

INSEAD Canada

Reputation Management

Plan

INSEAD Canada NAA Board of Directors

June 2020



The Business School
for the World®

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1. Executive summary

INSEAD Canada has an alumni community of 961. We are leaders of business, government, academia and the arts.

The school is well-regarded by those who know it, however, we have limited branding and reputation activities. These include:

- Alumni events
- Media outreach (largely once a year regarding the new Business as a Force for Good awards)
- Membership outreach, including mentoring
- President's activities (largely digital)

In the absence of a physical presence in Canada, we therefore struggle to build awareness of the brand and differentiate ourselves from other business schools in Canada and the U.S.

To build and implement an ongoing plan to further enhance and safeguard INSEAD's reputation, INSEAD Canada's NAA Board of Directors has been working to identify the favorable and unfavorable perceptions (the net of which is reputation) of INSEAD.

Although reputation has always been viewed as important by heads of corporations, universities, and other organizations, it has only been over recent years that reputation has been shown to have tangible value, for example, approximately 20 percent of the market capitalization of large companies.

In the case of universities, a better reputation means more applicants for faculty and staff positions; more student applications for admission; better qualified students; more donations; more favorable media coverage; lower costs for goods and services; more engaged students, faculty and alumni; greater access to government and other leaders, and a host of other benefits.

Reputation

= *net of good and bad perceptions*

= $(\text{performance} + \text{behavior} + \text{communication}) \times \text{Authenticity Factor}$

(The authenticity factor is simply a measure of intrinsic identity, how true the organization is to what it stands for; a factor of one means that the intrinsic identity is whole and reputation is undiminished).



2. Main Conclusions

We concluded that the major stakeholders who know INSEAD, internal and external, have generally positive perceptions of INSEAD. However, many important stakeholders, from media to government officials, prospective students, know very little about the school, if anything at all.

Therefore, we concluded that the INSEAD's reputational progress has been stalled for many years as a result of a lack of a reputation management plan.

There are significant reputational opportunities to bring more recognition to INSEAD Canada, and thereby to INSEAD globally, yet most leaders interviewed feel, with some exceptions, that INSEAD is not getting the recognition, internally or externally, it has earned.

There are some threats, especially those that have lingered for decades: lack of engagement by alumni, lack of awareness of INSEAD's business proposition by prospective students, lack of a clear strategy for North America.

This following plan provides a process to manage INSEAD's reputation by managing stakeholder relations in a mutually beneficial way. For without a plan to manage reputation, as is the case with any asset, it will become a liability.

The very existence of an ongoing process will help identify early on the opportunities, before they pass INSEAD by, and the vulnerabilities, before they become crises. That proposition is supported, we believe, by this initial, collaborative phase, which produced this Reputation Management Plan, and some potentially "*big*" ideas.



3. Methodologies

We began this project on May 17, 2018 at a meeting with INSEAD Canada's NAA Board of Directors, chaired by Board Chairman John Hall in Toronto, Ontario.

We identified the six major stakeholder groups, and over the course of several months, identified Board members to act as stewards for research and interviews with each.

1. Corporate Canada, Investment banks, private equity and funds Consultancies
 - John Hall, Wylie Rogers, Mark Groulx
2. Academia – specific to MBA studies, executive programs
 - Nancy Jain
3. Alumni
 - Magali Depras
4. Government
 - Andrea Poptsis
5. Media and social media
 - Valerie Proulx, Wylie Rogers

6. Tech start-ups and incubators
 - Kamal Hassan

In addition, we reviewed alumni surveys, interviewed communications leadership in France (Axel Tagliavani), and held several special meetings of the Board of Directors to socialize the process, discuss progress and analyze the results of our interviews. Most of the interviews began with a request to overview reputational strengths, opportunities and challenges. Several INSEAD leaders volunteered that they think this reputation management initiative is timely and necessary, especially as the school is embarking on a brand revitalization, and expanding in the U.S.

We did not complement the above primary qualitative research with an algorithmic analysis of sources of public data from traditional and social media, print and broadcast media, and surveys. This is a recommended action for next steps.

In parallel, we reviewed INSEAD's strategic priorities and all relevant university rankings.

Finally, we produced a Stakeholder Overview for each of the six groups that includes a summary, list of reputation drivers, strengths, vulnerabilities, objectives and some possible strategies. Each of the Stakeholder Overviews has been reviewed and edited by the respective reputation stewards and reviewed by the entire Board of Directors.

The threads that embroider this reputation project are the historic mission and values of INSEAD. The following reputational strengths and vulnerabilities are the ones we see as the most significant. Others are cited in the Stakeholder Overviews.

4. Building Reputation: Major Strengths & Opportunities

Brand and reputation are inextricable. Reputation can be managed, not perfectly, but well. An organization has even more control over brand (how it wants to be perceived) and dominant identity (what it stands for above all else). It is important to articulate what those two values are for INSEAD.

Major strengths:

- Top grade education
- Global, international cohort
- Multi-disciplinary teamwork
- Strong business network
- Can combine strategy and execution
- Design and foresight thinking
- Produces consultants
- Great professors

Major opportunities:

- Differentiate from Rotman, Harvard and other business schools
- Better accommodate recruiting, i.e. by holding recruiting events at the same time and in the same place as N. American recruiting events (and beware timing of 1-year programs at INSEAD that can make it difficult to be recruited into consultancies)
- INSEAD is known more as an MBA school; cost can be prohibitive to send overseas
- Raise awareness of executive education, and upcoming options in the U.S.
- Partner with target companies like Bell with Ivey, Rogers with Ryerson
- Promote the Canada and US promotion through videos/webinars to highlight them to potential recruiters/companies (i.e. through linkedin campaign)
- Themed partnerships with companies or government: Women in Tech
- Develop an exec ed program that targets i.e. climate change or the future of energy
- Steadier drumbeat of communications (see Marshall McLuhan)
- Partner with industry, non-profits
- Educate search firms on INSEAD graduate skills
- More quotes in major journals and other media
- Focus more on storytelling from successful grads, less on the institution
- More branding activities, like an INSEAD lab campaign

5. Safeguarding Reputation: Challenges and Vulnerabilities

The main challenge for INSEAD in Canada (and perhaps in the U.S.) is a lack of clarity around what the school stands for outside its home markets (i.e. France, Singapore, Abu Dhabi), as well as what it wants to be. There is no clear brand proposition, therefore very little reputation.

Major challenges:

- No marketing presence in Canada
- Canadian schools provide more than enough MBAs, so Canadian companies do not need to look abroad for recruits.
- INSEAD graduates are not differentiated in the marketplace – no understanding of advantages of an INSEAD graduate over another graduate
- Not enough public events, community engagements, etc.
- Current marketing tools look old-fashioned
- Name is hard to pronounce
- Perception MBAs are only interested in consulting and C-suite jobs
- No major sponsorships
- According to strategy firms, INSEAD Canada classes have a lower percentage of applicants who make it to offer than places like Harvard; for instance the 15th best Canadian candidate at Harvard is better than INSEAD's 15th Canadian in both differentiated backgrounds and smarts. This may imply that Harvard might be attracting higher quality applicants and that INSEAD needs to target these more actively in Canada (why do more of these best choose Harvard et al?) and possibly increase its acceptance standards for Canadians
- Companies that may consider sending executives for executive education find it prohibitively expensive to do so with closer alternatives

6. Major Recommendations

Our recommendations fall in three general areas: Performance, behaviour and communications, the sum of which equals reputation.

Performance

- Better leverage the “Business as a Force for Good” awards by building a major digital and traditional media campaign around it
- Pursue a partnership with a major industry (i.e. energy sector) to create a purpose-built executive education program (i.e. on managing climate change)
- “The INSEAD Business Review” Working title. The core idea is that INSEAD would publish a digital journal on how to apply academic principles to Canadian business. Authors would be INSEAD graduates and INSEAD professors on topics of interest to Canadian academics and media. The not-for-profit journal would require up-front investment, but all costs would be recouped through sponsorship and advertising and the overall project would be cost neutral. The journal would publish work by researchers

from across the globe, including researchers from INSEAD campuses, and its very existence would reaffirm the case for business education.

- The publication would be more like a Harvard Business Review – of the highest quality, but not peer-reviewed. This would be a major effort – with an ongoing stream of reputational gain. It could be published by INSEAD Canada and INSEAD globally.
- This could not be accomplished overnight but could be committed to quickly, assuming our research is confirmed: That such a publication does not exist; and that it would be a valuable service to higher education at a time when the business education is being criticized as removed from everyday society.
- Establish a start-up company staffed with INSEAD graduates who will work to recruit more community partners that will employ INSEAD graduates.
- Faculty – Make better use of INSEAD professors and their digital content by promoting in Canada through i.e. linkedin.
- Target North American recruiting firms by inviting them to INSEAD events in N. America – they are potentially some of our strongest advocates with corporate N. America.

Behaviour

- “*Enhance the student experience.*” There is currently no physical space for INSEAD in Canada, so in the absence of this, more effort needs to be made to create a digital home for alumni, partners, etc. that contains meaningful content (this is not Yammer).
- “*Ambassador program.*” Start a program to find, embrace and engage fans of INSEAD. This must start with alumni, who sometimes appear less than enthusiastic about INSEAD life (27.5% of alumni are active in Canada).
- Gain more faculty support for donor and alumni initiatives. Engage alumni through linkedin and other platforms with a dedicated digital campaign, including thought leadership from INSEAD leadership (build ties with Axel’s team in Fontainebleau).
- A new recruitment initiative to make INSEAD more prominent at recruiting events in Canada.

Communication

- There is a need, according to our analysis, for a new message framework and updated key messages.
- Messages should address lingering perceptions that INSEAD is not of the quality of Canadian or US business schools. The facts weaken that belief and make the case for INSEAD.
- Take a small number of Canadian/US influencers to a high profile INSEAD event in France
- Start and maintain a media relations program that involves relationship building with key media, regular communications (i.e. monthly news alerts), and regular access to senior leaders.
- Target university rankings in the US and Canada, not only Europe



7. Next Steps

- Form an ongoing Reputation Management process. Research indicates that the intuitive is true: Organizations with a formal reputation management process have better reputations. The process now has a good foundation, with Stakeholder Overviews and the designation and support of reputation stewards.
- Prioritize actions by short and mid-term. Assign each action to a reputation steward. The easiest way to do this is to assign by Stakeholder.
- Present results to INSEAD in France and the US.

8. Stakeholder Overviews

Stakeholder Interviews

1. Corporate Canada, Investment banks, private equity and funds Consultancies
 2. Academia – specific to MBA studies, executive programs
 3. Alumni
 4. Government
 5. Media and social media
 6. Tech start-ups and incubators
-

1. Corporate Canada, Investment banks, private equity and funds Consultancies

Interviewees

Consulting – McKinsey, Boston Consulting Group, Bain, Deloitte, Accenture, PWC

Banks – CIBC, TD

Telco's – Rogers, Bell Canada

Teck Mining

Note: Head of Recruiting/HR

Some findings:

Strategy consultants are very clear about INSEAD's value proposition and quality of graduate (top grade) because they hire MBA's from top schools in Canada, the US, and elsewhere. For the most part the quality is ranked with Harvard, Stanford, Yale, Wharton, and LBS

A couple of strategy firms mentioned that the INSEAD Canada class have a lower percentage of applicants who make it to offer than say places like Harvard; for instance the 15th best Canadian candidate at Harvard is better than INSEAD's 15th Canadian in both differentiated backgrounds and smarts. This may imply that Harvard might be attracting higher quality applicants and that INSEAD needs to target these more actively in Canada (why do more of these best choose Harvard et al?) and possibly increase its acceptance standards for Canadians

Other consulting firms have less awareness of INSEAD because they have much smaller graduate and MBA recruiting needs and tend to find that Canadian universities provide enough MBA graduates and so there is little need to go outside Canada.

If there are alums at the consulting firm that are senior, and they actively engage in recruiting, and they promote the idea of hiring INSEAD talent, then there is higher awareness and a little

more proactivity in targeting INSEAD grads. For instance, Accenture Canada is more aware of INSEAD because of Stephen Gardiner and David Morgenstern being senior partners.

Some of the INSEAD program structure (such as only one year length) make it difficult to fit neatly into some consulting annual recruiting programs – the strategy guys try to work around it

Other corporates do not target MBA's for recruiting and less than half of vp's and above would have heard of it. For those individuals that know about it, it has a good brand.

INSEAD is known more for MBA than for exec ed. And those that do know about its exec ed find it to be too costly to send people overseas versus Canada and even US.

Some companies have affinities/relationships with Canadian schools so they focus on that (Rogers with Ryerson, Bell with Ivey)

Many (most) Canadian students at INSEAD hope to do international stints before coming home so is promoting the graduating class as hires so relevant? This might imply that the real need is making it easier for later INSEAD re-patriating students to land in great roles which might be best served by alumni networking versus high market awareness of INSEAD quality

Some suggestions were made:

INSEAD could support the Canadian students each promotion in a trip or a series of webinars for the students to promote the INSEAD class to target companies. This is what UBC does every year in Toronto to some good success. It was also suggested that INSEAD could communicate "Here is a bunch of grads that are interested in Canada"

INSEAD could partner with a Canadian company or two around certain themes such as Women in Technology or Technology leadership with a business slant; recommend a partnership for INSEAD with a major corporation or consulting firm. Perhaps a ready build program for i.e. the Canadian banking system or the resource/energy sector?

Get more profile through a PR or Media campaign

INSEAD should work harder to tap into local alumni to get their companies to hire INSEAD people

2. Academia – specific to MBA studies, executive programs

President, OCADU

Are you familiar with INSEAD

- Familiar with INSEAD because of the people who graduated from the school & promote it.
- Know certain people well, INSEAD is part of their identity
- Also have come across INSEAD graduates from the business community

- Frankly, knew INSEAD from arms-length until heard about the 2013 INSEAD Business Forum

If yes, what is INSEAD known for in terms of MBA and executive education?

- I know INSEAD to be:
- A highly global program
- Brings together truly international people
- Great reputation
- Cohorts are international
- A strength if interested in global business activity
- Highly multi-disciplinary team work and solving complex problems in teams
- Has strong networks like other good business schools

Are INSEAD graduates attractive employees? Why or why not, depending on answer?

- In my role, I have made a huge cultural shift and hire people with MBA background for certain roles. Have added MBA as a qualifying degree for VP-level, Senior/Executive Director & Decanal level. For certain roles look at PhD & MBA equally. For Example: May look for MBA for the role of Dean of Liberal Arts & Science – who can also help rollout executive education.
- Not having known about INSEAD at the time, I hired an MBA Rotman grad to help with strategic intervention: Tying strategic plan to business plan, zero-based budgeting, scorecards, professionalizing communication, procedures to encourage VPs to work together more effectively, financial planning & management. Would look at Insead grad now to assist with strategic & business issues.

What programs do you rate highly in terms of MBA studies and executive education?

- “Multi-disciplinary” programs are essential.
- Global programs are essential because able to deal with diversity and problem-solving at a global level.
- Ability to use Design & Foresight thinking.
- How do they teach data analysis and equip students with data literacy; understand data sources, biases, algorithms, assumptions – think critically about data.
- A mix of Canadian & International MBA/Non-MBA schools:
- Wharton – good.
- LSE – good. Strong sociology, ethnography and business program.
- Oxford – good. Program offers science and technology with data & AI.
- Ivey – Good.
- York Sculich: Specialization in cultural management
- Rotman: quality varies: Up & down.
- McMaster: Specialization in cultural management. And working in areas of specializations e.g. healthcare & Design thinking.

What advantages do these programs have with regard to Corporate Canada?

- Relationships between Corporate & MBA Institutions enable to get real problems solved
- Important to have challenges that are not just profit based e.g.: How to diversify labour force; Largest growing population in Canada are indigenous; etc

What could INSEAD do better to improve its reputation in Canada?

- Currently no marketing presence in Canada.
- Build partnerships with industry, non-profit institutions.
- Develop more Canadian case studies
- Visiting lecturers: Invite industry/businesses/ institutions to participate
- Canadian Leaders: Have them speak at Insead events
- Hiring & Search Firms: Educate them with skills Insead grads can offer

Senior Vice-President, U of T

Are you familiar with INSEAD?

- Yes. I've known about INSEAD for a while.
- I know that INSEAD is known for:
- High quality
- Strong reputation
- International outlook
- High quality business degree
- I feel very positive about INSEAD.

If yes, what is INSEAD known for in terms of MBA and executive education?

- No idea.
- I have no sense of INSEAD's scale, size

Are INSEAD graduates competitive in Canada compared to other business school graduates? Why or why not, depending on answer?

- I do not know a lot of INSEAD alumni. I know WR.
- I do not come across INSEAD alumni in my sector.
- For some reason, I feel the faculty is outstanding
- I view INSEAD graduates competitive to Canadian School graduates

What schools do you rate highly in terms of MBA studies and executive education?

- Rotman, INSEAD, Wharton, Harvard, MIT

What advantages do these schools have over INSEAD?

- Rotman is the best business school in Canada. There are over 500,000 University of Toronto alumni.
- People closely follow rankings of Business Schools. In some of the rankings, INSEAD is not that high. For example, US News & World Rankings, INSEAD is not ranked very high.

What could INSEAD do better to improve its reputation in Canada?

- Increase profile in Canada: People know about Rotman, but I do not know what specifically INSEAD is known for?
- For example: You could focus on the excellence in teaching or the great international reputation. What does the MBA program specialize in: Finance, HR, etc?

If no, given key messages above, what does interviewee think INSEAD should do to raise awareness? Are there some best practices from other institutions that interact with media?

- Ranking: Focus on INSEAD's ranking in important US/NA publications
- Quotability: Quote in major journals and articles.
- Build profile with recruiters, leverage from strong alumni base.

3. Alumni

Interviewees

2 men, 2 women, diverse generations and origins, 3 different cities in Canada, 3 MBAs and 1 Executive Programme

Isaac Souweine, MBA 09J

Dawn Fiander, Executive Degree in Consulting and Coaching 13J

Mary Huang, MBA 92J

Ray Dagher, MBA 10D

What is the perception of the INSEAD brand in Canada?

- Top business school, prestigious, ranked highly
- Not well known enough to have a perception.
- MBA graduates know INSEAD but outside this population, they don't know much about this school
- Only known in select circles and not widely known in the general business community
- The INSEAD brand has clearly gained visibility since I've moved to Canada. When I moved back to Canada in 2012, there weren't many people who knew what and where INSEAD was. The INSEAD brand took off in North America when it started climbing the rankings and overtook Harvard Business School in the Financial Times' rankings of top MBA programs. The brand is now known as the top business school for those willing to invest more in their education and explore a global career.

For those that know INSEAD, what is the school known for?

Not a US business school

International scope

Multi campuses, truly international business school

Consulting' school (meaning many alumni work in consulting)

Known for the MBA

Known in Finance departments. Know that alumni work in Finance and Investment banking

International business and diverse student body

Typically, those who know INSEAD fall in the following categories;

Young MBA candidate who has done what most millennials do; read reviews online. They are typically intrigued by what they read but hesitate on spending large sums for tuition and other fees. They tend to read that INSEAD is mainly for those who are interested in Management Consulting careers.

Company Executives whose company has enrolled them in a program. They are often impressed with the quality of the education and the professors.

Acquaintances and friends of MBA Alumni. This group tends to know INSEAD for the global career that it has offered the Alumni. Often, they talk about the large salaries and the change of geography the INSEAD MBA has offered them.

Are INSEAD graduates competitive in Canada compared to other business school graduates?
Why or why not, depending on answer?

Very competitive. We have not many Americans here in Canada. Much more locally educated people
Perceived as coming from a top school

Competitive amongst managers who understand the value of INSEAD
For those who don't know (70%), it does not mean much to them. Very different compared to France or Europe

No. Canadian recruiters do not know INSEAD and are more focused on Canadian business schools. Also fewer Canadian companies value the added value of a more diverse INSEAD education vs other schools. Harvard and Stanford are better known in Canada in terms of international business schools.

Other than in management consulting and investment banking, MBA are not as highly valued in Canada as they are in the rest of the world. However, when hiring managers are seeking candidate with MBAs, the INSEAD MBA is definitely an advantage in the hiring process. I believe this is due to the more stringent acceptance criteria and INSEAD's reputation for being a high caliber school. That said, INSEAD studies do not translate into higher salaries.

What other schools do you rate highly in terms of MBA studies and executive education?

Harvard
MIT
Stanford
Wharton
Columbia

Queen
Richard Ivey (UoT)
UBC

Harvard MBA and Stanford for executive education in high tech.

Harvard Business School, London Business School, Wharton.

What advantages do these schools have over INSEAD?

Stanford is in Silicon Valley and has close connections there
Columbia is in NYC and close to Finance
MIT: brand as top engineering school
Harvard : have the best brand and people

All are Canadian by origin
UBC. Big in the West
Seen as elite schools

Better brand recognition and larger pool of alumni.

Harvard and Wharton tend to have a stronger reputation and legacy within North America.

What could INSEAD do better to improve its reputation with key stakeholders like corporate Canada, government, media and social media, tech start-ups and incubators?

Do things here in the market that show what the brand stands for and bring people together

The forum in Montreal was a great example (cutting edge, sophisticated dialogue) but was mostly for the INSEAD community with no one outside of INSEAD realizing it

In entrepreneurship, the school has heroes (people who graduated from INSEAD and became successful entrepreneurs). Find a way to tell these stories so that everyone knows. “Look at the culture of entrepreneurship INSEAD nurtures!” Look at the people coming from the school! We can share this in media.

Sponsorship

Partnership (in kind, contribution, financial)

Direct engagement

Academic support to incubators

Provide something to these key stakeholders they have not had before

To improve INSEAD reputation with tech startups and incubators maybe run a pitch competition. More speaker events where other business schools are invited to.

INSEAD could indeed do better. It could invest more in hosting events, competitions and community programs. INSEAD could leverage today’s media to create its own version of “Harvard Business Review” and position itself as a Thought Leader among business schools and publications.

If no, given key messages above, what does interviewee think INSEAD should do to raise awareness? Are there some best practices from other institutions that interact with stakeholders?

- Conference like Alumni Forum but for everyone under INSEAD’s umbrella
- News and stories in the media
- Ex.Venture Capital and PE. Contribute to conversation with INSEAD Faculty (like Claudia Zeisberger) and alumni
- Come from a place of being this top school to the intersection with innovation we want to be associated with.
- Authentic voice and adding to the conversation
- Current marketing tools look old school and traditional

- Blue ocean. People may not know where it came from. Promote it more.
- Organize events where we invite others involved in the community. Go beyond just INSEAD alumni. Expand the networking

- There are some prominent Alumni in Canada. Maybe some feature profiles in Canadian Newsletter? This would get alumni more engaged and maybe some more widely open speaker events..

4. Government

Interview 1 – Executive Director at Ministry of Economic Development, Science and Innovation (Canada)

- Interviewee, a senior bureaucrat in his late 50s, had never heard of INSEAD
- When asked about other MBA schools that he rated highly, he responded Yale, Harvard, Princeton, Stanford, Rotman and Oxford
- He cited brand awareness and quantity of alumni as the main advantages of these schools over INSEAD; they have a known reputation in the Canadian market versus INSEAD which is unknown to him
- When asked if an MBA was important to him when hiring employees or working with consultants, he responded that it depends on the position
 - o Yes for finance related, investment attraction and economic development positions; No for positions requiring a lot of team building
- When asked about what INSEAD could do to improve its reputation with key stakeholders in Canada he responded as follows:
 - o Change the name – it’s hard to promote an acronym that no one understands; hard to pronounce, harder to remember
 - o Make sure that reputed alumni are demonstrating industry expertise
 - Even though this person knows and works with Bill Morneau, he had no idea he was an INSEAD alumnus
 - o He suggested investing in reputational champions (e.g. U of T banners highlighting prominent alumni)
 - o He seemed to think that the school itself was less important than the innovative thinkers and industry leaders it produced – know us by the quality of our alumni as opposed to advertising about our great school
 - o There are many forums that governments hold (e.g. Growth Council) where industry leaders and innovation experts are invited to discuss policy issues. INSEAD is not at those tables (like a Waterloo or U of T would be)
 - o “You don’t have to promote yourself if you are that good”
 - o “Why is your (lack of a) reputation in Canada a problem?”
 - What problem are we trying to solve?
 - Admissions?
 - Employment for new grads?
 - Executive program promotion?
 - Our own egos?
 - He actually said “who cares if no one knows you here...”

Interview 2 – Assistant Deputy Minister, Ministry of Training, Colleges and Universities (Ontario)

- The interviewee was familiar with INSEAD (because she had worked with an alumnus in the past)
- She felt the school was known for its international approach to business education and acknowledged it as one of the world’s best business schools
- She felt that it was competitive in Canada because of the reputation of the school, the high quality and calibre of its alumni
- She felt that the alumni were particularly strong in strategy and global business

- She named LSE, Harvard, Princeton, Stanford, Rotman and Ivey for other leading business school programs
 - o She is a consumer of executive education courses but would never consider INSEAD (government would not support international travel and the high cost of tuition fees relative to local options)
- She did not consider having an MBA as important in the hiring process for either employees or consultants
- When asked about things that INSEAD could do to help improve its reputation among governments she suggested that it had a great reputation but that it was not well matched with government requirements
 - o Governments do engage think tanks (e.g. McKinsey types) but they are usually through political affiliations as opposed to reputation
- The interviewee felt that MBAs were only interested in C-suite jobs in government or the broader public service and there would be little success in hiring lower level managers with top tier MBAs
 - o She felt there would be little to offer INSEAD MBAs in government – mismatch between strategy and global education (governments are tactical and local for the most part)
 - o She also felt that pay was an issue – what INSEAD MBA would go and work for government earning half of what a global consultancy would pay?
 - Also the economic reality of someone graduating with a high debt load from INSEAD means they would steer clear of lower paying government jobs – they just can't afford the work
- There is also a perception that MBAs don't want staff level jobs; PhDs are more willing to take less money to come in and work to gain experience in understanding how a government or broader public sector organization works – MBAs less so

5. Media and social media

Mike Adler (Scarborough Mirror) - MAadler@toronto.com / 416-774-2264

Gilbert Ngabo (Toronto Star) - gngabo@thestar.ca / 416-869-4329

Manjula Selvarajah (CBC Radio) - manjula.selvarajah@cbc.ca / 416-205-6204

Jim Drury (Reuters) - jim.drury@thomsonreuters.com / 0207-542-7969 (UK)

Emily Chung (CBC.ca) - emily.chung@cbc.ca

Nicole Mortillaro (CBC.ca) - nicole.mortillaro@cbc.ca

Jennifer Lewington (stringer for the Globe) - jlewington@bell.net

None of the media knew INSEAD except for Jennifer Lewington, who writes a column for the Globe and Mail. Most did not respond to multiple requests for interviews.

Jennifer Lewington recently wrote about the Business as a Force for Good awards after being contacted by National Public Relations on behalf of the alumni association. She also wrote about INSEAD several years ago when writing about Canadians that wanted an education that provided experience abroad.

Jennifer said:

- INSEAD is not well-known in Canada
- Some know Oxford and other bigger brands
- Canada is very insular and has a tendency to talk about “global know-how” but doesn’t actually do much about it
- “We call ourselves a great trading nation, but it’s not true”
- INSEAD could be more present at career events
- INSEAD could host public events that are more timely and topical (she did not specify which topics)
- Media roundtables might work but they would need to be very targeted as the media environment is very fragmented and is going through a lot of change

6. Tech start-ups and incubators

Interviewees

Mid-level participants in the community (a senior tech/operations resource from Bulgaria only recently in Canada, a partner in a 40-person benefits consulting firm, Abdullah Snobar Executive Director of the Ryerson DMZ).

Are you familiar with INSEAD?

‘I’ve heard of it [note: he is Bulgarian, only recently in Canada]’

‘I heard of it about it a year ago through you, then researched it online’

Yes, familiar: comes up as a sample top grade business school. He has friends who have gone there. He did an MBA at Ryerson. Other US schools pop up as comparable.

If yes, what is INSEAD known for in terms of MBA and executive education?

‘Found out it is high in the rankings, didn’t know it was in that league. I assumed it wasn’t in France more like Netherlands or Scandinavia, somewhere like that.’

‘Know the MBA is \$80K, Europe and Singapore also pops up’

‘Wouldn’t think of it at all for executive education: I normally think of that as something to do in North America, not in an international school’

‘I only see the INSEAD name around MBA-centric events, including my time in the UK. I’m used to short term courses from programs like Stanford. They offer a range of training and programs. I am thinking of doing an innovation and learning certificate from Stanford. I never thought of it from INSEAD.’

From his perception, it is an all-encompassing global MBA. Brings people together from around the world. Global perspective. Never thought of it as an executive education, only as a full-time MBA. Thinks of U of T for exec education, and now Ryerson since they have invested in the space.

Are INSEAD graduates competitive in Canada compared to other business school graduates? Why or why not, depending on answer?

‘Only because of what you have told me and my quick research. I know there is a focus on entrepreneurship. I think one of the other people in the co-working space is a grad [she is]. I therefore think of it for entrepreneurs, when I don’t normally connect MBAs and entrepreneurship.’

‘When I think of business school grads I think of network and prestige. I’d value the INSEAD network more. For prestige I’d value the Ivy League universities more. I’d rank the Canadians more because they left the country.’

‘A more well-rounded candidate because they went abroad to get the education, not just the US.’ Think the brand is strong. High quality. Good networks. MBA not about the curriculum, about the network you establish.

What schools do you rate highly in terms of MBA studies and executive education?

‘Stanford and Sloan’

‘Harvard is the first one that comes to my mind’

‘If I’m thinking locally I would think of Ivey’

Harvard, Penn State, Kellogg, Rotman, think highly of. Booth in Chicago. Good number of leading institutions. One that comes to mind always is Harvard. Big alumni base in Toronto. Even Kellogg.

What advantages do these schools have over INSEAD?

‘Harvard is branding and name recognition, that’s all it is. It’s a huge brand. For people who don’t know any better. For Ivey and Western same thing, only much more local in Canada most prestigious MBA.’

‘Stanford is at the heart of the valley, there is the history of what they built there’. ‘The founder of LinkedIn would be there. Taking what Oxbridge is in terms of institutionalized knowledge, and applying it to tech.’

Advantage is their network. He perceives it as stronger in Toronto than INSEAD's. Provides their alumni with access to opportunities and jobs. Brand perception. Curriculum is quite the same. Professors maybe make one school better than another in specific areas.

What could INSEAD do better to improve its reputation in Canada?

‘Branding and marketing. If you’re in that very niche circle you might have heard of it before. They haven’t done that much to improve its brand.’

‘Huge network, but because it is distributed there is no local hub. If you create these hubs that would empower the community around them. Gather leaders and fly people in to create them. The strength of the global network is also a minus. There is no central place spreading the word ‘this is what we stand for’.’

‘I don’t know if they ever do any major sponsorships. An ‘INSEAD Labs’ sponsored program for instance, would make a big difference. There was an ‘Infiniti Labs’ innovation program held in this co-working space. Ever since then, people walking around here know who Infiniti is.’

INSEAD can push out more branding. More exposure. Be more present at different events. Open up an executive education shop in Toronto as well. Knows of the locations in Paris, 'Dubai', Singapore. Be visible. So people know the options and opportunities. He knows a large number of other institutions have opened up a shop in Toronto.