



How Segmentation Can Enhance the Way Business Schools Operate:

From Recruitment to the Classroom and Beyond

Canadian Federation of Business School Deans
Annual Deans Meeting

Sobey School of Business, Saint Mary's University
October 25, 2016

Presenter

Matt Hazenbush

Research Communications Manager

- Nearly 2 years with GMAC Research
- Web content and research reports
- Presentations and workshops
- B.A. in History and Communication, Boston College. Ed.M. in Higher Education, Harvard Graduate School of Education



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Application Trends Survey

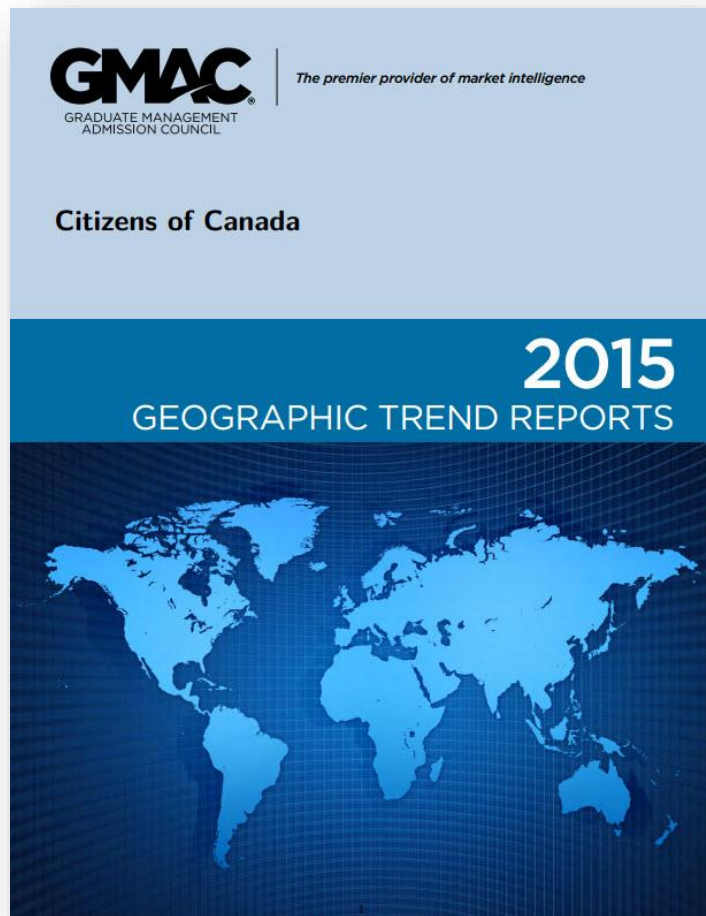


Regional Spotlight on Canada

- 20 MBA programs from 14 universities submitted data
- 53% of programs received fewer applications in 2016 than in 2015
- 2.7 applications per seat, on average
- 51% of applications came from international candidates
- Applicant pool was 63% male, 37% female

gmac.com/applicationtrends

GeoTrends Reports



150+ individual country reports available to GMAT-accepting schools

- Country-specific insights on market demand and pipeline trends
- Analysis based on:
 - GMAT examinees
 - Prospective student mindset
 - The World Bank
 - US Census Bureau International Database

gmac.com/geographictrends

Global candidate segmentation



Why did we do this?

Business schools worldwide are operating in an increasingly competitive environment which has created new challenges for programs to stand out to candidates

WHY SEGMENT GME CANDIDATES?

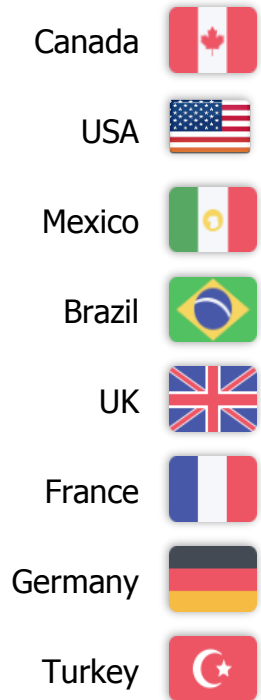
- Better understand & grow the global GME pipeline
- Build more responsive candidate messages
- Better tailor programs to growing needs

Population studied

20-45^{years old}
applied GME

Only **43% of the 6,000 global respondents** have taken/plan to take **GMAT or GRE**

Countries studied



Approaches to segmentation

demographic

gender

age

income

geographic

countries

regions

neighborhoods

behavioral

category usage

product usage

brand loyalty

Our approach

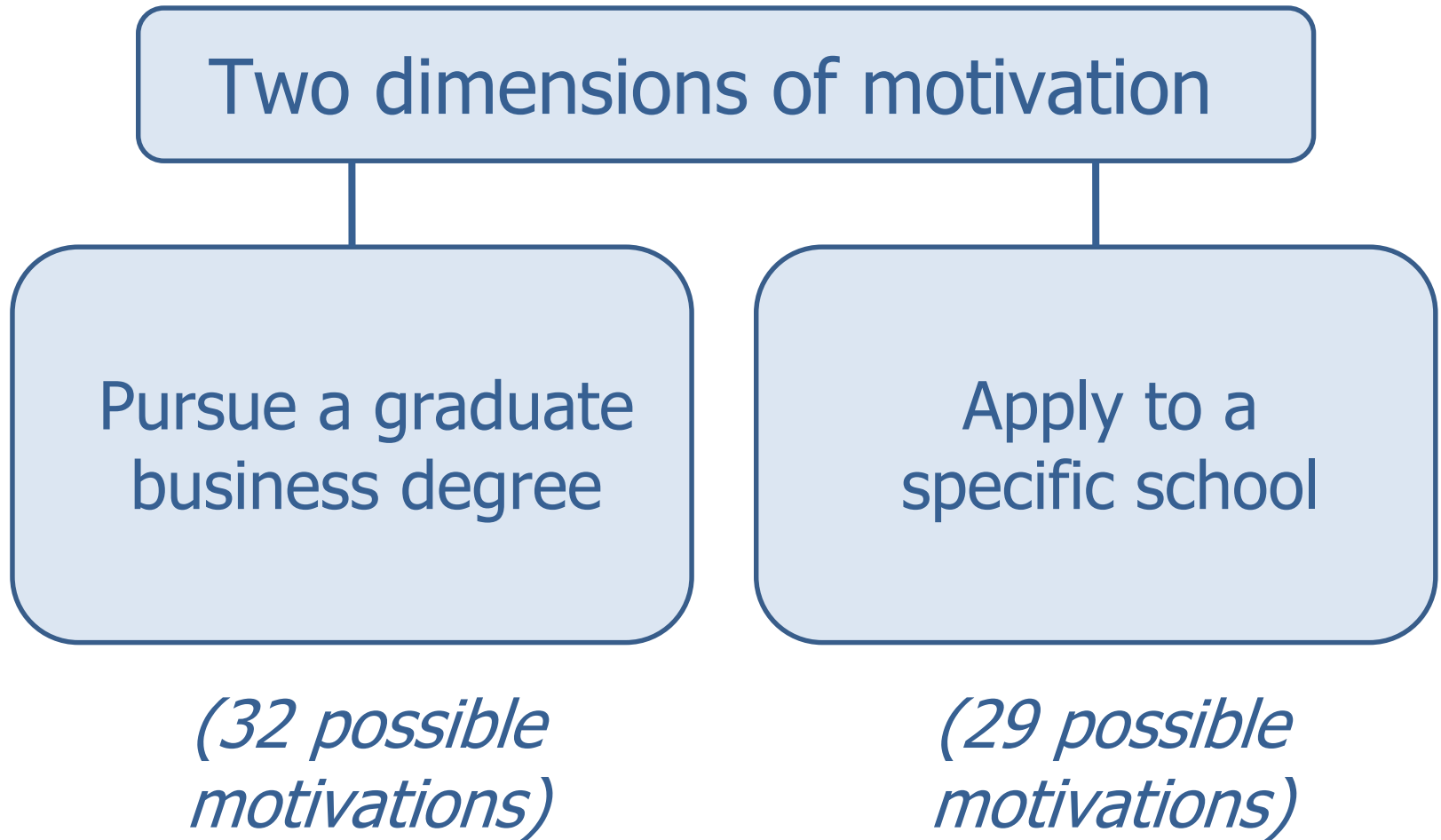
motivations

psychographics

values

attitudes

Our approach to segmentation



Our approach to segmentation

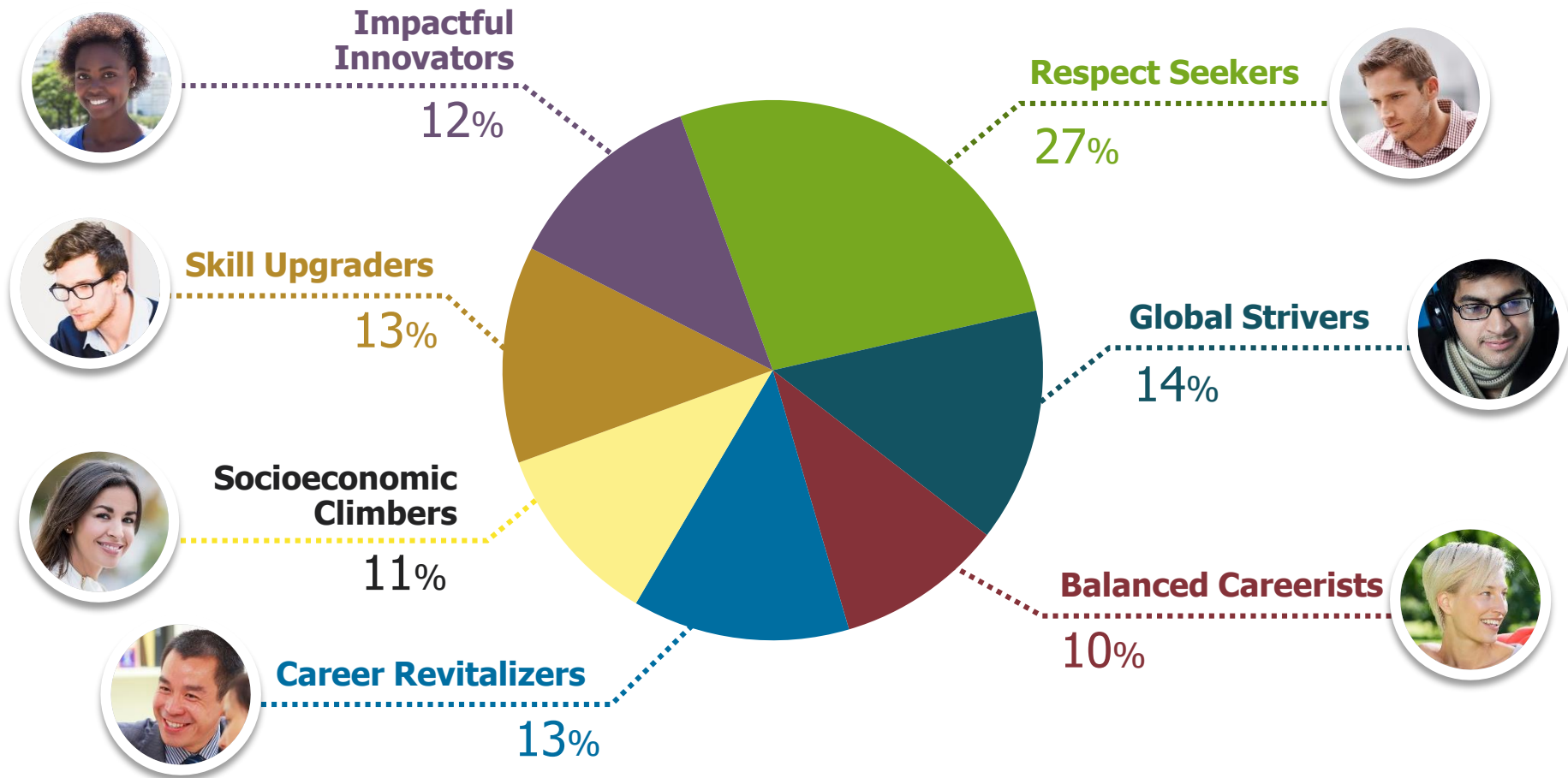
MaxDiff survey item design

Universal
applicability

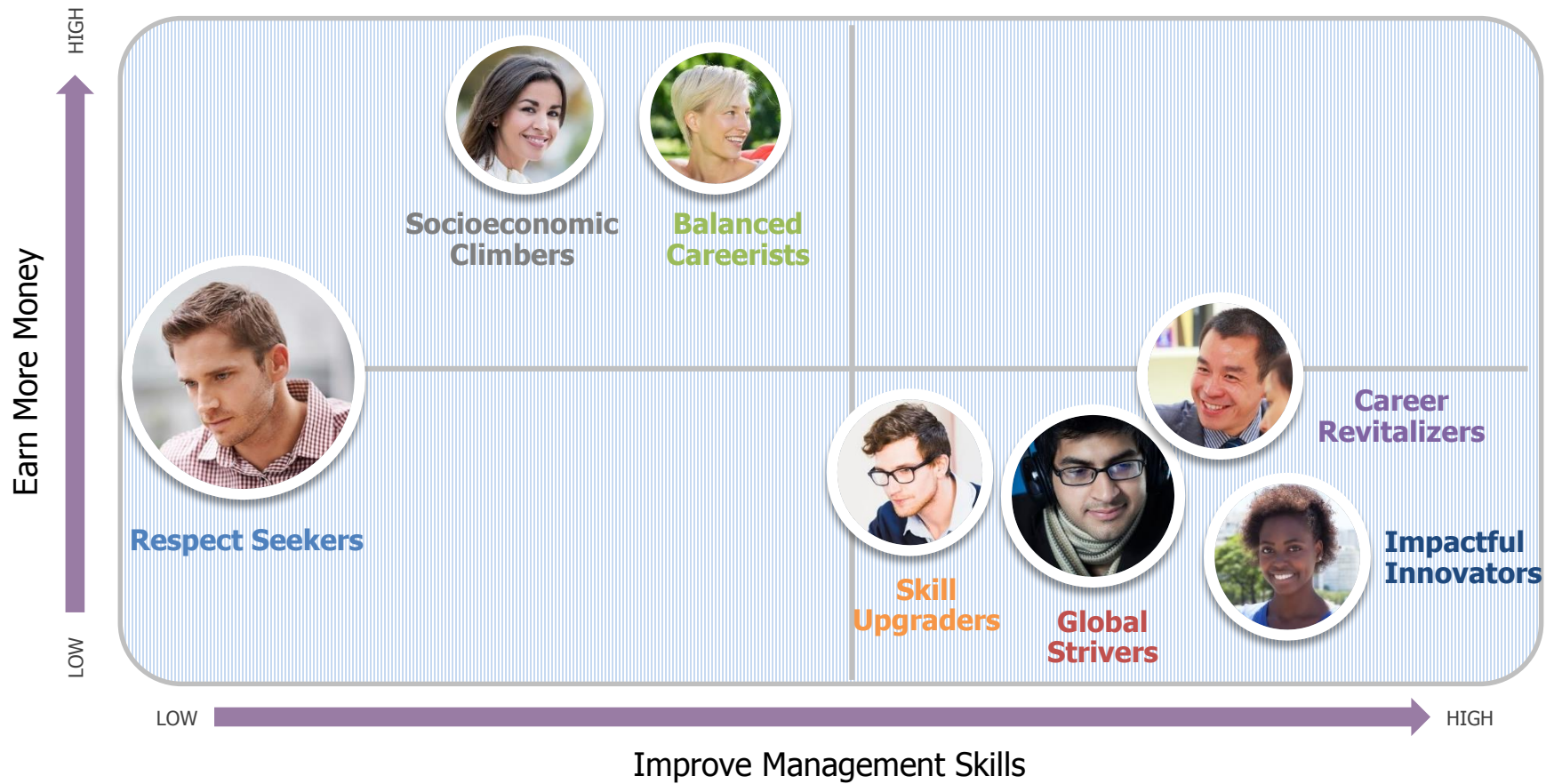
Avoids
cultural bias

Stability

Global GME Candidate Segments



Segment Dynamics



Implications for business schools

Identify

- Identify which segments you currently attract and admit to your programs using the *Segmentation Widget*

Target

- Target candidate segments for greater outreach
- Effectively market to them with motivation-based messaging

Tailor

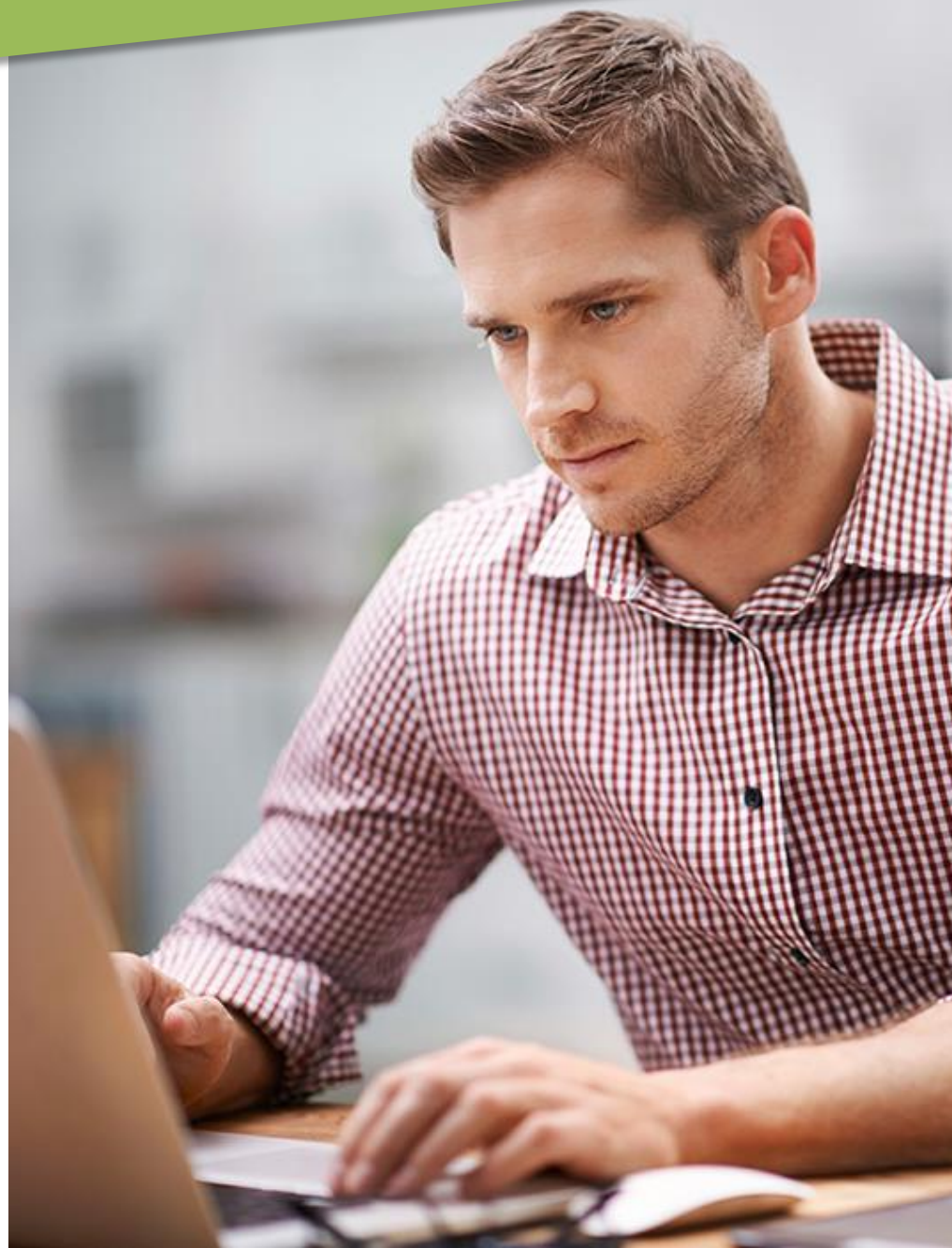
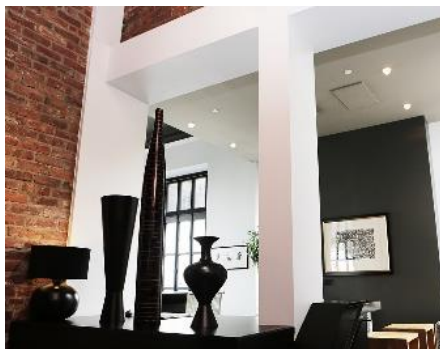
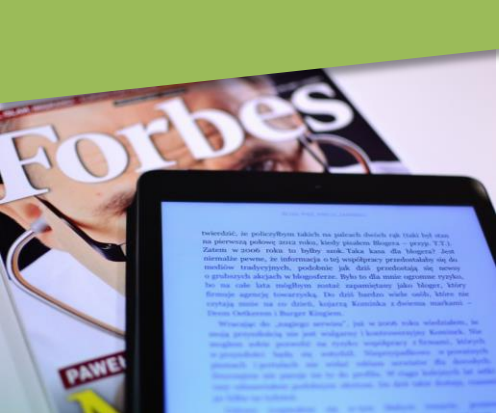
- Tailor student experiences based on their study preferences and career aspirations



Meet the Segments



RESPECT SEEKERS



RESPECT SEEKERS



CORE MOTIVATION

**A graduate business degree
will give me the status and
respect I crave**

Motivations for GME

- Be a role model
- Make my parents proud
- Increase status among colleagues

Motivations for Selecting School

- Location I'd like to experience by moving there

RESPECT SEEKERS

HOW TO CONNECT

- Facilitate/consolidate access to information about school & programs

WHAT TO PROMOTE

- Famous alumni
- Emphasize prestige of MBA/GME
- Reach out at undergraduate stage

VALUE PROPOSITION

- GME graduates are part of an elite club



GLOBAL STRIVERS





CORE MOTIVATION

I'm committed to exploring the world of opportunities that awaits

Motivations for GME

- Gain international exposure
- Access to employment in other countries
- Improve my management skills

Motivations for Selecting School

- Degree recognized by global employers



GLOBAL STRIVERS

HOW TO CONNECT

- Assistance with exam preparation
- Provide info/reduce barriers to study abroad
- International scholarships/funding programs
- Create a strong online presence

WHAT TO PROMOTE

- Globally-recognized degree
- Presence on school ranking lists
- Promote diversity of student body
- Leverage alumni who lead global corporations

VALUE PROPOSITION

- There's no limit to what you can achieve with a GME

BALANCED CAREERISTS





CORE MOTIVATION

I want to advance, but school must not disrupt my life

Motivations for GME

- Earn more money
- Provide stability in my career
- Have a more fulfilling career

Motivations for Selecting School

- Nearby so I can commute from home

BALANCED CAREERISTS



HOW TO CONNECT

- Scholarship/funding programs
- Offer flexible class/program options
- Offer wider range of non-MBA programs
- Make application process as simple as possible

WHAT TO PROMOTE

- Flexible programs: part-time, online
- Undergrad in business/management not required
- Emphasize impact of degree on earning potential

VALUE PROPOSITION

- With so many flexible program and class options, you *can* fit a GME degree into your busy life

CAREER REVITALIZERS





CORE MOTIVATION

I need to take my career to the next level to be successful

Motivations for GME

- Have more control of my future
- Advance career more quickly
- Reinvent myself

Motivations for Selecting School

- High quality instructors/faculty

A photograph of a middle-aged man with short dark hair, wearing a grey suit, a blue and white striped shirt, and a blue striped tie. He is smiling and looking towards a woman whose profile is visible in the foreground. The background is slightly blurred, showing what appears to be a library or office setting with bookshelves.

CAREER REVITALIZERS

HOW TO CONNECT

- Assistance with exam preparation
- Offer part-time/flexible programs

WHAT TO PROMOTE

- Emphasize quality of academic programs
- Presence on school ranking Lists
- Flexibility of programs
- Marketing efforts directed at employers

VALUE PROPOSITION

- Obtaining a GME is a smart investment in your future

SOCIOECONOMIC CLIMBERS



SOCIOECONOMIC CLIMBERS



CORE MOTIVATION

**I want to achieve everything
my parents could only dream of**

Motivations for GME

- Earn more money
- Improve socioeconomic status
- Give my children a better future

Motivations for Selecting School

- Excellent academic reputation

SOCIOECONOMIC CLIMBERS



HOW TO CONNECT

- Scholarship/funding programs
- Mentorship programs
- Assistance with exam preparation

WHAT TO PROMOTE

- Aspirational bios of alumni who have succeeded against the odds
- Successful job placement programs
- Economic value of MBA/GME

VALUE PROPOSITION

- A GME can help you bring your dreams to life



SKILL UPGRADERS



CORE MOTIVATION

I want to be recognized for my expertise

Motivations for GME

- Improve my leadership skills
- Improve specific skills
- Become an expert in field

Motivations for Selecting School

- Recommended highly by my employer

SKILL UPGRADERS

HOW TO CONNECT

- Assistance with exam preparation
- Scholarship/funding programs
- Facilitate access to information about the school and its programs

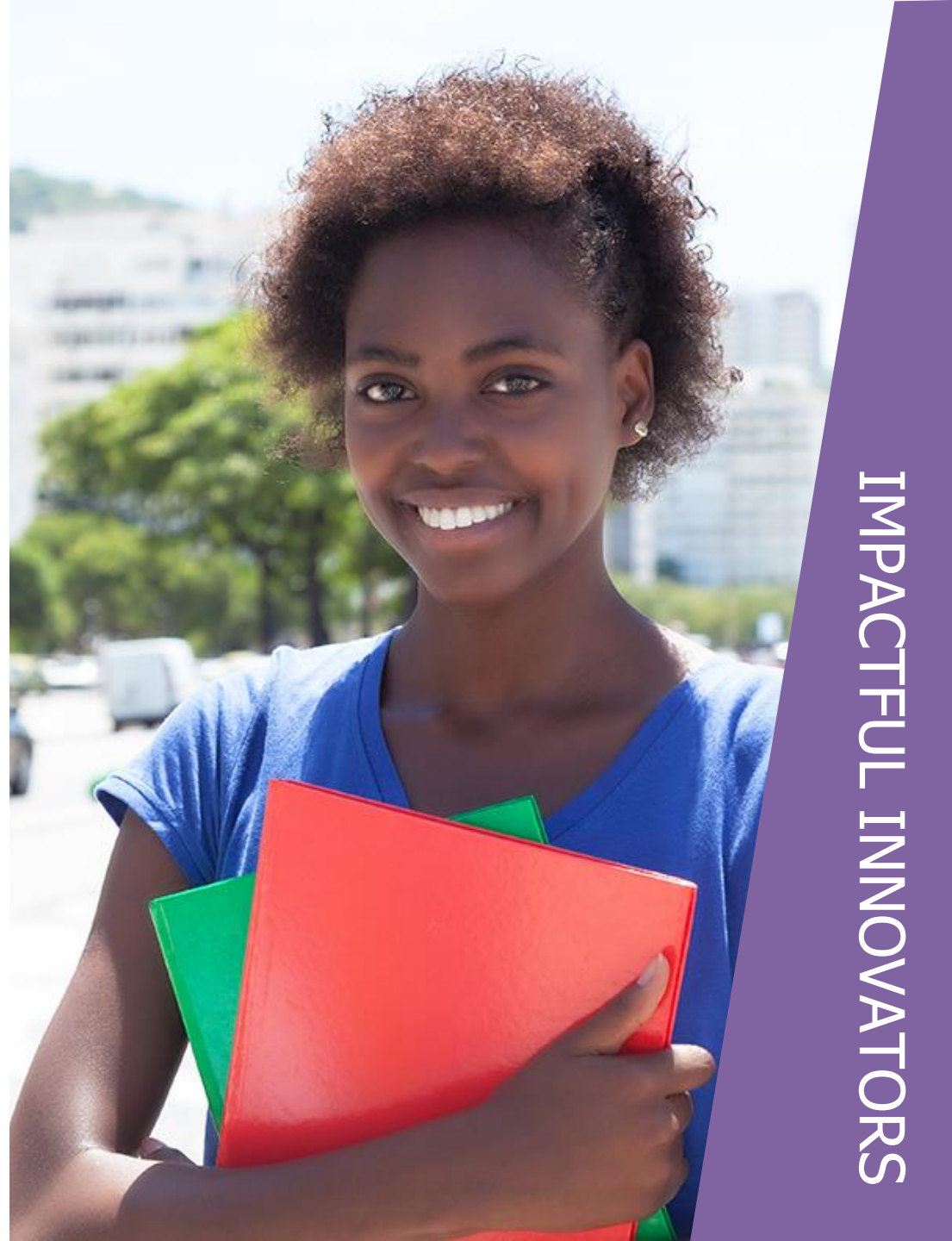
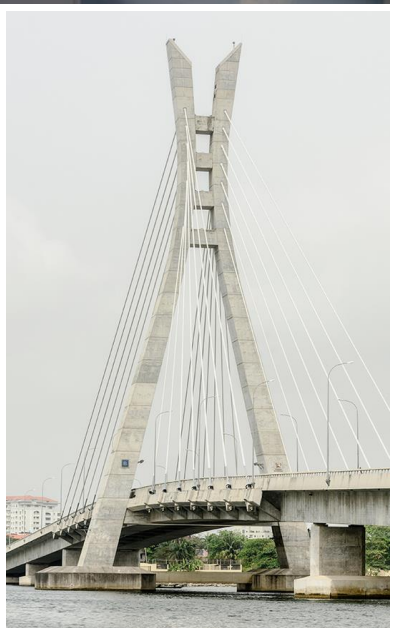
WHAT TO PROMOTE

- Detailed info on course content
- Create materials/events that bring school culture to life: “Day-in-the-life of a student,” or events that allow applicants to experience the school/meet students

VALUE PROPOSITION

- A GME degree will give you the expertise to succeed





IMPACTFUL INNOVATORS



CORE MOTIVATION

I have great ideas – I just need the skills to bring them to life

Motivations for GME

- Improve specific skills
- Skills to have social impact
- Improve my leadership skills

Motivations for Selecting School

- Specific program that meets my needs

IMPACTFUL INNOVATORS

HOW TO CONNECT

- Scholarship/funding options
- Courses/programs on entrepreneurship
- Assistance with exam preparation

WHAT TO PROMOTE

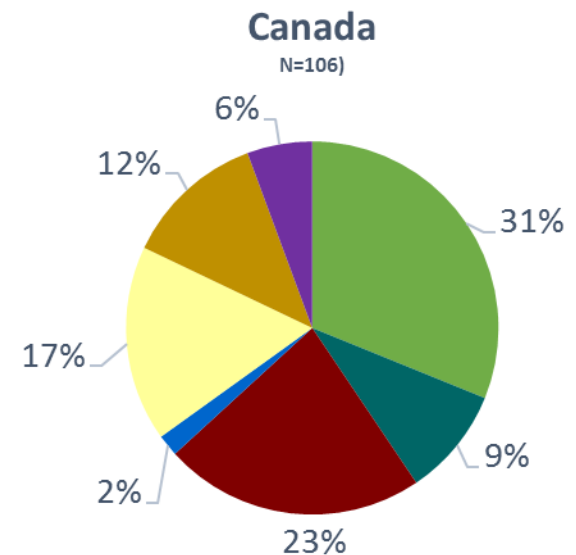
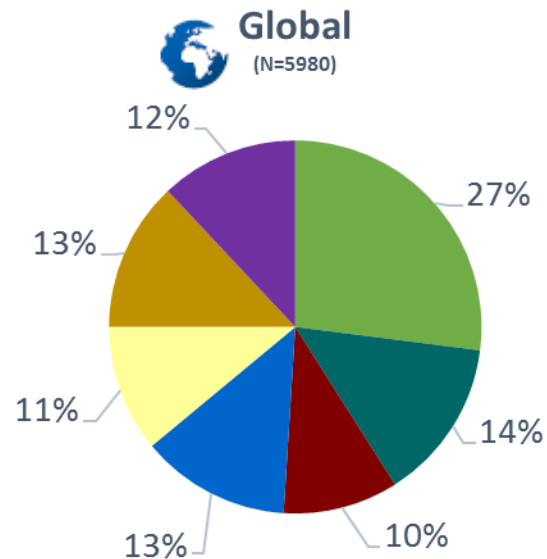
- Detailed info on course content/skills taught
- Presence on school ranking lists
- Alumni who are successful entrepreneurs
- Networking events with entrepreneurs

VALUE PROPOSITION

- A GME degree will give you the skills and connections to change the world



Canadian segments



■ Respect Seekers

■ Global Strivers

■ Balanced Careerist

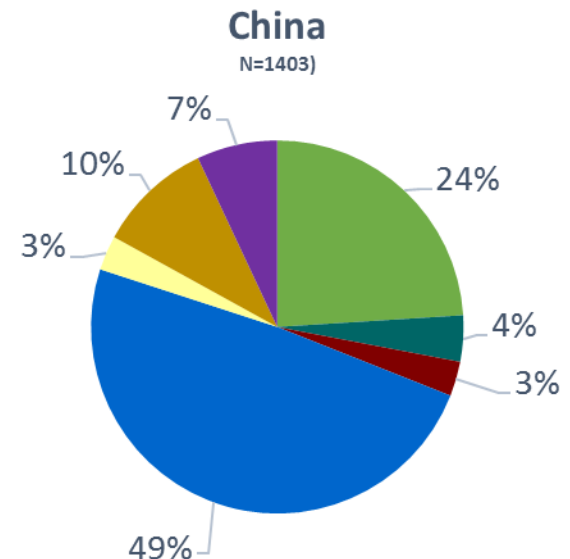
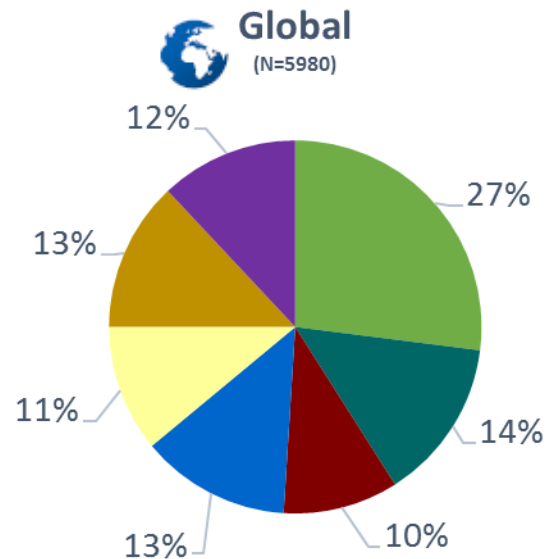
■ Career Revitalizers

■ Socio-economic Climber

■ Skill Upgrader

■ Impact Innovator

China segments



Respect Seekers

Global Strivers

Balanced Careerist

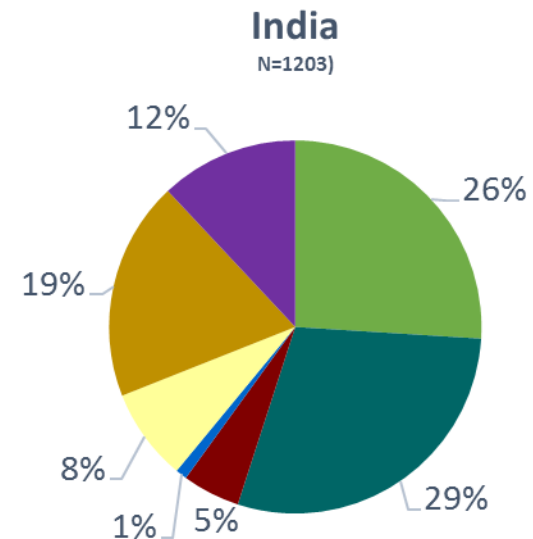
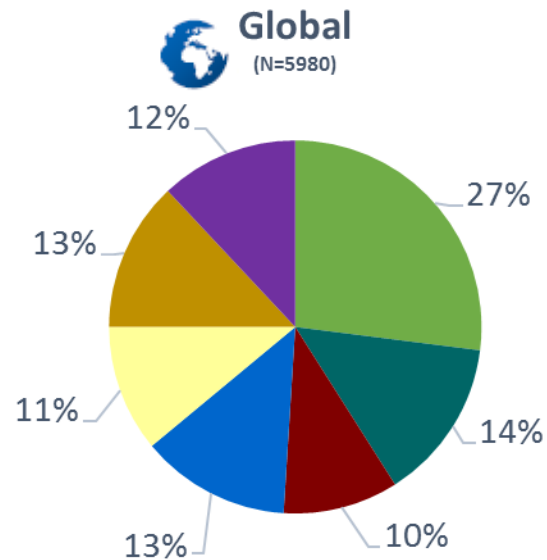
Career Revitalizers

Socio-economic Climber

Skill Upgrader

Impact Innovator

India segments



Respect Seekers

Global Strivers

Balanced Careerist

Career Revitalizers

Socio-economic Climber

Skill Upgrader

Impact Innovator

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What is Next?

- White paper – coming Tuesday, Nov. 1
- Webinar – airing live Thursday, Nov. 17, 12 pm
- Interested in applying to your own class?
 - Contact Anthony Mitchell for more information



For questions or comments regarding the study, its findings, methodology, or data, please contact the GMAC Research Services Department at research@gmac.com.

Career enhancer vs. career switcher

