

Books:

Aaker, D.A, Kumar, V, Day G.S. (2006), *Marketing research* (9th edition), New York: Wiley, John & Sons, Incorporated

Aquilano, N., Chase, R. & Jacobs, F. R. (2006), *Operations Management for Competitive Advantage with Global Cases* (11th edition), New York: McGraw-Hill

Helsdingen, P. van, Kasper, H. & Vries, W. de (2000), *Services Marketing Management, An International Perspective*, New York: Wiley

King, N. (2004), 'Using interviews in qualitative research', in Cassel, C. and Symon, G. (eds), *Essential Guide to Qualitative Methods in Organizational Research*, London, Sage, pp 11-22.

Kirby, J, Marsden, P. (2006), *Connected Marketing, The viral, Buzz and word of mouth revolution*, Oxford: Butterworth-Heinemann

O'Shaughnessy, J. (1995), *Competitive Marketing, a strategic approach* (3rd edition), New York: Routledge

Websites:

Amorim Group (2010), *Career Opportunities*, retrieved May 2010 from:
http://www.amorim.com/en/cont_carreira.php

EM Lyon Business School (2010), *Specialized Masters Programs*, retrieved April 2010 from: <http://www.emlyon.com/english/graduate/emlgeneva/index.aspx>

A Communication Plan For the Second Decade of The New Millennium

Euromed Management Campus Marseille (2010), *Chinese version of Website*,
retrieved April 2010 from: <http://www.euromed-management.com/fr/cn>

Fonseca Porto (2010), *Company History*, retrieved May 2010 from:
http://www.fonseca.pt/index_.htm

HEC Paris (2010), *Website Layout*, retrieved May 2010 from:
<http://www.hec.edu/MSc>

ISCTE (2009), *Resenha Histórica*, retrieved April 2010 from:
<http://iscte.pt/historia.jsp>

London School of Economics (2010), *LSE Alumni Network*, retrieved March 2010
From: <http://www2.lse.ac.uk/alumni/alumniHome.aspx>

Manheim Business School (2010), *The MBS Shop*, retrieved May 2010 from:
<http://www.shop.mannheim-business-school.com/>

MSCI (2009), *MSCI Index Indicators, Emerging Market Index*, retrieved March 2010
From: http://www.msccibarra.com/products/indices/international_equity_indices/definitions.html#EMU

Nuffic (2010), *Mission and Strategy*, retrieved March 2010
From: <http://www.nuffic.nl/home/about-nuffic/mission-and-strategy>

Rotterdam School of Management (2010), *Masters Programs in English*, retrieved
April 2010 from: http://www.rsm.nl/home/master/one_year_masters

University of Maastricht (2010), *Accreditations*, retrieved April 2010 from:
<http://www.maastrichtuniversity.nl/web/Main/AboutUM/FactsFigures/RankingsAccreditations.html>

9. Annexes

Annex 1 (Transcripts of interviews conducted)

The first Interview conducted was with Rita Almeida and the results are as follows:

- What do you communicate to prospective students and the general public?

We try to communicate that ISCTE-IUL Business School is a highly professional institution with a strong company focus.

- Who do you communicate this to?

There are three main groups of groups that we target with our communication namely:

- 1. We communicate to companies directly thus improving our reputation with them*
- 2. People working within these companies for them to get an interest in pursuing a degree at our institution*
- 3. Students that are going to graduate soon and looking for a continuous Master's degree*

- How do you actually communicate this?

Our main tool that we use for communication and marketing would have to be our brochure. This is where we spend the most time and money investing in. Within the Brochure we have general information about the Business school and its programs.

A Communication Plan For the Second Decade of The New Millennium

The website is also a tool that we use for communication and marketing. In the website you can find more detailed information about the programs and the Business school itself. We also attend education fairs in Portugal. Finally Newspaper ad (Diario Economico) is also a tool that we use. Targeted news papers ads have helped in the past for example with civil engineers looking for a management Masters for non-management background students. For international students we lack a good effort and knowledge about how to market to them, we currently use Google “ad words” and other websites such as Educations.com.

- Why do you use these tools?

Our brochures are used to motivate the individual to go to the website and there gather more information.

- Where do you distribute these brochures?

This is usually done at companies and in fairs. We give a bunch to people so that even if they are not interested they are able to give this to friends and thus creating more awareness.

- When is the communication usually done?

The Fairs take place around 2 or 3 times a year. The brochures are usually published around the beginning of March or April. The Website is updated year round.

- Other issues?

Due to the structure of the Business school it is tough sometimes to gather the right information (disparity) and especially in a uniform way in order to do proper communications. Due to the fact that there are different department heads that have

to correct the information distributed the time it takes to publish a brochure usually takes around 4 months.

Note: The answers given in this report are fully paraphrased as no recording device was used.

The second interview conducted was with Antje Disterheft the executive coordinator for the MSc in International Management program and the results are as follows:

- What is the overall message that you would like to see sent out towards prospective students?

The message should entail that the ISCTE-IUL Business School provides a multi-cultural learning environment. That it is a place where you develop skills in dealing with diverse groups and that it is a place where promotion of international dialogue is encouraged.

- Who is the ideal candidate for the Master's programs?

The ideal candidate would be a student that is open minded and very dedicated to completing a Master's program. A very dedicated student is able to overcome any obstacles that may come their way throughout the program. A student that already has had some international exposure would be a plus but it is not a requirement.

- How do you approach potential candidates to the Master's program?

We participated within international fairs (EHEF). Word-of-mouth promotion is also something we rely on. We are also present on different websites (<http://www.mastersportal.eu/>, www.educations.com)

- Why has the effort in international promotions been deficient?

In the past it has been deficient but this is slowly changing. International promotions have begun to change due to the influence of the bologna process and also because there are more and more courses being offered in English only recently in Europe, thus the demand and competition is increasing. The deficiency in international promotion may be linked to some cultural and historical aspects particular to Portugal.

- Do you know of other issues regarding communications?

There is sometimes the lack of coordination between different departments in the issuing of the general message. The message is most of the time implicit but should be more explicit to show uniformity. The lack of coordination may stem from the lack of communication between department heads. There is not much information being shared among different groups within the Business School (meeting between department heads of international programs).

The MSc IM is the longest running English program in the Business School, and when asked about the information sharing of the demographics and other information of past students Antje Disterheft has replied that this has not occur. There was no request for this information when the other programs were initiated.

Note: The answers given in this report are fully paraphrased as no recording device was used.

The third interview conducted was with the Prof. Jorge Medeiros. He is the current executive coordinator of the MSc. BA program. The questions and answers were as follows:

- What do you think is the overall message that can be transmitted to prospective students?

ISCTE-IUL Business School is a business school with a strong company focus. We work closely with the business environment. A lot of the faculty is also working professionals, which is a great asset to the School. One of the best qualities of our faculty is that each professor is very accessible, which is a crucial part of our culture.

- What can a prospective student expect when completing your program?

The student can expect a broad study in management, in which he/she will learn the ropes and language of the business environment. The student will develop a critical mind, always considering everything when conducting an analysis. In the future there will be more focus on communication skills and presentation skills as well.

- How would you go about attracting prospective students? Both nationally and internationally...

For national students we would like to get the best students out of all universities so we would like to be more active in other universities as well to attain the best candidates, not only looking at the graduating students from ISCTE-IUL. Ideally we would like to have about 50% of our class to be International students. For the international students we have started an initiative called the ambassador's program, which entails current ISCTE-IUL students going abroad to do proper advertising for the Business School. This has yet to be properly set in place and still needs some tweaking done. To gain understanding of the movement of international students on our website we would like to include certain e-business techniques that could help us track the movement of these students online.

- How is the internal communication within ISCTE-IUL? Are there many disruptions if any?

Sometimes the communication is at times difficult both horizontally and vertically especially when it comes to certain administrative issues. Although, with some professors that are in close proximity it is easier to maintain an active contact. There is not much sharing of information between the programs. The MSc BA and Finance however have a closer relationship as I (Prof. Medeiros) have close contact with the program director by lecturing subjects within the MSc Finance program.

Note: The answers given in this report are fully paraphrased as no recording device was used.

The forth interview conducted was with Professor Antonio Robalo, who is the Program director of the MSc in International Management program. The questions and answers are as follows:

- What message do you think is or should be sent out to prospective students?

That ISCTE-IUL Business School is a good Portuguese Business school with good level and quality that is internationally oriented. That there is a significant cost advantage versus other Business schools especially compared to Spain, France, UK and the US, also that the living conditions in Lisbon are a plus. With conditions is meant the weather, living costs, safety and also support for the student itself when being a student at ISCTE-IUL. Problems that we have though is that we do not have a powerful brand name internationally, both Portugal as a country and the ISCTE-IUL Business school as an institution compared to for example the schools in the UK.

- Who are the students you would like to see in the classroom?

Ideally we would like 50% international students. This is critical especially in our program, which is based on a more general basis rather than specialized subject.

Recently, however, we have noticed that there is a gain of interest of Portuguese nationals that want to attain a more internationally focused program and also that there is more supply of internationally focused programs at other universities thus giving international students more options and makes competition stiffer.

- How did you go about attracting international students?

To be honest not much effort has been done in attraction. We have attended fairs in Asia, South America and also some in Europe and our main channel to international students was our website. Our website was the first one working properly relative to the rest of the ISCTE website back then. One problem is that we do not have that much support. In the Netherlands for example you have the NUFFIC that promotes Holland as a study destination and in Portugal we have nothing like that. For local prospective students we also placed ads in the local newspapers.

- Are there any issues that come to mind with the promotion of programs?

First of all there is not a clear strategy on attracting international students. In the beginning there was not much support for our promotional activities. There were a lot of cultural problems towards accepting of the internationalization.

- Communication internally?

Due to the structure of the Business school there is a problem with the clear definition of one's role within the organization. By becoming a foundation great opportunities lie ahead for improvement.

- How is the sharing of information going among the newly created MSc programs?

There has not been much information sharing between the programs. Most attention is given to the statistics of exchange students and this is not the accurate information needed for MSc programs.

- If you could summarize ISCTE-IUL Business School in a few words what would you say?

It is a changing school. In the past years it has solely been recognized as a professional institution. Almost all the faculty consisted of working professionals. This is now changing. There is a new strategy adopted and more incentives given to be a more academic institution. There is for example a prize given for professors who publish articles in well-known journals. This is done while still maintaining the professional image so therefore it can be considered a bit ambivalent. One thing is clear and that is that we are becoming more international.

The will to go towards the more academic faculty can also be stemmed to the accreditation process of the AACSB and EQUIS.

Note: The answers given in this report are fully paraphrased as no recording device was used.

Another interview, if not the most significant, was conducted with the dean of the IBS, namely António Gomes Mota. The questions and answers were as follows:

- What would you say are the greatest strengths of the IBS?

There is a mixture of different aspects that are all key in the strengths of the IBS namely:

A Communication Plan For the Second Decade of The New Millennium

-We, as a Business School, are highly connected to the business world. We have always dedicated and specialized our programs so to best fit the needs of the business world.

-We have a very friendly and informal environment, where students are freely able to approach any staff or faculty member.

-We also provide an international environment to our students, where students come into contact with different activities and experiences that will enhance their international exposure. This is also something we try to incorporate within our programs.

-Finally, we are also very concerned with a high level of quality within the classrooms, thus providing the best possible for our students.

- Within the mission statement internationalization plays a key role. Is there a gap between where we want to be and where we are right now as an institution?

Yes, there are. We are therefore engaged in different aspects to bridge this gap.

-We have to develop more international programs

-We have to attract more non-Portuguese students

-We have to hire more non-Portuguese professors

- Is there anything that might disturb or disrupt any of these?

The problem in getting more non-Portuguese professors is a question of payment. To attract them to Portugal we would have to pay them a substantial amount of money and this may lead to some imbalances with regard to payment of faculty.

Also, we are not that experienced in promotions at an international level, thus making the attraction of foreign students still a bit hard. However, this is a learning process.

- The website also mentions of Portugal being the gateway to America and Africa. What is the significance of this?

We, as an institution, are highly involved in the Portuguese-speaking world, namely Brazil, Mozambique and Cape Verde. This is of high importance because of the level of trade between Portugal and these countries, as many companies are involved in these countries. This is also important because it provides a unique selling point to other universities when they enquire about partnerships and connections.

- Are there any opportunities that lie ahead in the future?

Instead of waiting for an opportunity we strive towards differentiation. There is no use in creating a program similar to other that have been ongoing for years. Thus we strive to create more international programs that differ from other worldwide and are unique by nature. Ultimately, a 25% international student body would be satisfactory.

- What is your view in the accreditation process?

There are two main points with regard to accreditation. The first being that we have to consolidate our position locally as a top business schools, as other local business schools are going through this same process. Secondly, this accreditation will give prospective students confidence while evaluating whether to come to the IBS or not.

- If you could summarize the Business School in just a few words, what would you say about it?

We are a dynamic Business School with a good level of quality of education. We are an institution with good relationships to the business world. Our environment provides good support for the student while providing the tools and the knowledge to cater to their future career.

Note: The answers given in this report are fully paraphrased as no recording device was used.

Annex 2

General Terms and Conditions Masters Fair in Utrecht

The following document describes the general terms and conditions pertaining to the enrolment into the Masters fair. The document explains all the steps required starting from the filling in of the enrolment papers, cancellation of attendance, payment terms, liability, building of the stand, code of conduct and final costs of utilities. The English version of this document is available when actual enrolment papers are requested.

Inschrijving

1.

Door middel van een volledig ingevuld inschrijfformulier of een voor akkoord getekend voorstel, ingezonden of gefaxed aan de organisatie, verklaart de aanvrager (deelnemer) zich akkoord met de tentoonstellingsvoorwaarden voor deelneming aan de beurs en met alle huur- en verzekeringsvoorwaarden die gelden voor de organisatie.

2.

Aan de inschrijving kan geen recht op vaststelling van standlocatie, standruimte, standbouw, workshop/ masterclassruimte of topdiscussie(s) worden ontleend. De organisatoren kunnen in bijzondere gevallen of indien dit om organisatorische redenen nodig mocht blijken, een inschrijving niet in behandeling nemen, minder standruimte vaststellen dan waarvoor is ingeschreven, tot wijziging van al

vastgestelde standruimte besluiten, de standlocatie veranderen, al verleende vaststelling intrekken of tijdstippen van topdiscussies of workshops / masterclasses wijzigen, zonder dat de deelnemer aanspraak kan maken op vergoeding van schade.

3.

De op het inschrijfformulier gevraagde gegevens dienen volledig en naar waarheid te worden vermeld. De organisatie heeft, zonder daartoe tot enige schadevergoeding verplicht te zijn, het recht, goederen en diensten die zij niet toelaatbaar acht, te weigeren, respectievelijk meteen van de beurs te doen verwijderen.

4.

Het onderverhuren of overdragen van standruimte, standbouw, workshops / masterclasses of topdiscussie(s) is niet toegestaan, evenmin het kosteloos afstaan hiervan, tenzij schriftelijk en uitdrukkelijk door de organisatie toegestaan.

Annulering

1.

De organisatie behoudt zich het recht voor te allen tijde, wegens bijzondere omstandigheden (overmacht) de data voor de expositie te wijzigen of de beurs geen doorgang te laten vinden, zonder dat in die gevallen de deelnemer aanspraak kan doen gelden op vergoeding van enigerlei schade, tegenover de organisatie.

2.

Vindt de beurs geen doorgang, dan worden de inschrijvingen en eventueel al verstrekte toewijzingen van beursruimte als vervallen beschouwd en zullen de door de deelnemer gedane betalingen aan Nobiles Media, ter zake van die beurseditie, worden vergoed.

3.

Aan een inschrijving kan door de deelnemer geen voorwaarde worden verbonden. Een inschrijving kan niet éézijdig door de deelnemer worden ingetrokken dan wel gewijzigd. Bij annulering van de beursdeelname is de deelnemer verplicht het totale deelnamebedrag te voldoen. Indien de annulering vanaf 8 weken voorafgaand aan de beurs plaatsvindt, wordt aan de hand van een verschijningsplicht een extra annuleringsboete doorberekend van 25% van het orderbedrag bóvenop het originele orderbedrag. Dit in verband met het feit dat de deelname vanaf 8 weken voorafgaand aan de beurs wordt gecommuniceerd in alle media uitingen.

Betalingstermijn

1.

Indien de deelnemer niet aan zijn financiële verplichtingen voldoet, is de organisatie gerechtigd niet tot vaststellen van standruimte over te gaan dan wel een al verleende vaststelling in te trekken of geen standruimte ter beschikking te stellen,

onverminderd de aanspraak van de organisatie op volledige vergoeding van de totale huursom.

2.

De organisatie is gerechtigd de invordering van de door de deelnemer verschuldigde bedragen uit handen te geven, waarbij alle kosten, zowel de gerechtelijke als de buitengerechtelijke, ten laste komen van de deelnemer, vermeerderd met de dan geldende wettelijke rente, gerekend vanaf de vervaldag van de verschuldigde bedragen.

3.

De betaling van de totale (huur)som door de deelnemer zal geschieden binnen 14 dagen na ontvangst van de factuur die Nobiles Media zal sturen nadat Nobiles Media de inschrijving heeft ontvangen van deelnemer, doch uiterlijk 30 dagen voordat de beurs zal plaatsvinden.

Aansprakelijkheid

1.

Goederen bevinden zich in het beursgebouw, de omliggende of bijbehorende terreinen voor rekening en risico van de deelnemer. De organisatie belast zich niet met het verzekeren daarvan. De organisatie is niet aansprakelijk voor schade (inclusief vermissing) uit welke oorzaak dan ook ontstaan aan goederen of personen, veroorzaakt door of in verband met het deelnemen aan de beurs. Evenmin is de organisatie aansprakelijk voor schade van derden, veroorzaakt door het gebruik van de stand, workshop / masterclassruimte of door de deelnemer of zijn personeel. De deelnemer vrijwaart de organisatie voor vorderingen van derden uit deze hoofde.

2.

De deelnemer is aansprakelijk voor, en is verplicht verzekerd te zijn tegen, alle schade, die door toedoen of nalatigheid van zichzelf, zijn personeel dan wel door zijn inzendingen, op welke wijze ook, aan goederen van en/of personen werkzaam bij of in opdracht van de organisatie wordt veroorzaakt. De deelnemer vrijwaart de organisatie voor alle aanspraken die anderen terzake zouden kunnen doen gelden.

3.

De organisatie is niet verantwoordelijk voor de goede werking van enige technische installatie en voor eventuele schade in welke vorm dan ook, welke voor de deelnemer mocht ontstaan.

4.

Aan de wanden en op de vloeren van de Koninklijke Nederlandse Jaarbeurs c.q. de gehuurde standbouw mogen geen spijkers worden aangebracht, noch daarin gaten worden geboord, noch enige voorziening verricht die deze (kunnen) beschadigen.

Het gebruik van dubbelzijdig tape is niet toegestaan. De deelnemer stelt zich volledig aansprakelijk voor het herstel van de door zijn (of zijn medewerkers) toedoen ontstane beschadigingen van vloeren, wanden, muren, kolommen en enig ander meubilair of inventaris.

Standbouw

1.

Er zijn twee typen standbouw toegestaan, te weten eigen standbouw (ontworpen en gebouwd door een erkende standbouwer) en uniforme (standaard) standbouw, welke uitsluitend via de organisatie is te verkrijgen. De huurder van standruimte is verplicht te voldoen aan de kwaliteitsnormen van de organisatie ten aanzien van eigen standbouw. Daarbij mag de huurder geen gebruik maken van de wanden van de buurstands. Inrichtingselementen zoals mobiele en uitklapbare presentatiewanden, expositiepanelen, displays of informatiezuilen zijn als standbouw dus onvoldoende. Voldoet de huurder niet aan deze kwaliteitseisen, dan is de organisatie gerechtigd op kosten van de huurder door de huisstandbouwer standaard standbouw te laten neerzetten, zodanig dat de stand van de huurder aan de gemiddelde kwaliteitseisen voldoet. De standbouwwanden moeten tenminste 2,50 meter hoog zijn. Indien de wanden van de huurder hoger of lager zijn dan 2,50 meter, is de huurder verplicht vooraf toestemming te vragen aan de organisatie. Iedere stand dient voorzien te zijn van een gedrukte en duidelijke firmanaam. Afwijken van deze regels is niet mogelijk, dan na uitdrukkelijke, schriftelijke toestemming van de organisatie.

2.

In geval van etagebouw is vooraf schriftelijk toestemming van de organisatie nodig. Eveneens is toestemming nodig van de gemeente waar de beurs plaatsvindt. De elementen van de goedkeuringsaanvraag kunnen op aanvraag bij de organisatie worden verkregen. De deelnemer dient rekening te houden met extra kosten.

Gedragscodes

1.

a.

Het is de deelnemer, tenzij vooraf schriftelijke toestemming van de organisatie is verkregen, niet toegestaan om:

- In de gangpaden, de andere openbare delen van het beursgebouw, alsmede in een straal van 2 kilometer buiten de beurshal, folders of enig ander promotiemateriaal uit te delen, neer te leggen, op te hangen, uit te zenden of neer te zetten,
- In of buiten de eigen standruimte of gehuurde workshop / masterclassruimte op enigerlei wijze geluidshinder of anderszins overlast te veroorzaken.

b.

De organisatie bepaalt of en wanneer er sprake is van de onder a. genoemde situaties.

c.

De deelnemer is verplicht de instructies van de organisatie op te volgen.

d.

De organisatie is, ongeacht de gegeven toestemming, te allen tijde bevoegd, zonder opgaaf van redenen en zonder dat de organisatie aansprakelijk wordt voor de hierdoor geleden schade, de gegeven toestemming in te trekken dan wel instructies en aanwijzingen te geven die afwijken van de gegeven toestemming.

2.

Deelnemers aan het inhoudelijke programma (sprekers en exposanten) zijn tijdens de beurs verplicht te allen tijde gehoor te geven aan instructies van de organisatie.

3.

De huurder van standruimte is verplicht de aanwijzingen namens of van de organisatie of de brandweer op te volgen met betrekking tot de opbouw, de inrichting, het onderhoud en de afbouw van de stand.

4.

Indien de huurder met een voertuig de hal in wil om te laden en te lossen dient de huurder hiervoor vooraf schriftelijk toestemming aan te vragen bij de organisatie en de dutymanager van de Koninklijke Nederlandse Jaarbeurs.

5.

Het is niet toegestaan dranken en etenswaren op de stand te houden, behalve wanneer zij betrokken zijn via de horeca afdeling van de Koninklijke Nederlandse Jaarbeurs of van de Koninklijke Nederlandse Jaarbeurs toestemming daarvoor is verkregen.

Slotbepalingen

1.

De gas- en elektriciteitsaansluiting en water aan- en afvoer kunnen uitsluitend worden verzorgd door of namens een door de organisatie aangestelde erkende installateur. De standinstallaties dienen te voldoen aan de voorschriften van het Gemeentelijk Energiebedrijf en zullen door een, door de organisatie aangestelde, installateur worden gekeurd alvorens te worden aangesloten.

2.

In alle gevallen waarin deze voorwaarden niet voorzien, beslist de organisatie.

3.

De organisatie heeft het recht om tegen de deelnemer die handelt in strijd met bepalingen uit deze tentoonstellingsvoorwaarden, of die door of namens de organisatie verstrekte aanwijzingen niet opvolgt, zonder ingebrekestelling en

zonder gerechtelijke tussenkomst één of meer van de volgende maatregelen te nemen;

- met onmiddellijke ingang de betrokkenen de toegang tot het beursgebouw te weigeren
- zijn stand te doen sluiten en/of te ontruimen
- zijn workshops / masterclasses af te gelasten en/of te onderbreken
- de tentoongestelde goederen alsmede al hetgeen is opgebouwd en aangebracht onder zich te houden, zonder dat de deelnemer recht kan doen gelden op enige restitutie of vergoeding van schade.

Annex 3 (Benchmarking)

Name	Country	Address (web)	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7
1 Cems	Group of coun	http://www.cem	Academic Me	Corporate Par	Students	Alumni	About CEMS	CEMS MIM	Events and P
2 HEC Paris	France	http://www.he	About HEC	Programs	Career	International	Campus	come meet us	Tracks
3 ESCP Europe	France, U.K.,	http://www.es	Key Features	Welcome	Studies	Curriculum	Study in differ	work experie	Join the progr
4 London School	U.K.	http://www2.l	Study	Life at LSE	Alumni	Research & E	Business and	News and me	Public events
5 Essec Busine	France	http://www.es	Programmes	Brochure	Faculty	Research	ESSEC Busin	Press Area	Life at ESSEC
6 EM Lyon Busi	France	http://www.em	Programmes	Mission and e	Career	Finance and s	Admission	your account	Meet us
7 Grenoble Gra	France	http://www.gre	Overview	Program	companies	Admission & application	Note:	More items di	Downloads
8 Mannheim Bu	Germany	http://www.ma	Home	About MBS	Programs	Faculty & res	corporate part	News and me	Admissions
9 Esade Busine	Spain	http://www.esa	Programme	Rankings	Methodology	Internationalit	careers & net	Admissions	Come & meet
10 Rotterdam Sc	Netherlands	http://www.rsm	curriculum	Studying at R	Faculty	Your future ca	Tuition and Li	Admission an	News
11 Edhec Busine	France	http://master-ma	management.e	Description	Programme	Admissions	Career	Student life	FAQ
12 Stockholm Sc	Sweden	http://www.hht	Curriculum	Admission	Career	Contact	Housing	FAQ	Defining your
13 Audencia Nan	France	http://www.aud	Question: Are	Audencia Life	Life in nantes	The campus r	Cost and fina	FAQ	Companies
14 Solvay Busine	Belgium	http://www.solv	about us	programs	Faculty	Research	students	career opportu	nities
15 City Universi	U.K.	http://www.cas	course conten	entry requirem	the MSc rese	Application fe	teaching		
16 WU (Vienna U	Austria	http://www.wu	Graduate's Qu	Program Focu	Curriculum	Application an	Contact		
17 SKEMA Busin	France	http://www.ske	Degree progr	Program Cour	Course details			Contacts	
18 ESC Toulouse	France	http://www.es	Introduction	Program	Competitive e	Admission	International	Jobs/ internships	
19 Reims Manag	France	http://www.ma	faculty	Useful informa	RMS news	Paris executiv	MBA	Top:	Knowledge ar
20 Vlerick Leuvel	Belgium	http://www.vle	Curriculum	Faculty	In company p	Contact our alu	ni	Top:	Brochure: Do
21 IAG-Louvain	Belgium	http://www.ucl	Agenda	Directories	Libraries	Job opportuni	Campus maps	Master's thesi	CBS virtual to
22 Copenhagen	Denmark	http://uk.cbs.d	electives	Student guida	admissions &	going abroad	student consu	campus	
23 Rouen Busine	France	http://www.rou	programs	faculty	research	international	corporate rela		
23 Ceram Busine	France	see nr 17							
23 HEC Montreal	Canada	http://www.he	Choose MSc	Structure	Options	Admission	Financing you	from MSc to F	careers
26 Euromed Mar	France	http://www.eu	presentation	objectives	Curriculum	testimonials	admission	fees and scholar	ships
27 Universiteit Ar	Belgium	http://www.uai	Programmes	knowledge an	News overvie	Alumni	Career manag	about UAMS	
28 University of S	U.K.	http://www.str	Programme o	General facts	Programme s	conversion to	MBM admission	information	
29 Maastricht Un	Netherlands	http://www.maa	fast facts	programme in	student profile	career prospe	admissions	more information	
30 Aston Busine	U.K.	http://www1.a	Study at Aston	About Aston	Departments	Birmingham	Research	Business Ser	News and eve

Name	Country	Address (web)	Item 8	Item 9	Item 10	Item 11	Item 12	Navigation th	Overall Impression
1 Cems	Group of coun	http://www.cem	PhD & Faculty					manageable	Attractive
2 HEC Paris	France	http://www.hec.edu/MSc						easy	Very Attractive
3 ESCP Europe	France, U.K.,	http://www.es	degree award	Jobs and care	Practical Infor	meet us		manageable	Attractive
4 London Scho	U.K.	http://www2.ls	Supporting LS	About LSE				difficult	Not Attractive
5 Essec Busine	France	http://www.es	Let us meet					difficult	Not Attractive
6 EM Lyon Busi	France	http://www.em-lyon.com/france/grandescole/ms/index.aspx						difficult	Not Attractive
7 Grenoble Gra	France	http://www.gre	the school	Faculty and re values		for companies		manageable	Attractive
8 Mannheim Bu	Germany	http://www.ma	Shop	Contact/ visit				difficult	Very Attractive
9 Esade Busine	Spain	http://www.esa	Business plan	New Campus				easy	Attractive
10 Rotterdam Sc	Netherlands	http://www.rsm	Factsheet	Contact US	FAQ			easy	Very Attractive
11 Edhec Busine	France	http://master-f	All MSc					manageable	Not Attractive
12 Stockholm Sc	Sweden	http://www.hhs.se/EDUCATION/MSC/Pages/default.aspx						easy	Very Attractive
13 Audencia Nar	France	http://www.aud	job opportunities					easy	Very Attractive
14 Solvay Busine	Belgium	http://www.solvay.edu/SBS-EM/Programmes-Bachelor-Master.php						difficult	Not Attractive
15 City University	U.K.	http://www.cass.city.ac.uk/masters/courses/index.html						easy	Very Attractive
16 WU (Vienna U	Austria	http://www.wu.ac.at/prospective/about/programs/en/master/scm						manageable	Attractive
17 SKEMA Busin	France	http://www.skema.edu/Pages/ChildPage.aspx?lang=en&list=Menu%20Central&category						manageable	Not Attractive
18 ESC Toulouse	France	http://www.esc-toulouse.fr/en/p453_225/Master-program/program.html						easy	Attractive
19 Reims Manag	France	http://www.masters-rms.com/en/index.html						easy	Very Attractive
20 Vlerick Leuven	Belgium	http://www.vlerick.be/en/our-network	About vlerick	Our network	media	events	contact	manageable	Attractive
21 IAG-Louvain	Belgium	http://www.uclouvain.be/en-3084.html						easy	Not Attractive
22 Copenhagen	Denmark	http://uk.cbs.dk	Send informal	Open day				manageable	Attractive
23 Rouen Busine	France	http://www.rouenbs.fr/en/programmes/masters-of-science--msc/overview						manageable	Attractive
23 Ceram Busine	France	see nr 17							
23 HEC Montreal	Canada	http://www.hec	faculty	contact inform	current students			difficult	Very Attractive
26 Euromed Mar	France	http://www.euromed-marseill		note: site available in chinese				manageable	Not Attractive
27 Universiteit Ar	Belgium	http://www.uams.be/EN/?pag		note: description of courses in flemish				manageable	Not Attractive
28 University of	U.K.	http://www.strath.ac.uk/management/mbm/						easy	Attractive
29 Maastricht Un	Netherlands	http://www.maastrichtuniversity.nl/web/Faculties/SBE/TargetGroup/ProspectiveStudents						difficult	Not Attractive
30 Aston Busine	U.K.	http://www1.aston.ac.uk/aston-business-school/programmes/postgraduate/msc-program						manageable	Attractive