



UNIVERSITAT ROVIRA I VIRGILI

**MARKET ANALYSIS AND STRATEGY FOR URV  
MASTER PROGRAMS**

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*Derived from URV's Strategic Internationalization Plan  
URV: Opening Doors to the World and the Region*

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**October 2010**

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## GENERAL RECOMMENDATIONS

1. Appoint an experienced marketer who can drive the selling of the programs in cooperation with the relevant academic areas.
2. Upgrade the URV website with the use of a native English speaker and a web editor, including a separate "international" section where a potential international student can find all relevant information re enquiry to application to acceptance to arrival. Include a "frequently asked questions" section.
3. Implement a system at URV so that the University is in constant contact with the student pre-arrival.
4. Implement a marketing strategy in each location which includes the following elements: participation in education fairs/exhibitions for profiling purposes in combination with offering graduate seminars at local university partners and/or Spanish embassies/consulates where URV academics present to potential students re their Masters programs and also present a seminar on interesting research being conducted in their field at URV (a mix of direct and indirect marketing). A URV marketer needs to be present for follow up of expressions of interest/questions from potential students. As part of the marketing strategy, connections need to be made and sustained with local academics and with parents [parents and teachers are strong influences on student decision making]. Good relationships with local URV alumni and URV graduate "success stories" can be placed on the URV web and in marketing materials as part of marketing. Alumni can be used in local marketing at exhibitions and at seminars.
5. URV needs a strategy to distinguish itself from other Spanish universities in Latin American markets and from competitors like the US and France in North Africa. One way is to establish long term strategic reciprocal relationships with selected local universities where both parties gain benefit; for example, URV attracts Masters and PhD students and in return the local university gains URV visiting professors and research cooperation.
6. URV needs to make an investment in attracting higher quality international students via the provision of more and more generous scholarships for good students. Scholarships can be awarded at different levels; for example, full fees remission plus living expenses, fees remission plus a one off money grant and so on.
7. The URV scholarships need to be branded distinctively, for example, from the name of a famous alumni or scholar with URV connections and need to be advertised as prestigious awards. This is part of the branding of URV as a high quality and international university.
8. There should be an exploration re finding possible external donors who can fund scholarships (named after themselves?)
9. The Research Centres linked to URV can play an important role here with their own existing relationships and their research excellence, good facilities and prestige.
10. Such strategic relationships need to be a combination of academic participation and marketing involvement.

11. Similarly, URV needs to consolidate and to develop relationships with local and national scholarships authorities to make it clear that URV is not simply "taking" but is willing to provide local assistance; for example, via local staff professional development and qualifications upgrading and the provision of URV visiting professors.
12. Production of program specific brochures in printed and electronic form in both Spanish and English.
13. Establish a target for the number of international Masters students to be recruited each year [see Strategic Plan].
14. A budget needs to be set aside for staffing, production and distribution of marketing materials, travel to selected markets and the operation of seminars, alumni functions and meetings with local university partners and scholarship authorities. Marketing for international students should be a strategically focused package of activities and not simply attendance at exhibitions and distributing marketing and information materials.
15. URV marketing needs to be built around the agreed URV brand.
16. Continue to pursue Erasmus Mundus programs in the areas of URV research strength, and apply to the Erasmus Mundus External Cooperation Window programs.
17. Encourage the development of inter-university master programs in agreed areas.
18. Since it is a URV strategy objective to retain the best Masters students to study for a PhD at URV, scholarships/fellowships can be marketed as a package. That is, four year awards which cover both Masters and PhD study at URV (dependent upon satisfactory academic progress).
19. The programs marketed overseas in this way should be ones which are based on the teaching and research strengths of URV.
20. Education agents can be a useful supplement in the recruitment of international students. Agents work on a commission basis, usually 10% of the first year fee charged by the relevant university recruiting the students, and thus work most commonly in an international fee paying student environment. Such is not the situation in Spain/URV at the moment. Nevertheless URV should explore using education agents in such countries as China where the use of agents is the norm and it is difficult to penetrate the student market without the use of local agents with connections and local knowledge unless the recruiting university is of such high prestige that this is unnecessary.
21. Pursue a strategy of establishing double-degrees at masters level with selected partners in target countries.

## TARGET COUNTRIES

### LATIN AMERICA

- Brasil
- Chile
- Colombia
- México

### ASIA

- China
- India

### EUROPE

#### Eastern Europe:

- Bulgaria
- Poland
- Romania

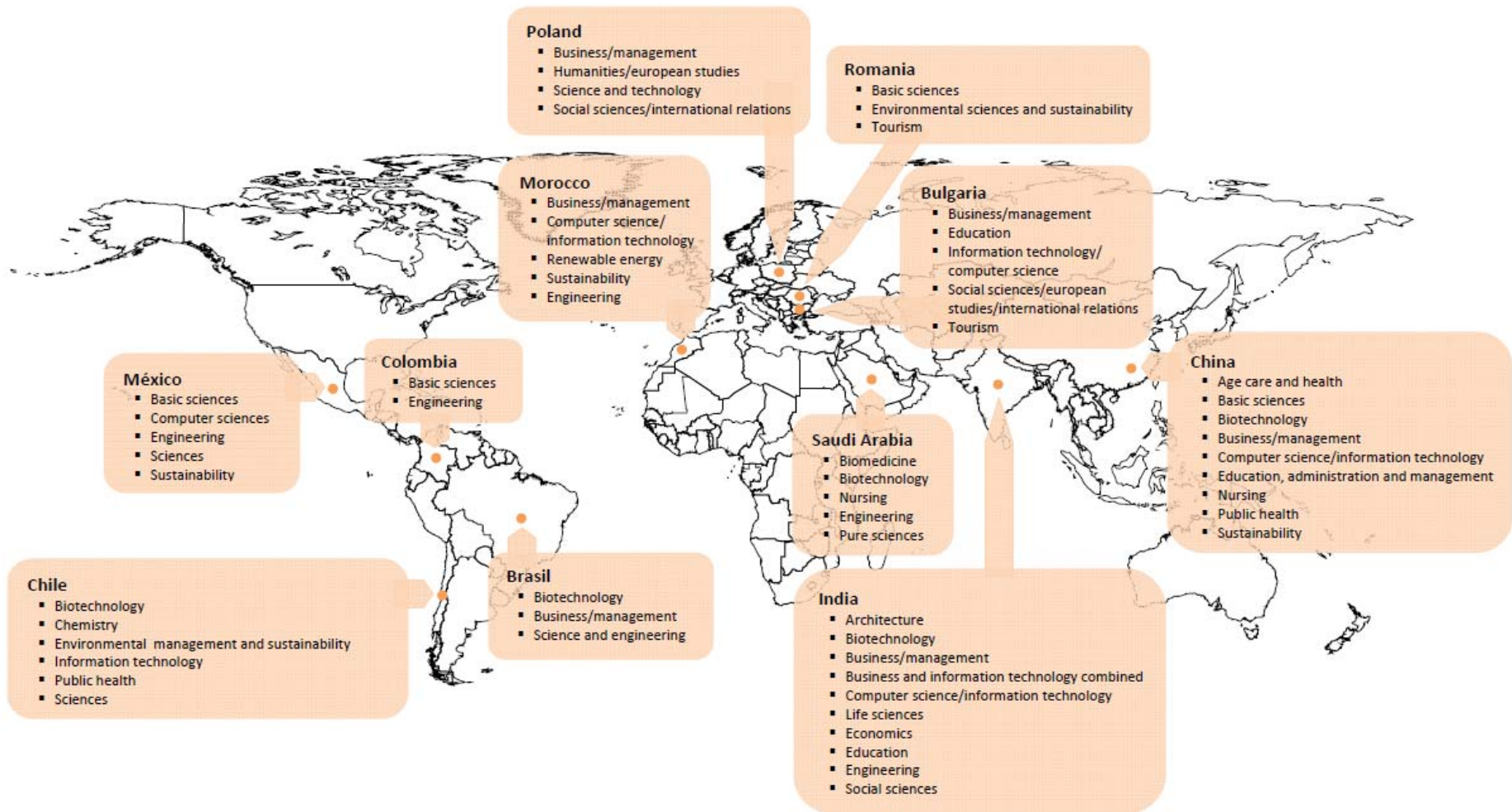
### NORTH AFRICA

- Morocco

### GULF STATES

- Saudi Arabia

## TARGET COUNTRIES DEMAND



## MATCHING MASTERS PER TARGET COUNTRIES

The following list tries to match URV master programs with known areas of demand from the target countries. More research is needed to confirm which specific URV master programs best match what is required in the target countries (market research).

There are some of the areas of demand that are mentioned, but no master is associated to them. This is done on purpose in order to identify those areas in which there is a niche and a popular master program could be developed (areas such as sustainability, biotechnology or business and information technology combined).

The following list shows the areas known to be in significant demand in each of the target countries. Nevertheless, there will be individual students from these target countries who wish to do other programs offered by URV. There will be individual students from non-target countries who want to do URV master programs. This report is designed to show where the areas of strongest demands exist and where URV is most likely to attract students into particular programs. This does not stop individual students from any countries enrolling in URV master programs, whether they are on this list or not.

### LATIN AMERICA

Brasil:

- bio-technology
- business/management
  - Strategic Business Management
  - industrial organization
- science and engineering
  - Nanoscience and Nanotechnology
  - Polymers and biopolymers
  - Chemistry in Industry
  - Synthesis and Catalysis
  - Applied Chromatographic Techniques
  - Environmental engineering
  - Electronic engineering
  - Chemical and process engineering
  - Artificial intelligence
  - Research into fluid thermodynamics engineering
  - Computer security and intelligent systems
  - Air-conditioning technologies and energy efficiency in Buildings

Chile:

- bio-technology
- chemistry:
  - chemical and process engineering
  - nanoscience and nanotechnology
  - polymers and biopolymers

- chemistry in industry
  - synthesis and catalysis
- environmental Management and sustainability:
  - environmental engineering
  - environmental law
- information technology:
  - computer security and intelligent systems
  - artificial intelligence
- public health
  - medical anthropology and international health
  - evaluation and measurement of behaviour
  - nursing sciences
  - genetic, nutritional and environmental determinants of growth and development
  - ageing and health
  - neurosciences
  - nutrition and metabolism
  - psychology of education
  - mental health: research in psychiatry, neurotoxicology and psychopharmacology
- sciences
  - Oenology

#### Colombia:

- basic sciences (including chemistry, polymers and biopolymers)
  - chemical and process engineering
  - nanoscience and nanotechnology
  - polymers and biopolymers
  - chemistry in industry
  - synthesis and catalysis
- engineering (chemical, environmental)
  - Environmental engineering
  - Electronic engineering
  - Chemical and process engineering
  - Artificial intelligence
  - Research into fluid thermodynamics engineering
  - Computer security and intelligent systems
  - Air-conditioning technologies and energy efficiency in Buildings

#### México:

- basic sciences (including chemistry)
  - chemical and process engineering
  - nanoscience and nanotechnology
  - polymers and biopolymers
  - chemistry in industry
  - synthesis and catalysis
- computer sciences
  - artificial intelligence
  - computer security and intelligent systems
- engineering
  - Electronic engineering
  - Chemical and process engineering



- Research into fluid thermodynamics engineering
  - Air-conditioning technologies and energy efficiency in Buildings
- environmental sciences and sustainability
  - environmental engineering
  - environmental law
- tourism
  - analytical techniques and innovation in tourism<sup>1</sup>

## **ASIA**

### China:

- age care and health:
  - ageing and health
- basic sciences
  - chemical and process engineering
  - nanoscience and nanotechnology
  - polymers and biopolymers
  - chemistry in industry
  - synthesis and catalysis
- biotechnology
- business/management
  - strategic business management
  - industrial organization
- computer science and information technology
  - artificial intelligence
  - computer security and intelligent systems
- education, administration and management
  - training education professionals
  - foreign language teaching (Spanish as a foreign language/English as a foreign language)
- nursing
  - nursing sciences
- public health<sup>2</sup>
  - nutrition and metabolism
- sustainability

### India:

- architecture
- biotechnology
- business/management
  - strategic business management
  - industrial organization
- business & information technology combined
- computer science and information technology
  - artificial intelligence
  - computer security and intelligent systems
- life sciences
  - neurosciences
  - nutrition and metabolism

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<sup>1</sup> It is recommended that the master program “Analytical Techniques and Innovation in Tourism” changes its name to become more internationally attractive and recognized to “Master in Tourism”

<sup>2</sup> It is recommended that we have a masters in health sciences called “Public health management”.

- engineering
  - Environmental engineering
  - Electronic engineering
  - Chemical and process engineering
  - Artificial intelligence
  - Research into fluid thermodynamics engineering
  - Computer security and intelligent systems
  - Air-conditioning technologies and energy efficiency in Buildings
- sciences
  - chemical and process engineering
  - nanoscience and nanotechnology
  - polymers and biopolymers
  - chemistry in industry
  - synthesis and catalysis
- sustainability

## **EUROPE**

Eastern Europe:

Bulgaria

- business/management
  - strategic business management
  - industrial organization
- education
  - training education professionals
- information technology/computer science
  - artificial intelligence
  - computer security and intelligent systems
- social sciences/European studies/international relations
  - political, institutional and corporate communication in risk and crisis situations
  - historic societies and political forms in Europe
  - urban anthropology
  - migration and social mediation
- tourism
  - analytical techniques and innovation in tourism

Poland

- business/management
  - strategic business management
  - industrial organization
- humanities/European studies
  - political, institutional and corporate communication in risk and crisis situations
  - historic societies and political forms in Europe
  - urban anthropology
- science and technology
- social sciences/international relations
  - migration and social mediation

Romania

- basic sciences
  - chemical and process engineering

- nanoscience and nanotechnology
  - polymers and biopolymers
  - chemistry in industry
  - synthesis and catalysis
- economics
  - strategic business management
- education
  - training education professionals
- engineering
  - Environmental engineering
  - Electronic engineering
  - Chemical and process engineering
  - Artificial intelligence
  - Research into fluid thermodynamics engineering
  - Computer security and intelligent systems
  - Air-conditioning technologies and energy efficiency in Buildings
- social sciences
  - political, institutional and corporate communication in risk and crisis situations
  - historic societies and political forms in Europe
  - urban anthropology
  - migration and social mediation

## **NORTH AFRICA**

Morocco:

- business/management
  - strategic business management
  - industrial organization
- computer science/information technology
  - artificial intelligence
  - computer security and intelligent systems
- renewable energy
- sustainability
- engineering (heavy engineering: mechanical, electrical, aeronautical...)
  - Electronic engineering
  - Chemical and process engineering

## **GULF STATES**

Saudi Arabia

- Biomedicine
- Biotechnology
- Nursing
  - nursing sciences
- Engineering (including electrical engineering, chemical engineering, computer science, computer engineering, networking, communications engineering)
  - Environmental engineering
  - Electronic engineering
  - Chemical and process engineering
  - Artificial intelligence
  - Research into fluid thermodynamics engineering

- Computer security and intelligent systems
  - Air-conditioning technologies and energy efficiency in Buildings
- Pure sciences (mathematics, biology, chemistry, physics)
  - nanoscience and nanotechnology
  - polymers and biopolymers
  - chemistry in industry
  - synthesis and catalysis

## NOTES

1. **Environmental Law:** This program is a good example of an area, which is not a recognized market priority in any one country, but for which there is demand across a region and a language. The data indicates that there is a consistent demand for a master in environmental law taught in Spanish and attracting Latina American students. This is a strength for URV even though it does not fit the formal country market analysis above.
2. **Theoretical and Computational Chemistry** is a highly specialized area, which will attract a small number of students from a small number of countries (target or non-target). It is recommended that URV explore the possibility of attracting students from India, China, Iran and perhaps Saudi Arabia.
3. **Translation and Intercultural studies** has a lot of potential to attract more international students and it needs to be included in a URV international marketing strategy, even though there is no single source country, which has the area as a recognized market demand. That is, it will tend to attract individual students from Eastern Europe, Latin America and China (and perhaps from Western Europe). This program needs to be part of a URV international marketing strategy.