Leaders in Education and Training for Sustained Growth in Africa

Leading Change: Branding & Marketing of TVET

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PRESENTATION OUTLINE

- Benchmark Study and Key Issues
- Repositioning ITE
- Global Excellence
KEY ISSUES

• How to transform ITE to overcome social attitude and prejudice towards TVET given ITE’s position within education hierarchy?

• How to effectively reach out to different target groups, in particular, prospective students, parents and teachers, given the “Paper Chase” syndrome and preference for “academic” education?

• How to rebrand ITE as a post-secondary institution and increase its brand equity and public acceptance?
MEASURING PERCEPTION

- Commissioned independent Research Agency to conduct Benchmark Perception Study in 1997

- Study covered nine stakeholder groups, including prospective students, their parents, teachers, employers and the public

- There was an urgent need to address the awareness of ITE and gaps in information among the public and key stakeholders
SALIENT FINDINGS OF BENCHMARK STUDY

• The 1997 Benchmark Study found the following issues and gaps:
  • ITE was seen as a “place of last resort” due to perceived position in academic hierarchy
  • Prejudice against VITB heritage
  • Non-favourable impression of ITE students
  • Wide-spread misconceptions about TVET and ITE
Repositioning
ITE
• Undertook major transformation of organisation through three waves of transformation, led by its three strategic blueprints

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<th>World-Class Institution</th>
<th>A Global Leader in VTE</th>
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Transformation was carried out through specific changes under an **integrated 3Ps Approach**:

- **Product** – New market-relevant programmes with redefined Curriculum and Pedagogic Models, infused with lifeskills and technology
- **Place** – Consolidation of 10 smaller campuses into three facility-rich comprehensive Colleges
- **Promotion (Image)** – Intensive rebranding and communications adopted to profile “a new ITE”
• Higher-Level Courses & Semester-Based Credit Training System

• New Curriculum & Learning Model infused with Life Skills and technology

• New ITE Certification System added value to ITE’s certificates

New Curriculum Model

- Employability Skills 15%
- Elective 5%
- Core 80%

New Pedagogic Model

Skills Competencies

LEARNER

PLAN

PERFORM

EXPLORER

PRACTISE

Leading Change: Branding & Marketing of TVET
PRODUCT TRANSFORMATION

• **Attractive and Holistic ITE Education**, to develop work-ready and world-ready graduates with entrepreneurial spirit and social responsibility

• New **e-Tutor and e-Student Services Systems** offering self-paced web-enabled learning and student services anytime, anywhere

• New Niche Diploma Courses with Overseas Partners for progression

Holistic Hands-on, Minds-on, Hearts-on Education
PLACE TRANSFORMATION

- 10-Year Physical Development Plan (1992-2001)
- Enhanced governance between Headquarters and Colleges, with clear accountability
- Elevated Technical Institutes to mega-Colleges
  - First mega-College, ITE College East, completed in 2005. Two more mega-Colleges to be ready in 2010 and 2012 respectively
Following the 1997 Benchmark Study, ITE introduced or enhanced integrated communications strategies to reposition itself by extensively and aggressively engaging with Singaporeans through:

- Active rebranding of ITE through Corporate Branding Programme
- Enhancing communications and reach through a proactive Media Strategy
- Direct Engagement with key stakeholders
CORPORATE BRANDING

• Public campaigns on ITE and its Brand of Education designed to create public empathy and credibility of the brand, in line with the transformation of ITE

• Key focus is to engage prospective students, stakeholders, opinion leaders and the general public, to build belief and acceptance in the benefits of an ITE education

• Key messages used are simple and direct

• Key message: ITE graduates’ contributions are vital to Singapore’s economy and the everyday lives of Singaporeans
• **Second campaign** – “ITE – A Force Behind the Knowledge-Based Economy” (2001 -2003)

• **Key message:** ITE is a key contributor which is critically involved in Singapore's transformation into a KBE
• Third campaign – “Thinking Hands Create Success” (2004 -2006)

• Key message: ITE students and graduates are uniquely talented. With their ‘thinking hands’ and the ‘Hands-on, Minds-on, Hearts-on’ ITE Education, the students will build a successful future for themselves and Singapore
• Fourth campaign – “We Make You Shine” (2007 – 2009)

• **Key message:** An ITE Education brings out the creative and innovative best in students and, together with their passion and self-belief, will position ITE graduates to become ‘stars’
MEDIA STRATEGY

• ITE builds good relationships with the media and actively provides them with timely and newsworthy stories

• Effective use of vernacular media to reach parents and public at large
DIRECT ENGAGEMENT WITH STAKEHOLDERS

• Programmes for Prospective Students
  • Experience ITE Programme (2-day Attachment at ITE)
  • School Visits and Open Houses

• Programmes for Educators
  • ITE Discovery Programme for Trainee Teachers
  • Seminars for Education Leaders

• Programmes for Parents and the Public
  • Seminars and presentations for Parents
  • Road Shows at Heartland Malls
ITE’s brand equity risen by **remarkable 76%**, or an equivalent 26 percentage points from 1997 to 2006, based on independent Triennial Perception Studies.

Measured through Brand Equity Index using an aggregate of 16 image attributes by nine stakeholder groups.

<table>
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<th>Year</th>
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<tr>
<td>1997</td>
<td>34%</td>
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<td>2000</td>
<td>37%</td>
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<td>2003</td>
<td>44%</td>
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<td>2006</td>
<td>60%</td>
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+76% improvement from 1997 to 2006
POSITIVE OUTCOMES OF ITE’S TRANSFORMATION

Record High
25,150
Student Enrolment (compared to 11,860 in 1995)

Cohort Capture Rate
25%
(18% in 1995)

Graduate Employment Rate
91%

Remarkable
>90%
Employers’ Satisfaction with ITE Graduates (since 1999)

Significant
+76%
Improvement!
in Brand Equity Index
(from 34% in 1997 to 60% in 2006)

Success Rate
83%
(61% in 1995)

Advertisement Recall Rate
High 64%
GLOBAL EXCELLENCE

• ITE’s programmes and expertise exported overseas
  • Licensing of programmes
  • Setting up of Vietnam-Singapore Technical School and Middle-East Regional Vocational Training Centre in Jordan

• Increasing requests for learning visits and consultancies from both developing and developed countries – Australia, Canada, China, Germany, USA, as well as African and Middle-Eastern countries

• Hosting of International Conferences on VTE
GLOBAL EXCELLENCE

• In 2005, ITE became the first, and is still the only, education institution in Singapore to receive the prestigious Singapore Quality Award, distinguishing ITE as among the "best-of-the-best" in Singapore.

• Award is equivalent to Malcolm Baldrige National Quality Award (USA), European Quality Award and Australian Business Excellence Award.

Selected by panel of international experts, from 100 applicants from 30 countries, ITE’s transformation into a world-class education institution was applauded as a highly-sustainable model for institutions worldwide.
“We have witnessed ITE’s many great transformations and innovations in one short decade. We note that ITE has already established a very comprehensive and robust Organisational Excellence and Quality System for Vocational Training that is global class and mature. ITE’s VTE system is comparable with or even better than the world’s best in advanced countries like Germany, Switzerland, Japan and the United States of America.”

- His Excellency Helmut Rau,
  Secretary of State for Education,
  Youth and Sports, Baden-Württemberg,
  Germany 2002
“ITE has been outstandingly successful in establishing the credibility of vocational education training in its own right within the framework of TVET, endorsed by strong social acceptance. … The ITE brand is backed by capability and quality in depth. You can justly claim to be A World Leader in Technical Education. You do indeed have a great contribution to make to the world community.”

- World Bank Report on Visit to ITE, 2005
This is a brand of education which is unique in the world. Their tagline is "Thinking Hands". You think about it. It's a very good slogan because with hands, you are doing something, but the brain behind it, it knows what to do. Smart. So, when they train, they are training people to be hands-on, minds-on and hearts-on. So, you develop a complete rounded person.

- Prime Minister Lee Hsien Loong
2005 National Day Rally
“Our polytechnics and ITEs, to my mind, are the unique strength in our tertiary system, **with the ITEs being the jewel.**”

- **Mr Tharman Shanmugaratnam**, Minister for Education and then Second Minister for Finance, 2007
Thank You