Workshop
“Internationalisation put into Practice”
Lay out of the afternoon

• What to expect from this afternoon
• Short introduction to strategic planning
• Introduction to use some tools – SWOT – Stakeholder analysis – Goals & Objectives
• Next steps for you
What to expect from today

• Awareness of importance of Strategic planning
• Identify the key components and processes necessary for a successfully integrated internationalisation plan
• Introduction to some of the elements in the SIP
• Decide for the next steps to be taken
What NOT to expect?

• You will not have a SIP at the end of the workshop
• You will not have all your problems solved
• And you will not avoid making mistakes along the process
Introduction to Strategic Planning
Strategic Planning

• What is strategic planning?
• Why is it useful?
• Benefits - WIIIFM?
• What strategic cycle do you normally use?
• What is normally used by HEI’s regarding internationalisation?
What is strategic planning?
What is strategic planning?

It is an organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue it. A strategy describes how the ends (goals) will be achieved by the means (resources).
Why is a SIP useful?

- Establishes priorities and direction
- Support the vision
- We may agree or not, but it’s what’s decided upon
- You can refer to it why you do things
What would be the WIIFM for
- You?
- Institution?
Benefits – WIIIFM?

• You
  – Reason why you do what you do
  – It helps you to show what are the benefits for everyone involved
  – Something backing you up and legitimizing your actions
Benefits – WIIIFM

• Institution - Process
  – Feeling of ownership and belonging
  – Projection and visibility

• Institution - Results
  – Institution has one reference
  – Road map
The Strategic Cycle

• Many cycles – depending on the field
• Covers various aspects
The Strategic Cycle - example

Strategic Planning Cycle

- How can we improve?
- Where do we want to go?
- Mission
- How did we do?
- How do we measure success?
The Strategic Cycle - example

Strategic Planning Cycle

- Propose Mission
- Propose Goals
- Examine Internal Issues
- Examine External Issues
- Create a SWOT Analysis
- Formulate Strategy
The Strategic Cycle - example

3 LEVELS OF STRATEGIC PLANNING

- **Strategic Plan**: Overarching direction of the organization based on culture & values - to guides the strategic priorities and decisions years into the future.
  - **Answers**: "WHY"
  - **Key Deliverable(s)**: SWOT
  - **Expected Outcome(s)**: Mission & Vision Statement, Themes & Goals

- **Business Model**: Aligns to the enterprise/industry trends, considers the stakeholders served founded on performance metrics.
  - **Answers**: "WHAT"
  - **Key Deliverable(s)**: Stakeholder & Business Analysis
  - **Expected Outcome(s)**: Value Proposition, Break Even Analysis, Product & Services Offers by Channel

- **Operational Plan**: The day to day processes, roles, and tactics required for success.
  - **Answers**: "WHO & HOW"
  - **Key Deliverable(s)**: Standard Operating Procedures
  - **Expected Outcome(s)**: Processes, Tools, Roles & Responsibilities
Strategic planning – different steps

• Create awareness, mission and vision
• Diagnosis: SWOT, SOAR, PELSE, Stakeholder analyse
• From there Overall Strategic Issues
• Formulate Goals, Actions and KPI’s
• Include ways to Communication and define right Timeline
• Include monitoring of progress, re-evaluate and correct
Today

Given the (short) time, in this workshop we focus on

- SWOT
- Stakeholders
- Actions and Objectives
Diagnosis phase

Where to start?
Diagnosis phase

• What tools do you already know?
One of the most used: SWOT

- S  trength
- W  eakness
- O  pportunities
- T  hreats

- Internal vs external
- Helpful vs harmful
# SWOT diagram

<table>
<thead>
<tr>
<th>Helpful to achieve the objective</th>
<th>Harmful to achieve the objective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal</strong></td>
<td></td>
</tr>
<tr>
<td>Attributes of the university</td>
<td>Strengths</td>
</tr>
<tr>
<td></td>
<td>Weaknesses</td>
</tr>
<tr>
<td><strong>External</strong></td>
<td></td>
</tr>
<tr>
<td>Attributes of the environment</td>
<td>Opportunities</td>
</tr>
<tr>
<td></td>
<td>Threats</td>
</tr>
</tbody>
</table>
Activity

- Start with SWOT
- Pick one – S – W – O – T
- ...

At home
- Find colleagues and others (see next exercise) and
- Fill out the other parts
Other similar tools

- Peer, Competitor, Benchmark analysis
- PESTLE (political, economic, social and technological, legal and environmental)
- Scenario planning to analyze future scenarios
- Stakeholder analysis
Stakeholder analysis
Stakeholder analysis

is a process
of identifying individuals or groups
that are to affect or be affected by the SIP
and sorting them according to their impact on
the actions and the impact the action will
have on them.
Benefits of stakeholder analysis

It helps to identify

• Stakeholders' interests
• Mechanisms to influence other stakeholders
• Potential risks
• Key people to be informed about the strategy during the implementation phase
• Negative stakeholders as well as their adverse effects during the implementation
Stakeholders analysis

Helpful questions for types of stakeholders:

• Who will be impacted by the strategy?
• Who will be responsible - accountable for the strategy?
• Who can support – obstruct the strategy?
• Who will be involved in the implementation of the strategy?
• Who will have decision authority on the strategy?
Interest and Power of your Stakeholder

<table>
<thead>
<tr>
<th>Latents</th>
<th>Promoters</th>
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<tbody>
<tr>
<td>Keep satisfied</td>
<td>Manage closely</td>
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</table>

<table>
<thead>
<tr>
<th>Monitor</th>
<th>Defenders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep informed</td>
<td></td>
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</tbody>
</table>
Stakeholders analysis

Dimensions

• Power (high, medium, low)
• Support (positive, neutral, negative)
• Influence (high or low)
• Need (strong, medium, weak)
Exercise

Find and define your stakeholders
From vision to objectives

- Diagnosis + Vision
- Strategic Goals
- Operational objectives
- Actions
- KPIs
Goals

- Realistic
- Pushing forward
GOALS

• Great challenges to achieve the vision of the institution.
• Broad, non-specific, undated statements.
• Various fields
• Few (3-5).
• Feasible, according to the SWOT or analysis exercise.

OPERATIONAL OBJECTIVES

• General actions aimed at finding the way to achieve each of the goals.
• All different, not correlated.
• Few (2-3 per goal).
Actions

- Projects with a set of individual or group activities needed to get to achieve the operational objectives
- Realistic
- They can be chained together and depend on each of the results of the previous (design-implementation... )
- Very few (1-3)
- With people responsible, resources and timing!
Activity

➢ You have your diagnosis
➢ You have your ...

Next step is
➢ Find appropriate goals
➢ List actions to achieve these goals

➢ Example from Tilburg University....
What are the next steps?

- What will you start as of tomorrow?
- What are the next steps, actions, recommendations, etc.
- Analysis – stakeholders, swot etc
- What are trends within your context?
- Defining goals, objectives, KPI’s and actions
- Communication
- Timeline
- Who do you involve
Thank you

More information

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THE EAIE: WHAT CAN WE DO FOR YOU?
What is the EAIE?

The EAIE is the European centre for expertise, networking and resources in the internationalisation of higher education.

We are a non-profit organisation serving individuals actively involved in the internationalisation of their institutions.
Our members’ area of expertise include:

- Access and Diversity
- Admission and Recognition
- Alumni Relations
- Business Education
- Cooperation for Development
- Employability
- European Programme Management
- Guidance and Counselling
- Health and Welfare Education
- Internationalisation at Home
- Language and Culture
- Marketing and Recruitment
- Mobility Advising
- Strategy and Management
- Summer Schools
The EAIE’s activities

- Conference and Exhibition
- Training
- Resources
- Projects & advocacy
Annual Conference

- Largest international education conference and exhibition in Europe
- 5200 participants
- 80+ countries
- 240+ sessions and workshops
- 230+ Exhibition stands
Our audience

**International Reach, European Focus**

- Europe: 69%
- Asia: 16%
- North America: 9%
- South America: 3%
- Australasia: 1%
- Africa: 2%

**Top Countries**
1. United Kingdom
2. Netherlands
3. Germany
4. France
5. USA
6. Sweden
7. Finland
8. Norway
9. Japan
10. Denmark
11. Turkey
12. Spain
13. Canada
14. Belgium
15. Australia
Training

- In the city (spring and autumn)
- Webinars
- In-house
Training portfolio

• Admissions and accreditation
• Learning, teaching and curriculum
• Management
• Marketing and recruitment
• Learning and strategy
• Partnerships and networking
• Student experience
Participant Testimonial

“My EAIE Academy experience was invaluable. It was the perfect mix of interactivity and information!”

JOHANNA WALSH
International Marketing Manager, National University of Ireland, Galway
Resources
Contact details

Website
• www.eaie.org

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Register by 28 June to save
www.eaie.org/Seville
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