



BE IN BRILLIANT COMPANY



**BUSINESS
GRADUATES**
ASSOCIATION

LEADERS NEVER STOP LEARNING



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Why Impact Measurement Matters and How to Successfully Track it



Amit Sareen
Dean
IMT Ghaziabad



Anupama Gupta
S.P. Jain Institute
of Management and Research

Workshop programme

10:00 — 10:30

Registration and refreshments

10:30 — 11:00

▶ **Session 1: Introduction to AMBA & BGA and an Overview of the Management Education Industry**

11:00 — 12:00

▶ **Session 2: Developing and Tracking Impact Metrics by SP Jain Institute of Management & Research**

12:00 — 13:00

▶ **Session 3: Using BGA's Accreditation Process and Continuous Impact Model to Track and Improve Impact**

13:00 — 14:00

Lunch

14:00 — 15:00

▶ **Session 4: Select Social Impact Initiatives by IMT**

15:00 — 16:00

▶ **Session 5: Designing your own Impact Metrics**

16:00 — 16:30

Refreshments and networking

—
Andrew Main Wilson
Chief Executive

—
AMBA & BGA











2024 - BGA IN INDIA

Ahmedabad - Visakhapatnam - Delhi



1. AMBA – Performance & Future Plans
2. BGA – Performance & Future Plans
3. India: Global – Business School Market Data
4. Global – Business School Market Observations

Performance Overview

1. Two more years of record Growth - despite global geopolitical crises
2.  AMBA Accredited Schools Network  297 Schools
3.  BGA Member Schools Network  265 Schools
4.  BGA Accredited Schools Network  42 Schools
5.  AMBA & BGA Student & Graduate Network  67,000 Members



ASSOCIATION
OF
AMBA^S
BE IN BRILLIANT COMPANY



The only specialist Accreditation and Membership brand for Business Schools' flagship programmes and students – the MBA & MBM



Exclusive network – limited to 300 quality Business Schools



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Powerful Global brand for Business Schools and Student & Graduate members



Strong emphasis on Impact, Lifelong Learning and Responsible Management



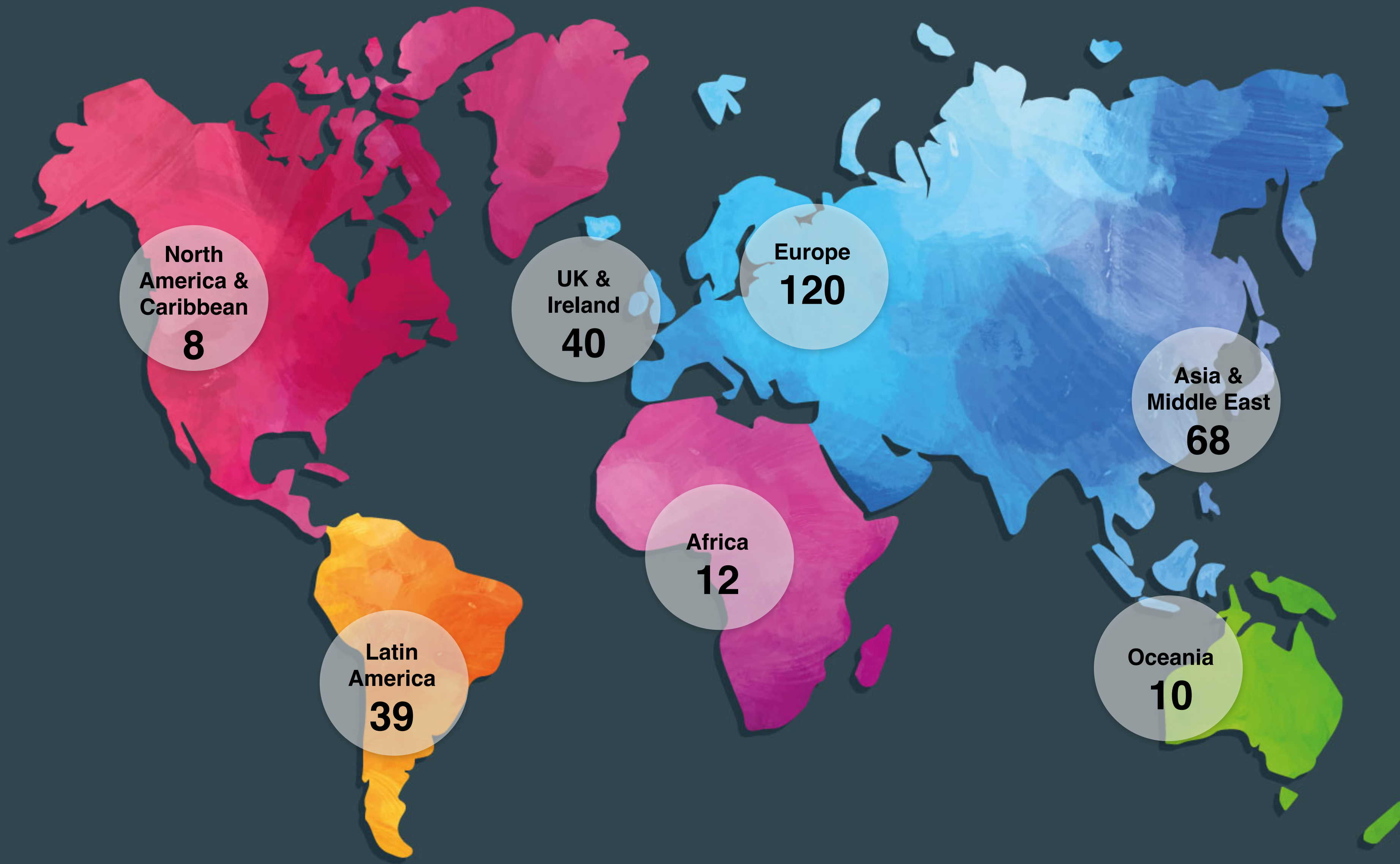
Entire School Portfolio focus: Undergraduate -> Postgraduate



3 School engagement levels:

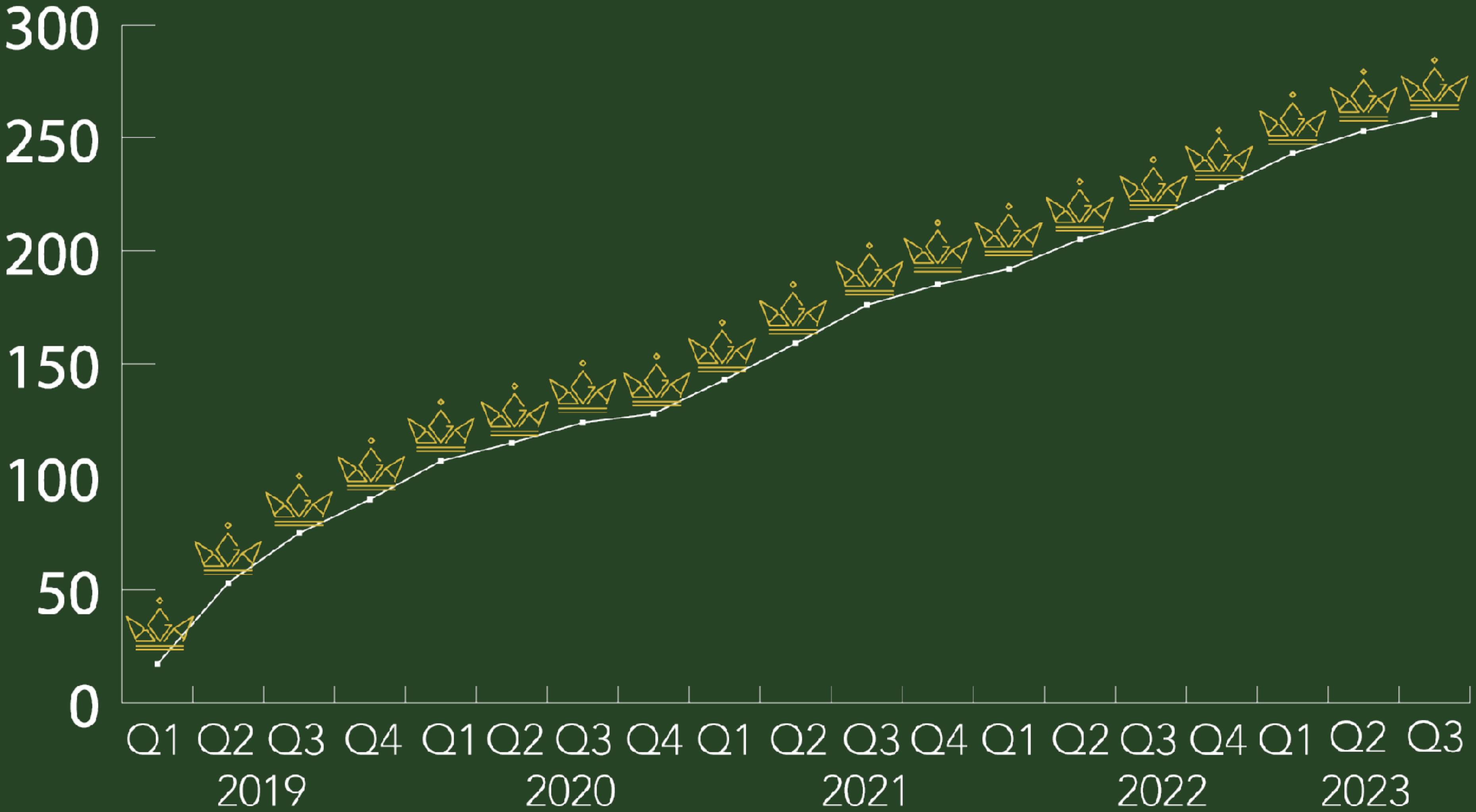
Membership -> Validation -> Accreditation

Global - 297 AMBA Accredited Schools

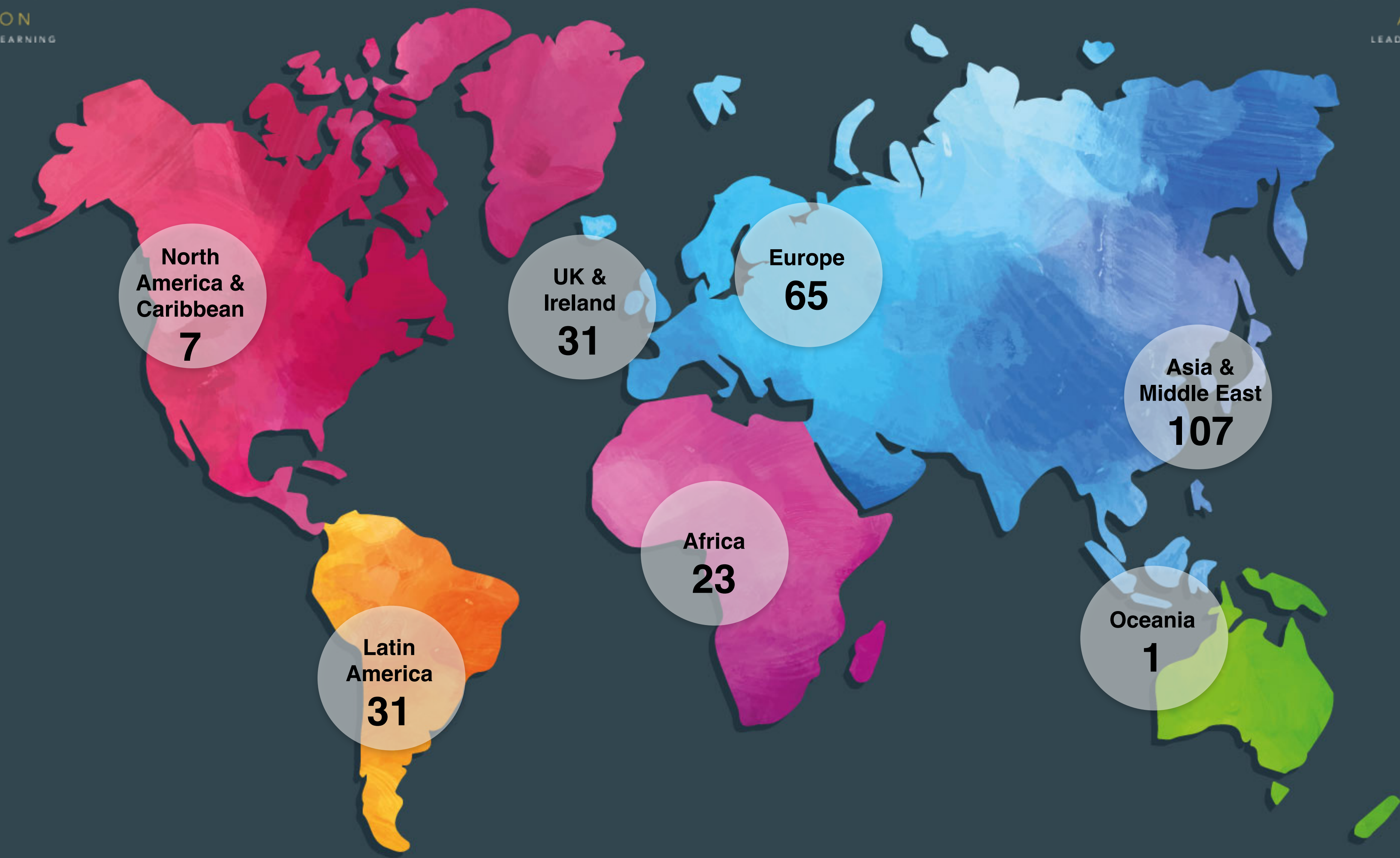


297 Schools in over 70 countries

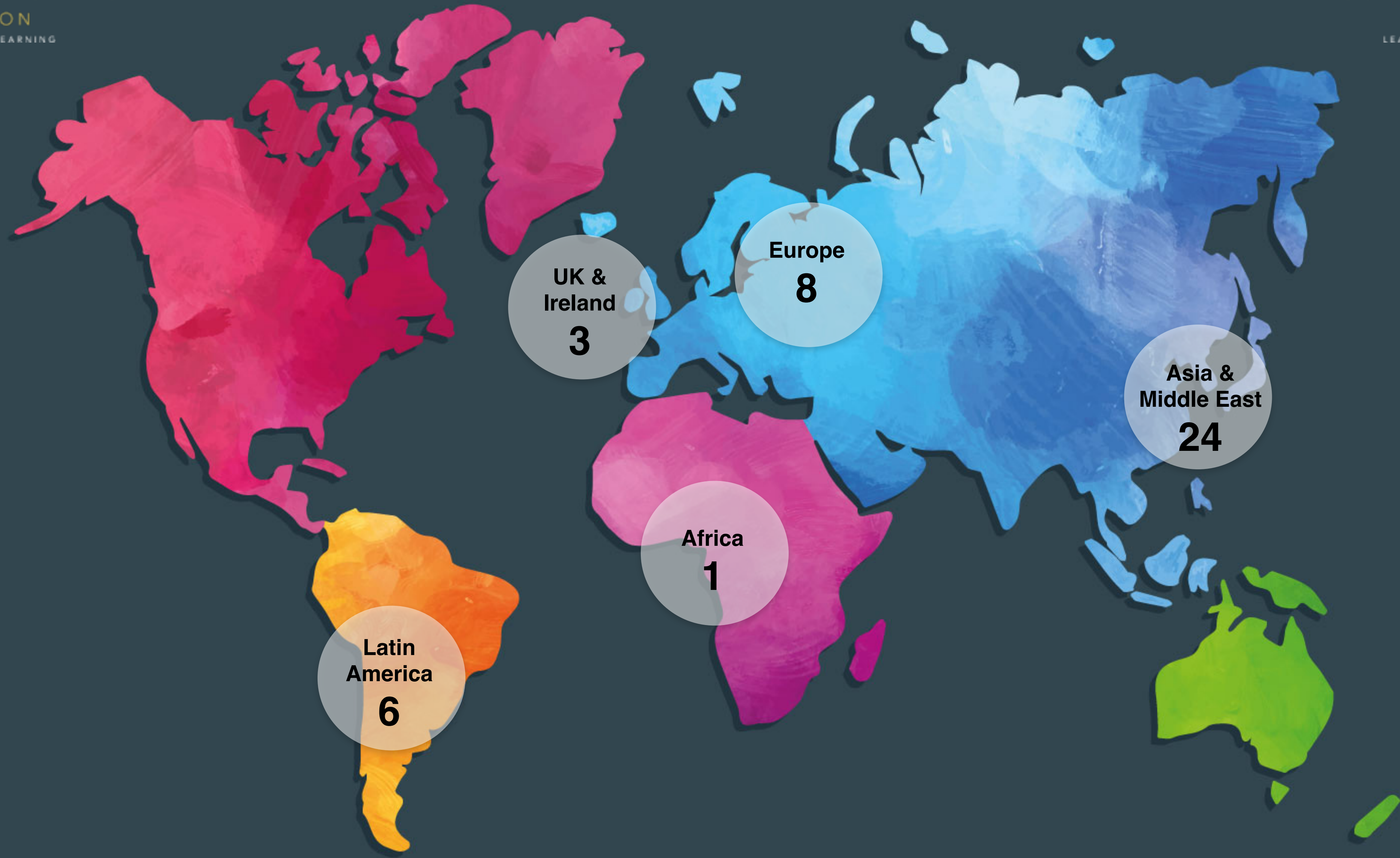
BGA Growth Since Launch (Jan 2019)



Global - 265 BGA Member Schools



Global - 42 BGA Accredited Schools



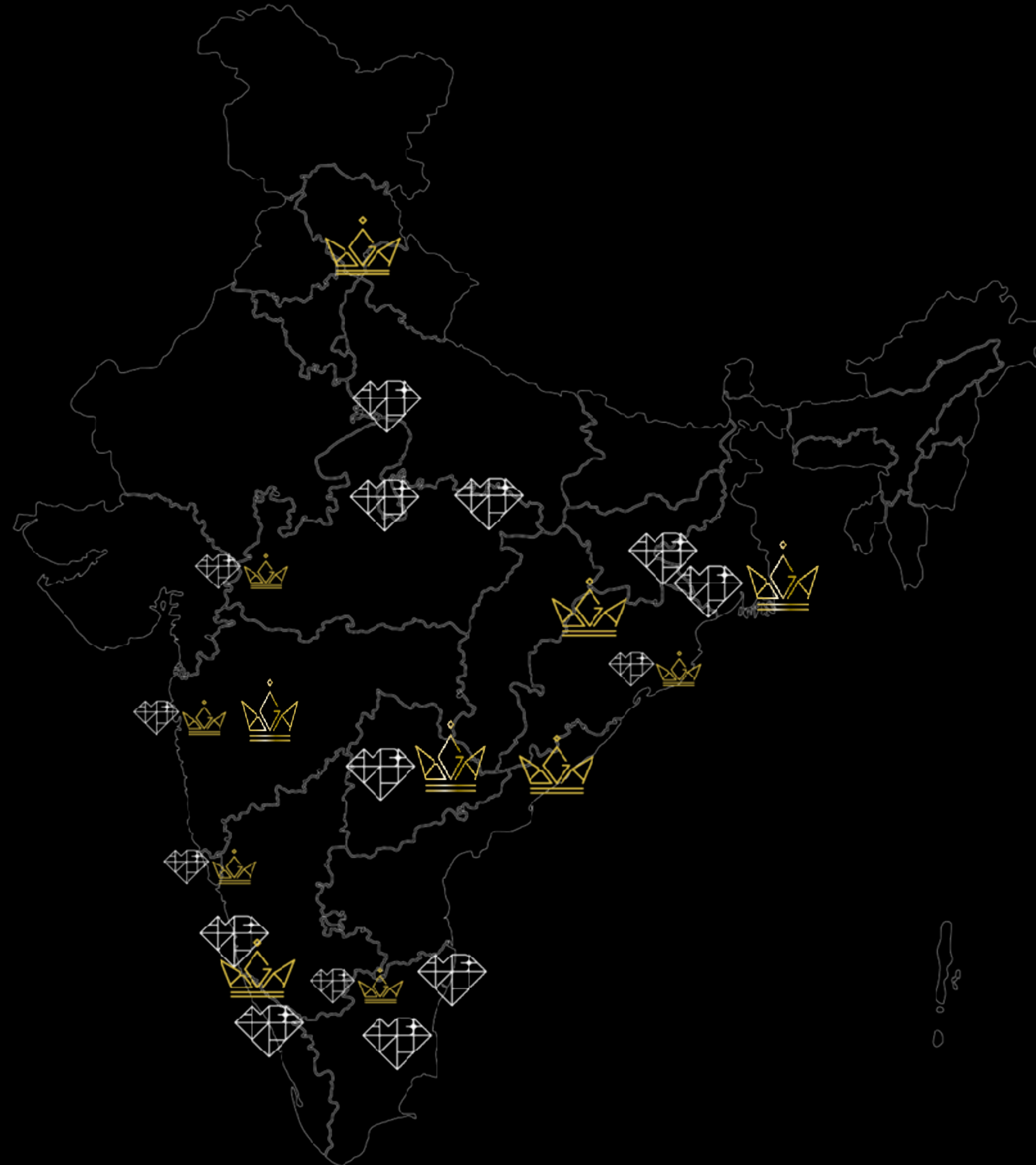


India Business Schools



14 Accredited

1 Accredited
21 Members



BGA Member Schools 265 – Including:



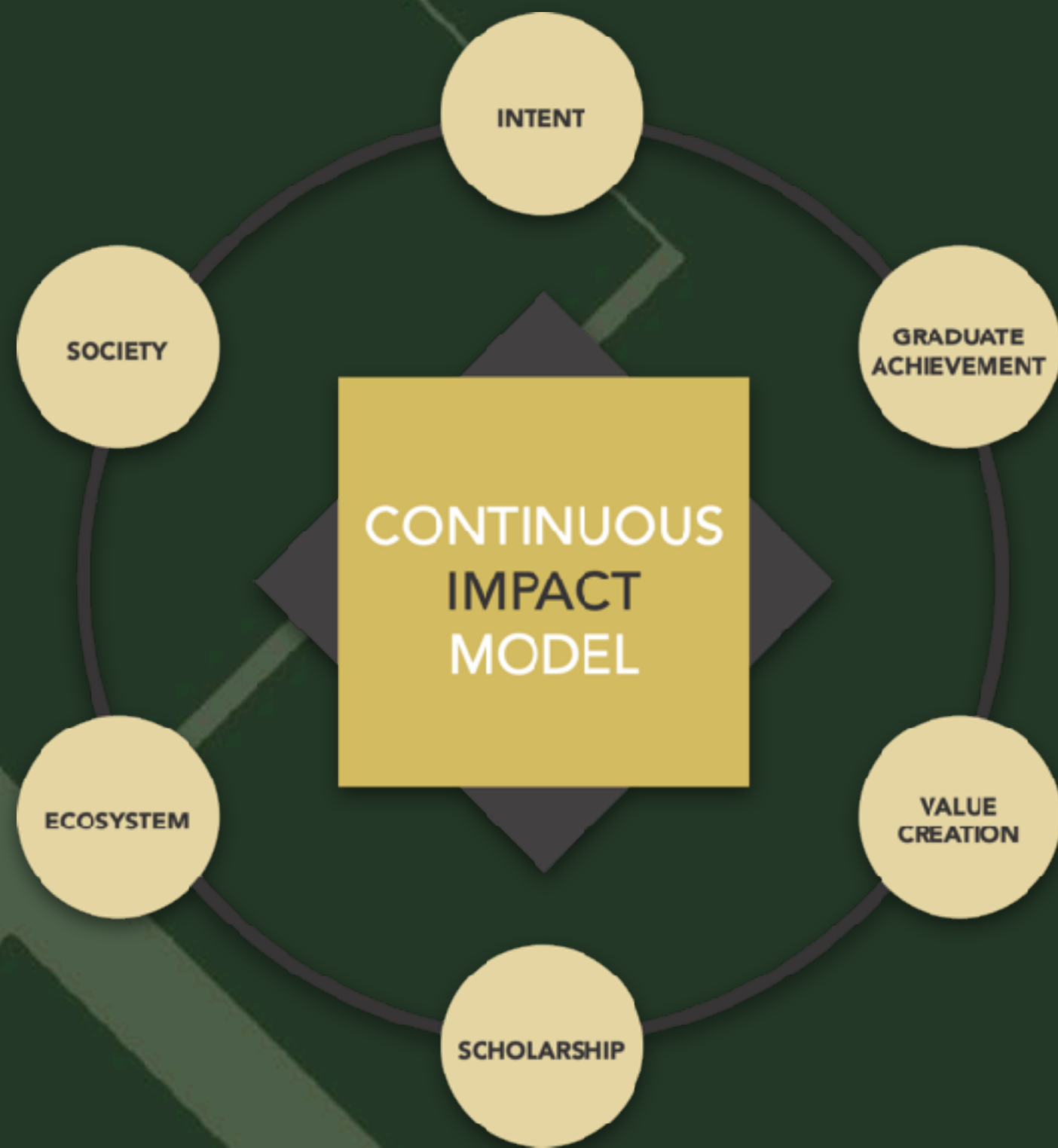
B Imperial College
Business School



BGA Accredited Schools 42 – Including:

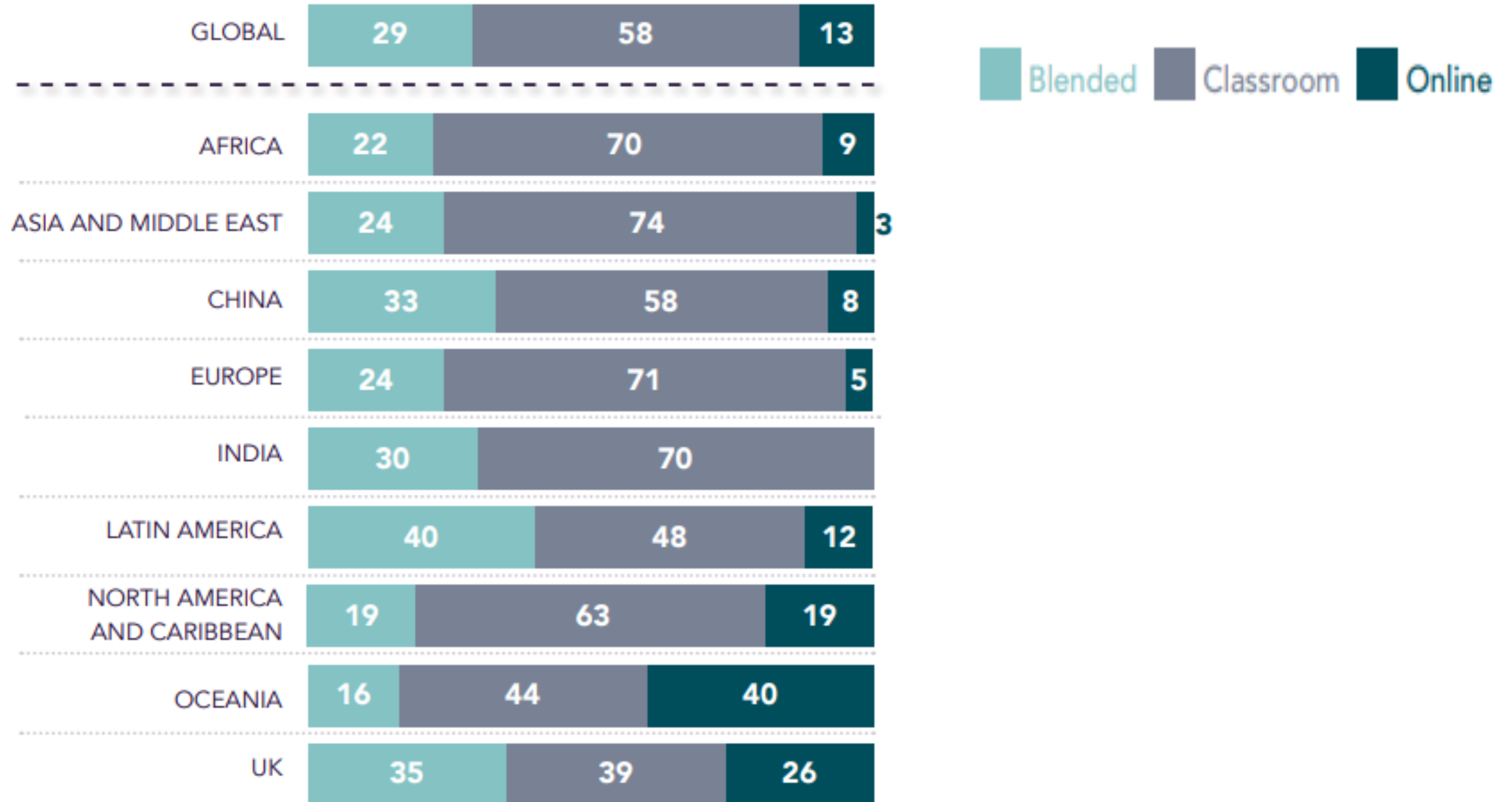


Continuous Impact, Responsible Management, Lifelong Learning



MBA Applications & Enrolments – 2022

Most Used Methods of Programme Delivery (%)



Business School Leaders Survey

Mode of Delivery – Future Investment

How will you allocate your funding for initiatives over the next five years?

Equal Split – Campus : Online 52%

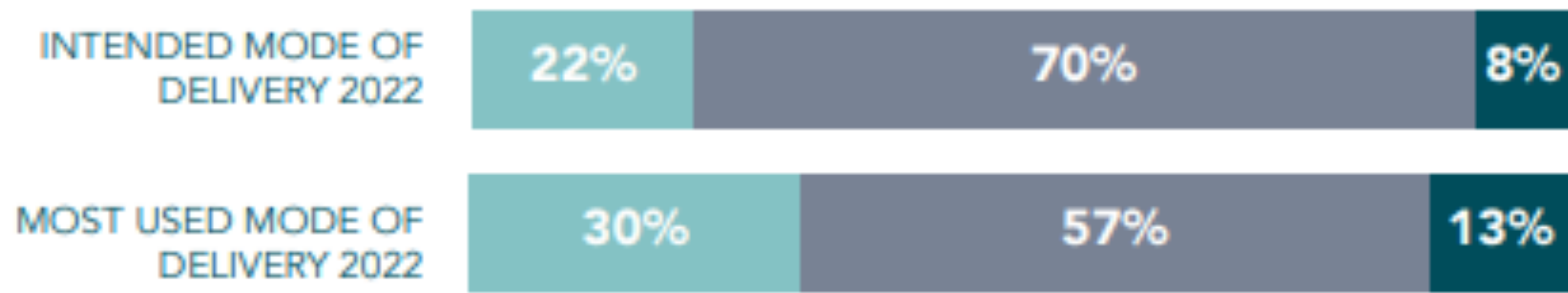
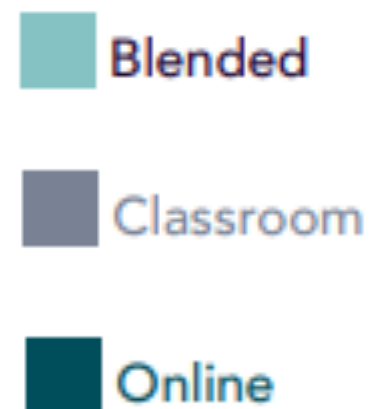
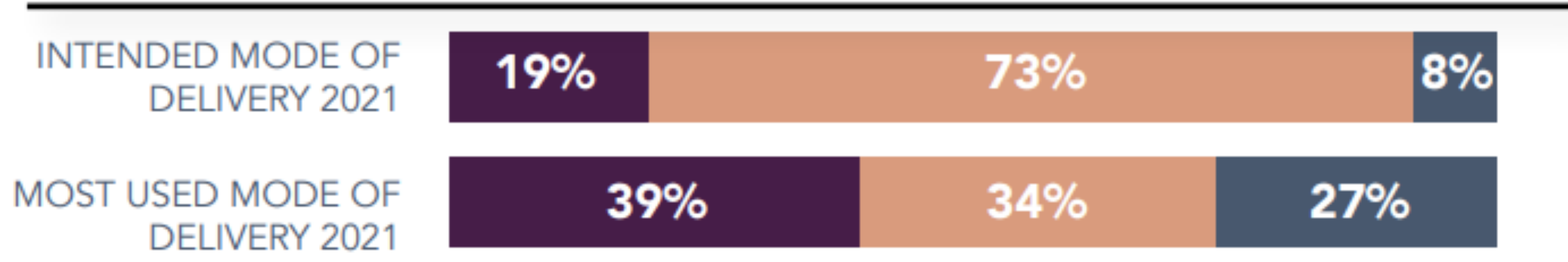
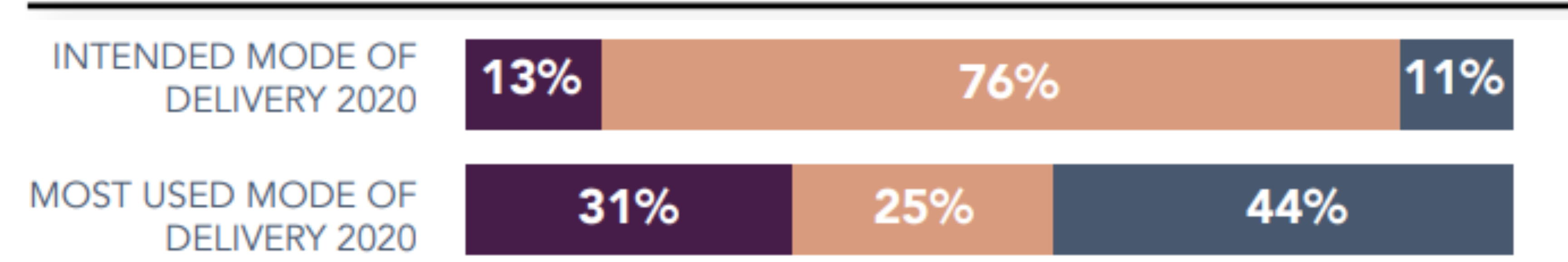
Majority – On Campus 33%

Majority – Online 14%

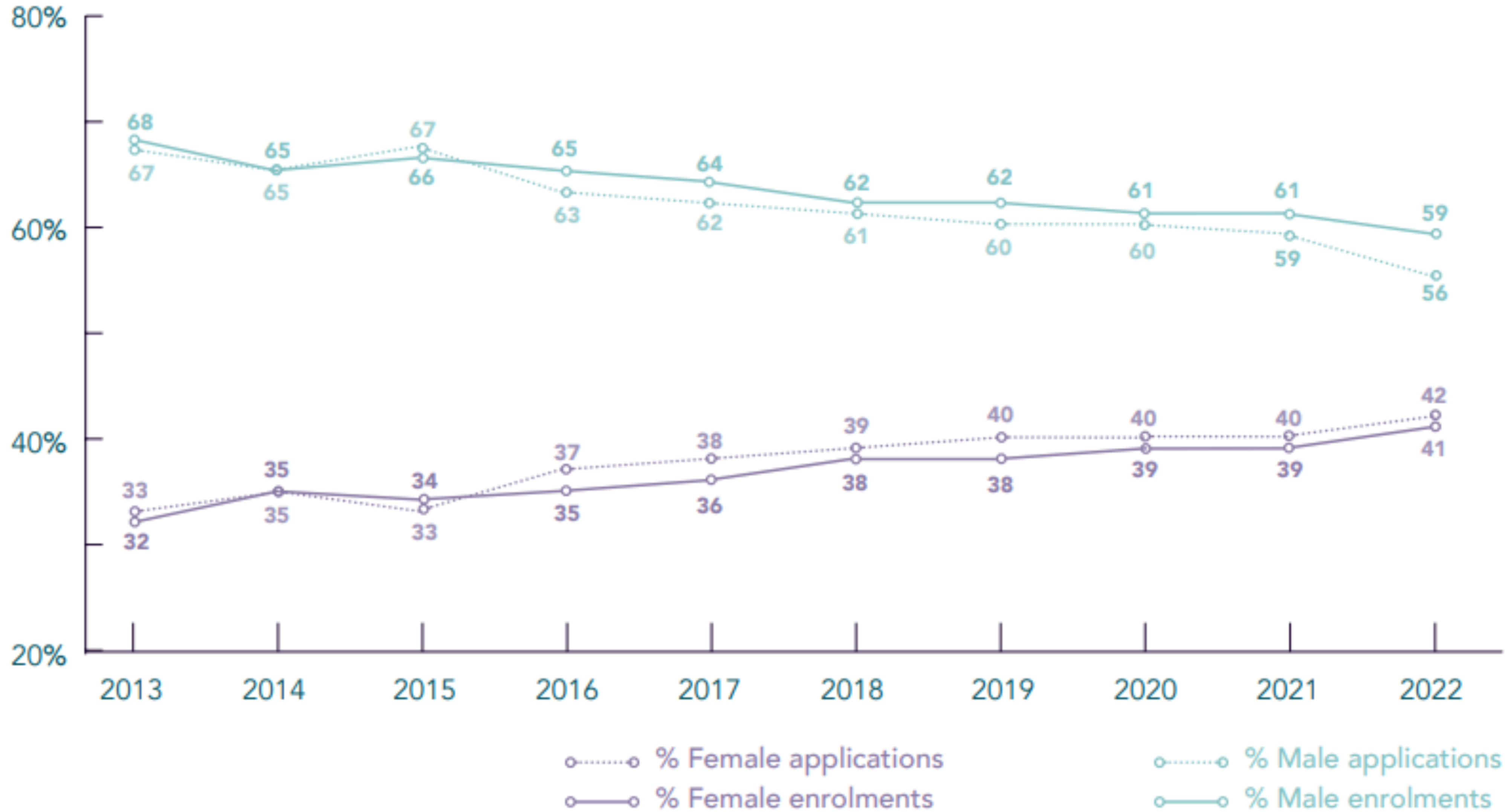
Source: AMBA & BGA and Cengage Feb 23 – 155 Business School Leaders

Application & Enrolment Report 2022

Mode of Delivery - Global



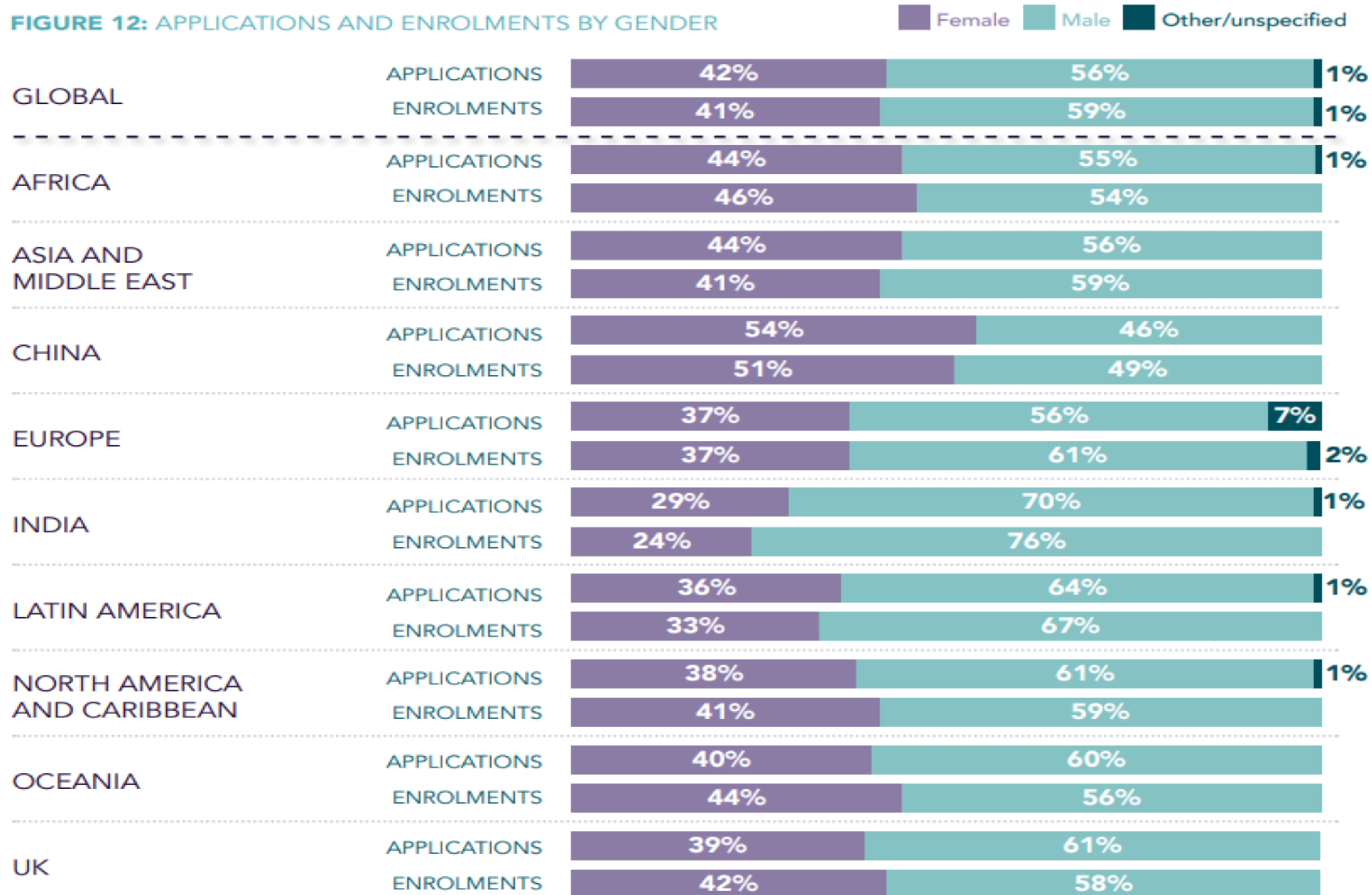
Proportion of Male and Female Applications and Enrolments 2013 - 2022



Application & Enrolment Report 2023

Gender Mix

FIGURE 12: APPLICATIONS AND ENROLMENTS BY GENDER



Application & Enrolment Report 2023

Gender Mix

Female
applications

Male
applications

Female
enrolments

Male
enrolments



India

29%

70%

24%

76%



Global

42%

56%

41%

59%

**a small % did not specify male or female*

Gender Mix Listed Company Board Directors

FTSE 100 Companies – 414 Female Directors

CEOs – 9 Chairs – 18 Non-Executive Directors – 377

USA Fortune 500 Companies – 10% Female CEOs

*"For real change to happen, more women must
be in the significant decision-making roles of
CEO and Chair"*

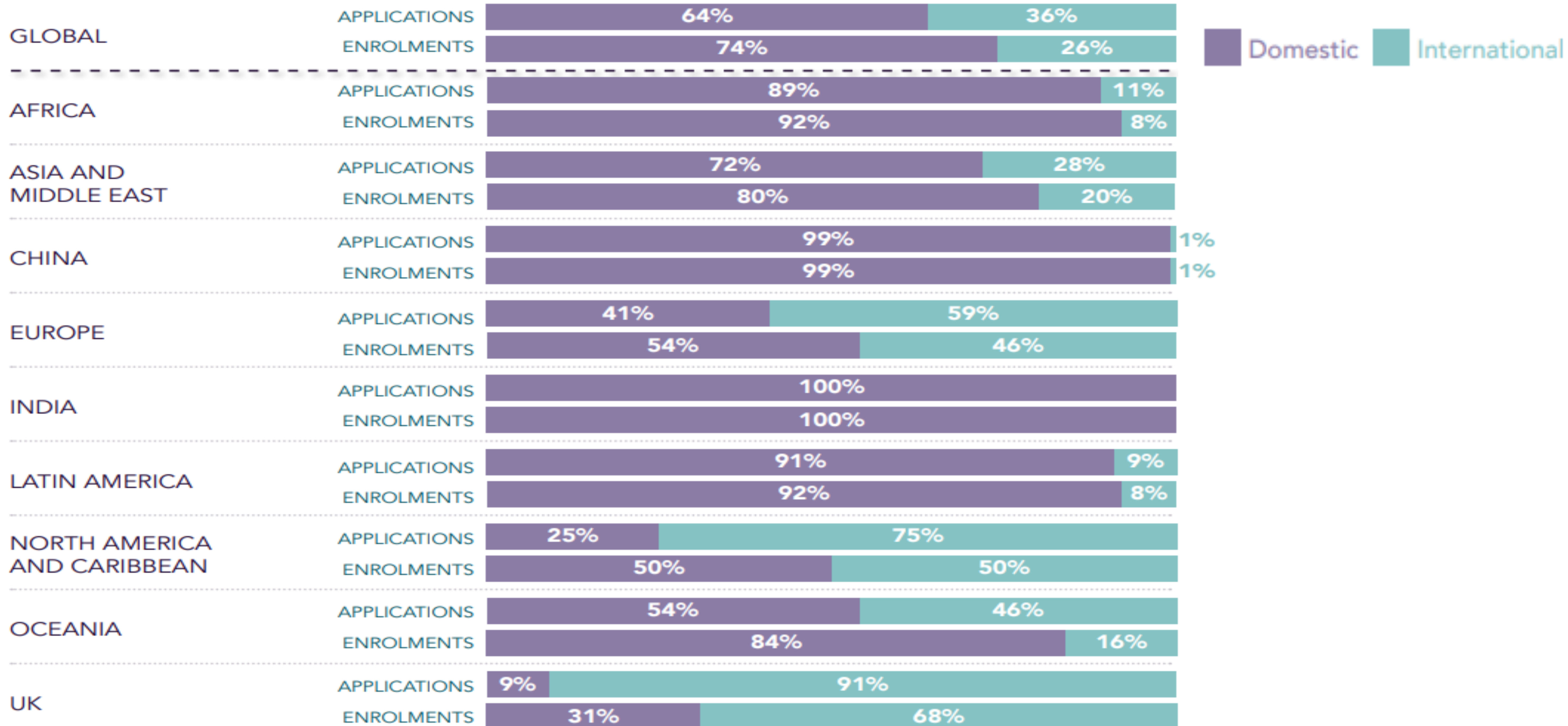
Source: Cranfield School of Management

Domestic : International Applications & Enrolments 2016 - 2022

	2016	2017	2018	2019	2020	2021	2022	2023
International Applications %	29	36	36	33	30	30	35	36
Domestic Applications %	71	64	64	67	70	70	65	64
International Enrolments %	26	27	28	26	25	25	27	26
Domestic Enrolments %	74	73	72	74	75	75	73	74

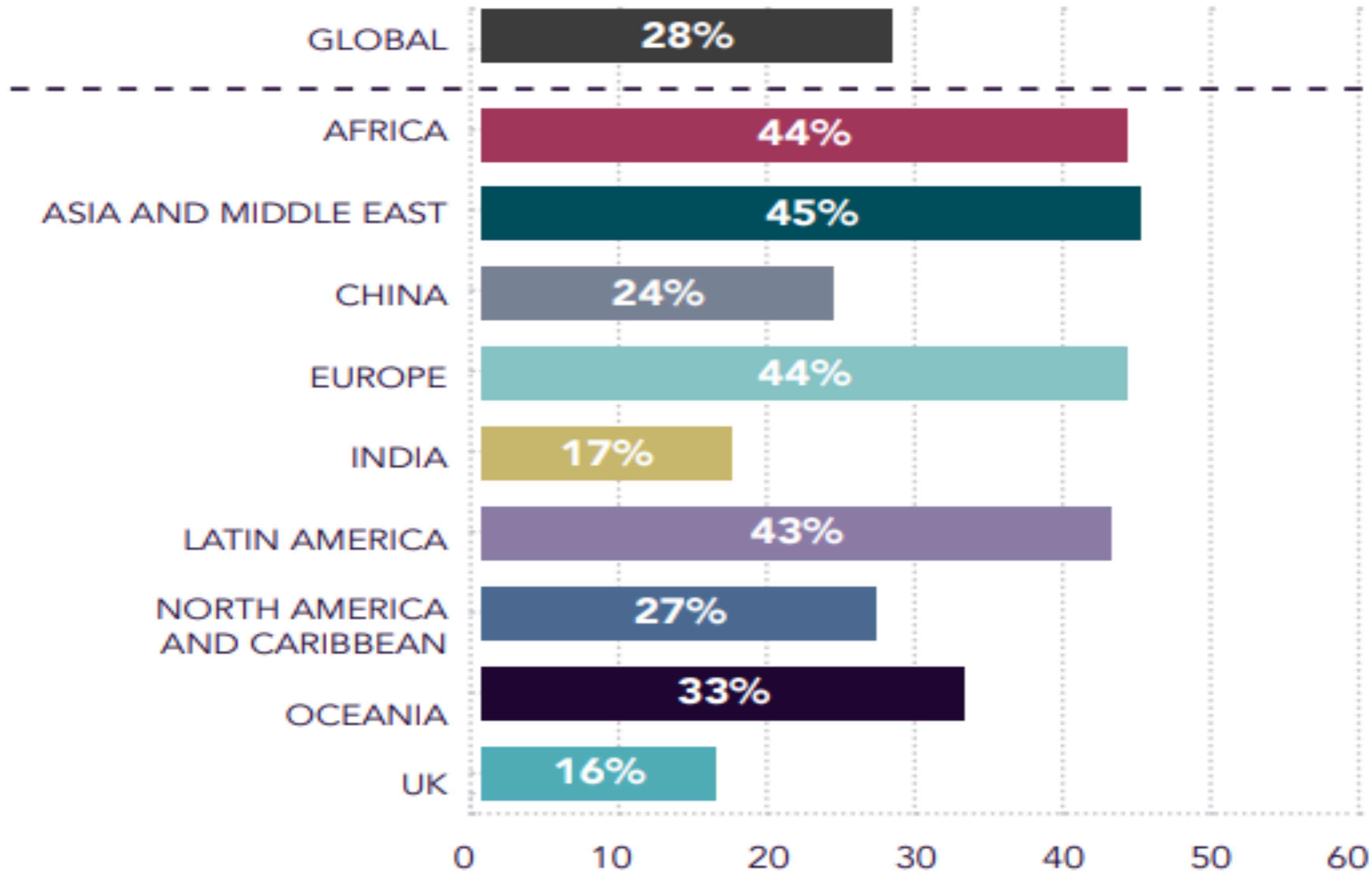
Application & Enrolment Report 2023

Domestic : International



Application & Enrolment Report 2023

Application to Enrolment Conversion Rates



India

MBA Applications & Enrolments - 2022

Total No. Of Programmes – 23

Total No. of Applications – 13,626

Total No. Of Offers – 7,641

Total No. Of Enrolments – 2,332

% Conversion – Applications : Enrolments – 17%

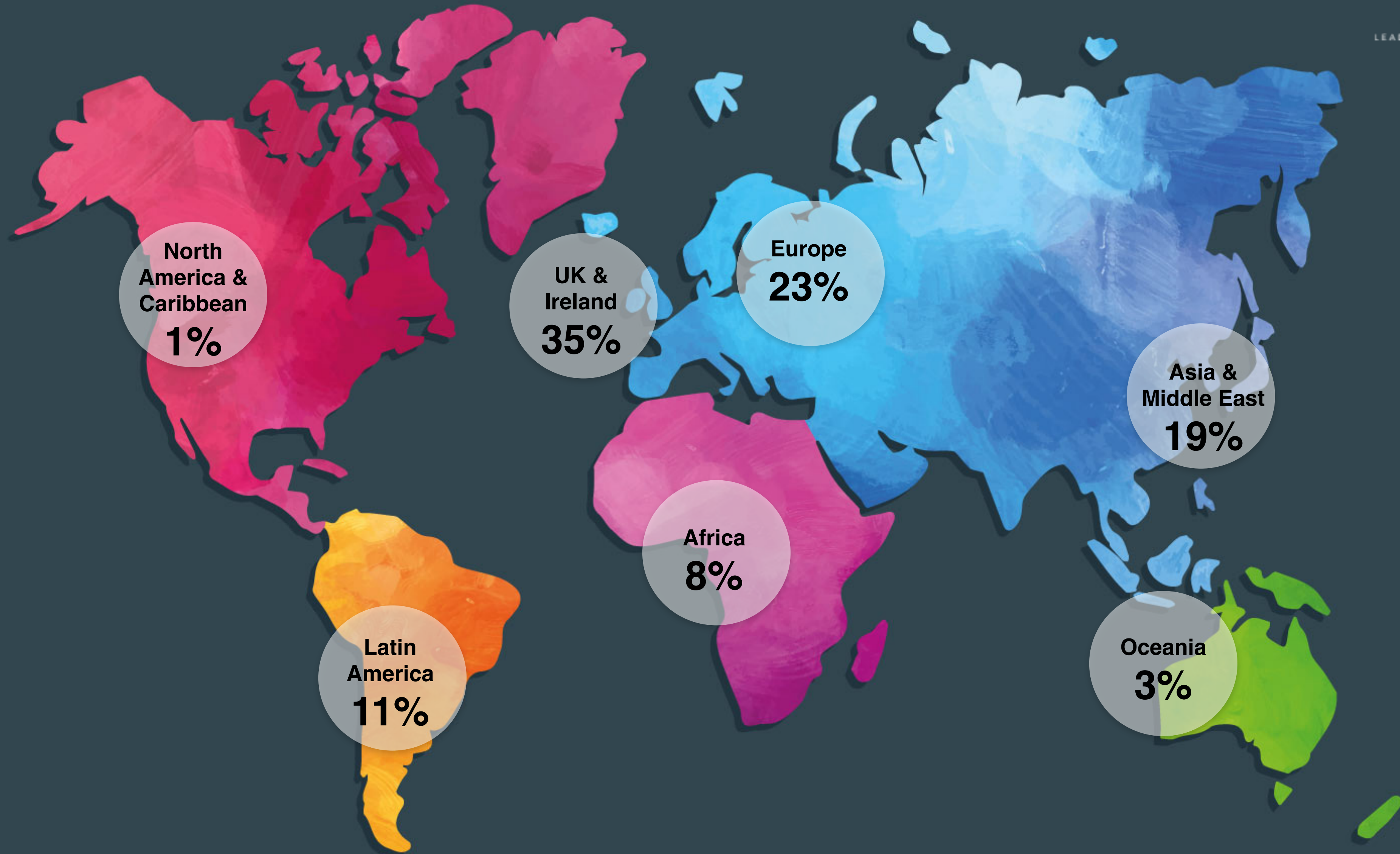
Total No. of International Applications – 22

% Domestic Students – 100%

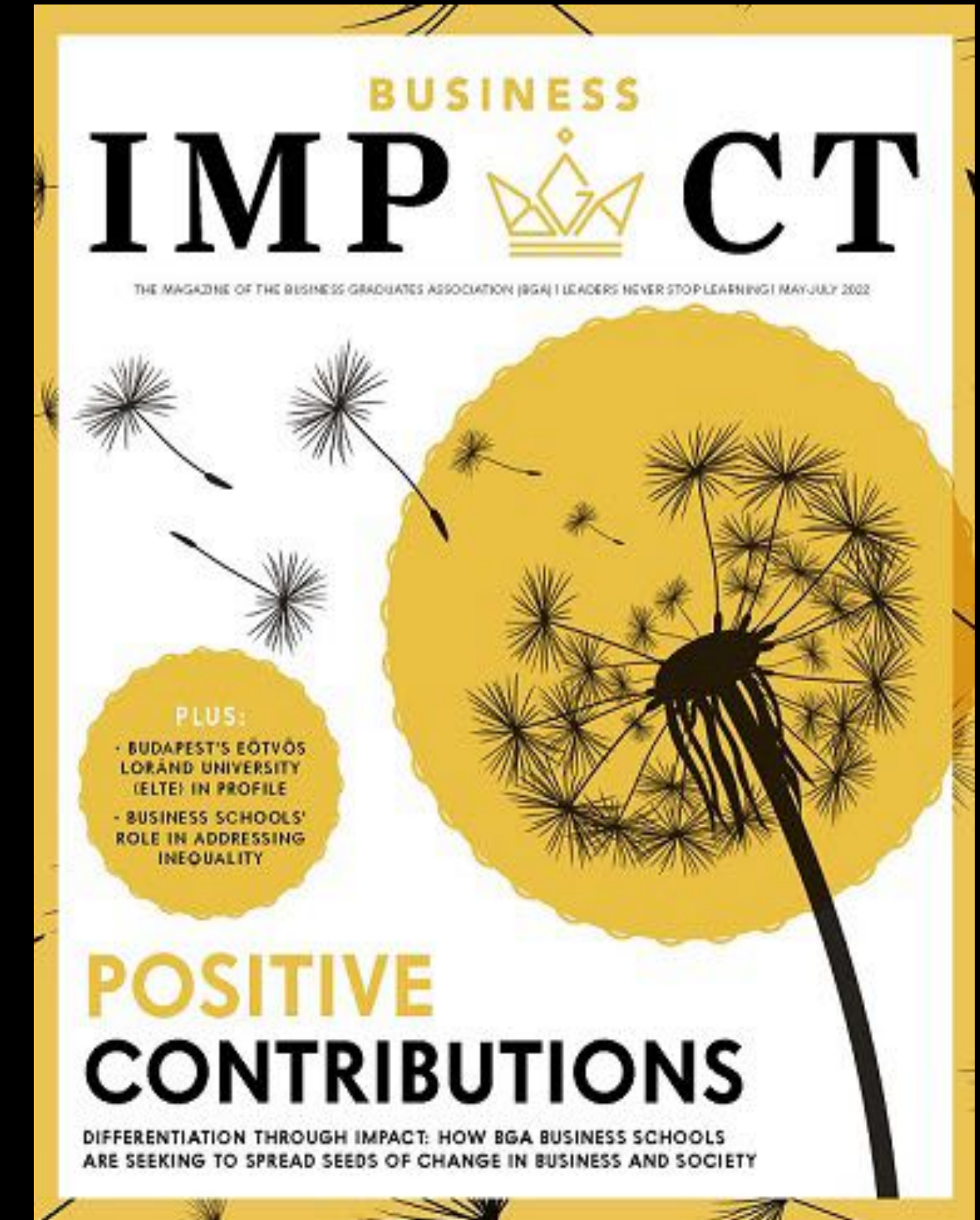
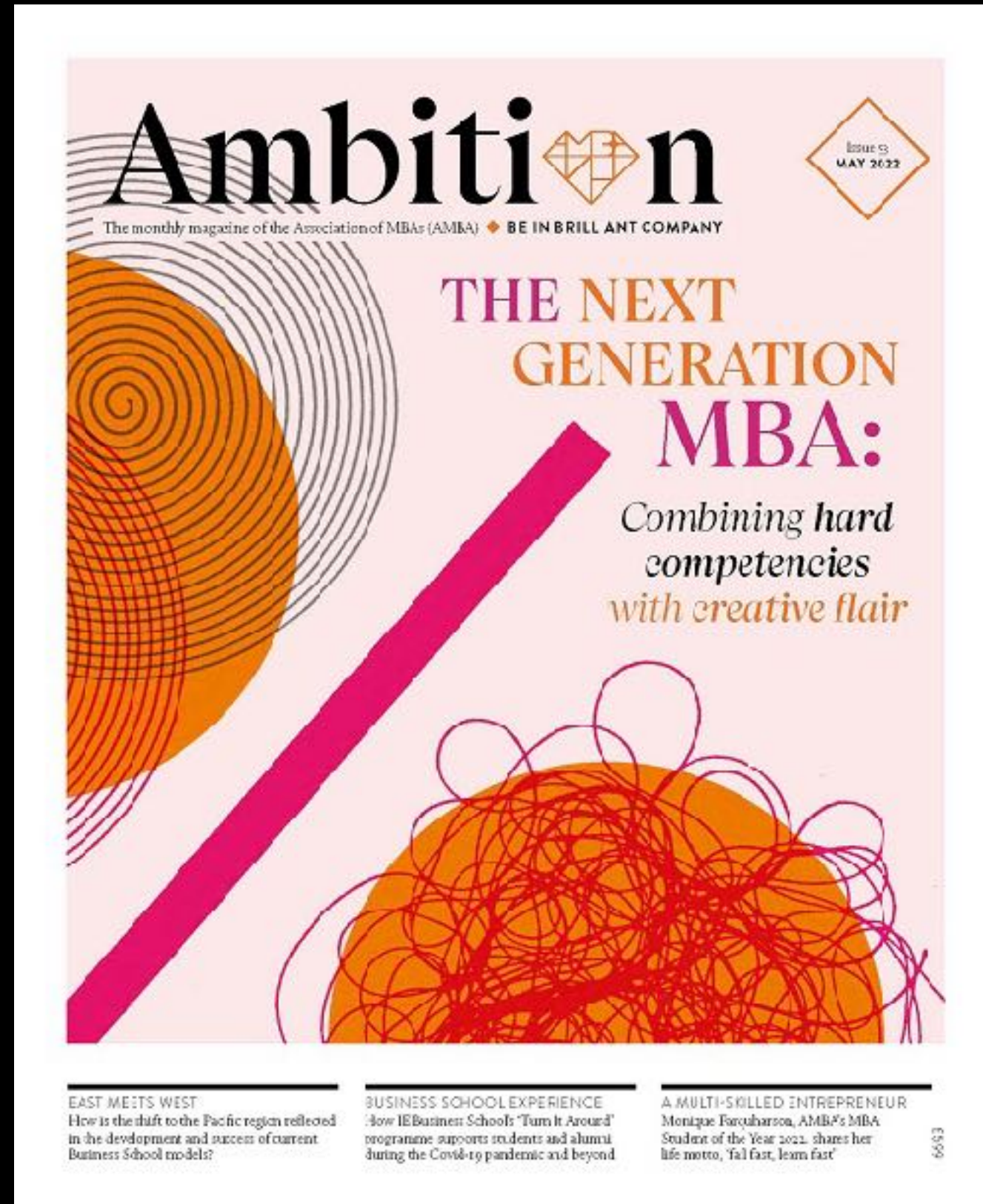
% Female Enrolment – 24%

% Male Enrolment – 76%

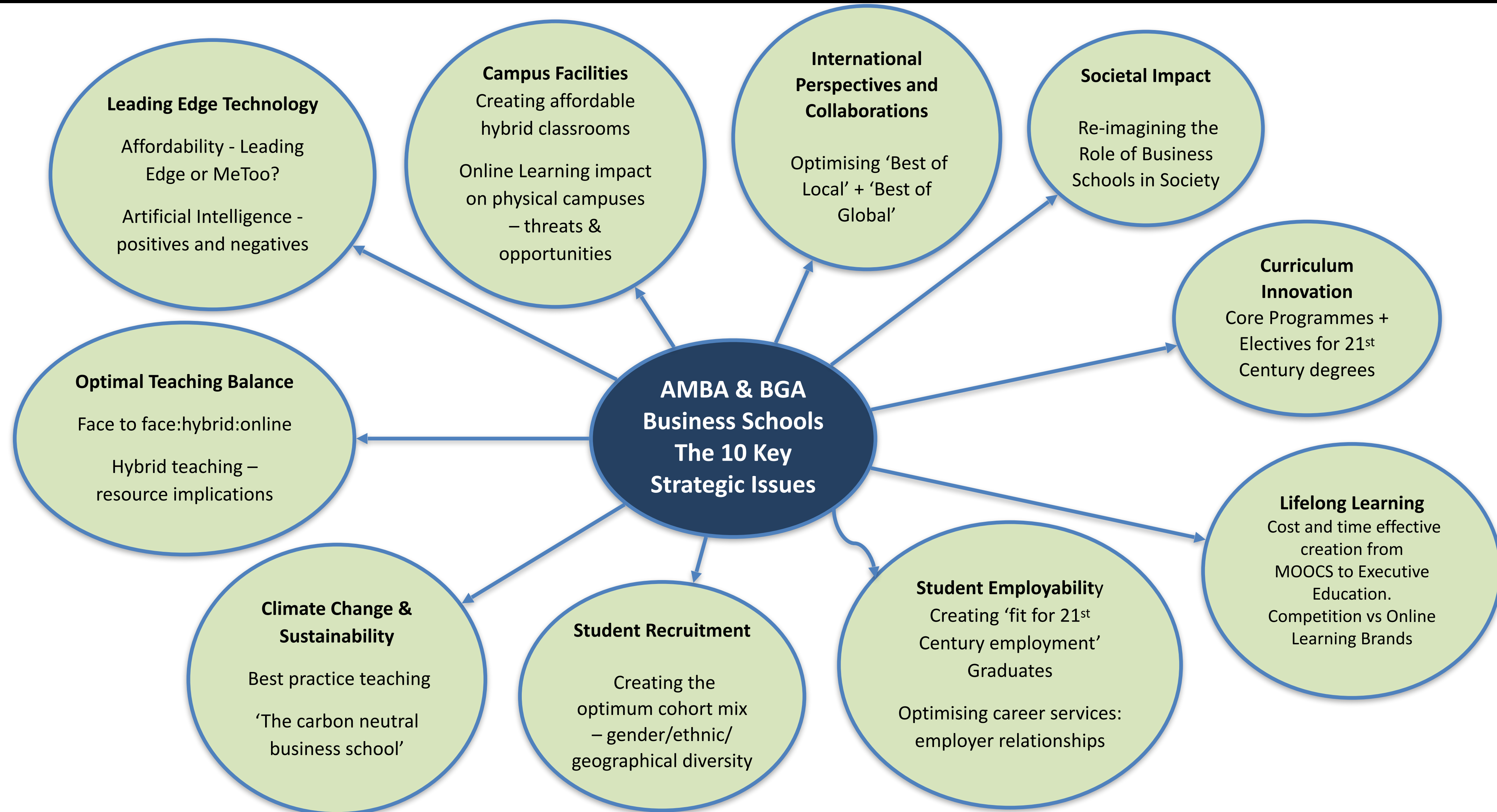
67,000 AMBA & BGA Student & Graduate Members



Membership Benefits Thought Leadership & Career Development



The 10 Key Strategic Issues



Lifelong Learning LinkedIn – Ally or Competitor?

Volumes

Members: 1 billion

Companies: 67 million

Jobs: 23 million (*on any one day*)

Professional courses: 20,000

Financials

Annual Revenue: \$15 billion

Recruitment: \$9 billion (60%)

Brand advertising and promotions: \$3.75 billion (25%)

Learning and Development: \$2.25 billion (15%)

Learning and Development is LinkedIn's fastest growing business at +40% per annum



The Future of Work

What skills are Executive Recruiters looking for?

1. Commercial Skills

Best in Class Business School Learning

2. IT Data/Knowledge

Best in Class Business School Learning

3. Resilience

Ability to manage under intense pressure & complex market conditions

4. Personal Brand Identity

Who are you? What makes you unique/differentiates you from other job applicants? Applicant differentiation needs to match the needs of the organisation at that moment

5. Personality Type

Ideal candidate = persuasive, charming, inclusive not dictatorial. If you don't have these skills, you need to become self-aware and work tirelessly to evolve your personality



Global Deans & Directors Conference

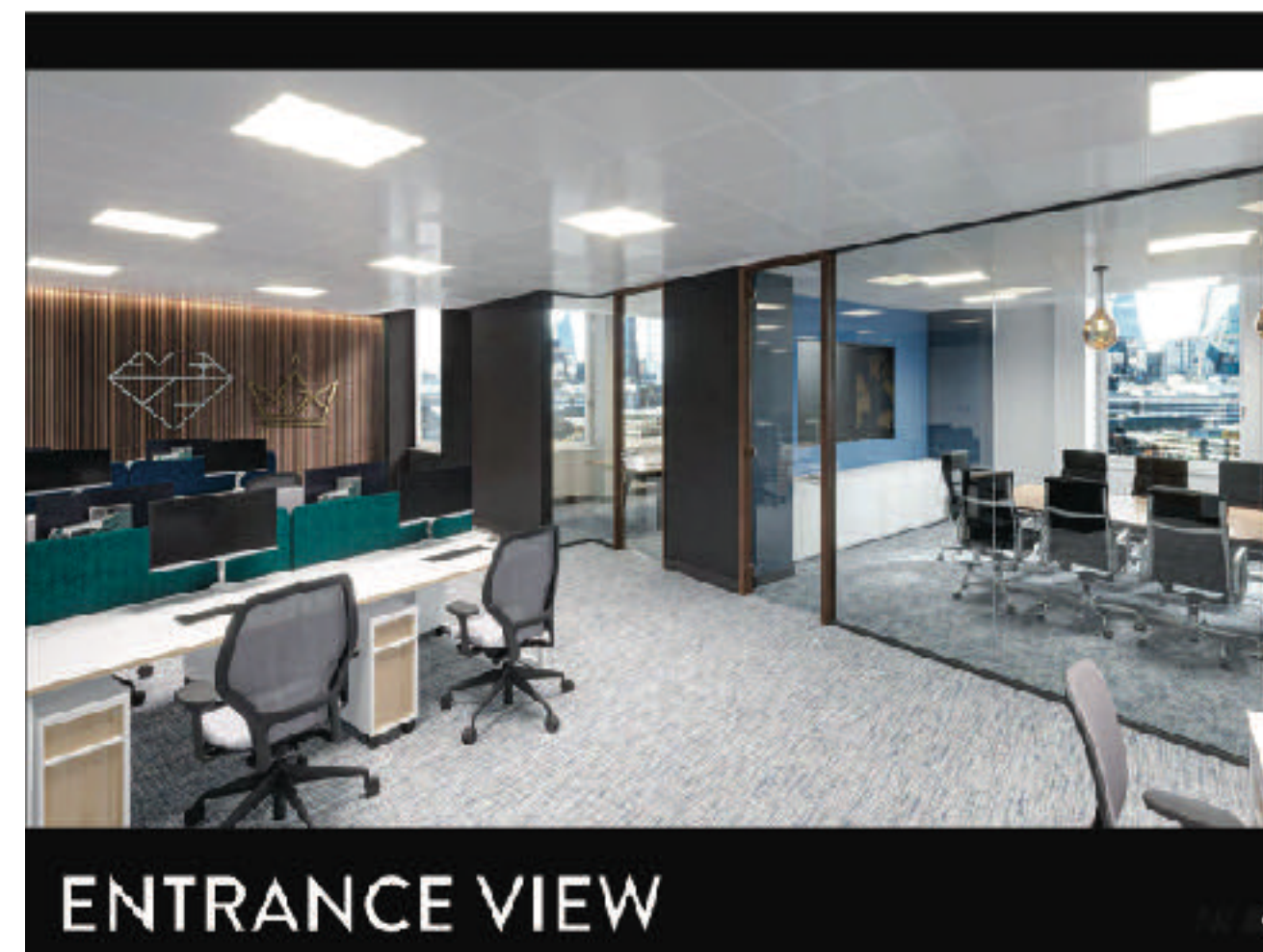
Budapest, Hungary
13th – 15th May 2024



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New Global Headquarters London





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AMBA	BGA
World's leading MBA portfolio accreditation. Accredits 2% of the world's leading business schools.	A leading full-school membership and accreditation that emphasises positive impact, responsible management and lifelong learning.
Accepts and recognises top quality MBA programmes from across the world.	Consultative and improvement focused journey for ambitious and high-quality business schools with focus improving the school's USP's and alignment with the UN SDGs.
Quantitative and qualitative standards.	Impact and outcome focused standards.
A network of more than 500+ business schools in 80 countries	



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"BGA's mission is to ensure that Business Schools innovate and venture beyond conventional means of teaching, where the impact and results of that teaching are stressed in our quality assurance process"



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About the Business Graduates Association (BGA)

- Original name of AMBA & BGA, founded in London, UK in 1967
- Rebranded to AMBA (Association of MBAs) in 1987
- Relunched in 2019 to spearhead business school differentiation and impact
- AMBA & BGA network consists of more than 500 business schools in 80 countries
- AMBA focuses specifically on the MBA programme level. BGA focuses on the whole-school and all its programmes
- BGA is full-school and non-prescriptive. Encourages innovation and risk taking to positively impact stakeholders
- BGA is responsible management focused. Encourages alignment to the UN Sustainable Development Goals

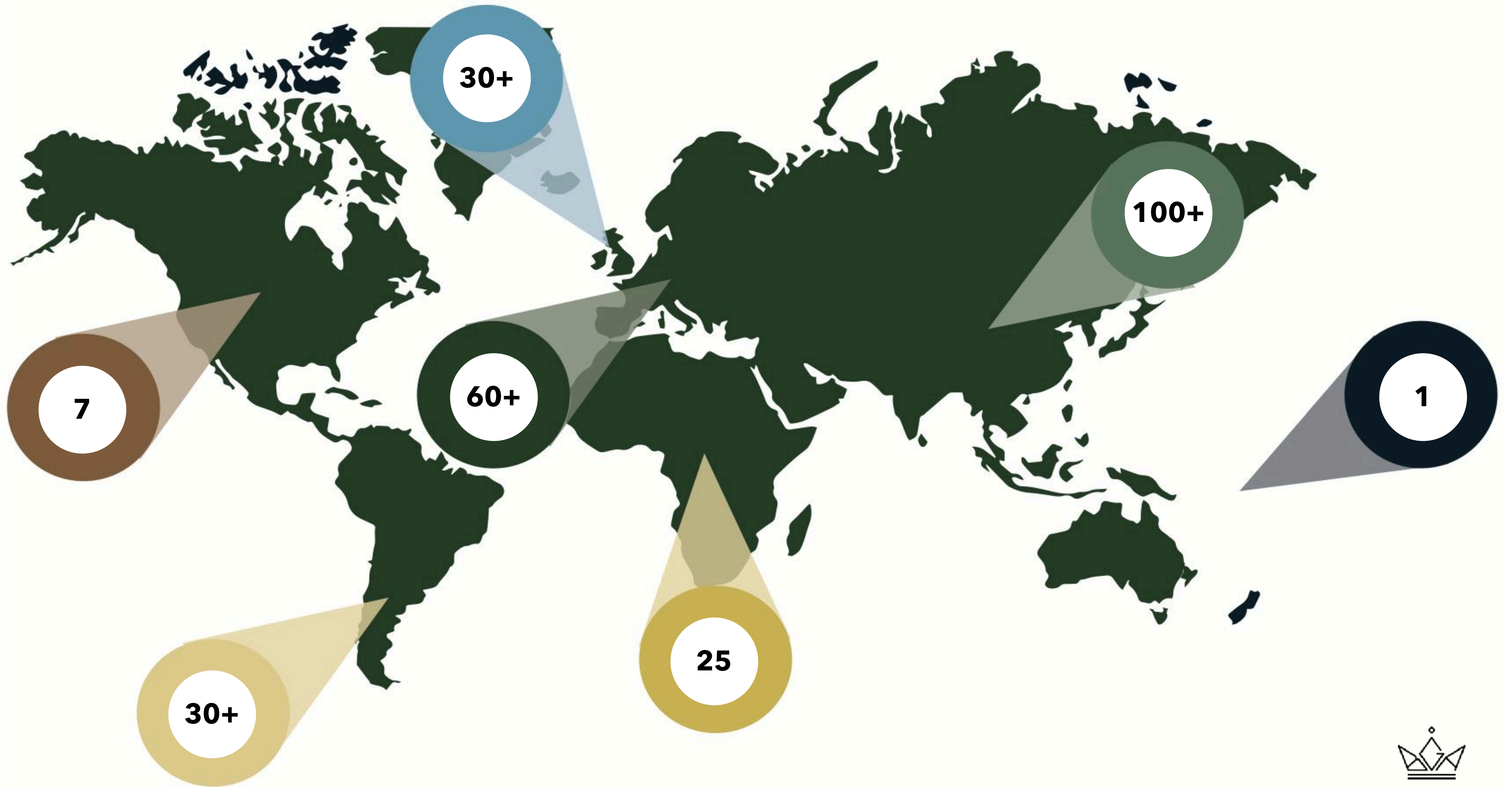




BGA is about fostering impact and differentiation

- Encourages uncommon educational models to support student learning
- Motivates business schools to take risks and define their mission and objectives to form a unique value proposition
- Pushes business schools to improve the value and quality of their management programmes
- Supports international interconnectivity and learning
- Inspires business schools to align with the UN Sustainable Development Goals and measure the outcomes





School members include



University
of Glasgow

Adam Smith
Business School



BGA Membership - what's included

- Programme consultancy reviews: a way to benchmark and receive feedback on your school's programmes and curriculum with a clear improvement strategy
- Discounts to all AMBA & BGA conferences
- Free attendance to regional capacity building workshops
- Free student membership with focus on career development and access to BGA's suite of career development services
- Ability to publish and promote research and activities on Business Impact
- Facilitated networking opportunities with business schools and sponsors, online and at events
- Business school search listing and BGA marketing support



Student Network

- 68,000+ students and graduates
- All studying or have completed programmes at leading business schools
- Career Development Centre



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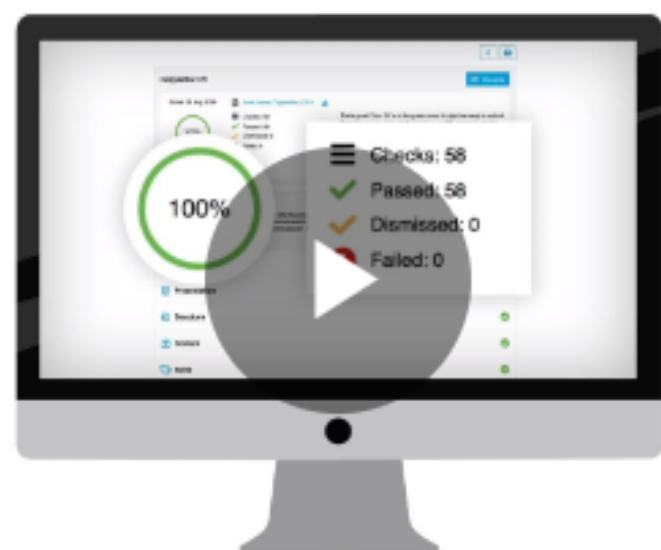
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CV360

Helping you optimise your CV for humans and machines

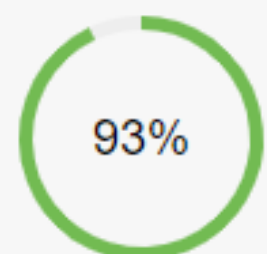
Irrespective of whether you use a job board, CV database, recruiter or apply directly to a company, it's highly likely that your CV or resume will be analysed by a machine before a human sets eyes on it. And even then, it may only reach a person if the system deems it a good match for their search. These machines, commonly known as Applicant Tracking Systems (ATS), make life easier for hiring managers but potentially a lot harder for you.





CV360 scores your CV against more than 50 checks that commonly trip up an ATS, annoy a hiring manager or get your CV deprioritised. You get instant, detailed feedback so you can optimise your CV and significantly boost your chances of getting to interview.



Mellissa Oliver CV

Score: 05 Jan 2023



-  Checks: 59
-  Passed: 55
-  Dismissed: 0
-  Failed: 4

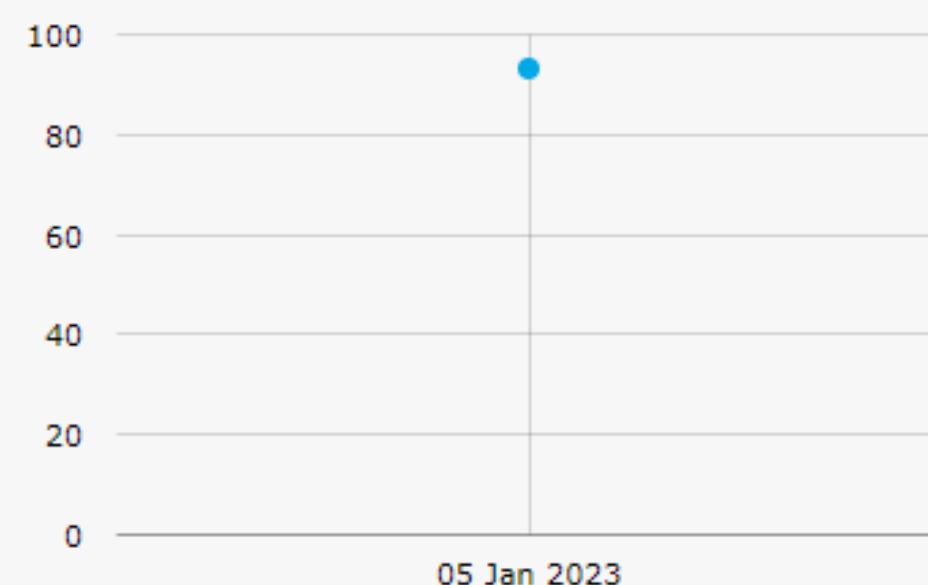
That's great! Your CV is in the green zone. It might be ready to submit for review or even to an employer. However, if there are any checks your CV did not pass, look at the feedback and see what you can do to push your score even higher. When you're as good as you are you should be aiming to pass every check!

[View Feedback](#)

[Re-Score](#)



Highest Score: 93%



Previous Score: N/A





[Score History](#)



 **File** 

 **Presentation** 

 **Structure** 

 **Content** 

 **Skills** 

 **Language** 

AI CV Interview Take an interview based on the actual content of this CV.

[Take Interview](#)

Repeated sections [Dismiss](#)

We found the following duplicate sections in your CV:

SKILLS: Key Skills, It Skills

If the only sections highlighted here are skills or work history related, please check you're happy with the 'duplicate' sections and, if you are, dismiss this check.

[Something not right?](#)

Generally you should only have one version of each section as multiple versions can confuse both humans and machines. However, it may make things clearer for some applications to have more than one section when it comes to skills and work experience, for example.



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INTERVIEW360 / MOCK INTERVIEWS

Select one of the mock interviews below to get started.

AI CV Interview

Take an interview based on the actual content of your CV

Take Interview

Auto-generated Interview

We automatically select the interview questions for you

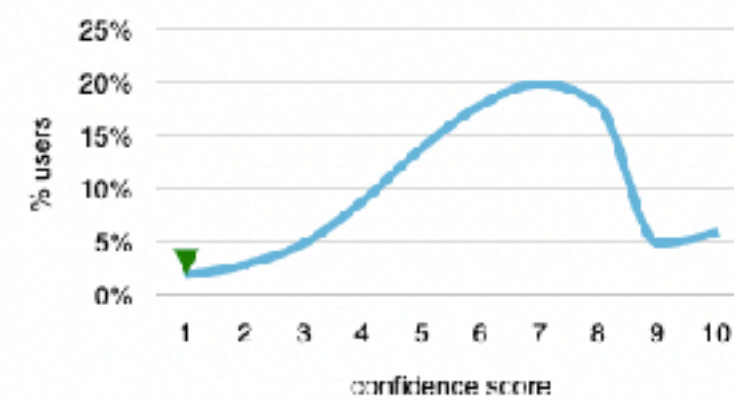
Take Interview

Custom Interview

You select the interview questions to create your own mock interview

Create Interview

Your confidence: 1/10 (below average)



Benchmarked against thousands of users

Questions



Time Spent



Video Quality



BODY LANGUAGE

TIPS & ADVICE



Perceived emotion

Calm & Enthusiastic



Eye movement

High



Smile frequency

No smiling

COMMUNICATION & SPEECH

TIPS & ADVICE



Speech Rate

Too fast



Speech Clarity

Ok



Filler words

Some (View)

CAMERA POSITION

TIPS & ADVICE



Central position

Off-centre



Eyeline

Too low



Camera distance

Too far



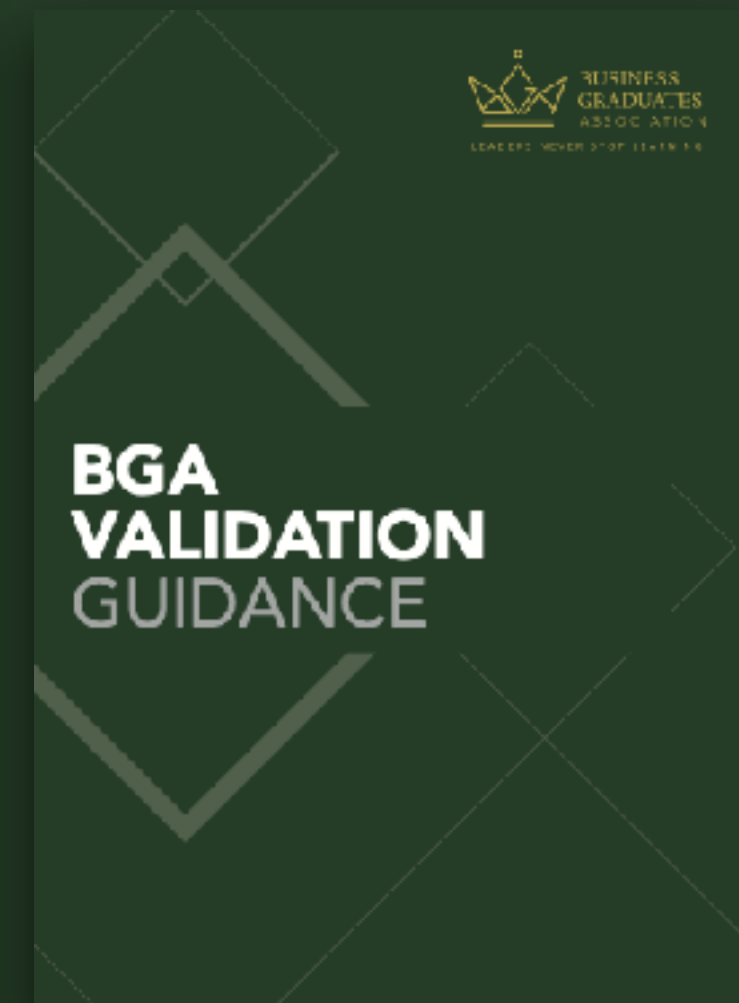
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BGA Validation

- Optional interim step for business schools who are not ready for full-school accreditation
- Cost-effective and time efficient (can be completed in six months)
- Supports the school's continuous improvement strategy, graduate employability, CSR implementation, impact measurement, and value building
- Assesses the business school against BGA's **9 Charter Principles**
- Achievement is marketed by BGA to the network and social media



BGA Accreditation

- Non-prescriptive and consultative accreditation
- Designed to enhance the business school's value proposition and alignment with the UN Sustainable Development Goals
- Allows business schools to differentiate and innovate, rewarding schools through an outcome-based assessment
- Leverages BGA's Continuous Impact Model to assess and improve the school's impact.
- Assesses the school in the following areas:
 - The institution
 - Faculty
 - Students
 - Programmes
 - Impact



Benefits of BGA Accreditation

- Contextualises the business school's challenges and uses a non-prescriptive approach to improve the school
- Whole-school accreditation
- 1/3 the cost of traditional accreditations
- Shorter time required to achieve accreditation (2-3 years vs 5+ years)
- Helps the school develop a unique value proposition and impact assessment
- Supports the school in its alignment with the UN Sustainable Development Goals
- Promotes quality and achievement to the higher education market, making international partnerships easier to launch
- Offers consultative feedback and benchmarking with a clear 3 to 5 year strategy plan of improvement



Outcomes from BGA accredited business schools

- Ability to raise programme prices and improve the financial outcome of the business school
- Easier access to business school alliances, leading to new partnerships
- Reformed research to provide local governments with action plans on how to decrease environmental pollution
- Attracted higher number of students to their MSc programmes
- Re-organised structure and management to improve decision making and inclusivity



BGA Accreditation

The Criteria, Eligibility and Process



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Type of Accreditation

- Full-school accreditation
- Examines the school's positive impact on stakeholders, alignment to responsible management principles, and lifelong learning initiatives
- Covers all programmes but pays special detail to two sample programmes (typically the flagships of the business school)
- Rewards differentiation, innovation, responsible management initiatives, and stakeholder impact



Eligibility

- School must have been in continuous operations for at least five years
- One of the school's programmes must have graduated at least three student cohorts/learning groups
- The school must be in good financial health
- The school must either possess degree awarding powers or evidence its market recognition



The BGA Accreditation Criteria

- 5 Key Principles
 - Institution
 - Faculty
 - Students
 - Programmes
 - Impact



Application Stage

one month

Development Stage

one to two years

Assessment Stage

six months



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Application Stage

- Accreditation application form.
- Letter of intent.
- Signed cost of assessment.



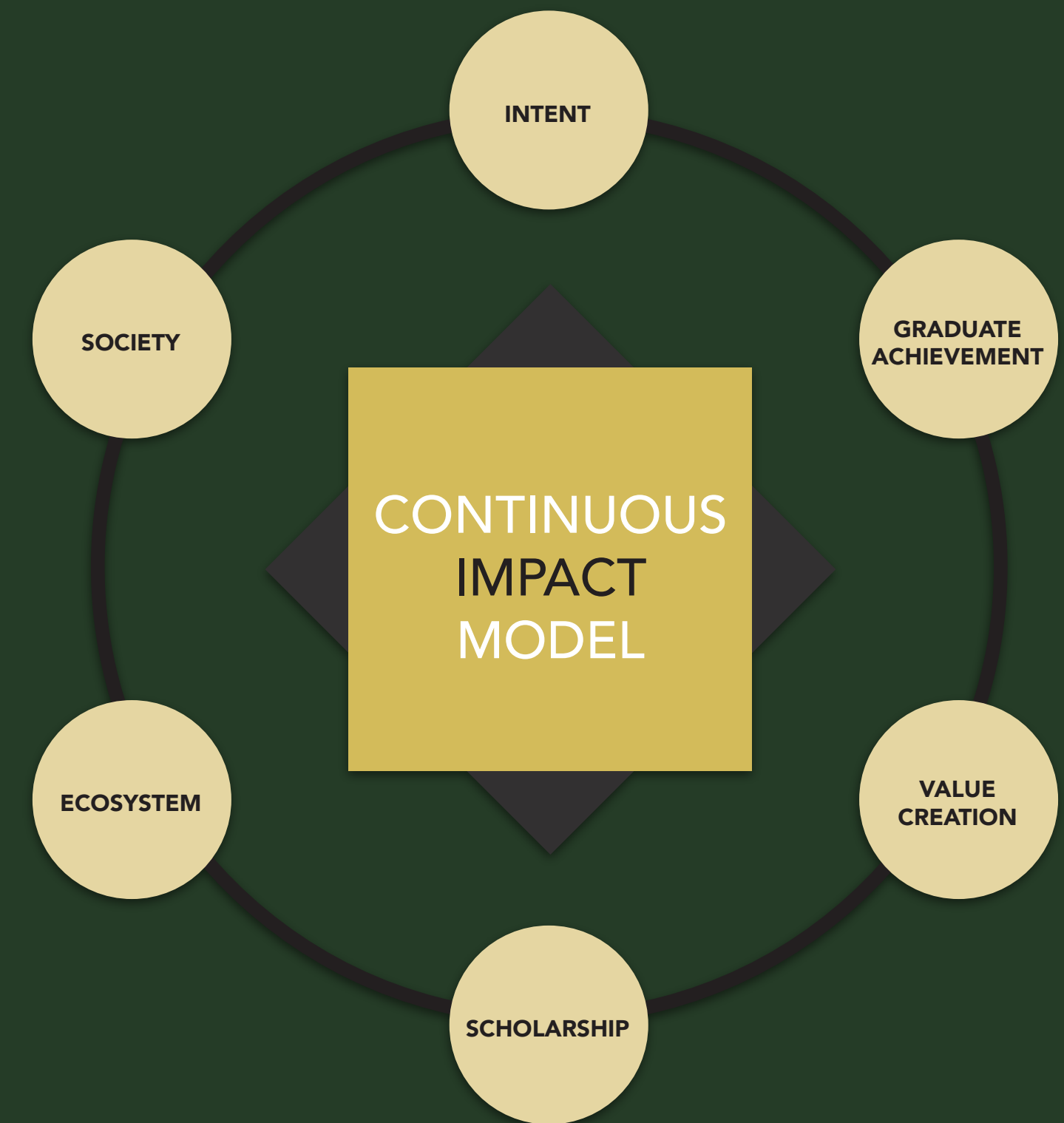
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Development Stage

- Mentor selection.
- Define objectives and KPI's of the business school.
- Initiate work on 10 impact metrics using the Continuous Impact Model (CIM).
- School must develop feedback loops for continuous improvement.
- Two of the metrics must align with the UN Sustainable Development Goals.



INPUT -> ACTIVITY -> OUTPUT -> OUTCOME -> IMPACT



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Assessment Stage

- Completion and submission of Self-assessment form (SAF)
- Completion and submission of Self-Audit Report (SAR)
- Assessment panel chosen
- Assessment visit carried out
- Two day visit at School campus
- Results given on the day



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**BGA
ACCREDITATION
CRITERIA**



**BGA
ACCREDITATION
GUIDANCE**



**BGA
ACCREDITATION
CONTINUOUS
IMPACT MODEL**



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BGA Validation

- Light-touch quality assurance process.
- Approximately 6 months in length.
- A fraction of the cost of accreditation.
- Helps the business school identify key improvement areas.
- Excellent for schools unfamiliar with international accreditation.
- Preparation for BGA accreditation.
- Does not involve an assessment visit.





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MEMBER



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VALIDATED



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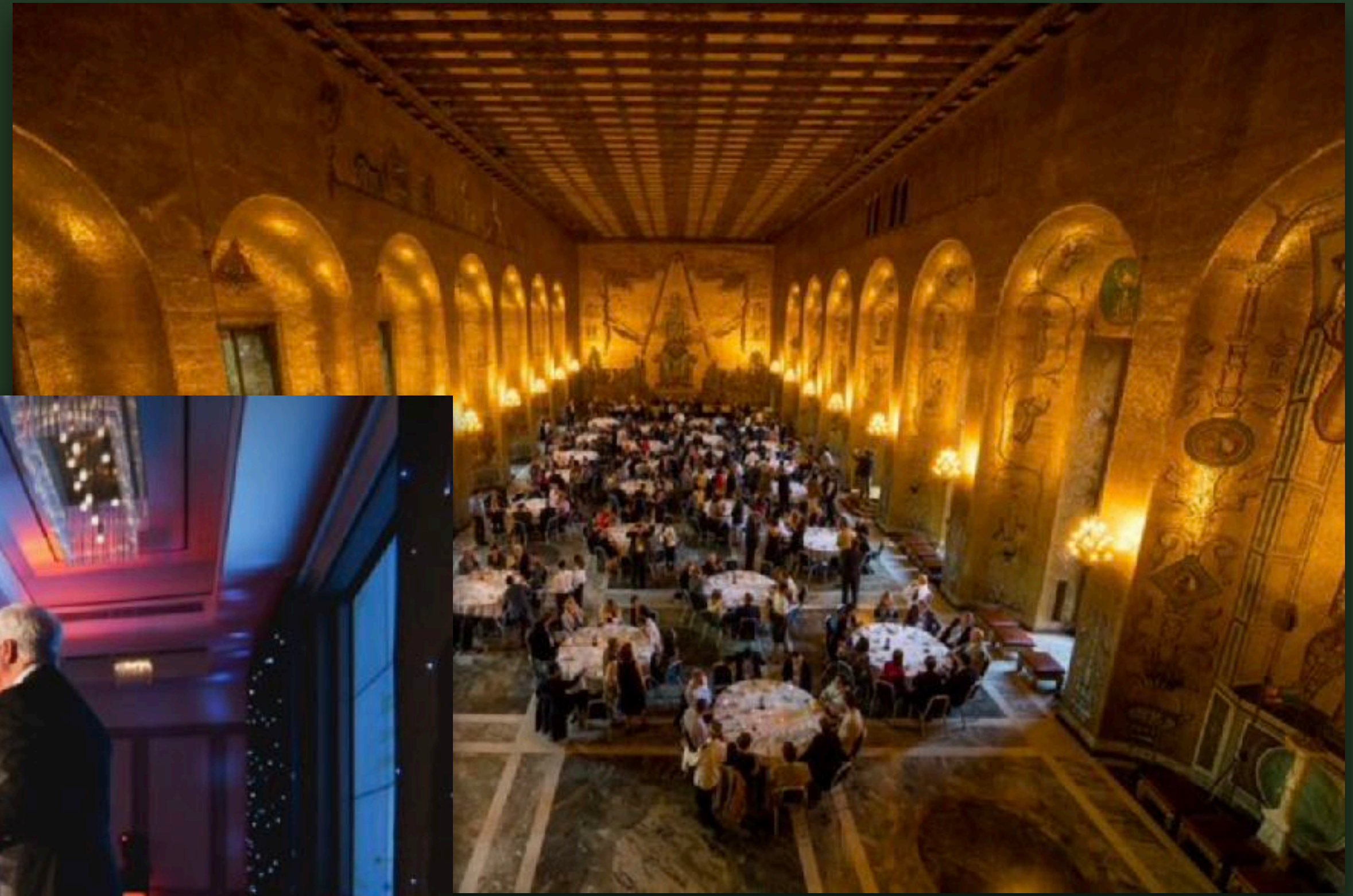
ACCREDITED



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The AMBA 300-cap



BGA-accredited and triple-accredited schools



What do we mean by impact?

How are we trying to measure it?



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Impact

The influence or effect your
business school has on its
stakeholders, region and society

Sometimes worth thinking about
the absence of your school



Why should we measure it?



- **Track** successes and failures of the school's initiatives
- **Leverage** results to form a feedback loop
- **Define** the school's strengths and USP

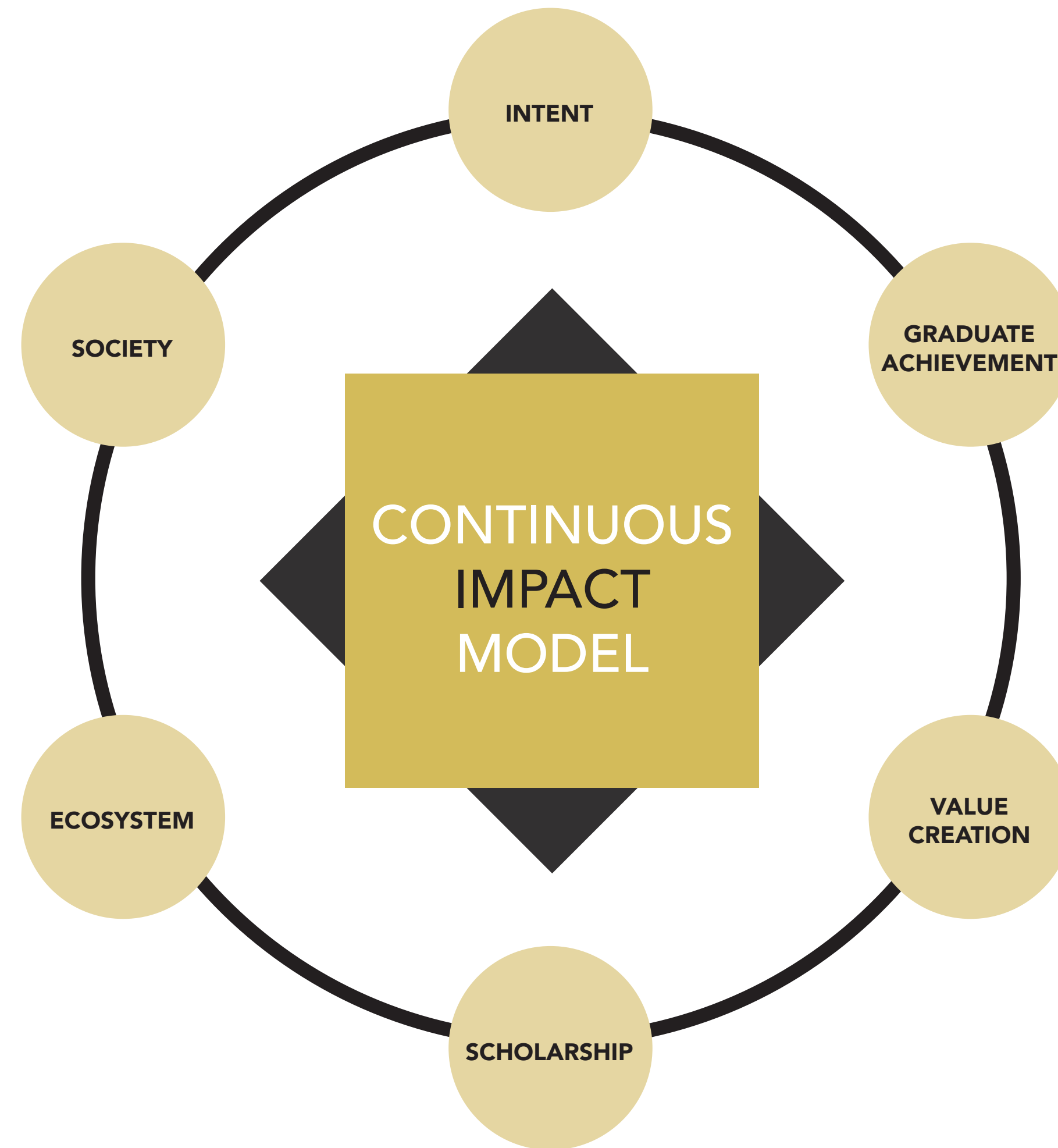


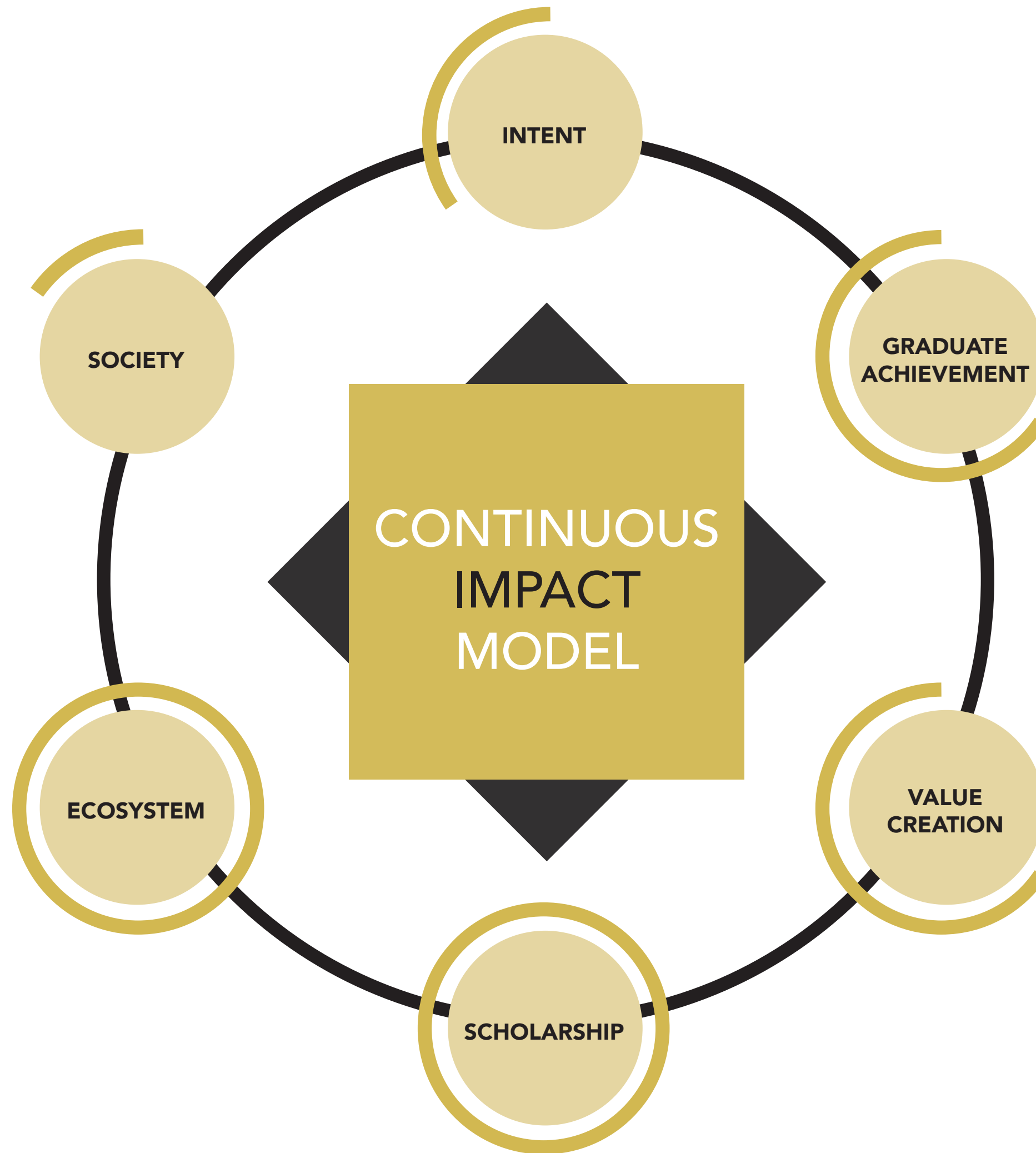
But how do we measure it?

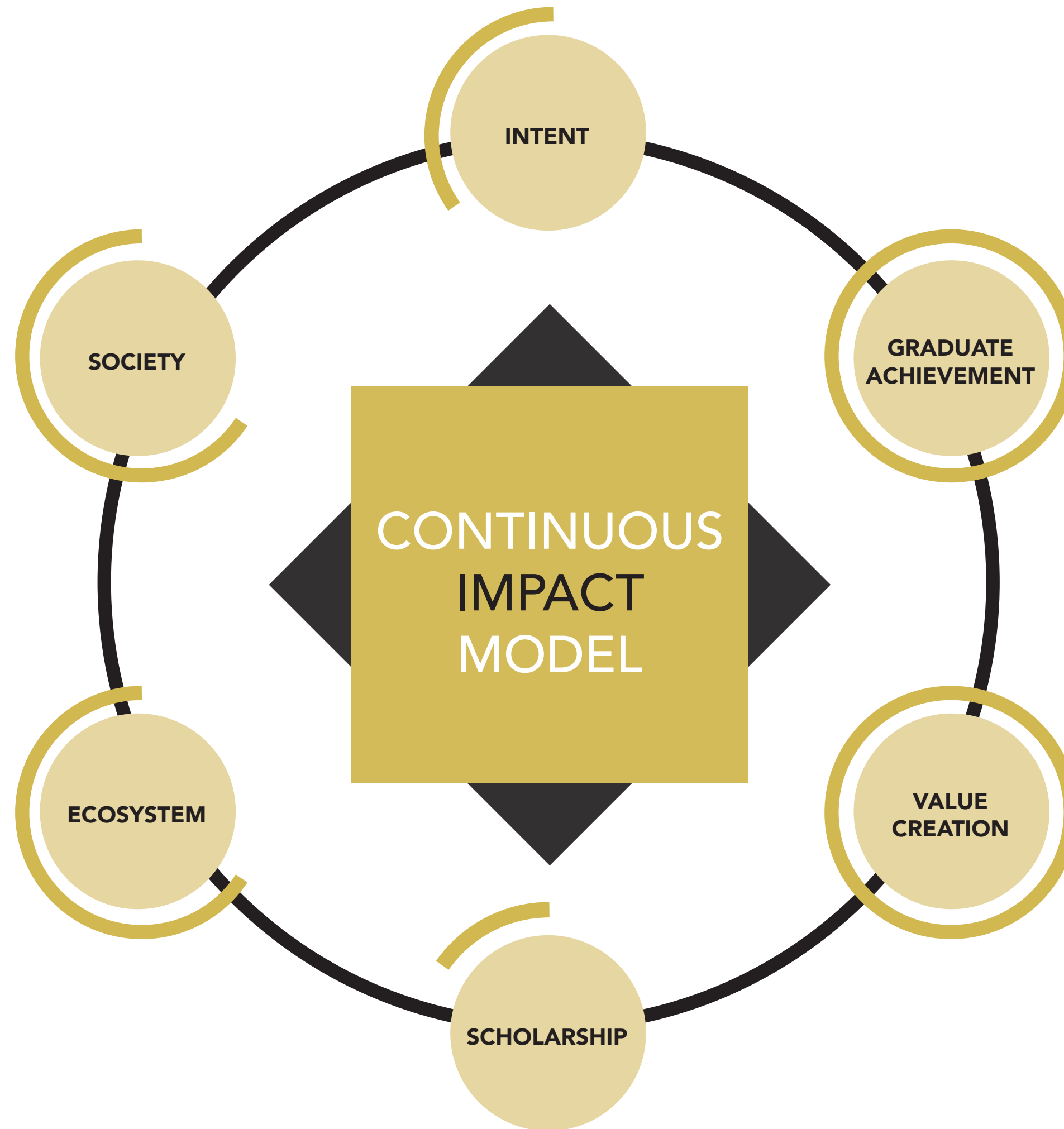


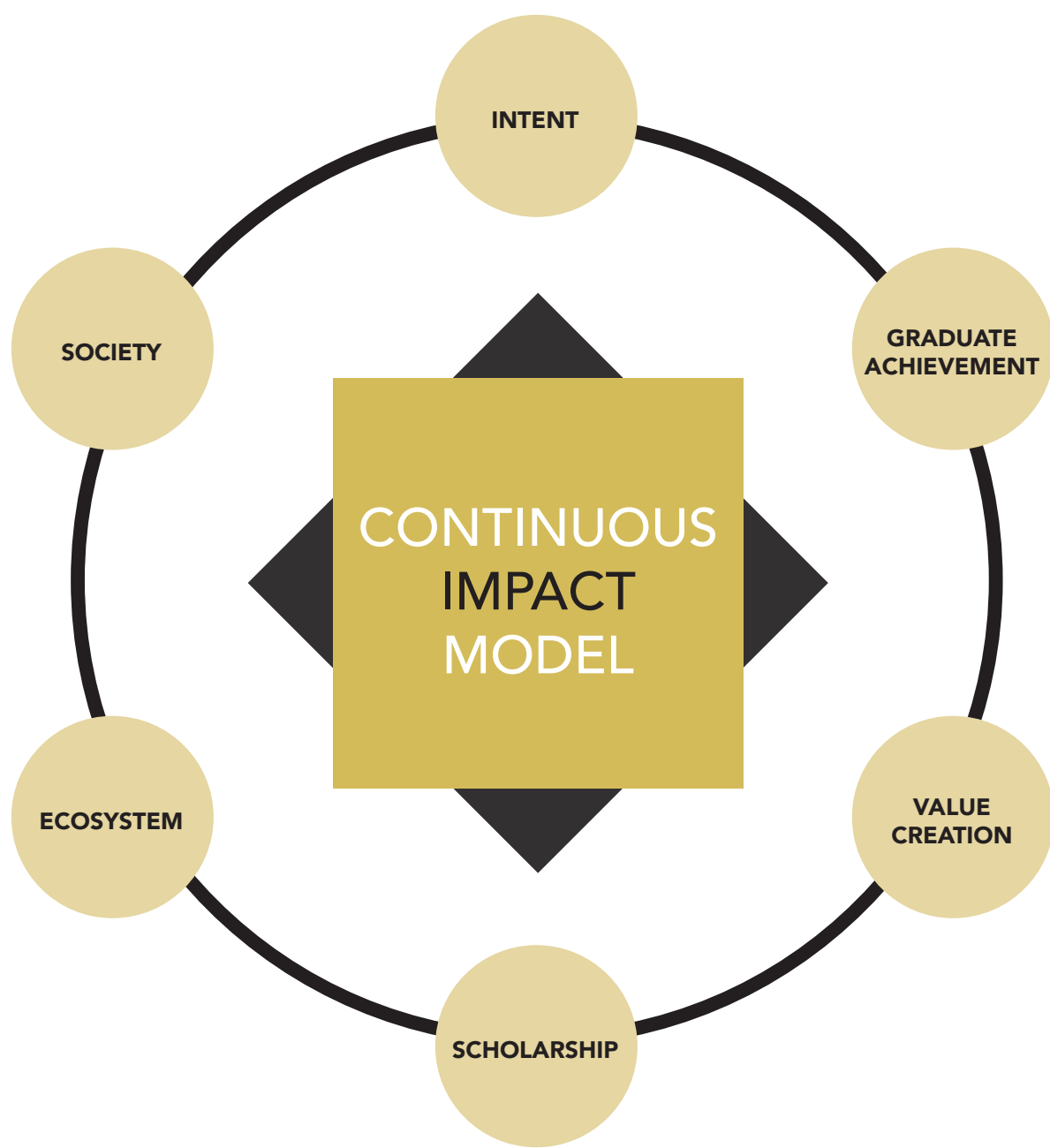
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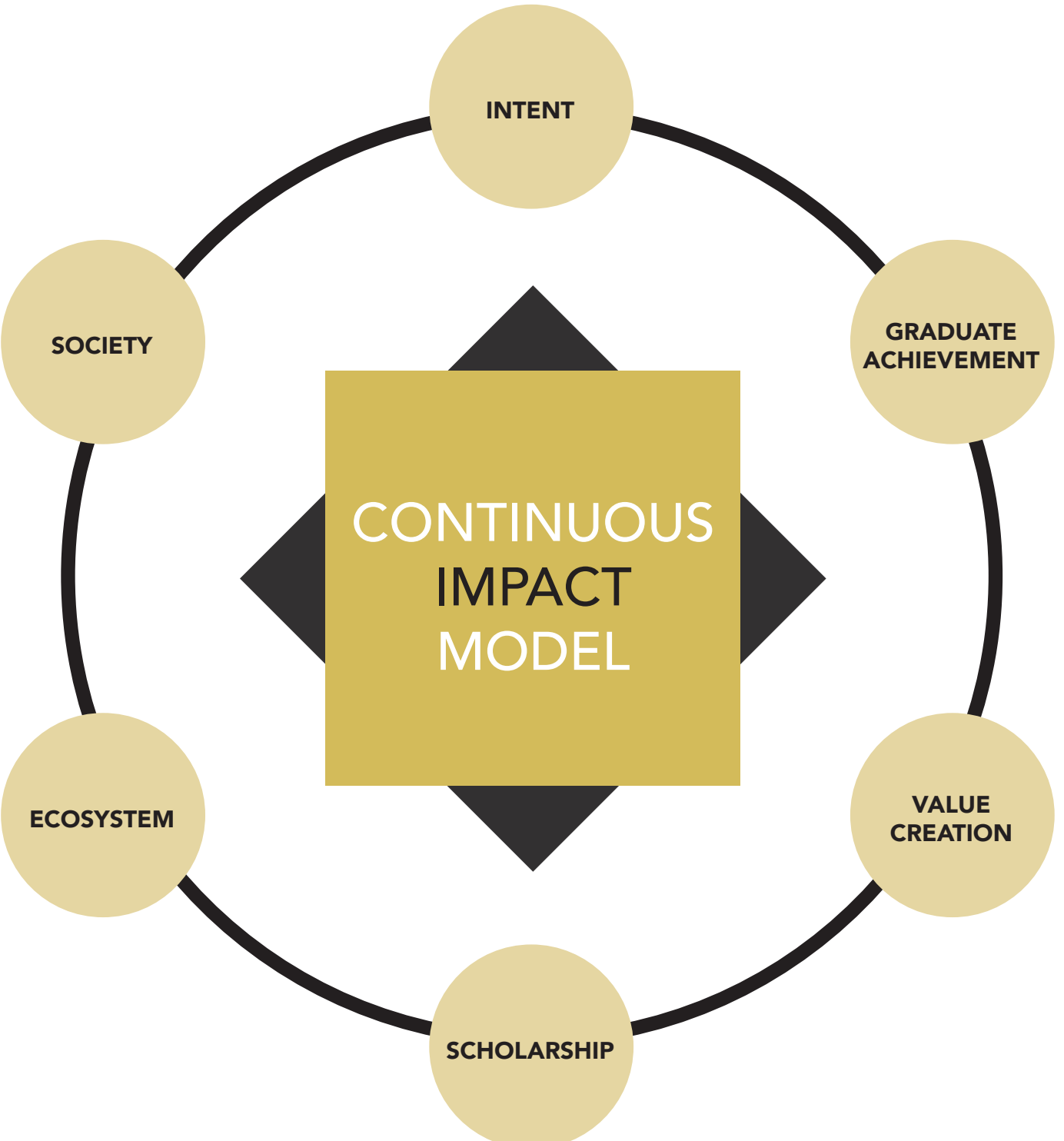






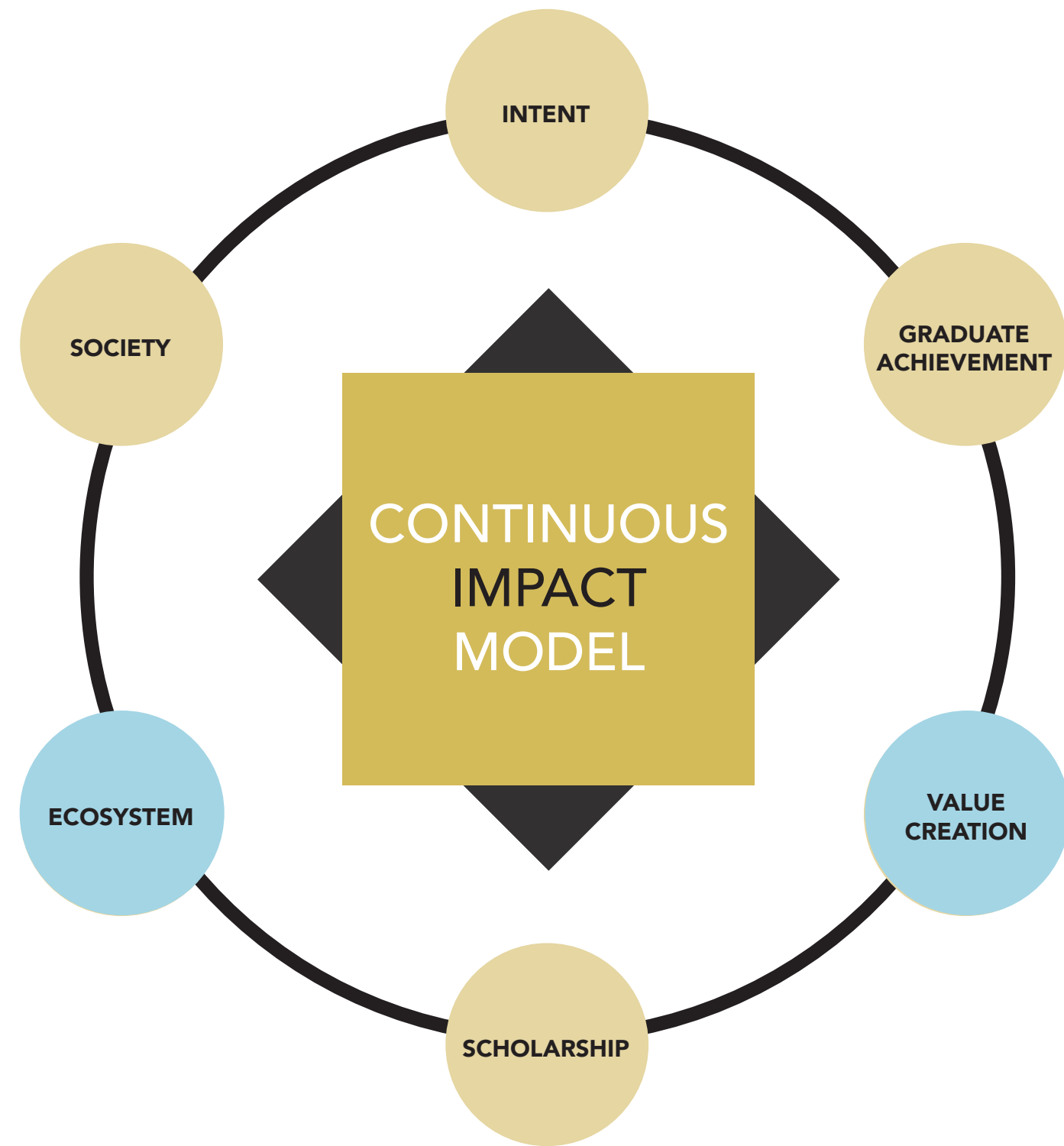


Widget Business School





Widget Business School





**VALUE
CREATION**





**VALUE
CREATION**

Measurable value a school is creating for itself and its primary stakeholders.



**VALUE
CREATION**

INPUT -> ACTIVITY -> OUTPUT -> OUTCOME -> IMPACT



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VALUE
CREATION

Let's say Widget Business School
wants to measure the impact on
employers in the region



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Input: The investment made, on the institution's part, of achieving the desired target. This need not be a financial figure.

Activity: The actions taken with the given input.

Output: Direct tangible results from the activity

Outcome: Changes as a result from input and activity

Impact: The influence or effect your business school has on its stakeholders, region and society



VALUE
CREATION

Year	Input	Activity	Output	Outcome	Impact
2018	€ 150,000 relationship building budget	<p>€120,000: Travel budget used to meet 38 corporates in Paris</p> <p>€30,000: Joined 3 events to market school</p> <p>*See Activity Appendix for events</p>	<p>Gained interest from 34 corporates</p> <p>School received contacts details from 12 corporates</p>	<p>30 corporates given tailored executive education for their employees</p> <p>28 corporates signed up to multi-year training</p>	<p>Aggregated survey showed:</p> <ul style="list-style-type: none"> - 15% increase in productivity - 22% increase in client retention - 3% increase to bottom line



**VALUE
CREATION**

Year	Input	Activity	Output	Outcome	Impact
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2020	€ 220,000 relationship building budget	<p>€120,000: Travel budget used to meet 46 corporates in Greater Paris</p> <p>€100,000: Hosted 8 workshops in Greater Paris</p>	<p>School gained interest from 35 corporates</p> <p>School gained interest from 36 corporates through workshop event</p>	58 corporates given tailored executive education for their employees	<p>Aggregated survey showed:</p> <ul style="list-style-type: none"> - 18% increase in productivity - 28% increase in client retention - 8% increase to bottom line <p>*See Activity Appendix for survey</p>



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**VALUE
CREATION**

Key learnings



BUSINESS GRADUATES
ASSOCIATION
LEADERS NEVER STOP LEARNING

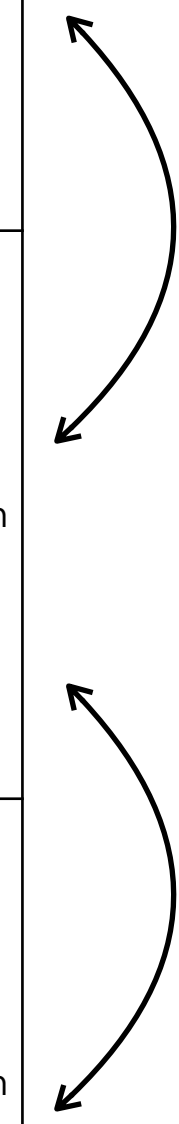
Key learnings

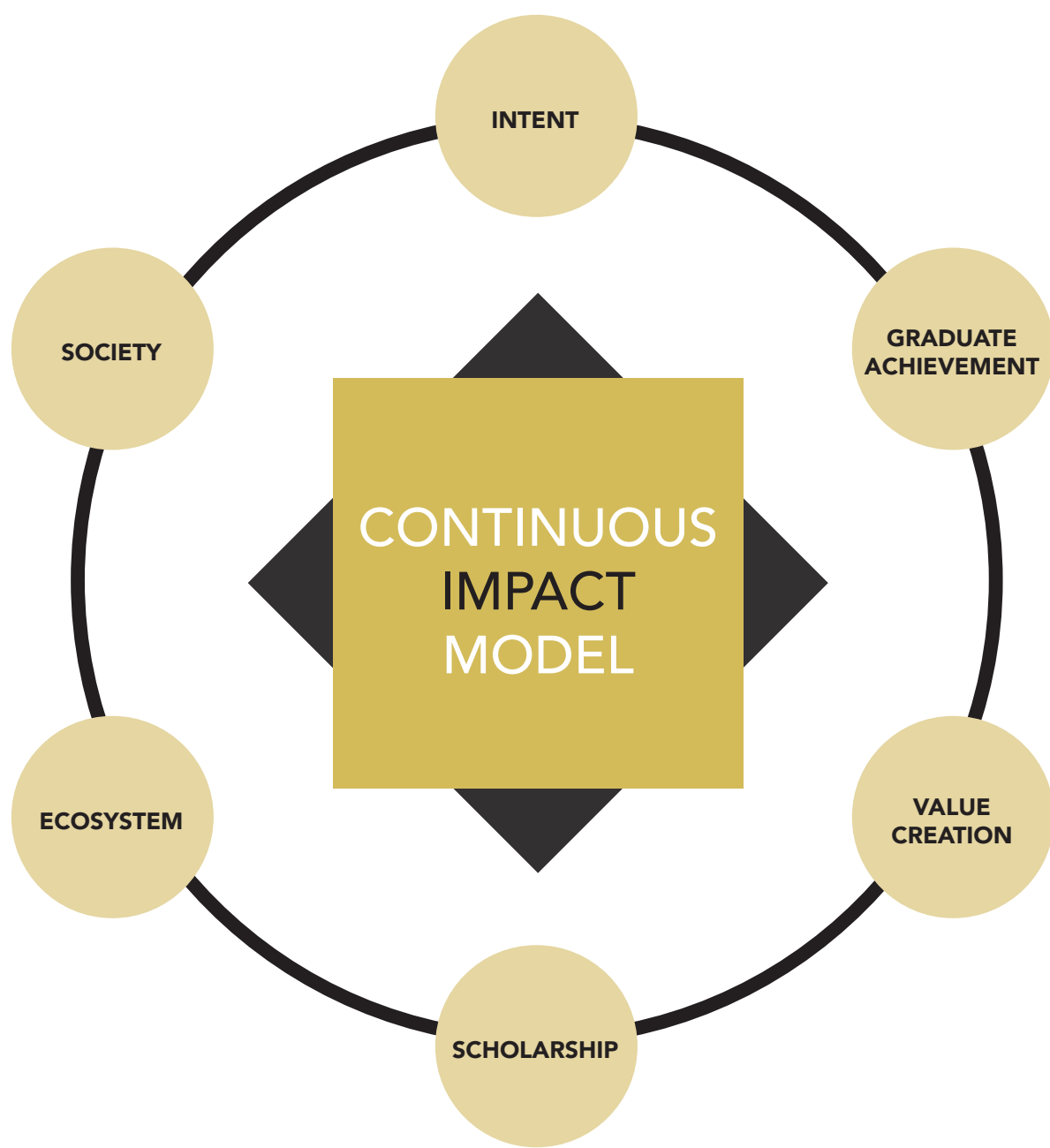
- **Inputs** and **activities** can be tweaked to get a desired outcome and impact
- **Impact** can serve as a feedback loop to improve business school processes
- **Outcome** and **impact** can help inform the business school where its strengths lie and support its unique value proposition

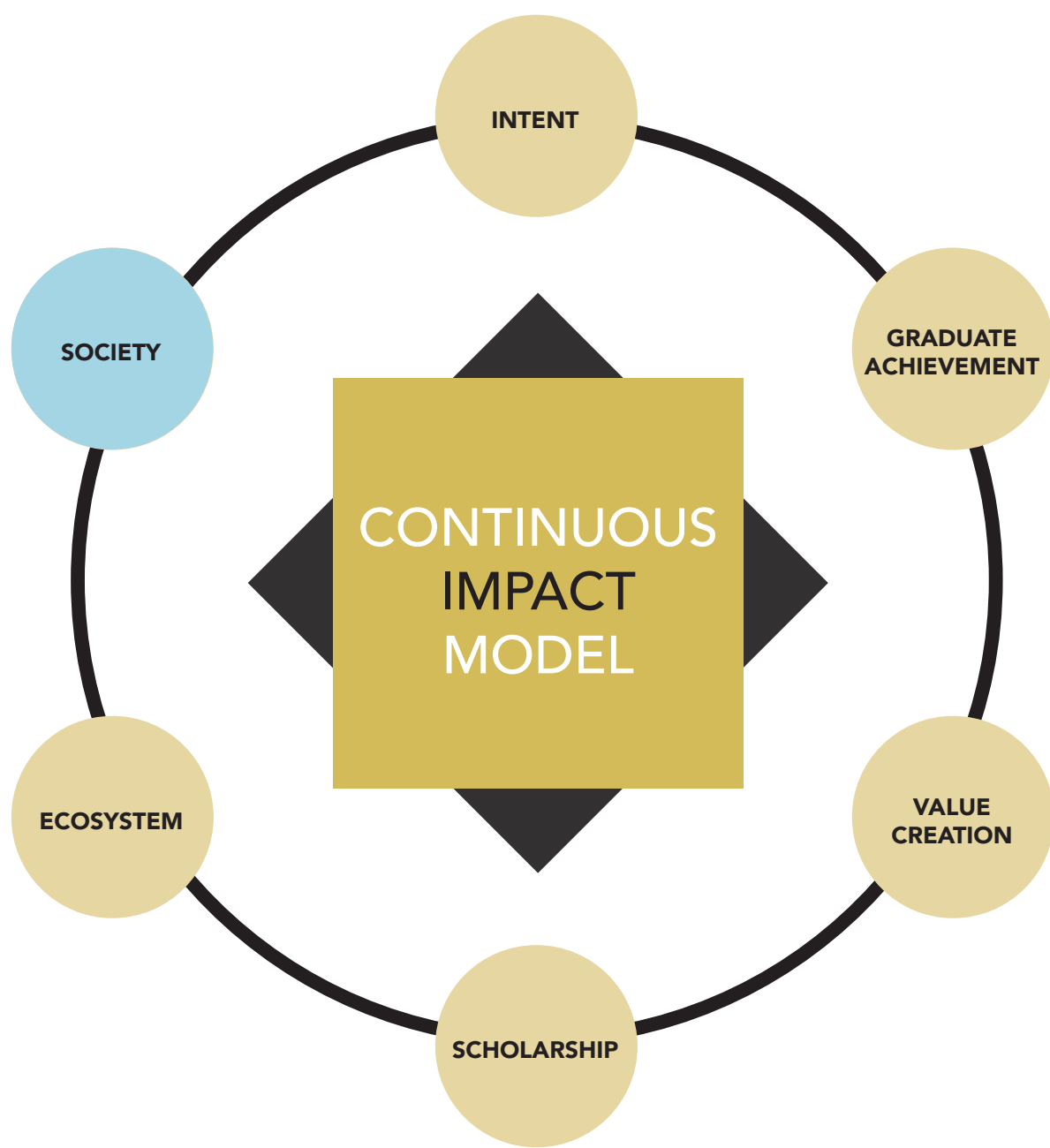


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SOCIETY

Year	Input	Activity	Output	Outcome	Impact
2020	Col\$ 500 million water filtration system	<p>20% re-direction towards local community</p> <p>*See Activity Appendix for details</p>	45 million litres of clean water per month	<p>500 individuals in the community given clean water</p> <p>*See appendix for extent of clean water dispersion</p>	<p>Aggregated survey showed:</p> <ul style="list-style-type: none"> - 70% of women in the area were able to take skills courses - 95% reduction in dysentery cases



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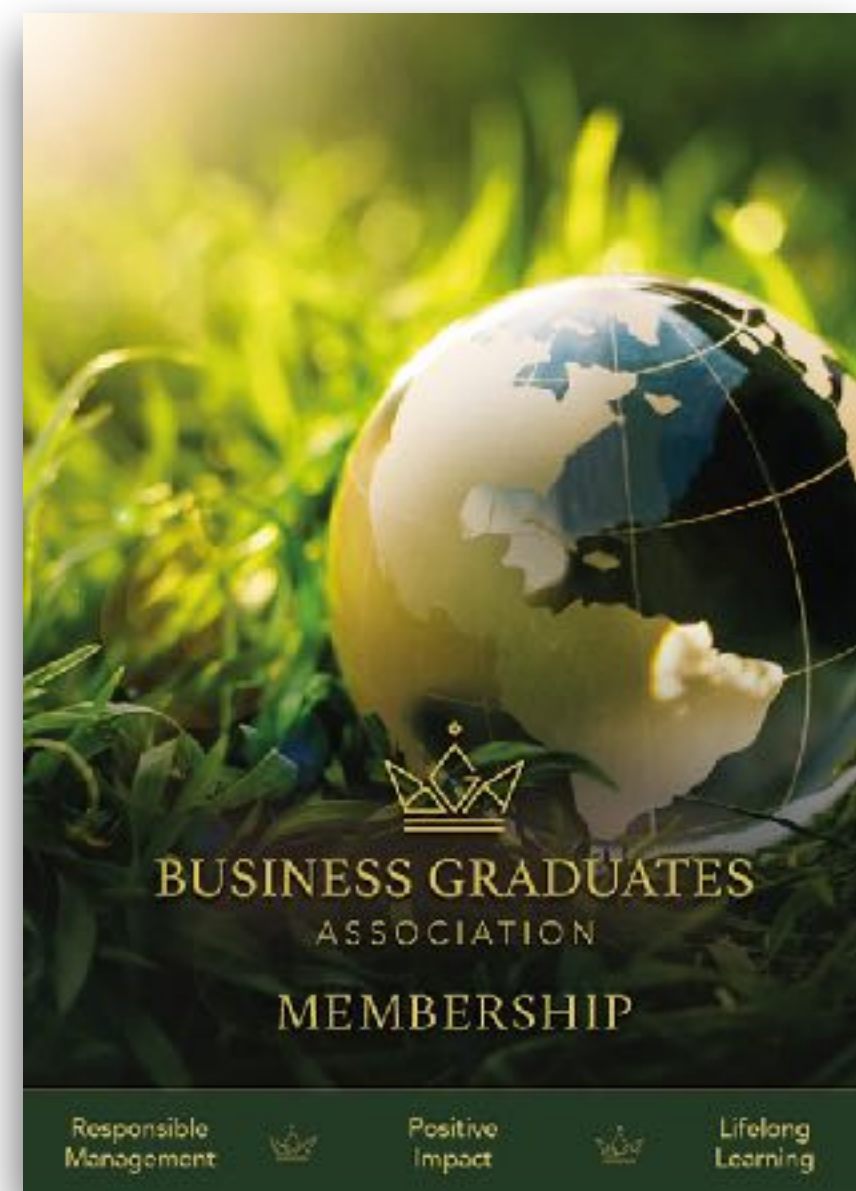


Key learnings

- **Inputs** and **activities** can be tweaked to get a desired outcome and impact
- **Impact** can serve as a feedback loop to improve business school processes
- **Outcome** and **impact** can help inform the business school where its strengths lie and support its unique value proposition
- Multiple years required to see changes



How does one proceed?



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