

# Winning the reputation game:

How to make the most of ranking and brand amplification to get ahead on the global stage

HEIR, September 2018

The World 100 Reputation Network

Louise Simpson, Director, W100



# Today

- Introduction: TKP and W100
- Change and stasis
- Bridging reputation
- Student and reputation
- Academics and reputation
- Champion university communicators
- The W100 Tracker - another view of reputation
- Summary



# The Knowledge Partnership



Student Recruitment



Tuition Fee Benchmarking



Course Planning



Business Engagement



Reputation Audits



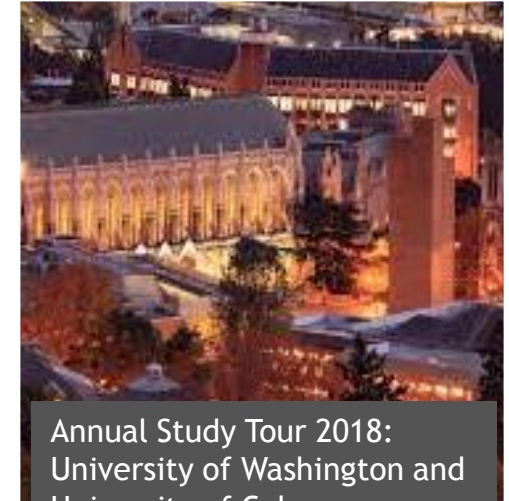
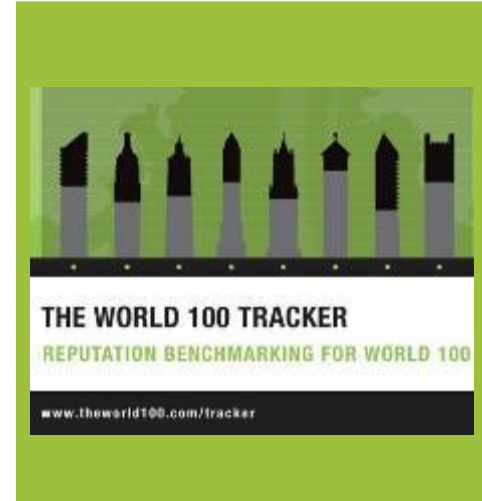
W100 Network

# The World 100 Reputation Network

*“for world-class universities seeking to protect and amplify their reputation on a global stage”*



Annual Conference 2018:  
University British Columbia



Annual Study Tour 2018:  
University of Washington and  
University of Calgary



Study Tour 2016: Glasgow



# The World 100 Reputation Network

*“for world-class universities seeking to protect and amplify their reputation on a global stage”*





*It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.*

**Charles Darwin**

Change and  
stasis







STAKEHOLDER ENGAGEMENT

BRAND

QUALITY

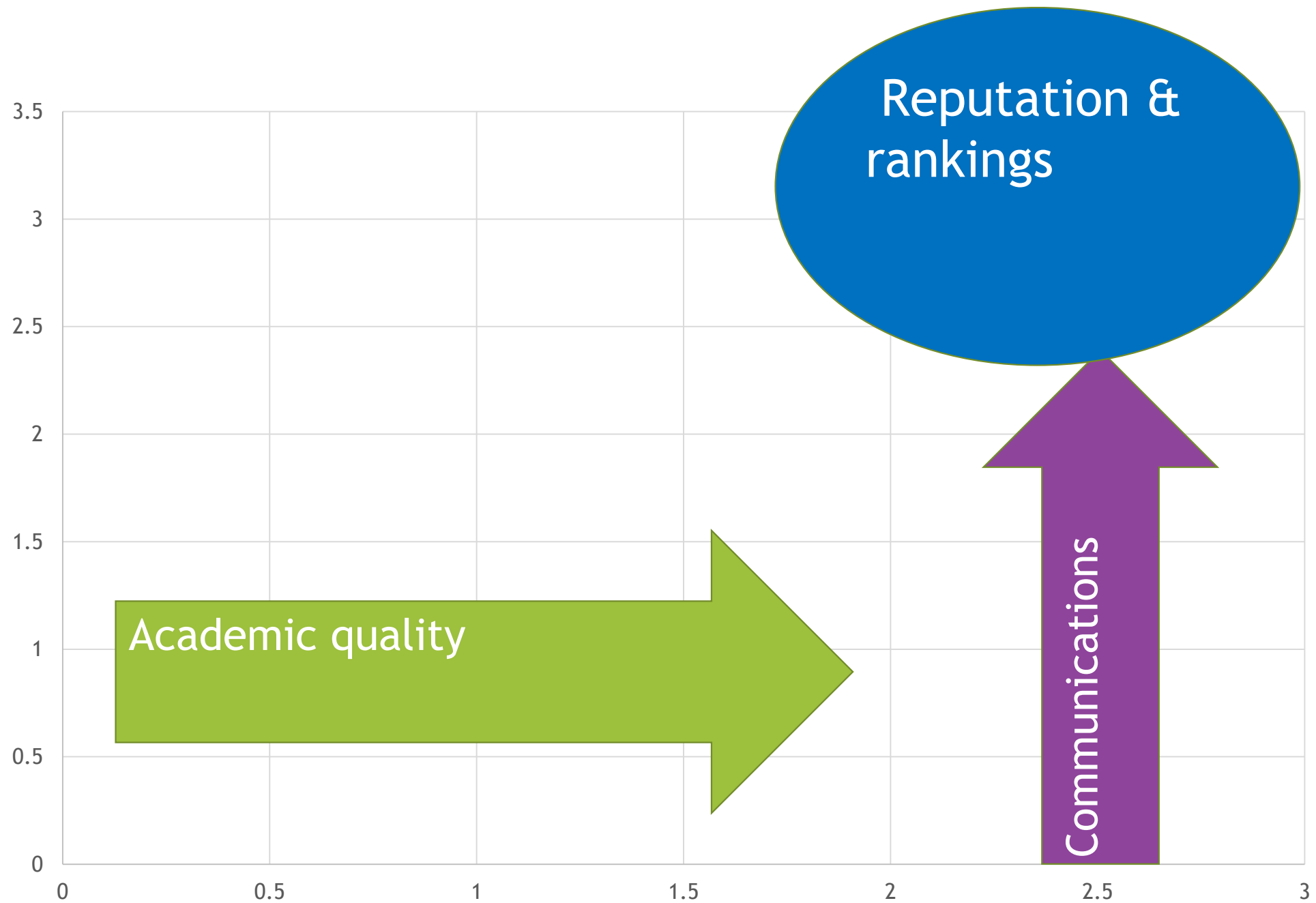
RANKINGS

REPUTATION

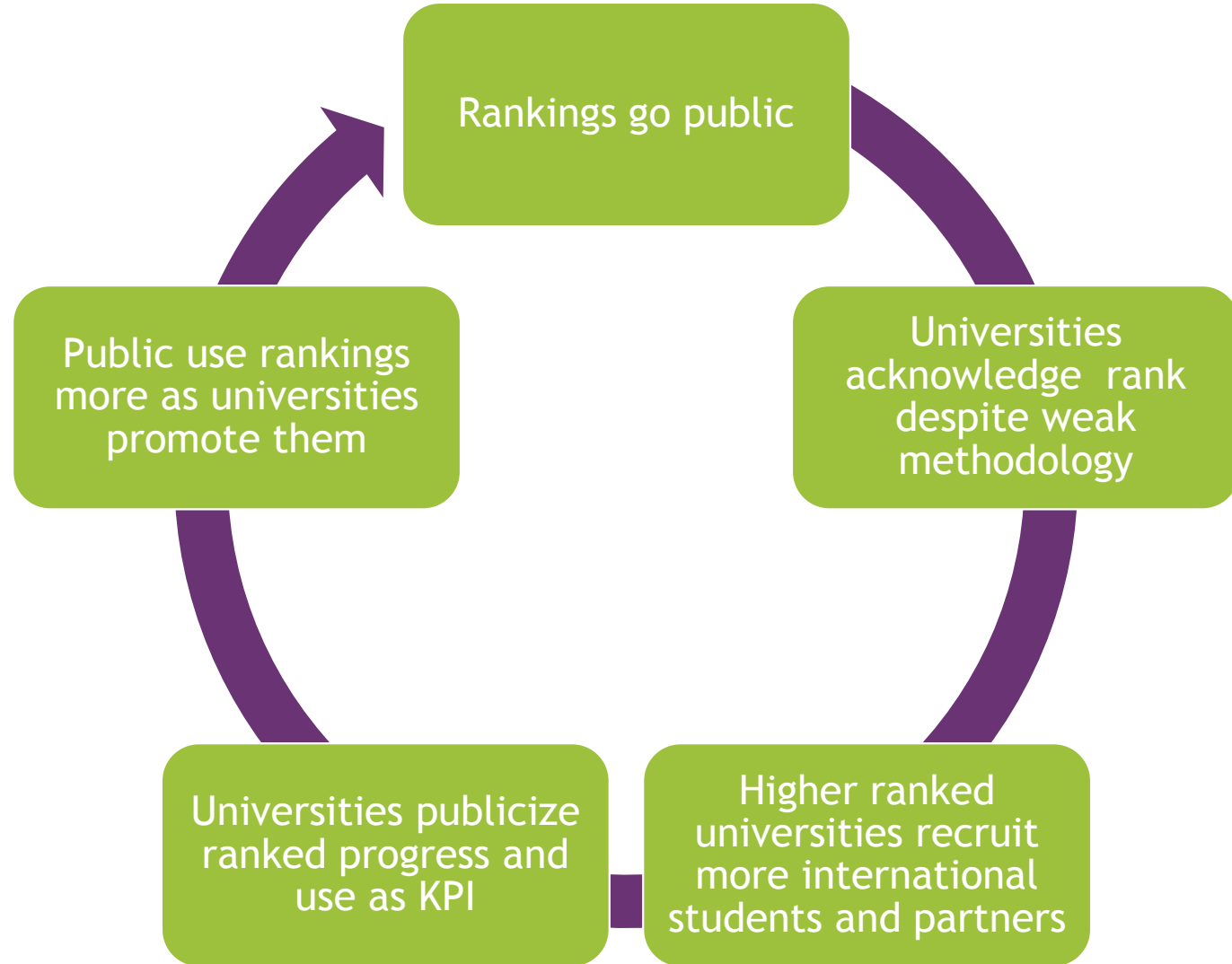
REPUTATION MANAGEMENT







# Rankings amplify reputation and are used to build reputation

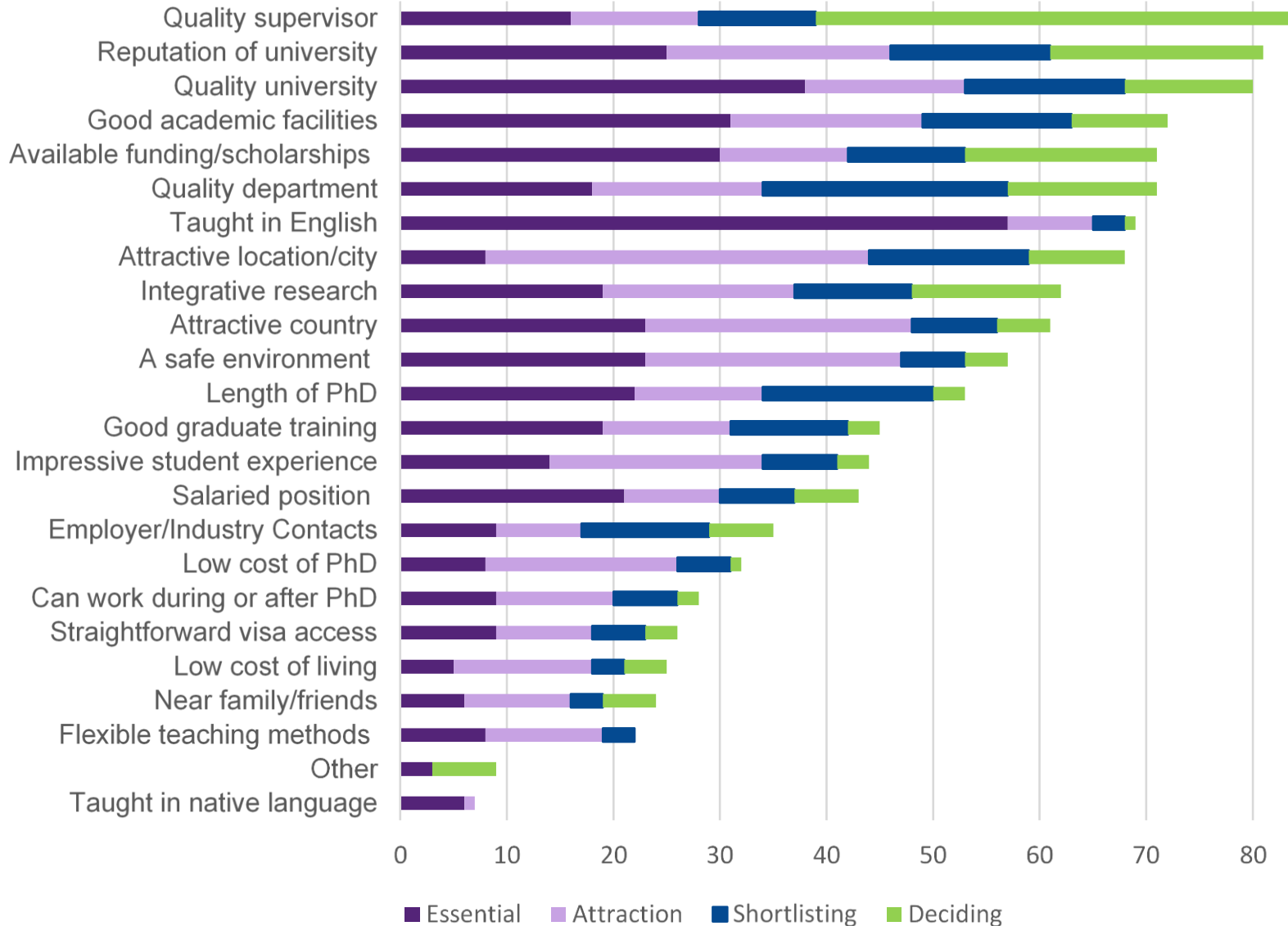


How key  
audiences use  
rankings  
Prospective  
students

- According to the 2017 International Student Survey (ISS) 23.5% say that a university being well-ranked is **the** most important factor in their choice of university.
- 79% of UK applicants looked at a ranking in making their decision (2016)
- World 100 research with international PhD students (2104) explored reputation more fully...



# Key choice factors - PhD students



1. Supervisor
2. Reputation of university
3. Quality of university
4. Good academic facilities
5. Funding/scholarships
6. Quality department
7. Taught in English
8. Location
9. Integrative research -  
across departments
10. Attractive country



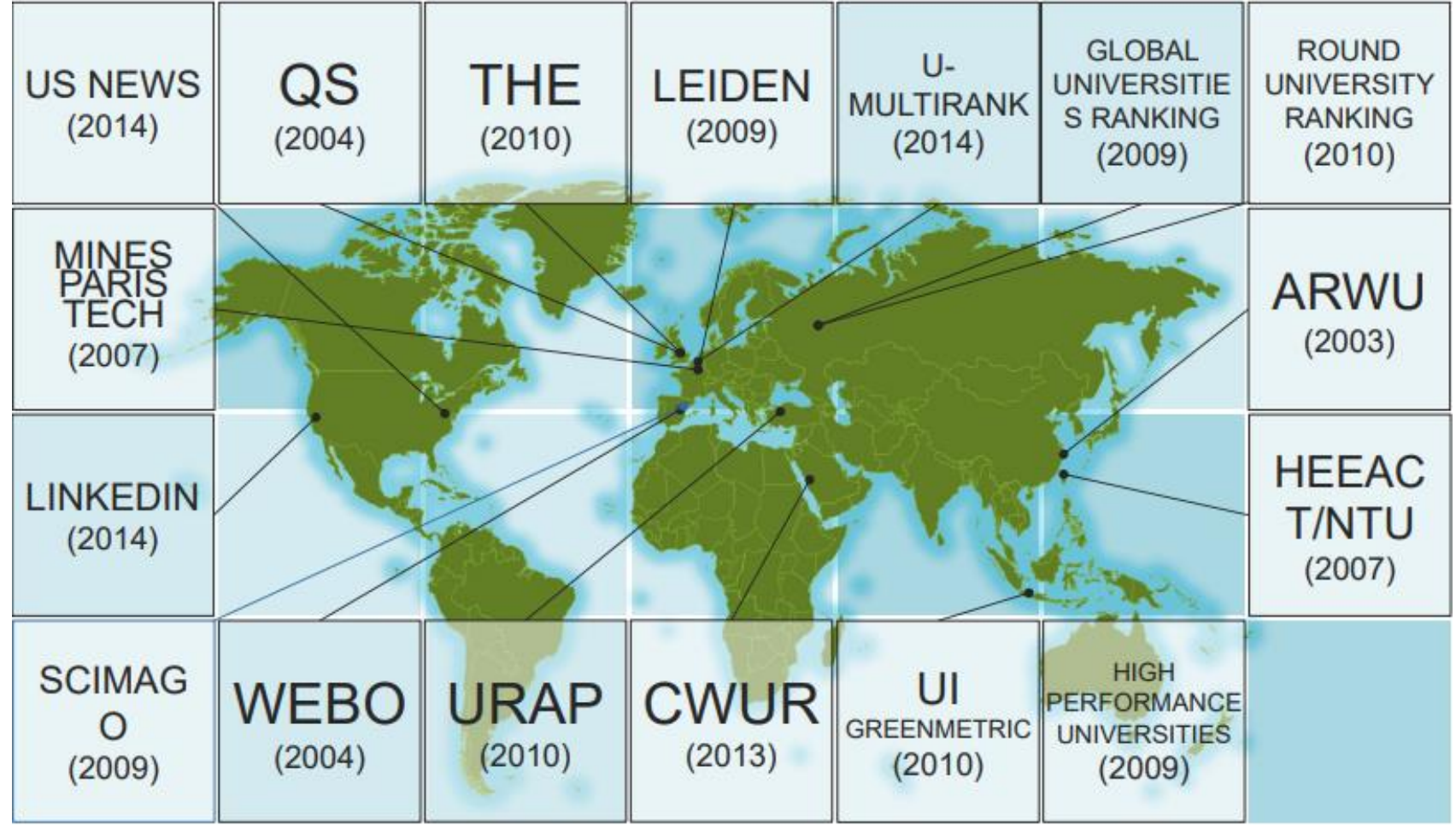
# Key information sources/marketing routes



1. Rankings
2. Websites
3. Supervisor
4. Citations
5. Academics in other unis
6. Family/colleagues
7. Our students/graduates
8. Academics in university
9. Employers
10. Media



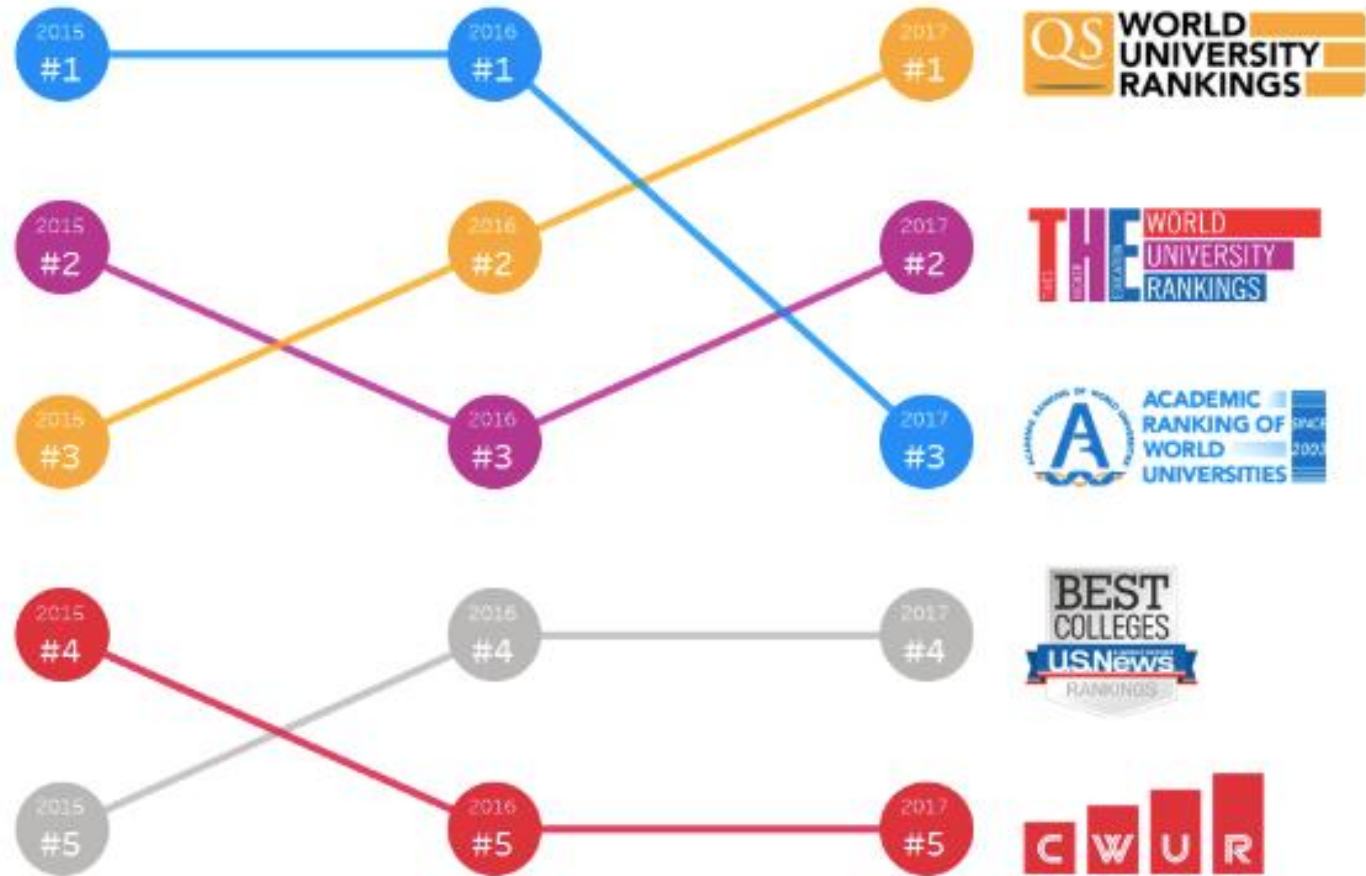
# Proliferation of global rankings





How key audiences use rankings  
Prospective students

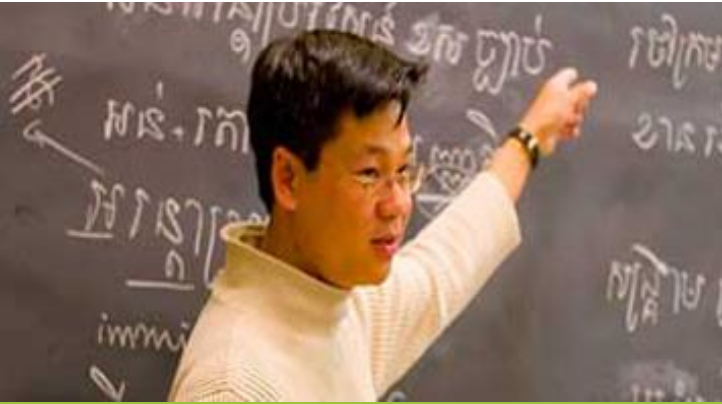
Which rankings are international students using?



Source: International Student Barometer 2017



# W100 Academic Influencers Research, 2017



# W100 Influencers: research method



- Surveys of 800 faculty and professional staff: 69 nationalities, 95 universities;
- 31 different countries
- Nearly 500 Employers surveyed (486)
- 62 academic faculty working at 12 leading universities
- Interviews with THE, QS and Clarivate (US News and World Report)



# Academic attitudes to rankings



- Fundamentally flawed and viewed with suspicion
- But we all look at them!
- The first place you go to check out a university you don't know much about
- Where you verify your own status
- But few know how they work

I am ashamed to say that I am brainwashed by the rankings. I don't want to take notice of them, but I can't help it when I hear in the press about a university that has done well, I remember that and then when someone asks me, that name pops into my head.

## W100 summary of THE Academic Reputation Survey



Survey sample per annum	70,000
Main sample sources	Elsevier
Incentives	Charity donation per response
Average responses per annum	c. 10,000 per annum (2 years data)
Weighting of surveys in total rankings	33% : 15% teaching, 18% research
Eligibility - Academic survey	Published academics
Eligibility - Employer survey	n/a
Consultancy on rankings data offered	Yes
Institutions nominated: research	15 global and 6 domestic
Institutions nominated: teaching	15 global and 6 domestic
Can you nominate your own university?	Yes
Written rules for how universities may promote and influence other to vote?	No
Any universities excluded for exerting inappropriate influence?	No
Quality assurance	PricewaterhouseCoopers (PwC)
Percentage of total world ranking score	33%

Survey sample per annum	300,000
Main sample sources	Purchased databases, International Book Information Service; Academics and employers nominated by universities
Incentives	sometimes
Average responses per annum	75,000 (5 years data used)
Weighting of surveys in total rankings	50% overall: 40% academic survey; 10% employer
Eligibility - Academic survey	Academics & professional staff
Eligibility - Employer survey	QS employer database, and unis submit up to 400 employers
Consultancy on rankings data offered	Yes
Institutions nominated: research	10 domestic and 30 international universities
Institutions nominated: teaching:	N/A
Can you nominate your own university?	No
Written rules for how universities may promote and influence other to vote?	Some guidelines on website; specific templates being developed
Any universities excluded for exerting inappropriate influence?	No
Quality assurance	IREG approved the methodology
Percentage of total world ranking score	50%



## Academics and reputation ranking surveys



- Few understand the high weighting given to reputation in the three world rankings
- Most are aware of them, and have been emailed about them
- Many tend to be too busy to do them
- Of those who fill them in, less than half put any effort into researching who might be the best universities in their broader field:

*I did it quickly. I spent about as much time as I would on a TripAdvisor review.*





## Reputation rankings

	2017	2016	2015	2014
1	Harvard	Harvard	Harvard	Harvard
2	MIT	MIT	Cambridge	MIT
3	Stanford	Stanford	Oxford	Stanford
4	Cambridge	Cambridge	MIT	Cambridge
5	Oxford	Oxford	Stanford	Oxford

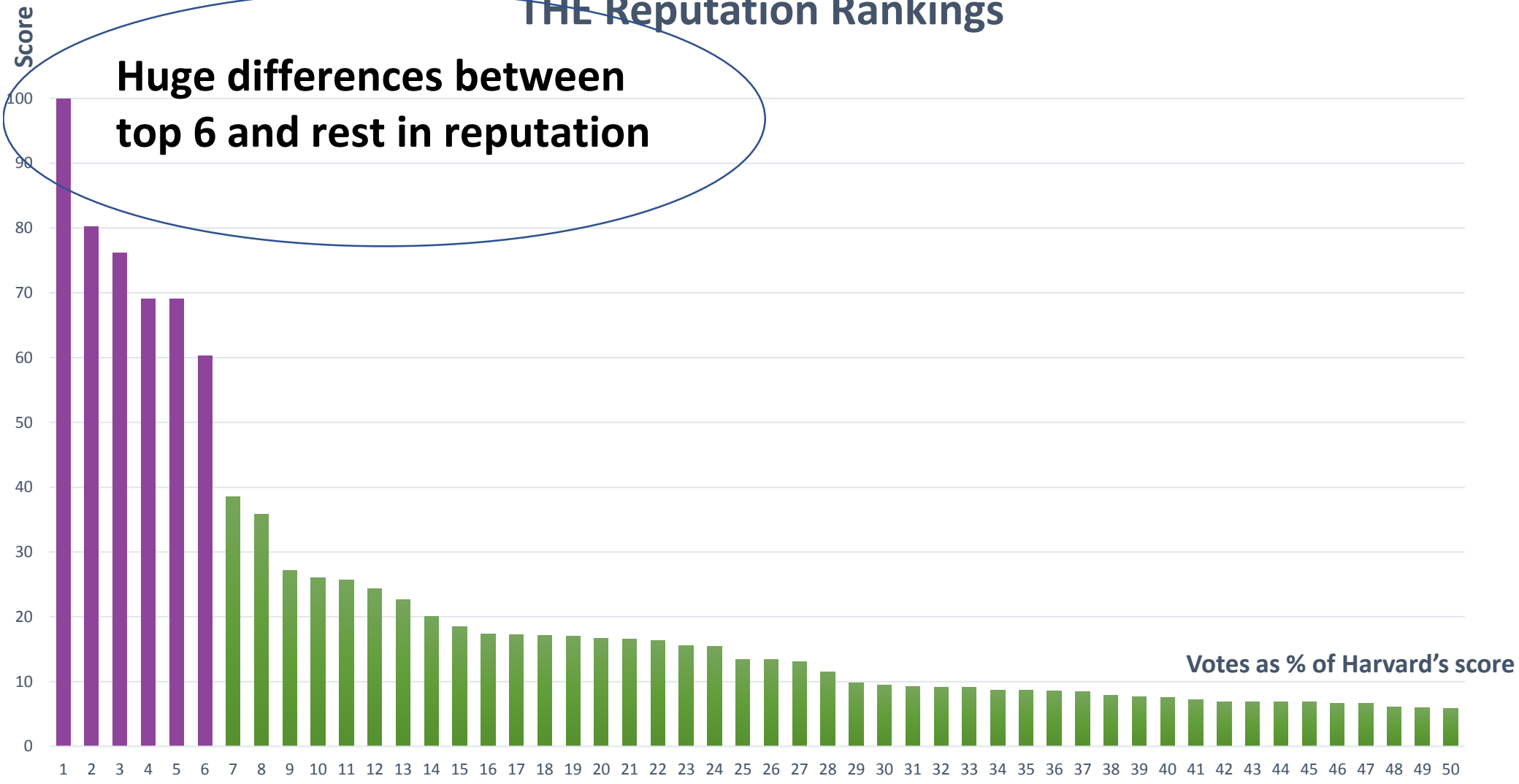


**Reputation  
indicator  
only**

	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
1	Harvard	Harvard	Harvard	Cambridge
2	Cambridge	Cambridge	Cambridge	Oxford
3	Oxford	Oxford	Oxford	Harvard
4	UC Berkley	UC Berkley	UC Berkley	UC Berkley
5	Stanford	Stanford	Stanford	Stanford

# THE Reputation Rankings

**Huge differences between top 6 and rest in reputation**



Would academics' views of the top universities change much over time?



- **40% of academics surveyed said that their opinions would not change in a five-year period**
- **A further 25% expected that any change would be minimal**
- **But 35% do change their minds**
- **And different academics will be voting each year**



Top 10 factors  
that influence  
academics' views  
of university  
reputation  
(survey)



1. Quality of researchers
2. Quality of students and graduates
3. **University's subject rank**
4. **Word of mouth from friends/colleagues**
5. **Partnering/working with university**
6. **Quality of events/conferences**
7. **University's global rank**
8. Quality of facilities
9. **National/domestic rank**
10. Other colleagues' partnership experiences

# Press and social media influences



**THE IRISH TIMES** Tue, Sep 18, 2018 Dublin

NEWS SPORT BUSINESS OPINION LIFE & STYLE CULTURE MORE VIDEO PODCASTS

Health Ireland World Politics Crime & Law Social Affairs Education Subscriber Only Brexit All

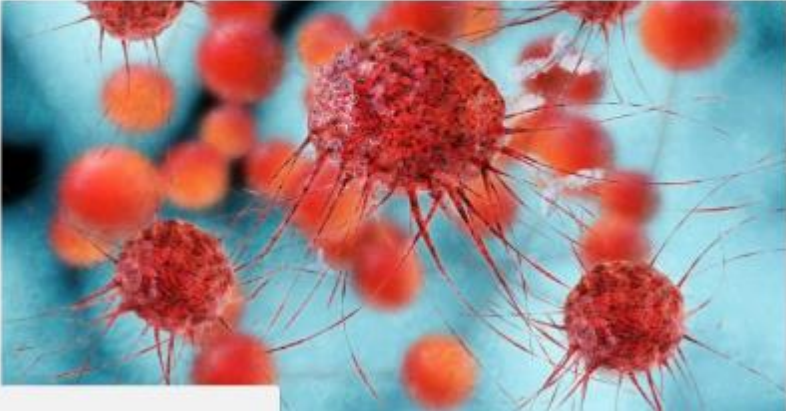
3rd party ad content

## Irish scientists make major breakthrough in breast cancer research

Potential drug identified by NUIG team that reduces cancer and helps improve treatment

© Wed, Aug 15, 2018, 10:00 | Updated: Wed, Aug 15, 2018, 10:44

Kevin O'Sullivan Environment & Science Editor



Waiting for a.e-webtrack.net...

### Health & Family »

- Have your sa you been har while runnin
- 10 readers of Irish health: patients, pat and complac
- The use of di people as 'inspiration' terribly date
- 'My mummy wake up this morning'
- Working on: relationship working out

Subscriber Only »



How do academics nominate leading universities in the surveys?



Academics can name about five universities with confidence, the rest being mainly a reliance on rankings and brand names - apart from space for one 'newcomer'. (qualitative interviews)

Stanford MIT

The Mega brands  
Which universities did academics  
name (from all disciplines) as top  
universities?

Yale

Harvard

Caltech

Berkeley

Princeton

Oxford





# What academics want universities to do to improve reputation and rankings

*The PVCs should encourage us to fill in surveys, as part of an overall international strategy to be better connected.*

*Stop being parochial. You must get staff out to other universities in other countries!*

*We are just not aggressive enough, and we certainly don't spend enough funding to promote ourselves*

We must do a lot more around our research beacons .....many good stories are not being told



# University of Chicago



**THE WORLD UNIVERSITY RANKINGS**

PROFESSIONAL JOBS SUMMITS RANKINGS STUDENT ABOUT US

University of Chicago [Official website](#) [+ My lists](#)

OVERVIEW RANKINGS SUBJECTS KEY STATS GALLERY

← (Rank: 8) Imperial College London [ETH Zurich \(Rank: =10\)](#) →

**BREAKDOWN OF RANKING:**

**World University Rankings**  
**2018 Rank: 9**  
[View full ranking table](#)

Overall	80.6
Teaching	85.3
Research	90.1
Citations	99.4
Industry Income	39.8
International Outlook	69.6

Breakdown via year: **TEACHING**

**SELECT FROM ONE OF THE BELOW RANKINGS:**

<b>World University Rankings</b> 2018 Rank: 9 <b>TEACHING</b> 85.3	<b>US Rankings</b> 2018 Rank: =11 <b>OVERALL</b> 87.5	<b>World Reputation Rankings</b> 2018 Rank: =9 <b>OVERALL</b> 26.0
<b>Arts &amp; humanities</b> 2018 Rank: 7 <b>OVERALL</b> 84.6	<b>Clinical, pre-clinical &amp; health</b> 2018 Rank: 22 <b>OVERALL</b> 81.4	<b>Life sciences</b> 2018 Rank: 11 <b>OVERALL</b> 87.2

KEYNOTE SPEAKERS



Econometrics Workshop

Economic Policy and Public  
Finance Workshop

Money and Banking  
Workshop

SODI Conference 2017

SPI Conference 2017

Summer Institute on Field  
Experiments

Workshop in Economic  
Theory

**Hunt Allcott**, New York University

**Michael Greenstone**, University of Chicago

**Steve Levitt**, University of Chicago

September 14-15, 2017

Location: **Saieh Hall for Economics**

**The University of Chicago**

**5757 S. University Avenue, Chicago, IL 60637**



## 🏆 W100 Brandsnapshot 2018

🏆 Winners for **City Brand**: Birmingham, Bristol, **Chicago**, Columbia, Glasgow, Imperial, Liverpool, LSE, Lund, King's, Manchester, New York University, Newcastle, Oxford, QUB, Sheffield, Sydney, York



*'Of all the US university websites I have looked at so far, Chicago is the first to really use its city as a selling point. On the home page there is a great short video making Chicago look really exciting and a great place to live.'*





# University of Manchester



University of Manchester

+ My lists

OVERVIEW

RANKINGS

COMPARE

FIND A COURSE

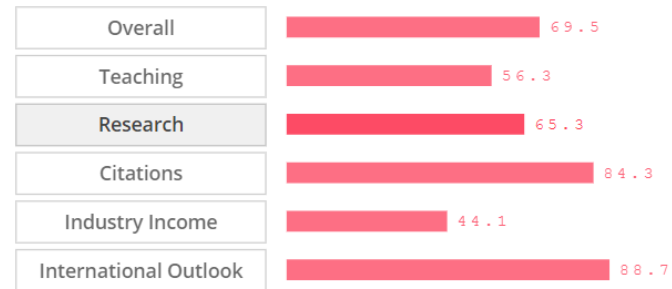
KEY STATS

### BREAKDOWN OF RANKING:

#### World University Rankings

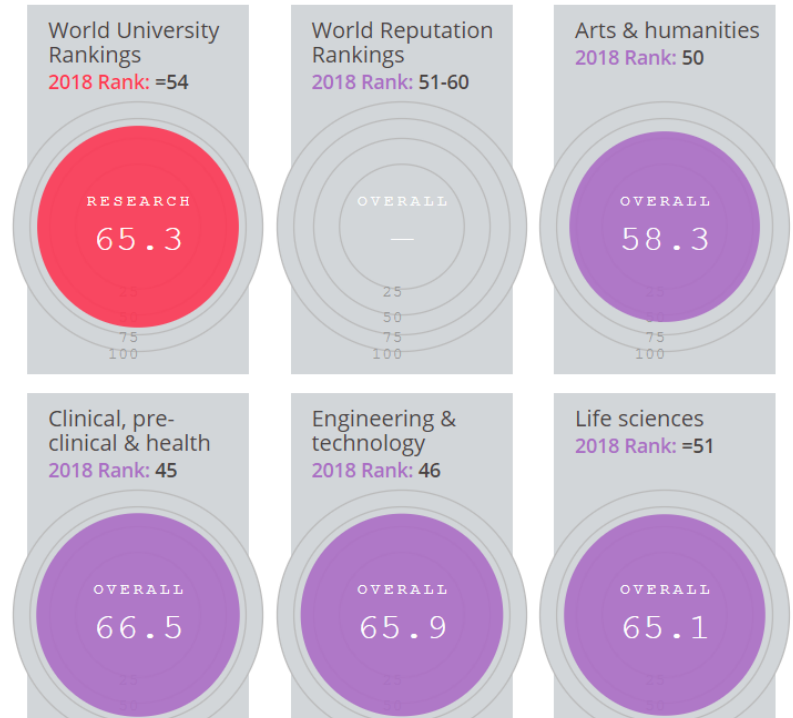
2018 Rank: =54

[View full ranking table](#)



Breakdown via year: RESEARCH

### SELECT FROM ONE OF THE BELOW RANKINGS:



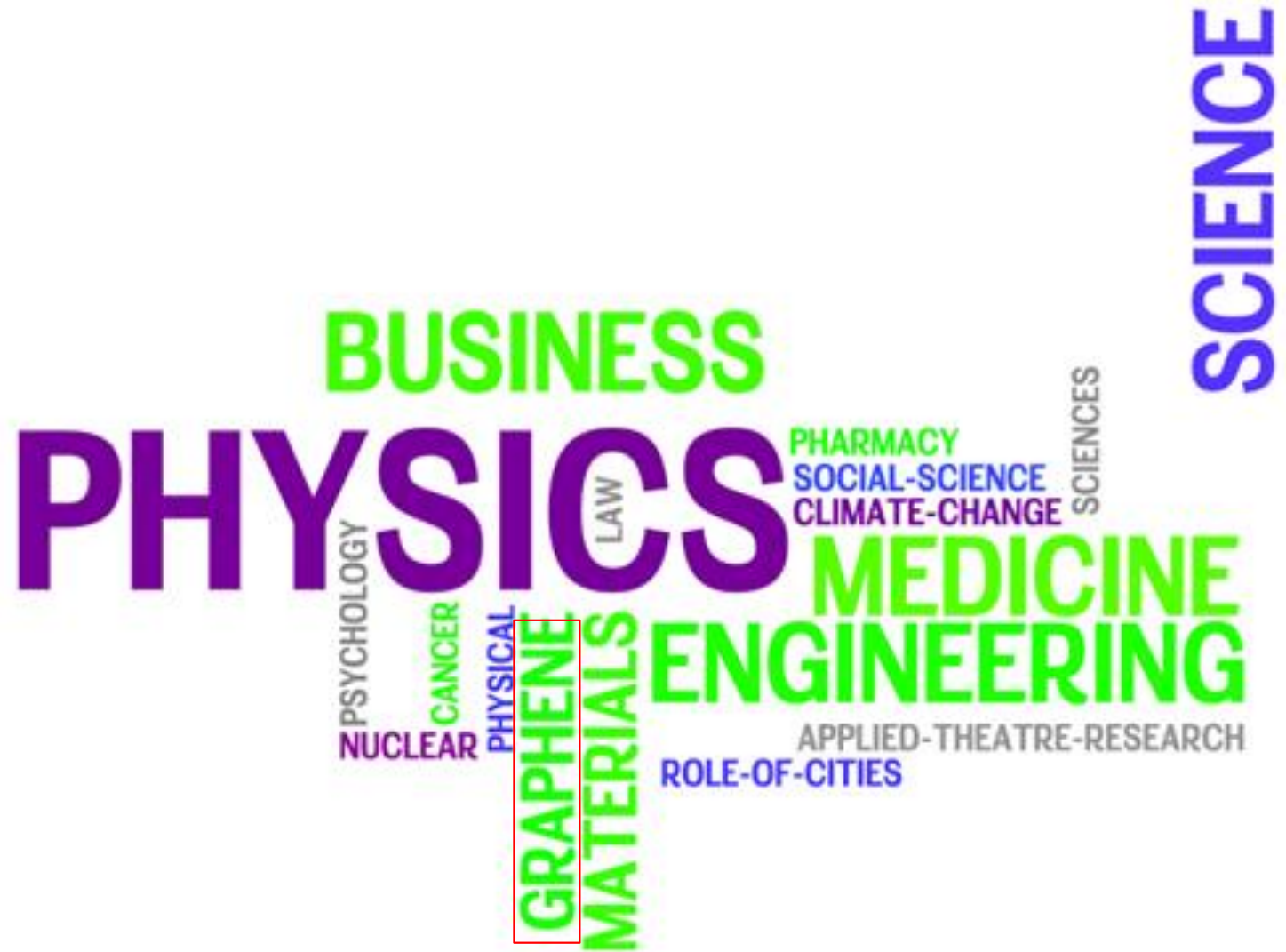
# Manchester's Beacons - the impetus

“Leaders know that Manchester wants to be a top 25 university, and that’s great, but every university says that these days. They say, we are busy, and bombarded with news every second of our day. We are probably talking to 100 universities in the UK, and maybe the same number across the world. And we don’t know what Manchester stands for, or why it’s different. Please tell us!”

- Collective feedback from the External Stakeholders’ Survey 2013



# External Stakeholders' Survey 2015





## MEDIA COVERAGE: PRINT

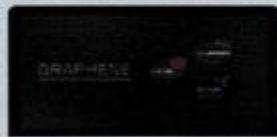


# 18,000

media articles about graphene at the University, of which 8,000 were in 2015/6

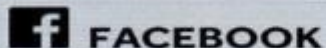
**200+** More than 200 UK broadsheet articles and more than 100 articles in international newspapers, including in the *New York Times*, the *New Yorker*, *Time*, *Le Monde*, the *Sydney Morning Herald* and *The Times of India*

## DIGITAL CONTENT



### MICROSITE

New [graphene microsite](#) launched in 2014 – visitors increased by 44% from 125,000 to 180,000 between 2014 and 2015



### FACEBOOK

94% increase in Facebook comments and 111% increase in Facebook likes of graphene-related content between 2015 and 2016



### TWITTER

182% increase in Twitter engagement and 267% increase in Twitter users who have seen an update relating to graphene between 2015 and 2016

## MEDIA COVERAGE: BROADCAST

# 200+ BBC

More than 200 BBC interviews across all platforms, including more than 25 on Radio 4

Notable appearances from Nobel laureate Andre Geim on *Profile* and *Desert Island Discs*, graphene features on *Horizon* and *The One Show*, and a special edition of *PM* broadcast live from the National Graphene Institute



More than 80 other broadcast interviews, including on *Channel 4 News*, *BBC World News*, *CNBC* and *The Gadget Show*



## ENGAGEMENT AND INFLUENCE

# 20

More than 20 visits to the NGI by UK politicians, including former Chancellor of the Exchequer, **George Osborne**.

State visit to the newly opened National Graphene Institute by **Chinese President Xi Jinping** in 2015

Royal visit to NGI by **Duke and Duchess of Cambridge** in 2016



# 650

leading researchers attended Graphene Week in June 2015

Internal lectures for staff and students by the Nobel laureates, plus an information day chaired by President and Vice-Chancellor, Professor Dame Nancy Rothwell







MANCHESTER  
1824

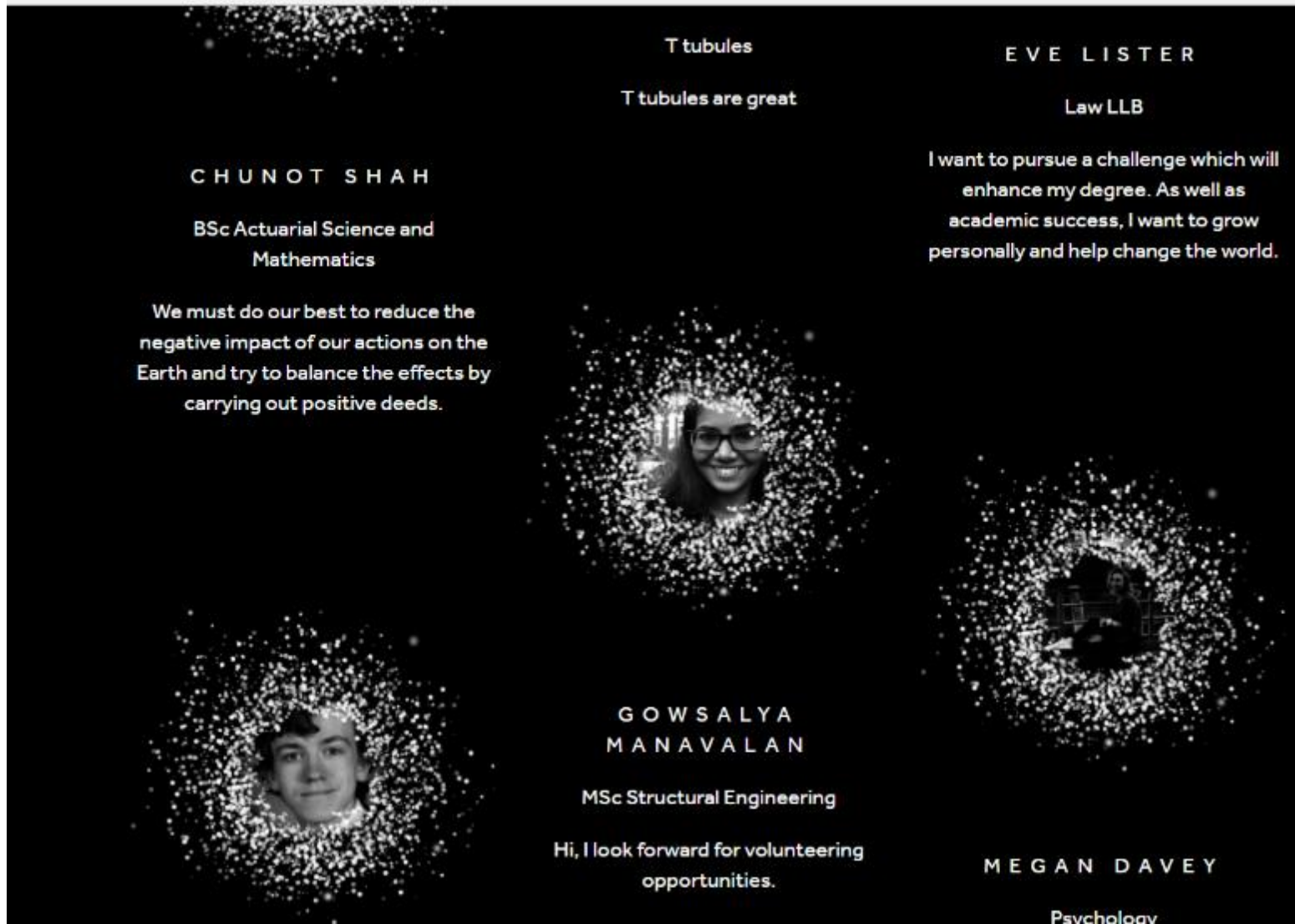
The University of Manchester

GLOBAL  
CHALLENGES,  
MANCHESTER  
SOLUTIONS





W100 Brandsnapshot 2018 Winners Campaigns: Birmingham, Glasgow, **Manchester**, McMaster, NUS, UCLA, University of Newcastle (Australia)



*“The Stellify campaign for students to encourage them to participate in the bigger social and career ambition whilst unifying the student experience. Bold graphics with a strong star theme”*



# University of Helsinki



PROFESSIONAL JOBS SUMMITS RANKINGS STUDENT ABOUT US



+ Finland  
University of Helsinki

90<sup>th</sup>  
World University Rankings 2018

91-100<sup>th</sup>  
World Reputation Rankings 2018







## W100 Brandsnapshot 2018

Winners News brand: ANU, Cape Town, Helsinki, Imperial, QUB, Sydney, York



PHOTO: 123RF

**The amount of black carbon, predicting threshold values and the intricate mosaic of the Arctic landscape are key issues when studying the Arctic climate**

*“Strong imagery used especially on news page. Very well set out and divided up amongst themes.*

*Very researched-focussed, which I like. A great mix of stories, all well written in great English.”*



# DISTINCTIVENESS AT INTERNATIONAL LEVEL





# HELSINKI INSIGHT - SOLUTIONS TO GLOBAL CHALLENGES



UNIVERSITY OF HELSINKI



# THINK CORNER 2015

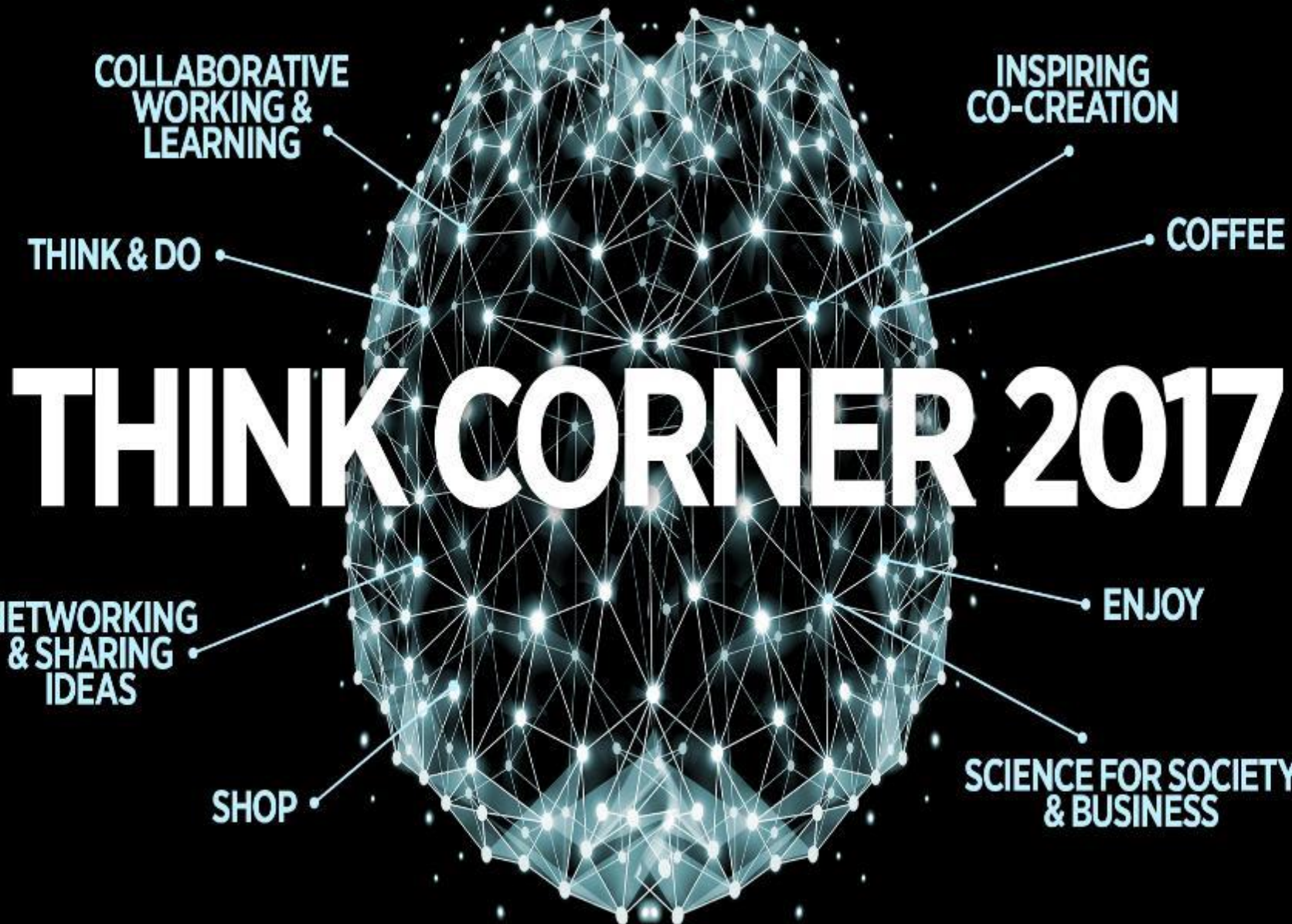


Ilmasto muuttaa luonnon  
Keskusteljoina eläintieteen yksikön johtaja Aino Juslén  
luonnontieteellisestä keskuksimestä, akatemiaprofessori Timo  
Vesata fyysikan laitoksesta ja paleoekologian tutkija Minna  
Väliranta. Tilaisuuden juontaa tiedetoimittaja Pasi Toivola.  
#ilmastomuuttaa

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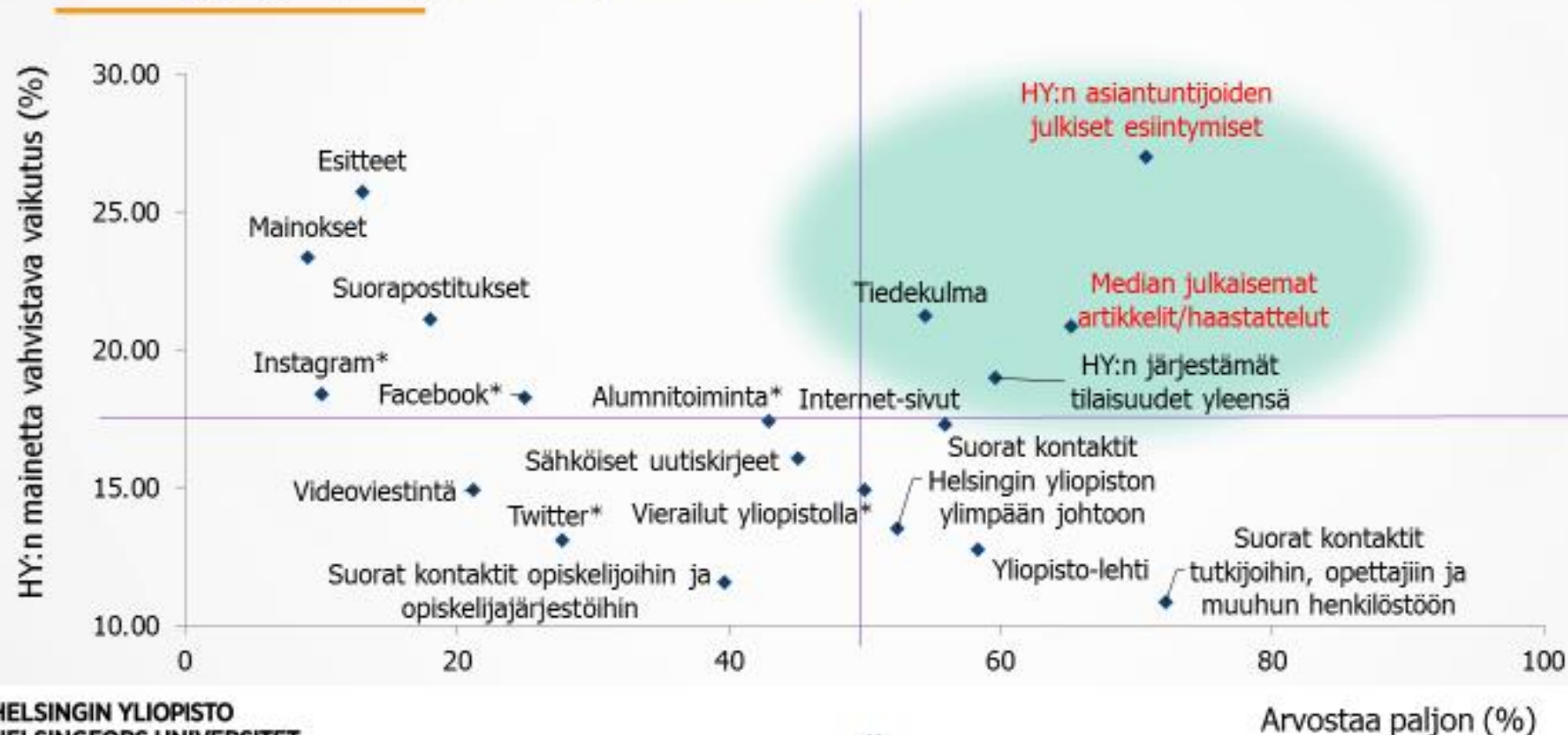






# PUBLIC EXPERT PERFORMANCES IS CLEARLY THE STRONGEST FACTOR IN BUILDING UH REPUTATION

Viestintä- ja yhteydenpitotapojen arvostus ja mainevaikutus 2016



HELSINGIN YLIOPISTO  
HELSINGFORS UNIVERSITET  
UNIVERSITY OF HELSINKI



# World 100 Tracker



## THE WORLD 100 TRACKER

REPUTATION BENCHMARKING FOR WORLD 100 UNIVERSITIES



# World 100 Tracker Universities



# W100 Tracker

## PRIMARY RESEARCH WITH TWELVE STAKEHOLDER AUDIENCES

### AUDIENCE SNAPSHOT

Latest survey data by audience



### AUDIENCE TRENDS

Highlights of snapshot data as a time trend



### AUDIENCE COMPARISON

Questions asked of multiple audiences



OPINION FORMERS

CURRENT STUDENTS

STAFF

BUSINESS AND EMPLOYERS

ALUMNI

UG PROSPECTIVE STUDENTS

PG PROSPECTIVE STUDENTS

GENERAL PUBLIC

TEACHERS / CAREERS ADVISORS

PARENTS

INTERNATIONAL ACADEMICS

INTERNATIONAL AGENTS





Last updated: August 2017

General Public:

In your opinion, what are the top ten universities overall?

## Top 10 UK

1. University of Oxford
2. University of Cambridge
3. University of Manchester
4. University of Leeds
5. Durham University
6. University of Bristol
7. University of Lancaster
8. University of St Andrews
9. University of Birmingham
10. University of London

## Top 10 globally

1. University of Oxford
2. University of Cambridge
3. Harvard University
4. Yale University
5. MIT
6. Stanford University
7. Princeton University
8. King's College London
9. UCL
10. Imperial College London



Highly visual  
monthly data  
reports from  
latest statistics  
and new  
primary surveys



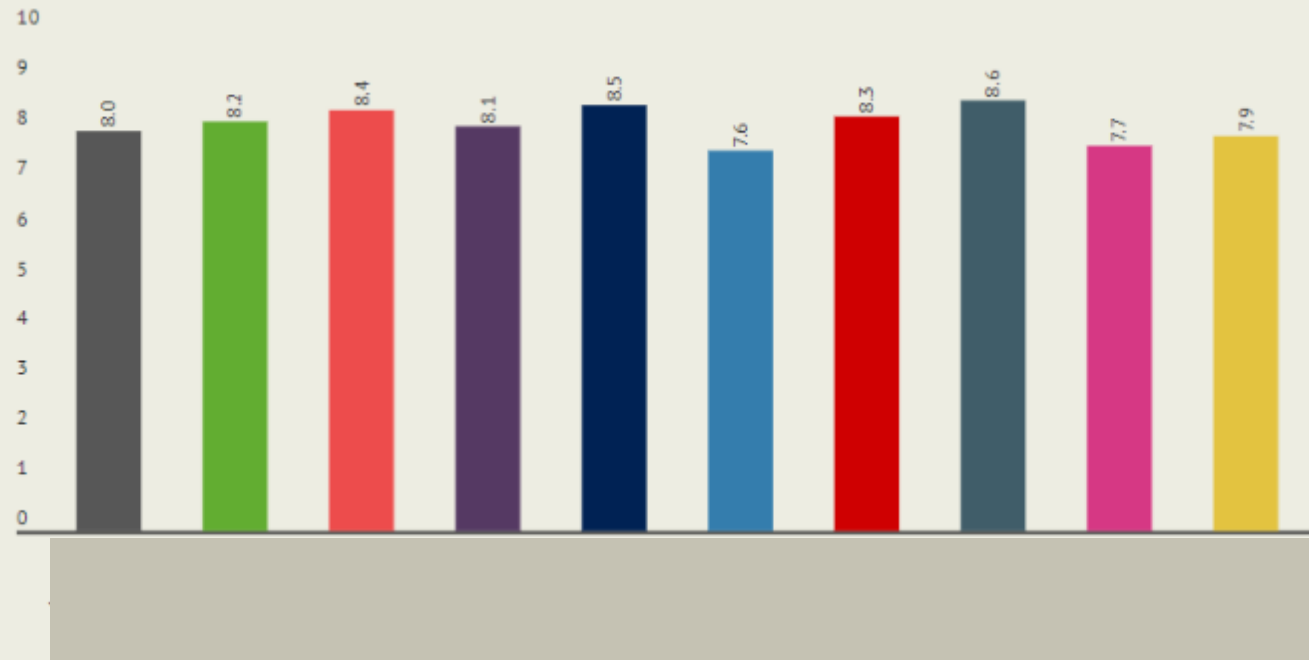
# STUDENTS



Last updated: November 2017

## STUDENTS:

If the university with the best reputation in the UK scored 10/10, how would you rate the reputation of this university?



# STUDENTS:

Which three words do you most associate with the University?



MARKETING RECRUITMENT:  
ADDRESS LACK OF AWARENESS  
OF TEACHING *and*  
PERFORMANCE AMONGST PG  
PROSPECTIVE STUDENTS

RANKINGS  
INTERNATIONAL ACADEMICS?  
RANKING STRATEGY?  
ARE YOU READY FOR NEXT REF?

INTERNATIONAL DEPARTMENT:  
IMPROVE REPUTATION AMONGST  
PROSPECTIVE STUDENTS *and* AGENTS?  
INCREASE % INTERNATIONAL STAFF AND  
STUDENTS?  
SEEK ONE OR TWO AMBITIOUS  
INTERNATIONAL PARTNERS?

W100  
TRACKER  
RESULTS

SENIOR MANAGEMENT:  
KPI USAGES FOR TRACKER?  
ENGAGE OPINION FORMERS  
QUALITATIVELY NEXT YEAR?

RESEARCH AND BUSINESS  
LIAISON: HOW CAN  
UNIVERSITY IMPROVE  
RESEARCH QUALITY?

MARKETING  
CAMPAIGN TO IMPROVE  
LOCATIONAL BRAND?

Audiences surveyed in W100 UK Tracker, 11 unis, 2018	Size of total number surveyed or estimated	Status
Students	5500	Target*
Staff	5500	Target*
Alumni	5500	Target*
Opinion formers	150	Target**
Business and employers	700	Achieved
International agents	130	Achieved
International academics	100	Target**
Prospective UG students	500	Achieved
Prospective PG students	500	Achieved
Teachers	200	Achieved
Parents	250	Target*
Public	1270	Achieved
<b>Total all audiences surveyed or estimated responses 2018</b>	<b>20300</b>	

### Compared with world ranking surveys

- Size of QS world rankings survey = 83877 responses aggregated over five years, thus **16755** per annum.
- Size of THE academic survey aggregated over two years = 20,000 responses. Over one year, **10,000** responses.

\*Target based on 2017 completes

\*\* new method/audience





STAKEHOLDER ENGAGEMENT

BRAND

QUALITY

RANKINGS

REPUTATION

Winning the reputation game!

Thank you!

## Winning the reputation game:

The World 100 Reputation Network and The Knowledge Partnership

Louise Simpson, Director, W100 and The Knowledge Partnership

[l.Simpson@theknowledgepartnership.com](mailto:l.Simpson@theknowledgepartnership.com)

