TEAM # 14

Fall 2022 - MBAX 6330

Executive Report
Who's #1: INSEAD, Harvard, Wharton, LBS?

Team Members
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Contribution Statement:
Danielle and Chaerin contributed to the critique on the survey questions, sample selection, brand strength and brand perception. Elena and Rahul contributed to the case B analysis questions using the given dataset. Everyone contributed equally to the actionable strategies and recommendations.

The case study "Who's # 1: INSEAD, Harvard, Wharton, LBS?" sets out to gather information from 4000 prospective, current, and past MBA students on various MBA programs. The end goal is to provide insights to the INSEAD leadership team on the program's brand positioning, for future marketing activities, and how to define its value proposition to differentiate it from competing programs. To do this we have analyzed the design and execution of the study as well as the data collected from the study. We have assessed the survey design and sample selection to provide recommendations for improvement, recommendations for how to measure the brand strength and perception, and the program's competitive frame. We have used the data collected to assess INSEAD's brand perception and comparison to competitors and respondents' most important MBA program attributes to optimize the positioning of the brand and make recommendations for their brand strategy.

Overall the design of this study is appropriate for the questions being asked and provides the data needed but would benefit from some small adjustments to the survey questions and sample selection. The format and questions in the survey could be improved to gather data more efficiently. We would reduce the number of sub questions on almost all of the questions to create a better respondent experience and provide more concise data for analysis. Question 16 is not intuitive and is not an efficient format for the data they are trying to gather. This question would be better presented and designed for analysis if the respondents were asked to rank all of the options in order from most important to least important. We would also include a question after 16 that asks respondents on a scale of 1-5, how satisfied they are with INSEAD's execution of the benefits to determine if INSEAD receives positive feedback on benefits that are important to the respondents. For question 17 two schools are randomly chosen from the respondents schools they are familiar with so this question does not necessarily provide feedback on the INSEAD program and reduces the data collected for each school. This question would provide more value if INSEAD was included on all surveys with one additional school randomly chosen. Additionally we would include a new question before question 25 that asks respondents to pick 3 words to describe INSEAD. This would measure brand associations to potentially help the

leadership team at INSEAD to better understand how their brand is perceived by their target audience. We would also make a small adjustment to the order of the questions by moving questions 15 and 17 to be asked immediately after question 5. Keeping all questions specific to programs together and shifting the broader questions for an MBA together would improve the survey's flow.

The survey from the study was given to prospective, current and past MBA students. In addition to those groups, to accurately capture how INSEAD's branding compares to its competitors, a more general population of people looking to apply to business schools should be included in the study as well. This will remove any bias the respondents may have and truly measure if INSEAD is a business school that most people consider when applying. Ideally the targeted group, to take the survey, should be a random selection of the group mentioned above at a global scale which will also help to further analyze brand strength. However, a simpler and faster solution would be to randomly select a group in one of the countries that INSEAD has campuses in. For this group, it would be beneficial to ask them the following question: "What are the top 5 business schools that first come to your mind?". If INSEAD is mentioned in a majority of the answers, then we know that most soon-to-be business students in that country consider them as a top business school.

To assess INSEADs brand strength and perception we would utilize multiple survey questions. Questions three and four will help to determine what the base awareness of the program is without leading the respondent with multiple choice options. The number of respondents who list INSEAD as a top of mind school provides an understanding of how pervasive the brand is in respondents' minds. Question five will provide additional data through how many respondents mark they are aware of the program, how many applied to the program, and how many mark it as a favorite program. These responses can be evaluated in comparison with the other schools listed to understand how INSEADs brand awareness compares to the competition. Question 15 will then provide the net promoter score for INSEAD which is a core component of measuring brand strength. Through these key questions you can reach a decent understanding of the brand awareness and perception for INSEADs program among the population surveyed.

From the survey, question 5 and question 15 comes the closest to help understand the brand strength of each business school among the respondents. By further funneling the respondents based on their relationship to the school, it makes it simpler to derive and breakdown the results to suggest the brand strength of various Business schools among the respondents and the different respondent category. Using question 5, we determined the percentage distribution of respondents choosing the option 'Enrolled in school\Top choice' among the various B-schools indicating the Top preferred B-school among them and findings. Among the Present Applicants, INSEAD was the Top choice B-school among 18.31% (2 in 11 people) closely followed by 16.9% (1 in 6 people) preferring Harvard indicating that INSEAD is still among the popular B-schools and recognized MBA program within the Present Applicants. However, among the Future Applicants, 22.5% (roughly 2 in 9 people) related to Harvard brand as the Top B-school whilst 12.36% (1 in 8 people) recognized Wharton as their Top choice association. 8.43% (roughly 1 in 12 people) chose INSEAD and London Business School as their Top B-school suggesting that Harvard and Wharton surveyed better than INSEAD with prospective students. Additionally, about 17% of the Future Applicants 'Have not heard of it' of the INSEAD brand compared to 13% of the Present applicants in the same category. Perhaps, this can indicate a marketing opportunity due to the fall in favorability\brand-recognition of INSEAD with the future student group. We then plotted question 15 ,specifically among the Future & Present applicants, against the 'Very likely to recommend' category. We found that the brand strength is falling by 6% among the applicants of INSEAD compared to Harvard, Wharton, Stanford, London Business School and others that have notched more than average of >6% gains in brand reputation with the prospective candidates.

To find out more about the brand reputation, next the perception of the school was identified. In order to understand applicants and students' perceptions of INSEAD, compared to other schools, first INSEAD's desired perception was identified from their website statement and then compared to the attributes found in question 17. By doing this, it was found that INSEAD wants to be seen as highly diverse with an outstanding international reputation. As seen in Table 1, when building a perceptual map of the 2 attributes, students rate

other schools more highly than INSEAD when it comes to this area. This shows that INSEAD has room for improvement in their marketing of their diversity and international experience. However, although these are the most important attributes for the school, this begged the question of whether these were the top important factors to the students. To expand upon the student's and applicant's perception of the school, the top 2 factors according to students were compared (more on this below). They are: a highly ranked MBA program and a world-class teaching facility. As seen in Table 2, overall, applicants and students see INSEAD as the most highly rated MBA program on average but as the 3rd best when compared to other school's teaching facilities. However, when looking at only the former students as shown in Table 3, INSEAD shows an even greater advantage. FInally, INSEAD was shown to have an advantage over other schools in perception when considering outstanding career opportunities and very strong recruiters and corporate relations as seen in Table 4.

Question 17 in the survey identifies the attributes or factors that the respondent would consider while choosing and applying for an MBA program. This part of the survey is arrived at after funneling the responses based on the respondent type – Future\Present applicant & Current\Former student and the factors considered among the survey participants against 2 random business schools based on the funnel performance. We plotted and looked at the spread across various factors indicated by the respondent and respondent category to determine the top 5 factors for respondents when looking at a business school are a highly ranked MBA program, a world-class teaching faculty, an outstanding international reputation, an exceptionally strong alumni network, and an excellent potential for salary increase after graduation. Additionally among the Present & Future applicant responses, 'Potential of top jobs/career opportunities after graduation' & 'High quality of students' were other crucial attributes. Among the Former\Current student responses, 'Very strong recruiter and corporate relation' & 'Nurtures leadership potential and skills' were significant factors as well. It would have been satisfying to work with question 16 responses and find

correlation with the responses of question 17, if it was available, which would've pointed to direct reasons and potential reasons an applicant is choosing an MBA.

With the results above, by positioning INSEAD as the most highly ranked MBA program with the strongest recruiter and corporate relations, INSEAD will show itself to shine above other schools as seen in Table 5. INSEAD should focus its value proposition on how it provides the most highly ranked MBA program with its strong recruiter and corporate network since this is how the students see INSEAD. Because this perception is already present, INSEAD can leverage this to gain more attention for its programs and improve on the perception of them as an international school with a highly diverse class. Since it is not seen as attractive as other schools as far as the outstanding international reputation and highly diverse class, INSEAD can leverage the winning traits to improve the perception of these. For example, it can focus on how it has a strong recruiter and corporate network BECAUSE of how it is a very diverse school. Or INSEAD's exceptional international schools are what build the most highly ranked MBA. In other words, it can focus on the winning traits, encouraging that it is their diversity and internationality that create it.

To summarize, the first recommendation is to make the changes to the survey mentioned in the "Critique" section of the executive report, i.e. reduce the number of options in the questions, change/add questions, and reorder some of the questions asked. Secondly, we recommend targeting present students to increase their quantified brand perception of INSEAD compared to the future students as the current students will be brand ambassadors for the program. Lastly, INSEAD would benefit from focusing on the analysis we performed on the top 5 factors of choosing a business school based on the given dataset. For example, it seems like potential jobs after graduation and tight relationships with recruiters and corporations are very important to the respondents. Perhaps INSEAD should reach out to more corporations and create more partnerships to hire their future graduates as part of their initial action plan.
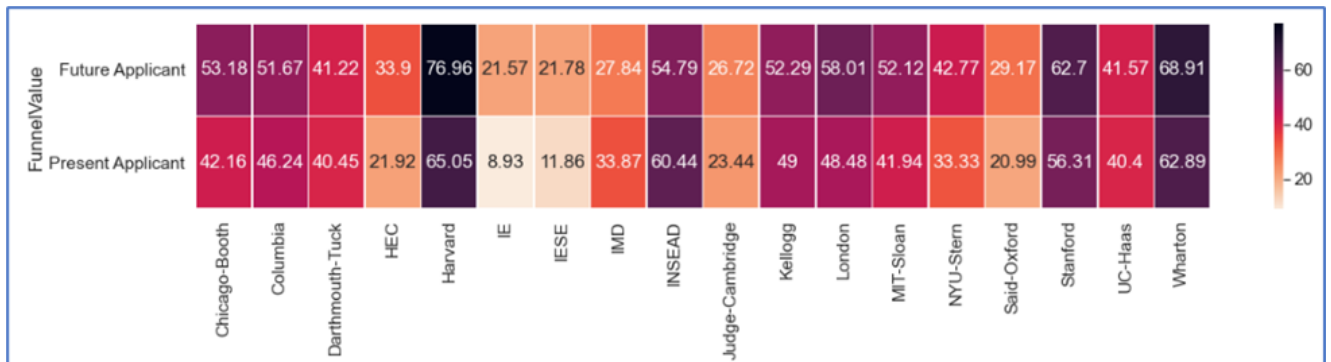
Case B question 1-

Below figure represents the percentage distribution with a funnel response of 'Enrolled in school\Top choice' against each of the B-schools to evaluate the brand strength of these institutions.
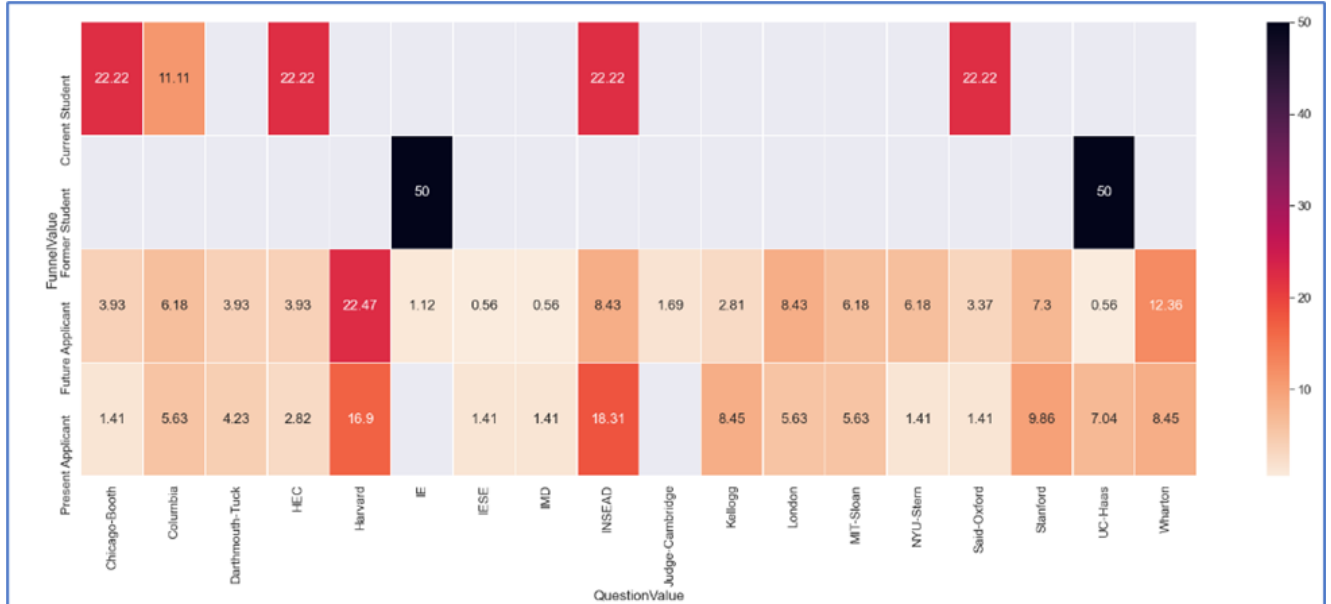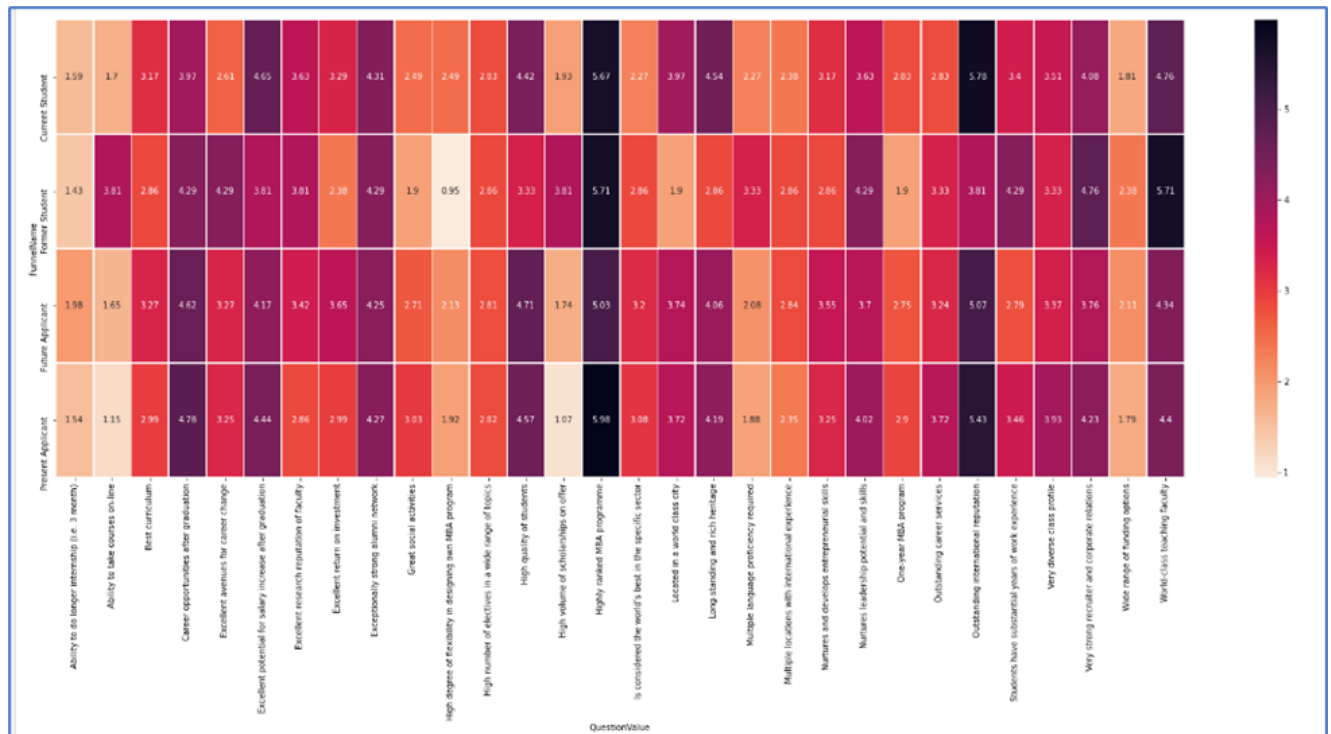

Below figure represents the percentage of Present\Future applicant respondents that were 'Very likely to recommend' the MBA program to their friends, colleagues or relatives.

Case B question 3-

From the figure below and relating to the level of agreement from the responses in darker purple/red shades we determined the top 5 factors.

Case B question 2/4-

Table 1

Outstanding International Reputation vs. Very Diverse Class Profile

Funnel
- ☑ (All)
- ☑ Future Applicant
- ☑ Present Applicant
- ☑ Current Student
- ☑ Former Student

School Rated
- ■ Harvard Business School
- ■ HEC
- ■ IESE
- ■ INSEAD
- ■ Kellogg
- ■ London Business School
- ■ Stanford
- ■ Wharton

Table 2

Outstanding Career Opportunities vs. Very Strong Recruiter and Corporate Relations

Table 3

World-Class Teaching Facility vs. Highly Ranked MBA Program

Table 4

Highly Ranking MBA Program vs. Very Strong Recruiter and Corporate

Funnel
- ☑ (All)
- ☑ Future Applicant
- ☑ Present Applicant
- ☑ Current Student
- ☑ Former Student

School Rated
- ■ Harvard Business School
- ■ HEC
- ■ IESE
- ■ INSEAD
- ■ Kellogg
- ■ London Business School
- ■ Stanford
- ■ Wharton

Table 5

World-Class Teaching Facility vs. Highly Ranked MBA Program

Funnel
- ✓ (All)
- ✓ Future Applicant
- ✓ Present Applicant
- ✓ Current Student
- ✓ Former Student

School Rated
- ■ Harvard Business School
- ■ HEC
- ■ IESE
- ■ INSEAD
- ■ Kellogg
- ■ London Business School
- ■ Stanford
- ■ Wharton