



BE IN BRILLIANT COMPANY



BUSINESS  
GRADUATES  
ASSOCIATION

LEADERS NEVER STOP LEARNING





# Victor Hedenberg

## Membership Director

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# Re-Examining the Business School Identity





विद्या परं दैवतम्

**IIM**

VISAKHAPATNAM



**Aditya Singh**  
Dean  
Athena School of Management



**MV Anuradha**  
IIM Visakhapatnam



**Vishal Singh Patyal**  
Associate Professor  
IIM Visakhapatnam

# 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**

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**11:00 — 13:00**

▶ **Session 2: Building a Powerful Business School Brand**

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**13:00 — 14:00**

Lunch

**14:00 — 15:00**

▶ **Session 3: Leveraging the BGA Accreditation Process to Enhance the Business School's Brand**

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**15:00 — 16:00**

▶ **Session 4: IIM Visakhapatnam's Brand Building Journey**

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**16:00 — 16:30**

Refreshments and networking



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Andrew Main Wilson  
Chief Executive

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*AMBA & BGA*



# 2024 - BGA IN INDIA









Ahmedabad - Visakhapatnam - Delhi



# CEO Overview

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





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



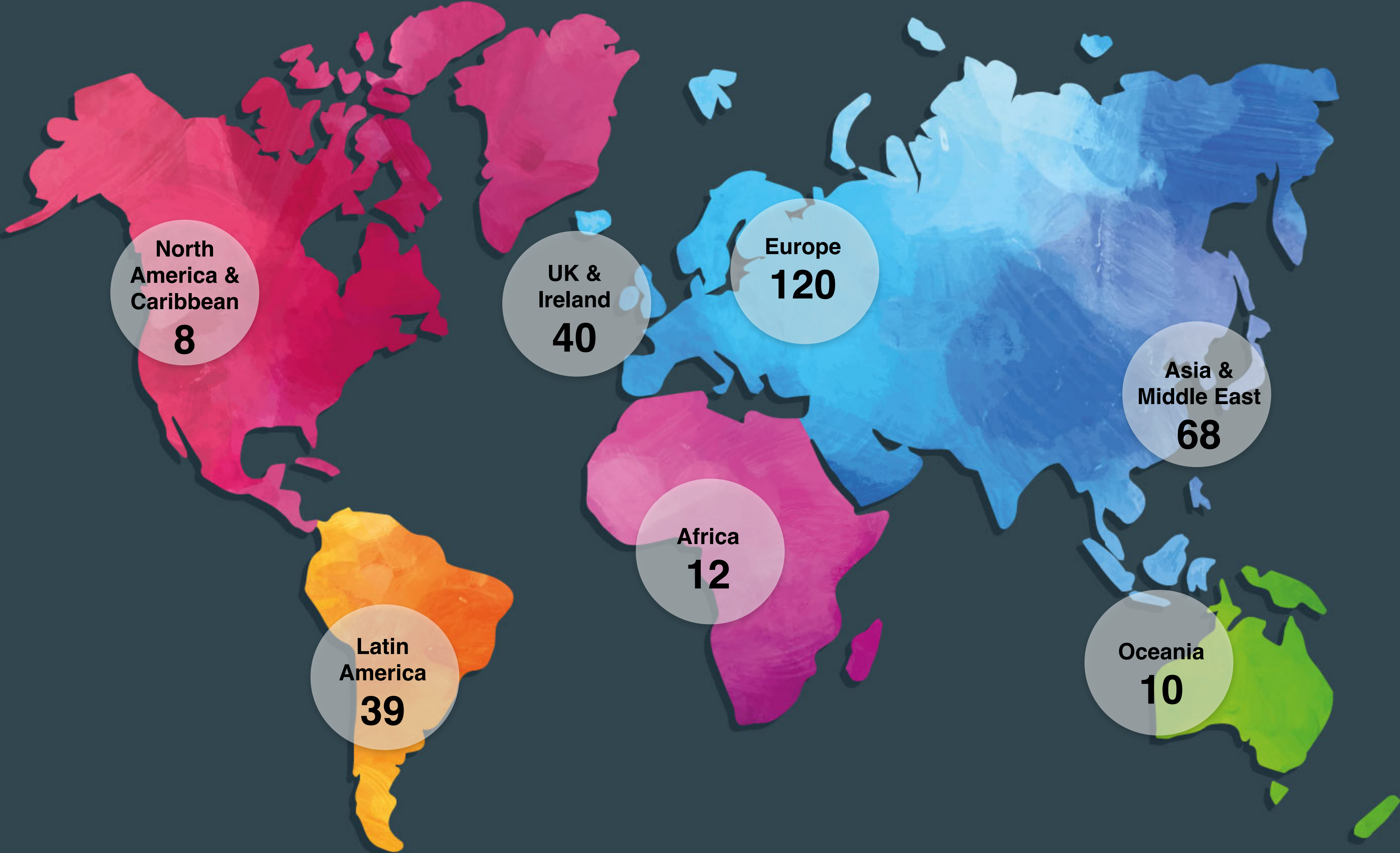
Entire School Portfolio focus: Undergraduate -> Postgraduate



3 School engagement levels:

Membership   Validation -> Accreditation

# Global - 297 AMBA Accredited Schools



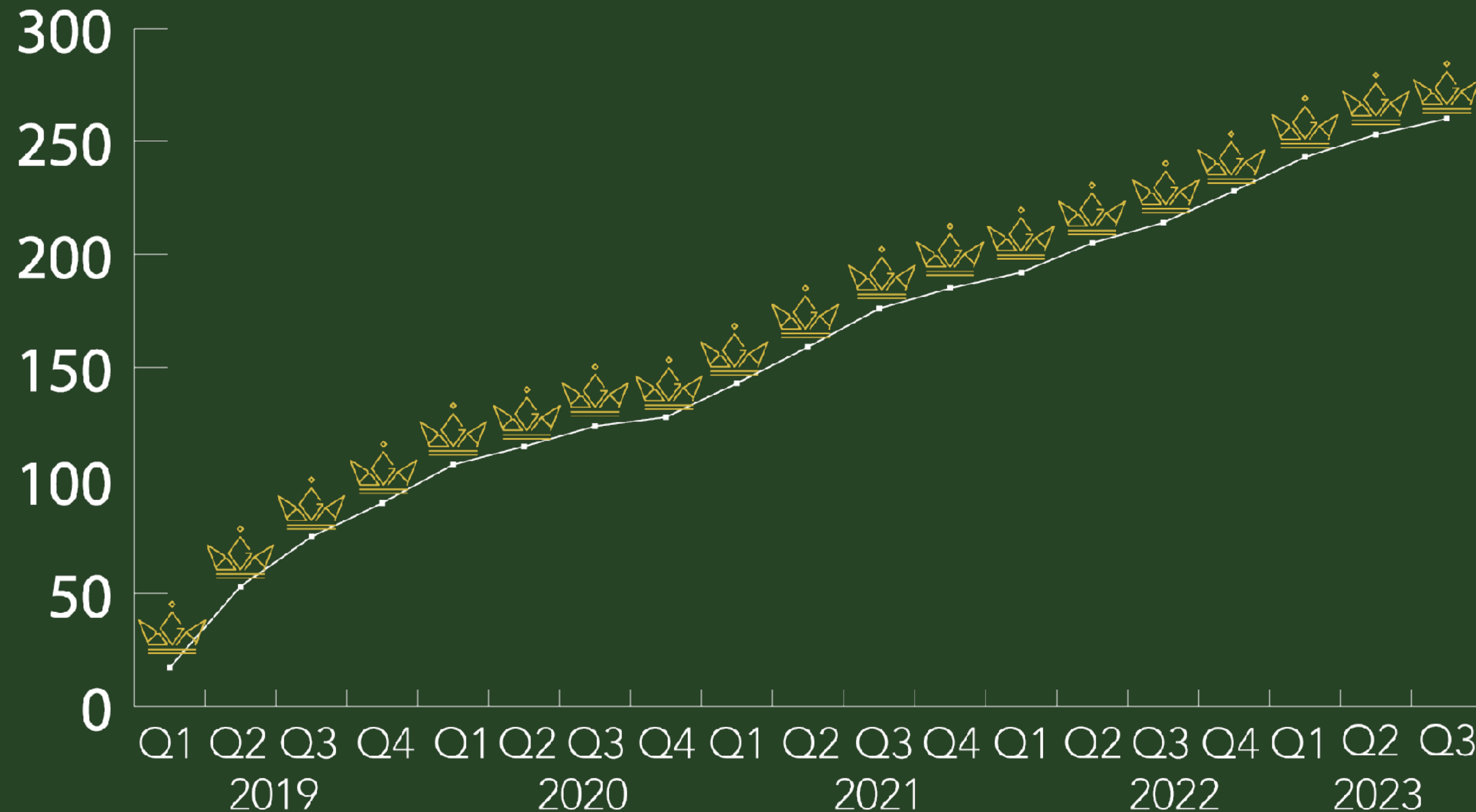
297 Schools in over 70 countries



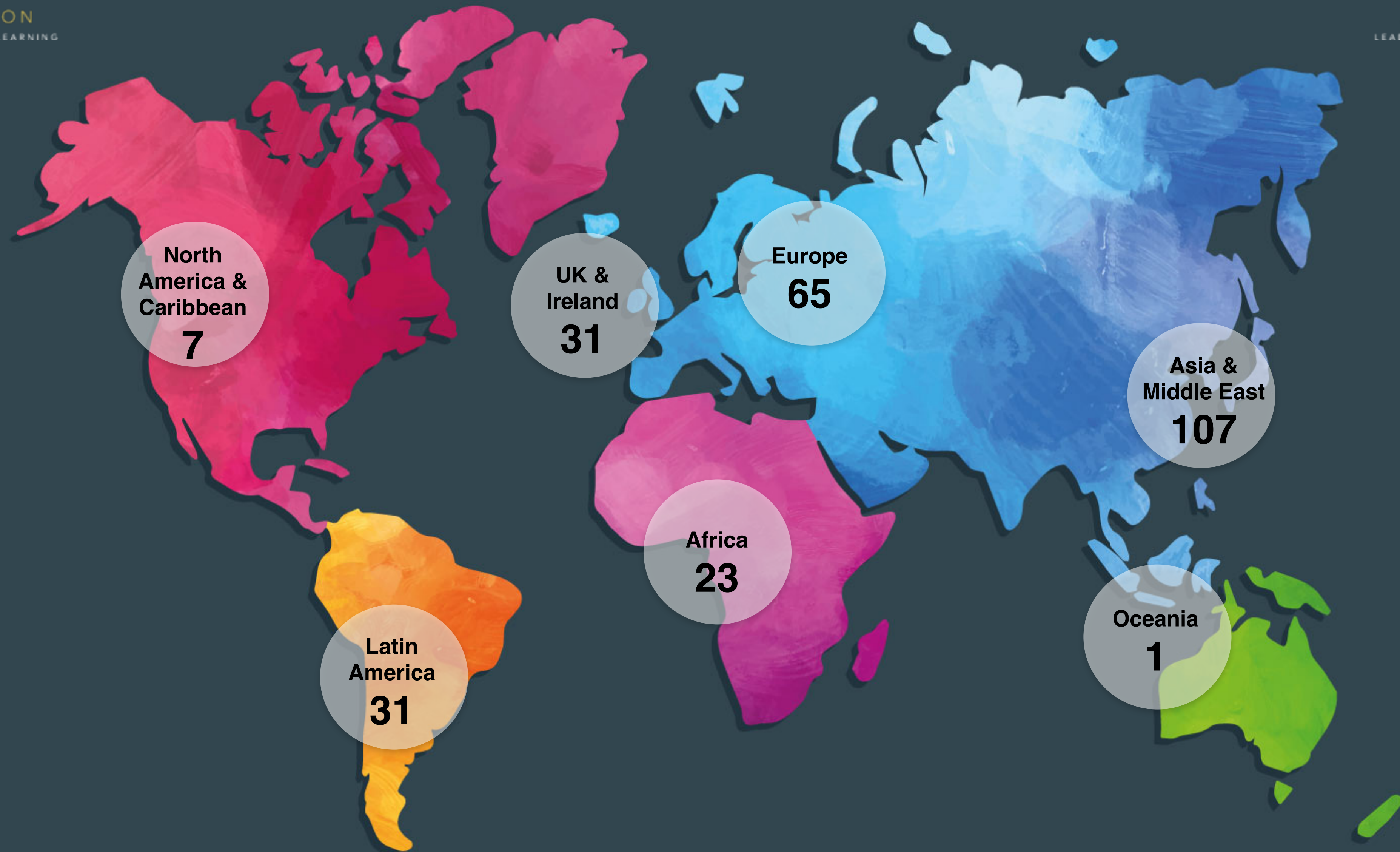
# BGA Growth Since Launch (Jan 2019)



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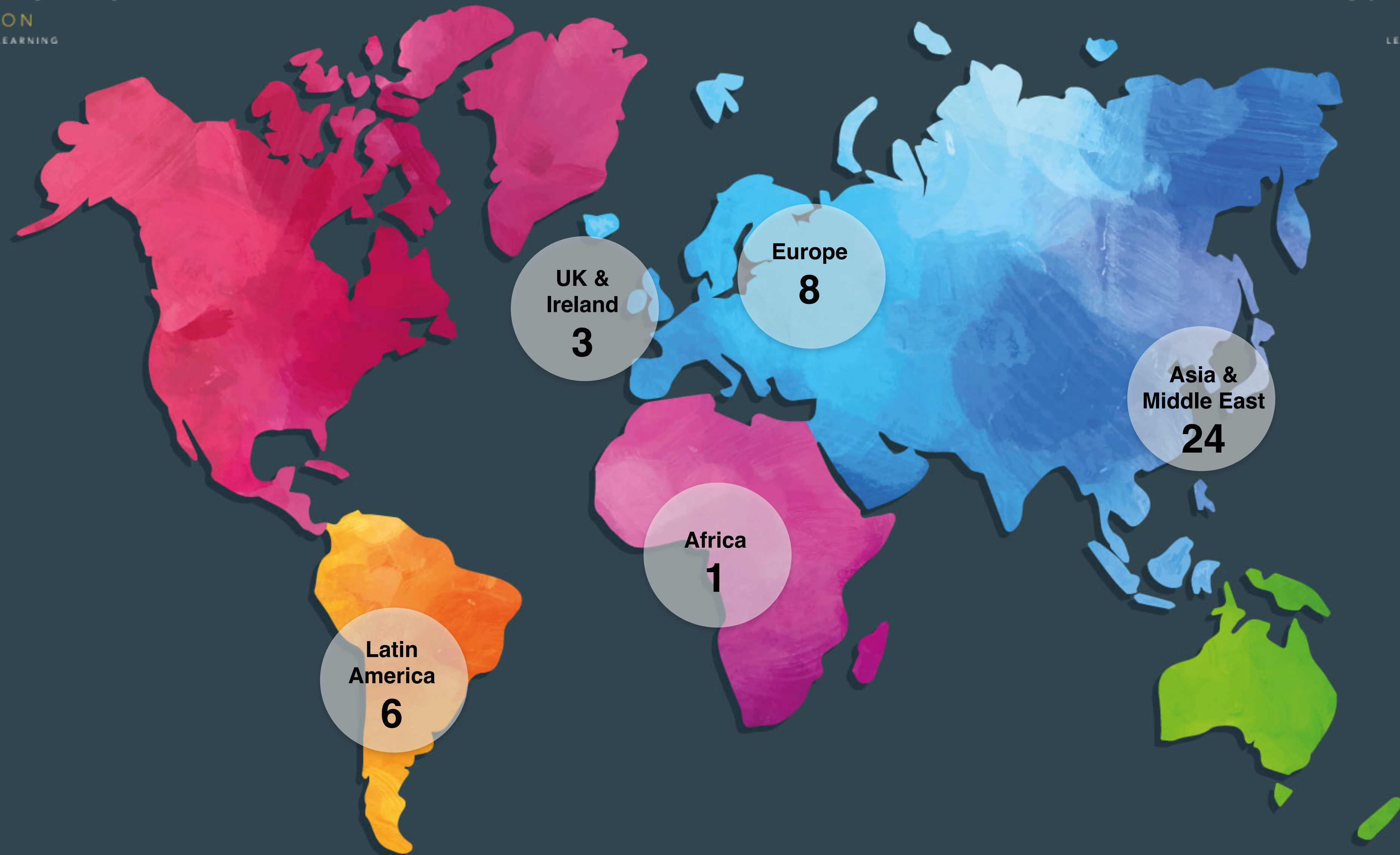


# Global - 265 BGA Member Schools





# Global - 42 BGA Accredited Schools

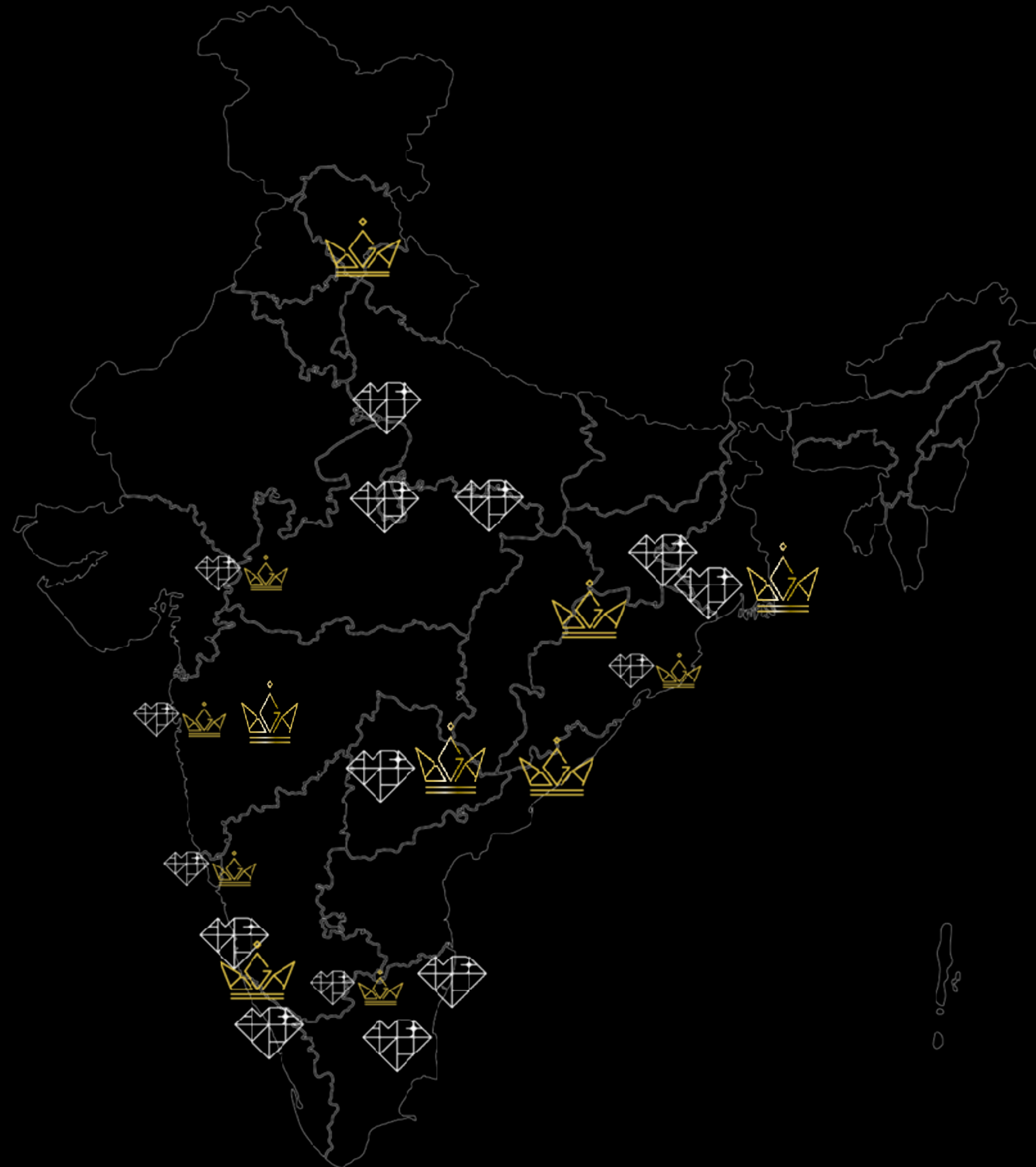






14 Accredited

# India Business Schools



1 Accredited  
21 Members

# BGA Member Schools 265 – Including:



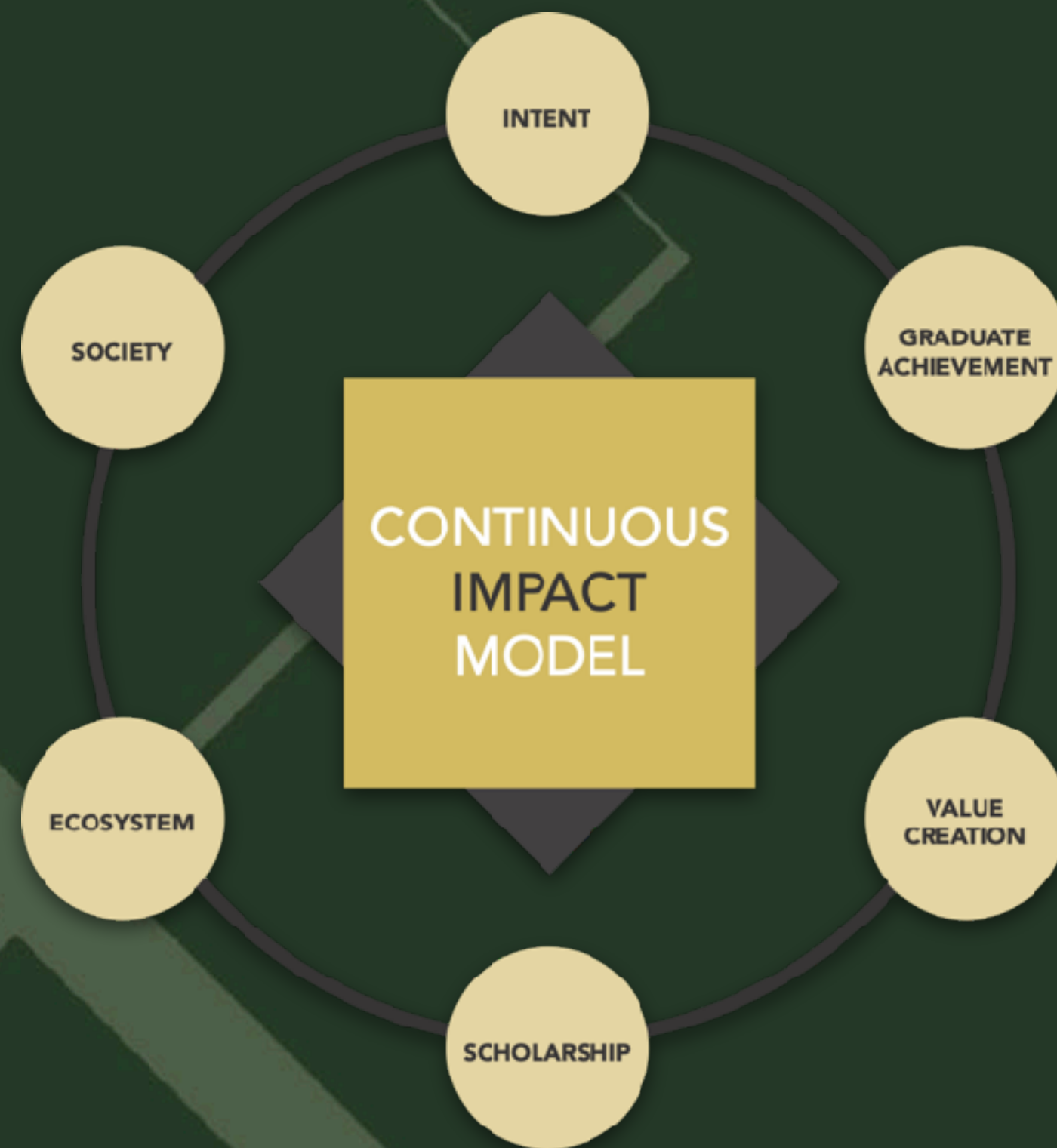


# BGA Accredited Schools 42 – Including:



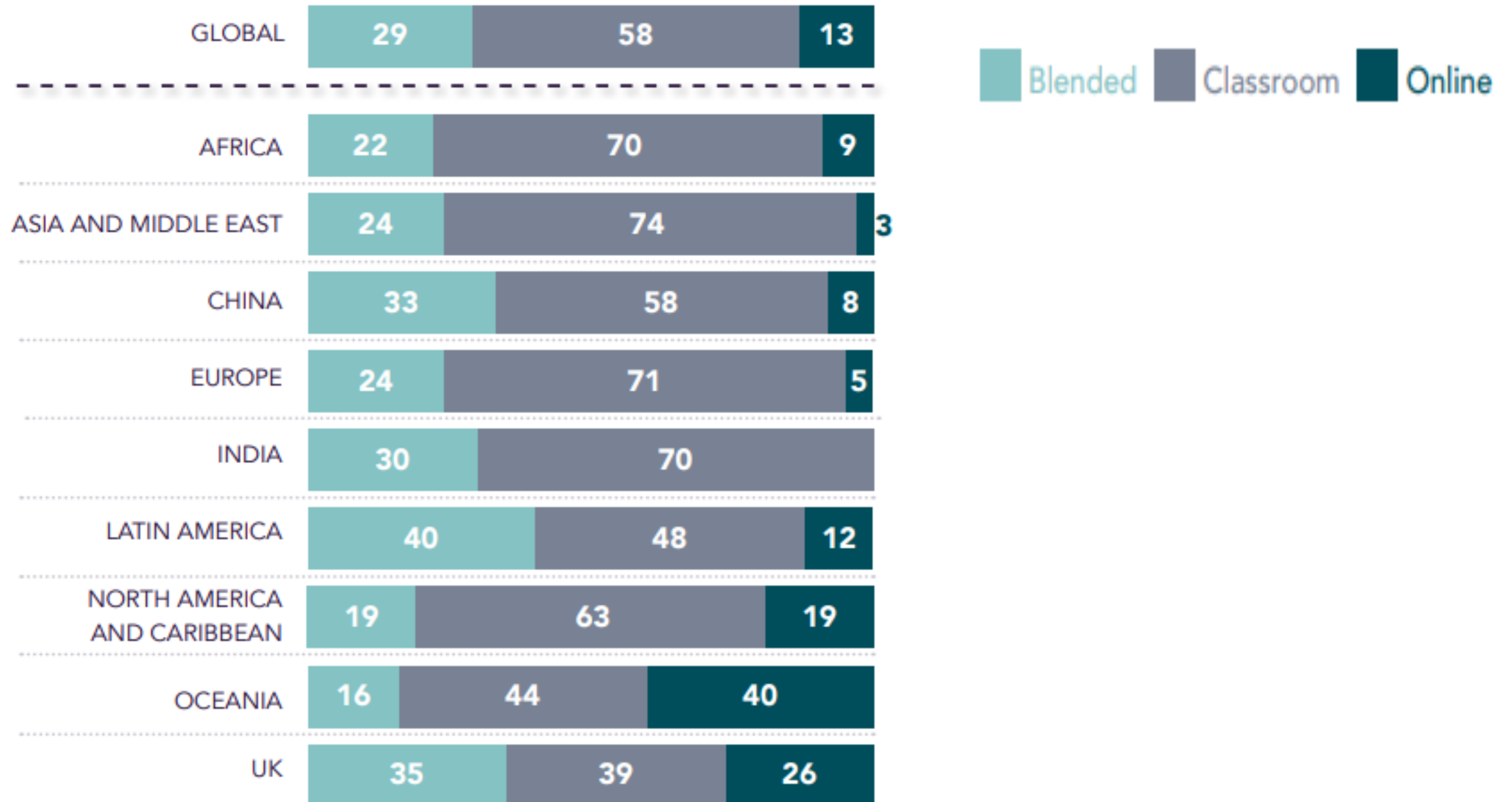


# Continuous Impact, Responsible Management, Lifelong Learning



# 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%

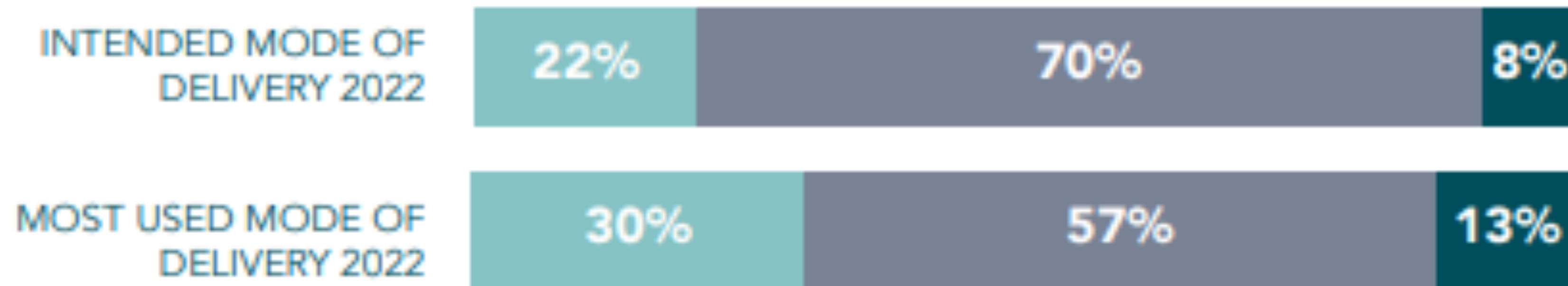
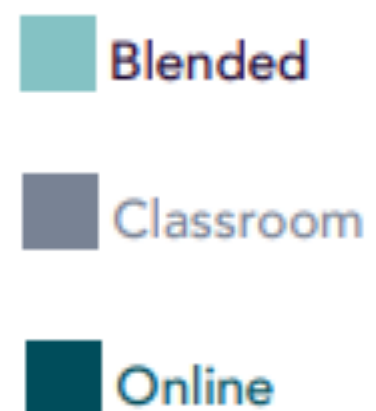
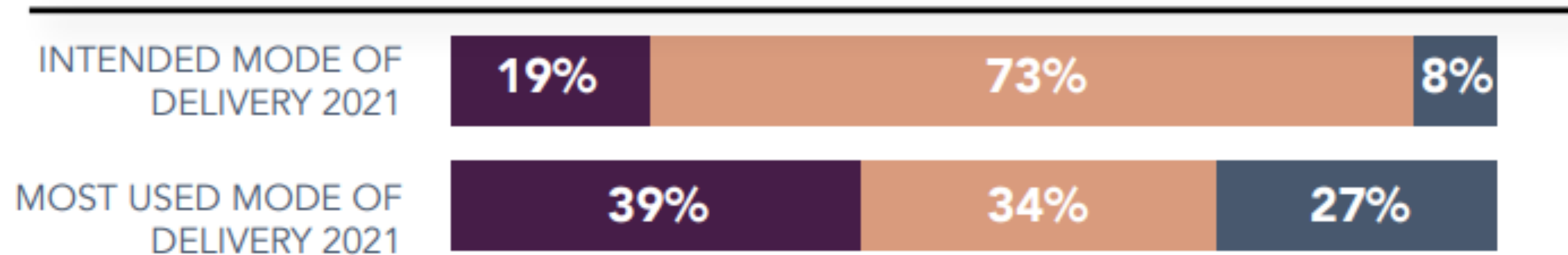
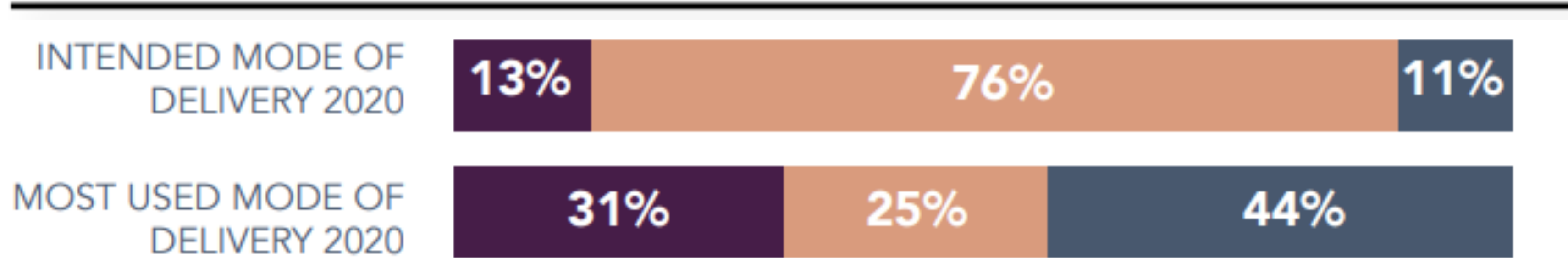
Majority – Online      14%

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

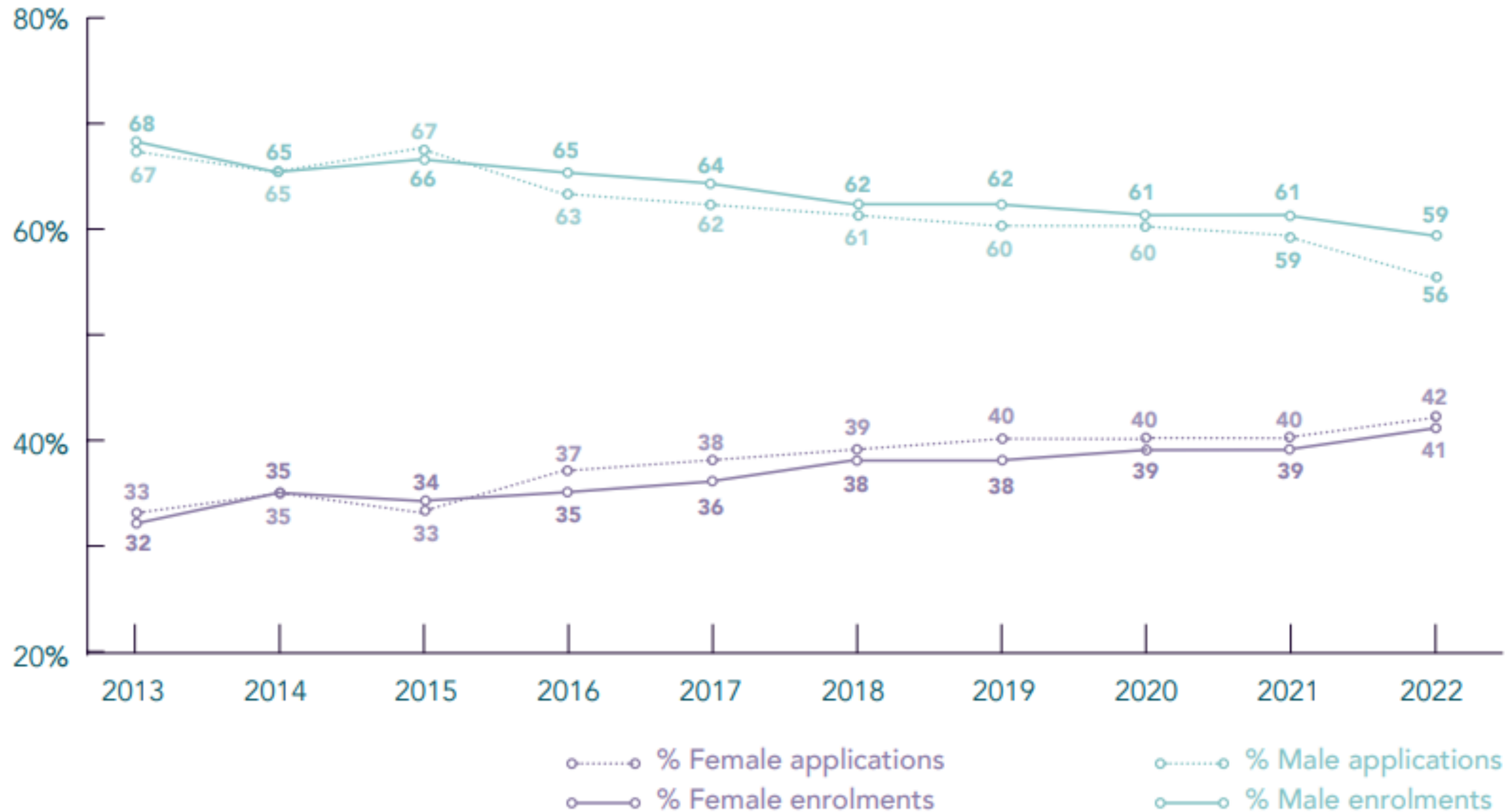


# Application & Enrolment Report 2022

## Mode of Delivery - Global



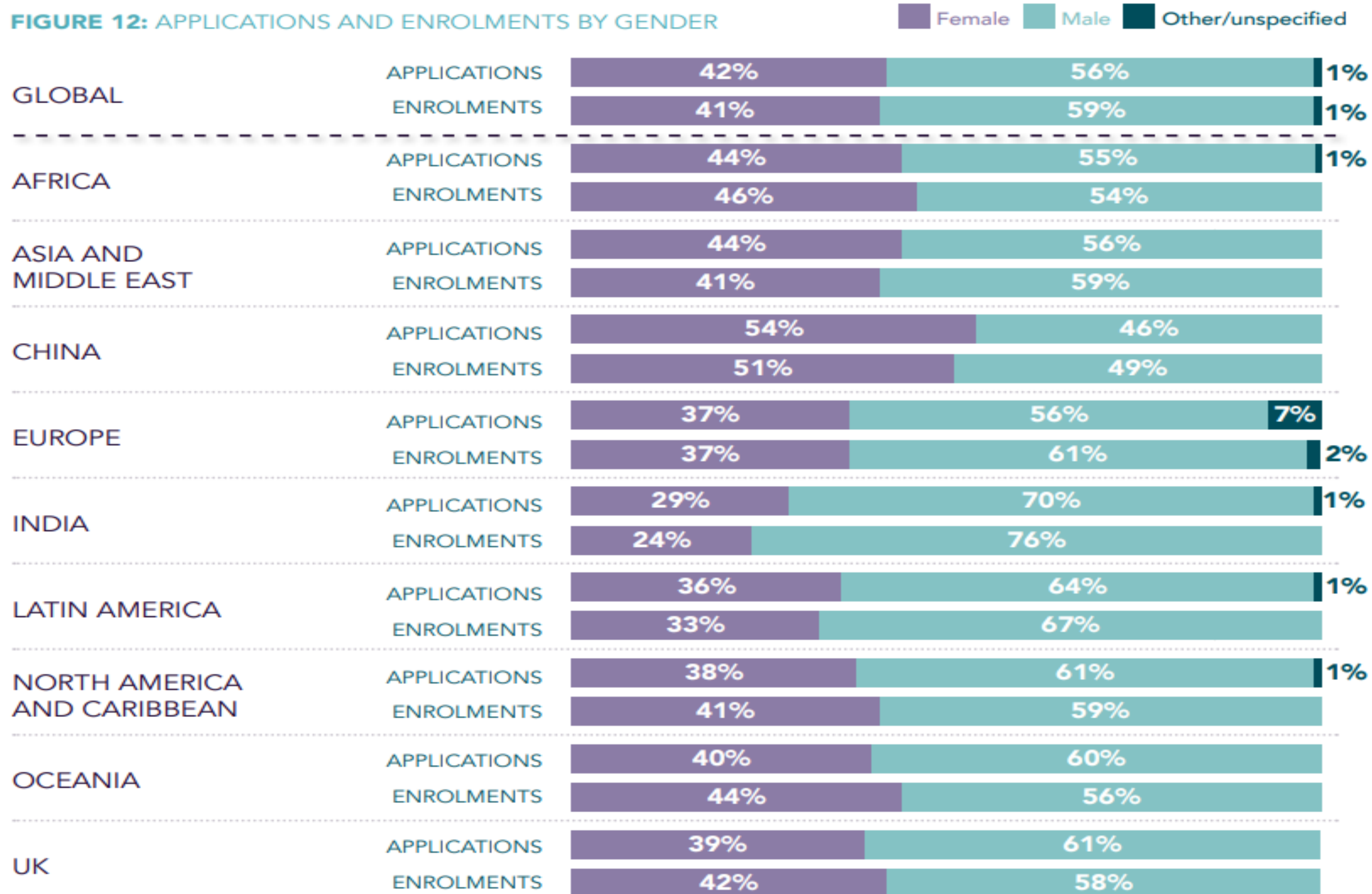
# Proportion of Male and Female Applications and Enrolments 2013 - 2022





# Application & Enrolment Report 2023

## Gender Mix



# Application & Enrolment Report 2023

## Gender Mix



India

Female  
applications

29%

Male  
applications

70%

Female  
enrolments

24%

Male  
enrolments

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

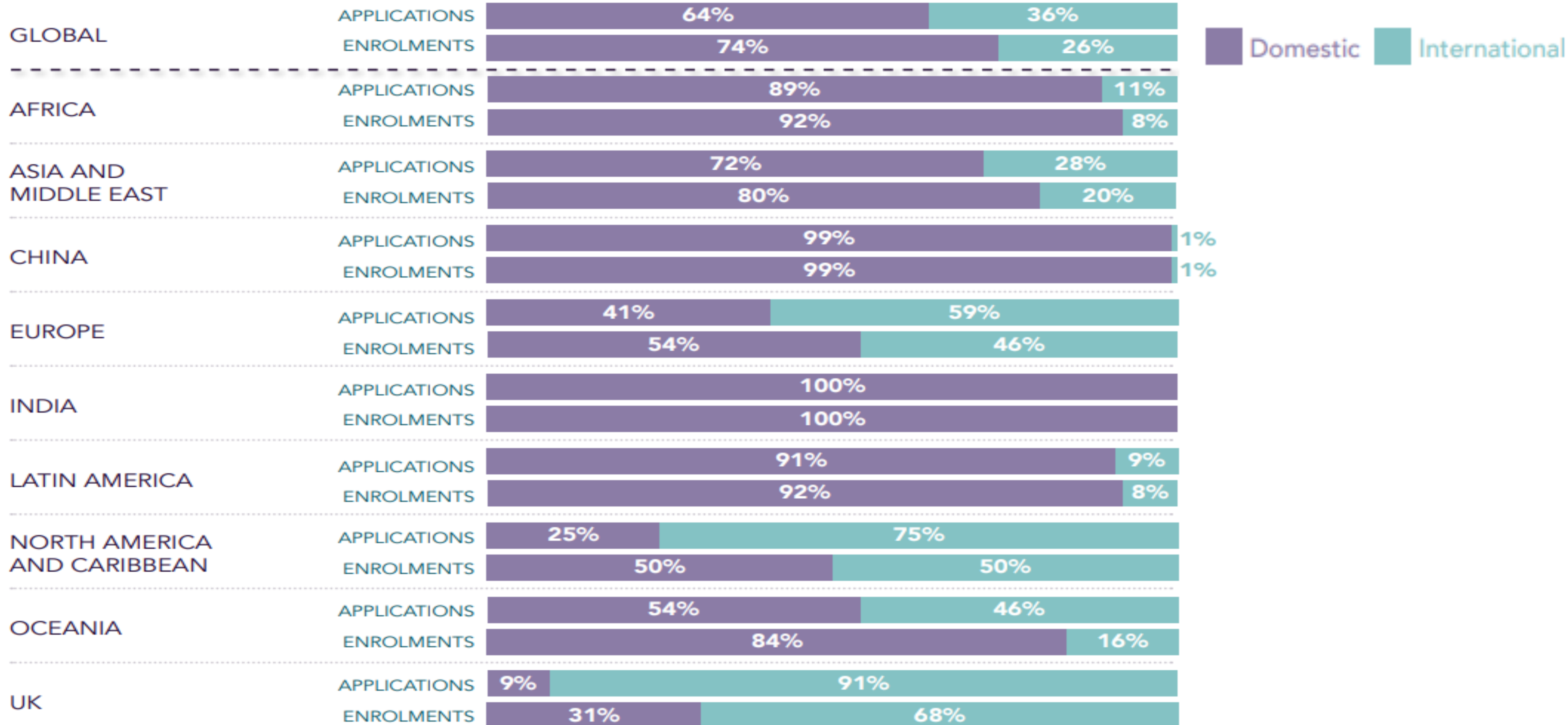


# Domestic : International Applications & Enrolments 2016 - 2022

	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

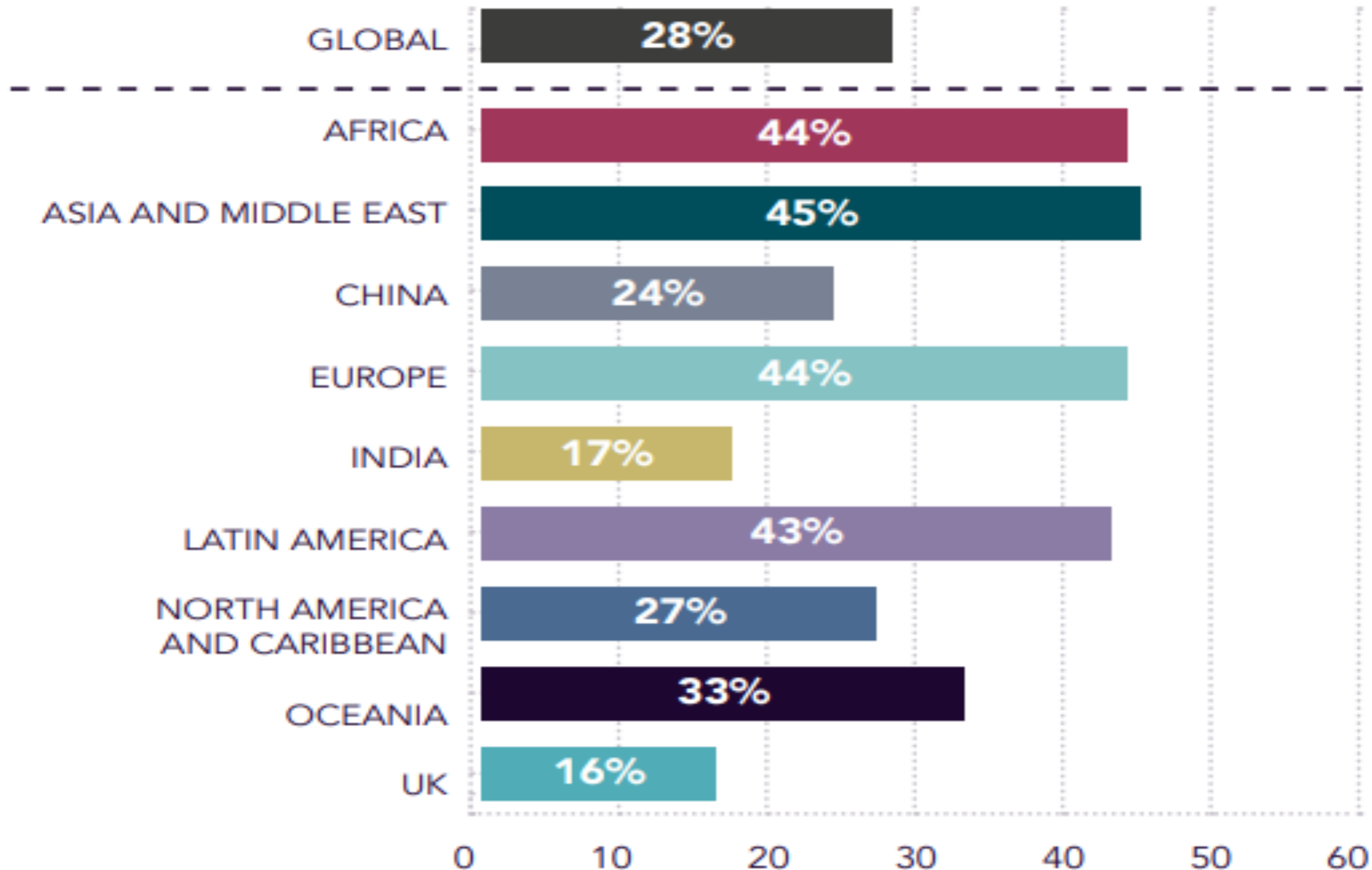
# Application & Enrolment Report 2023

## 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%**

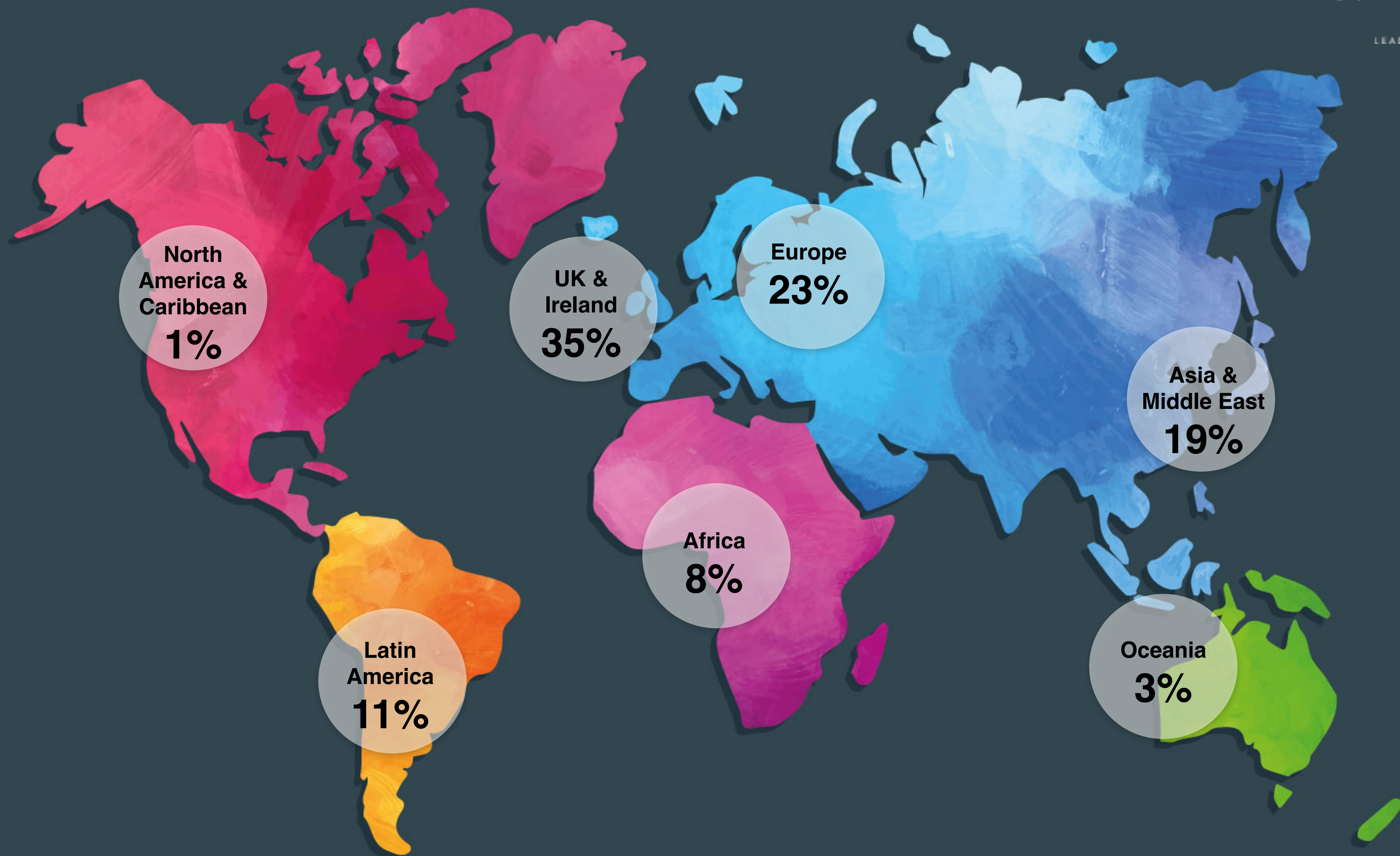
**Total No. of International Applications – 22**

**% Domestic Students – 100%**

**% Female Enrolment – 24%**

**% Male Enrolment – 76%**

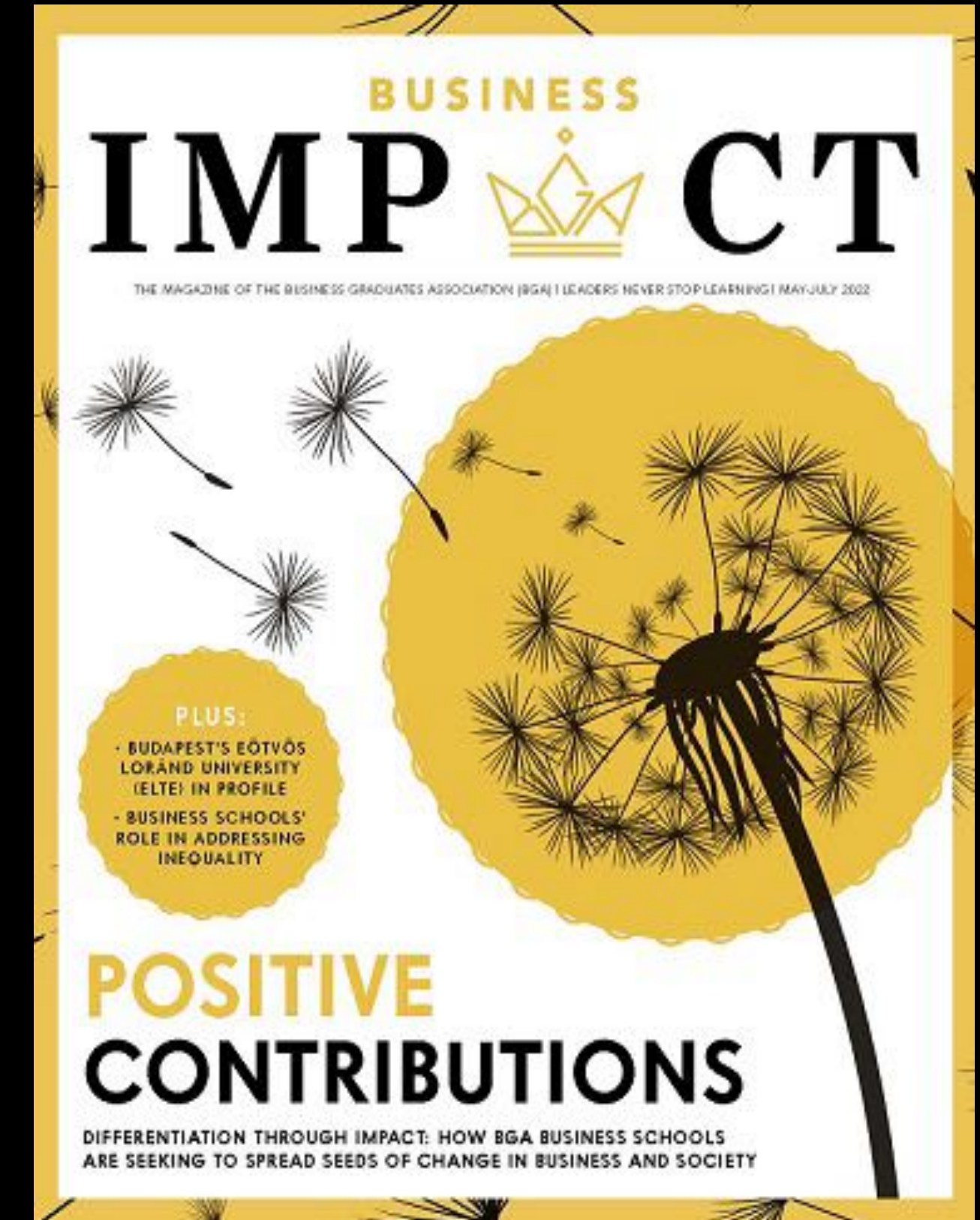
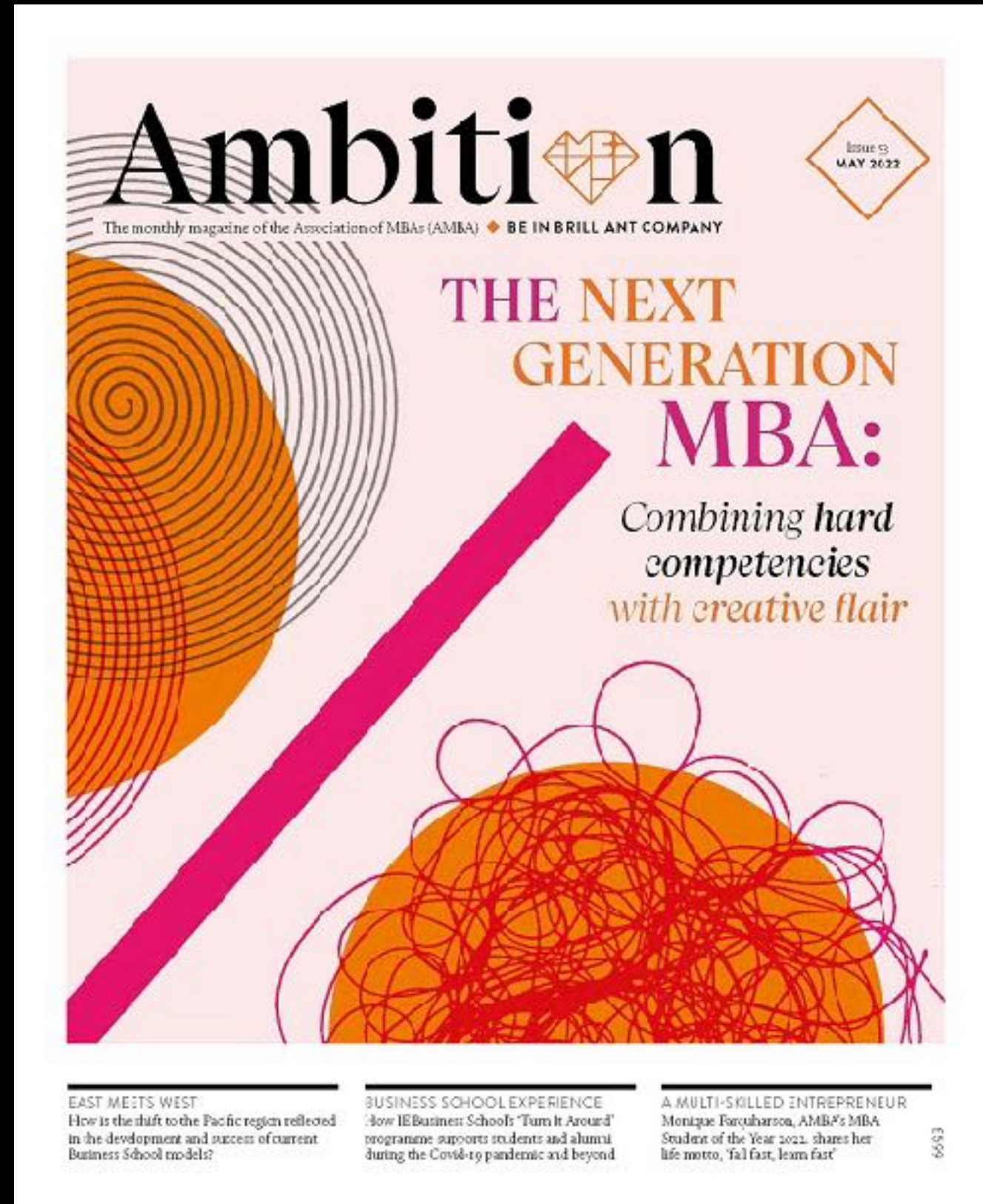
# 67,000 AMBA & BGA Student & Graduate Members





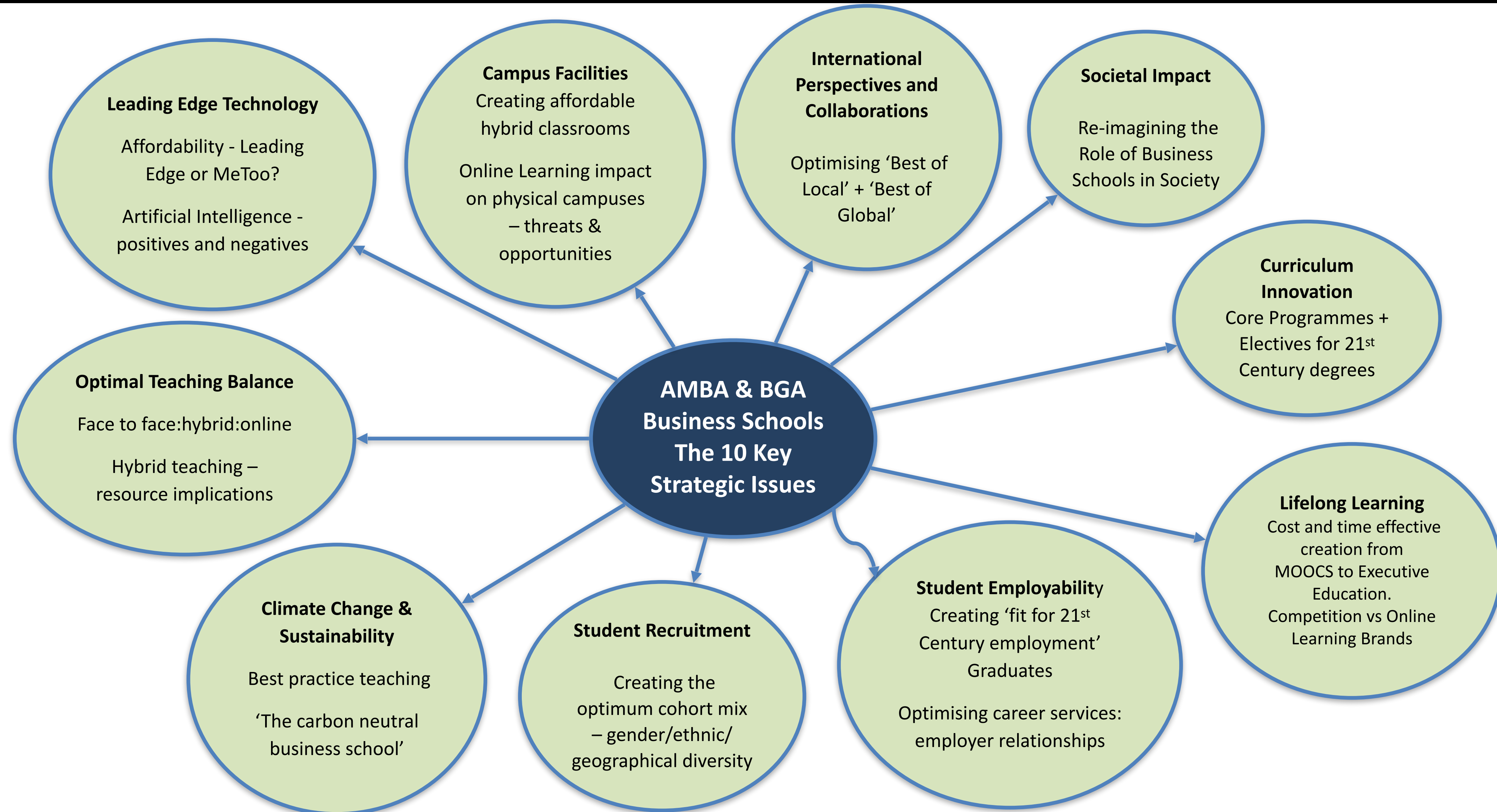
# Membership Benefits

## 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

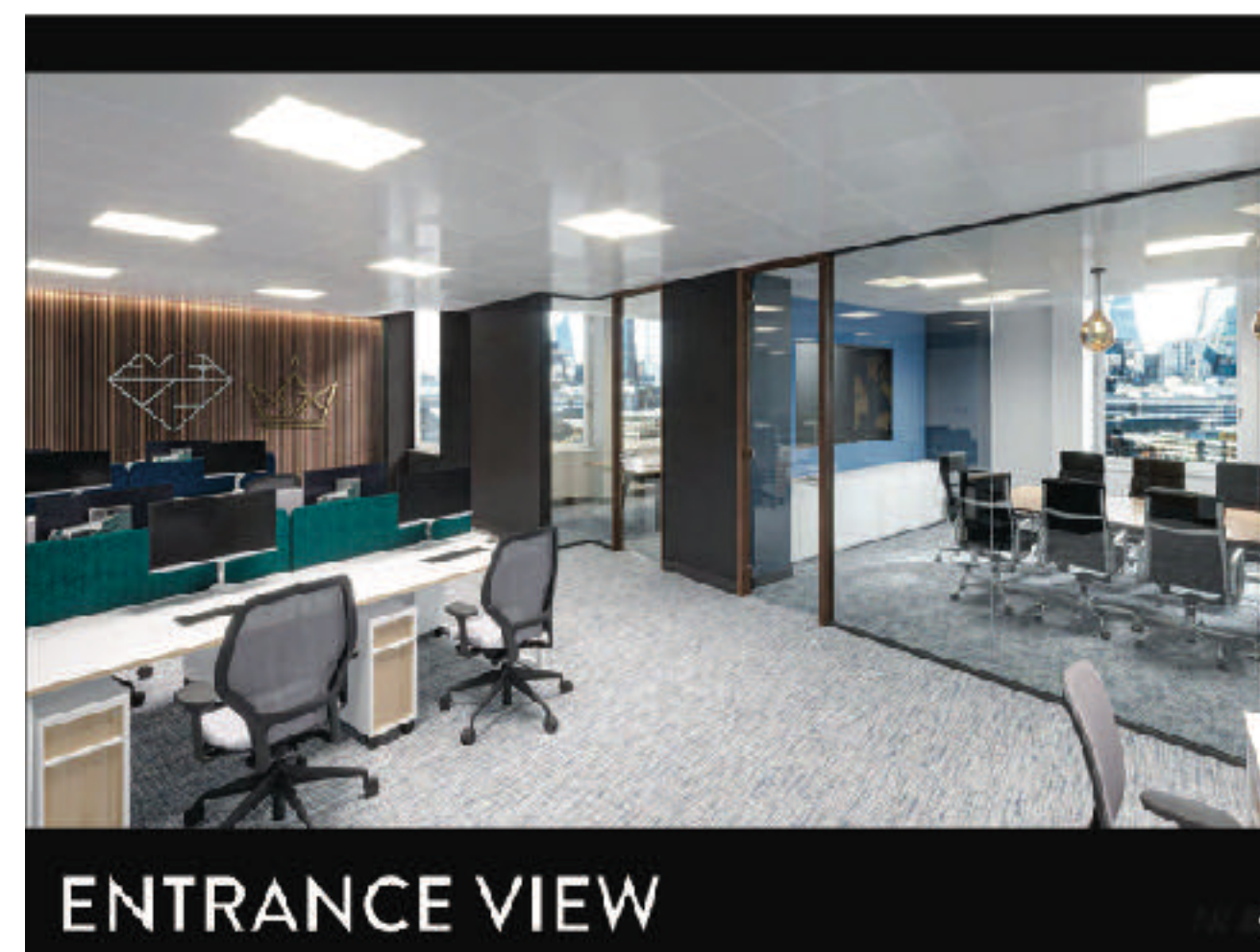


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# New Global Headquarters London







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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
- Relaunched 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







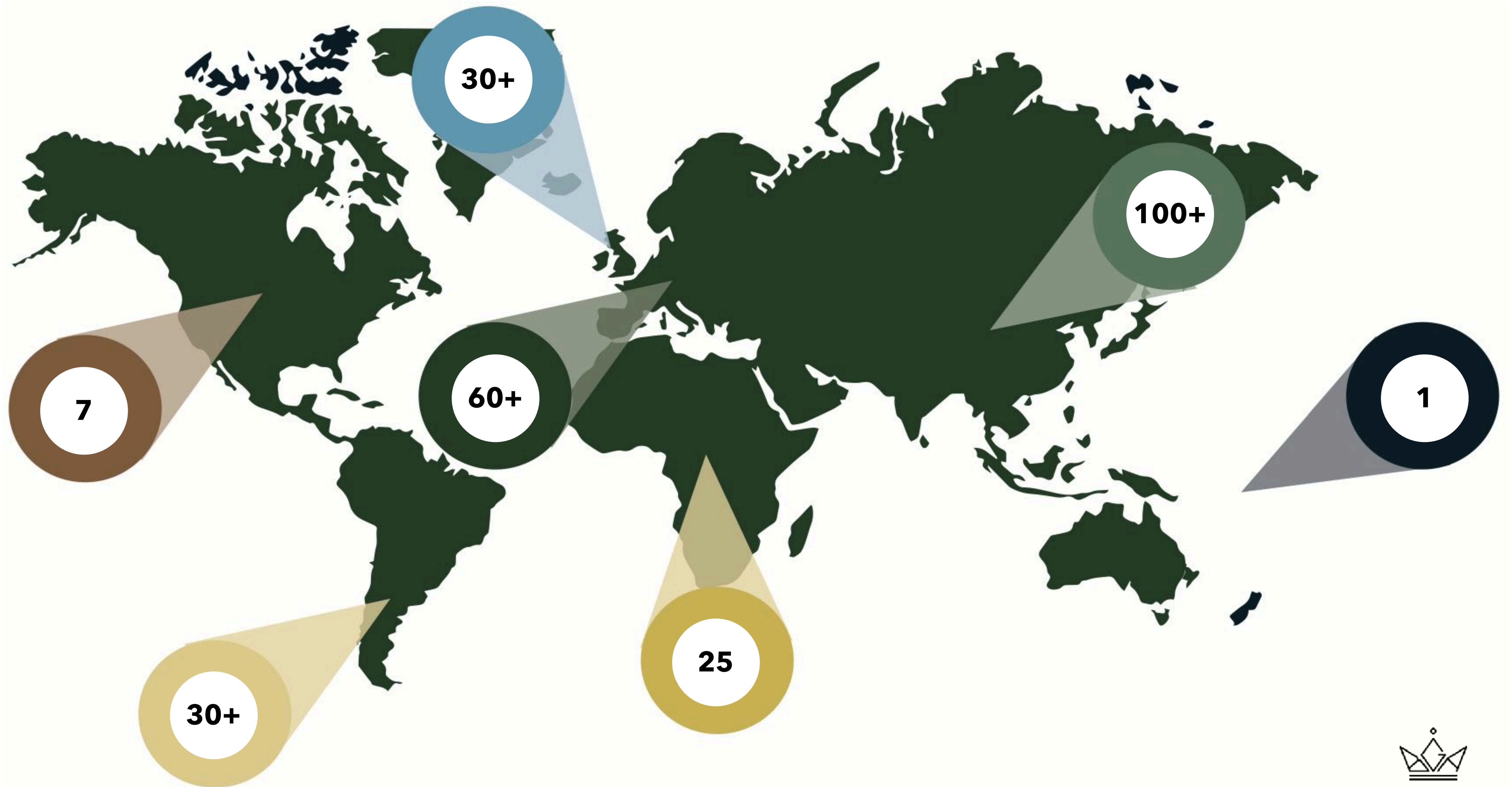
# BGA is about fostering impact and differentiation

- 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



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# School members include



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





## CV360

Helping you optimise your CV for humans and machines

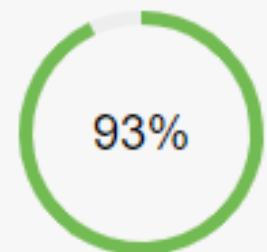
Irrespective of whether you use a job board, CV database, recruiter or apply directly to a company, it's highly likely that your CV or resume will be analysed by a machine before a human sets eyes on it. And even then, it may only reach a person if the system deems it a good match for their search. These 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



[View Feedback](#)

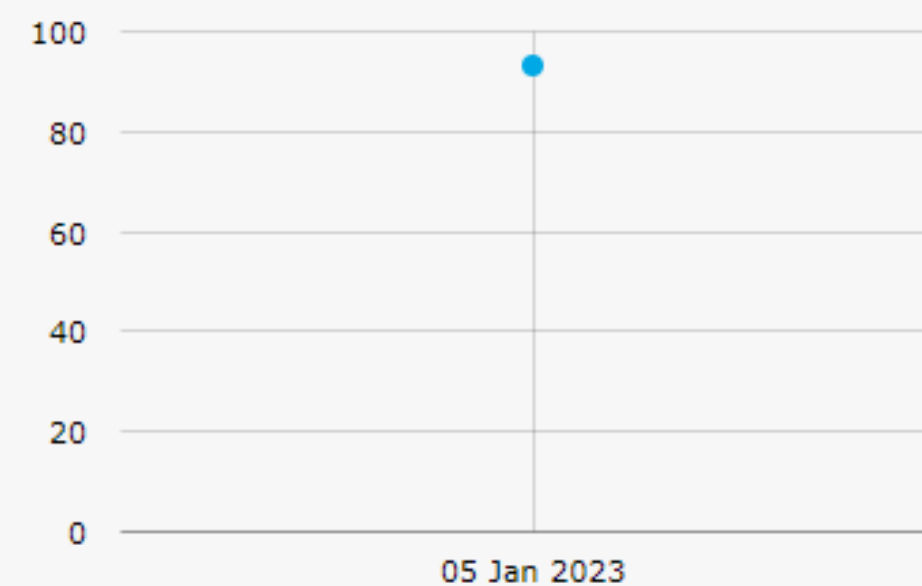
[Re-Score](#)

- ☰ 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!



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

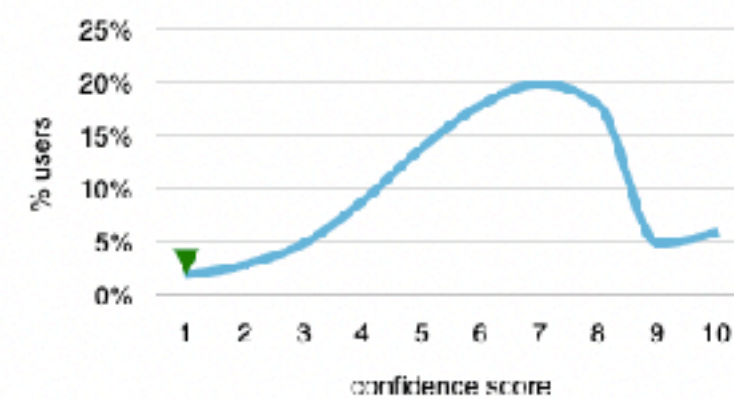
Take Interview

### 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

5

Time Spent

3 min

Video Quality

High

## 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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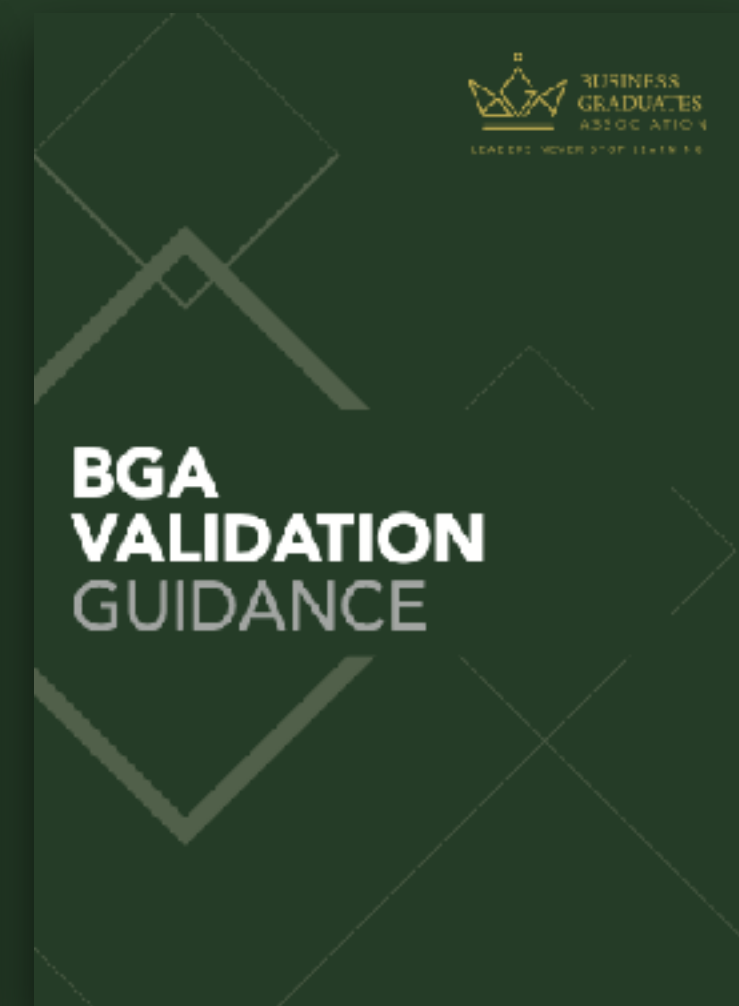
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# BGA Validation

- 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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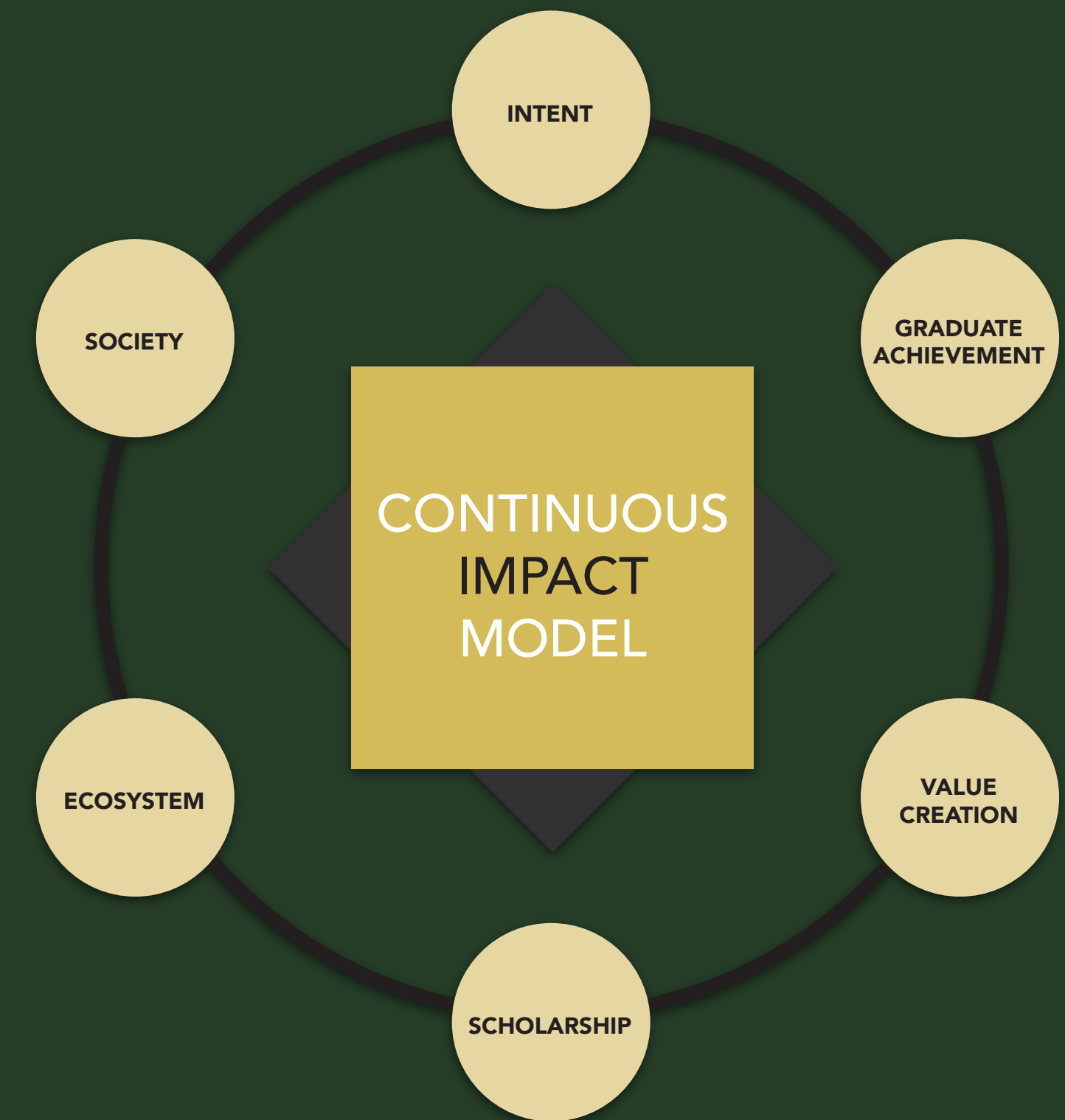
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# Development Stage

- 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







# 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.





**MEMBER**



**VALIDATED**



**ACCREDITED**

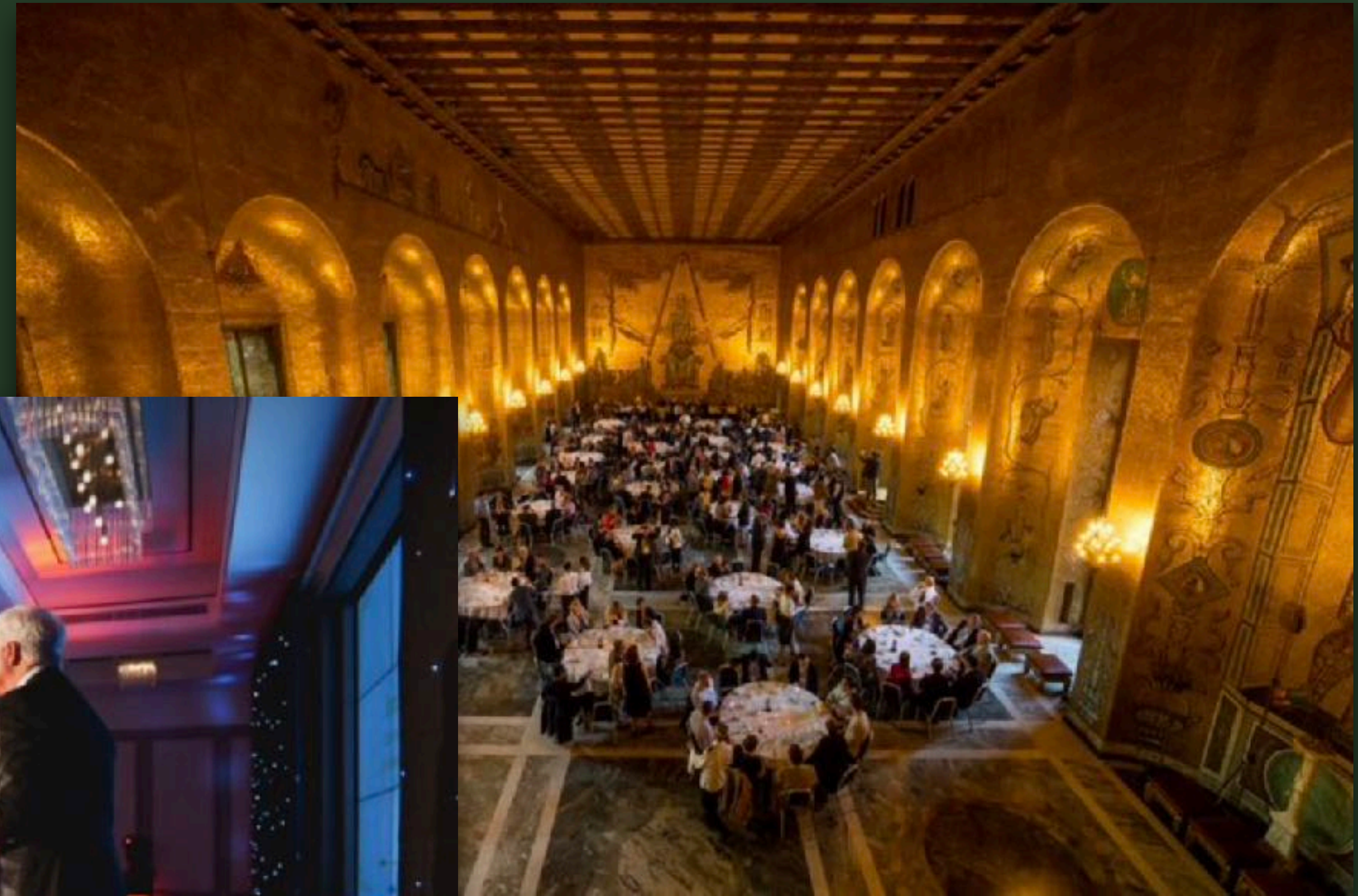


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What does your business school  
brand stand for?



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**Mission and objectives**

**Competencies**

**Value proposition**

**Brand core**



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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



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Why should we measure it?



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- **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?



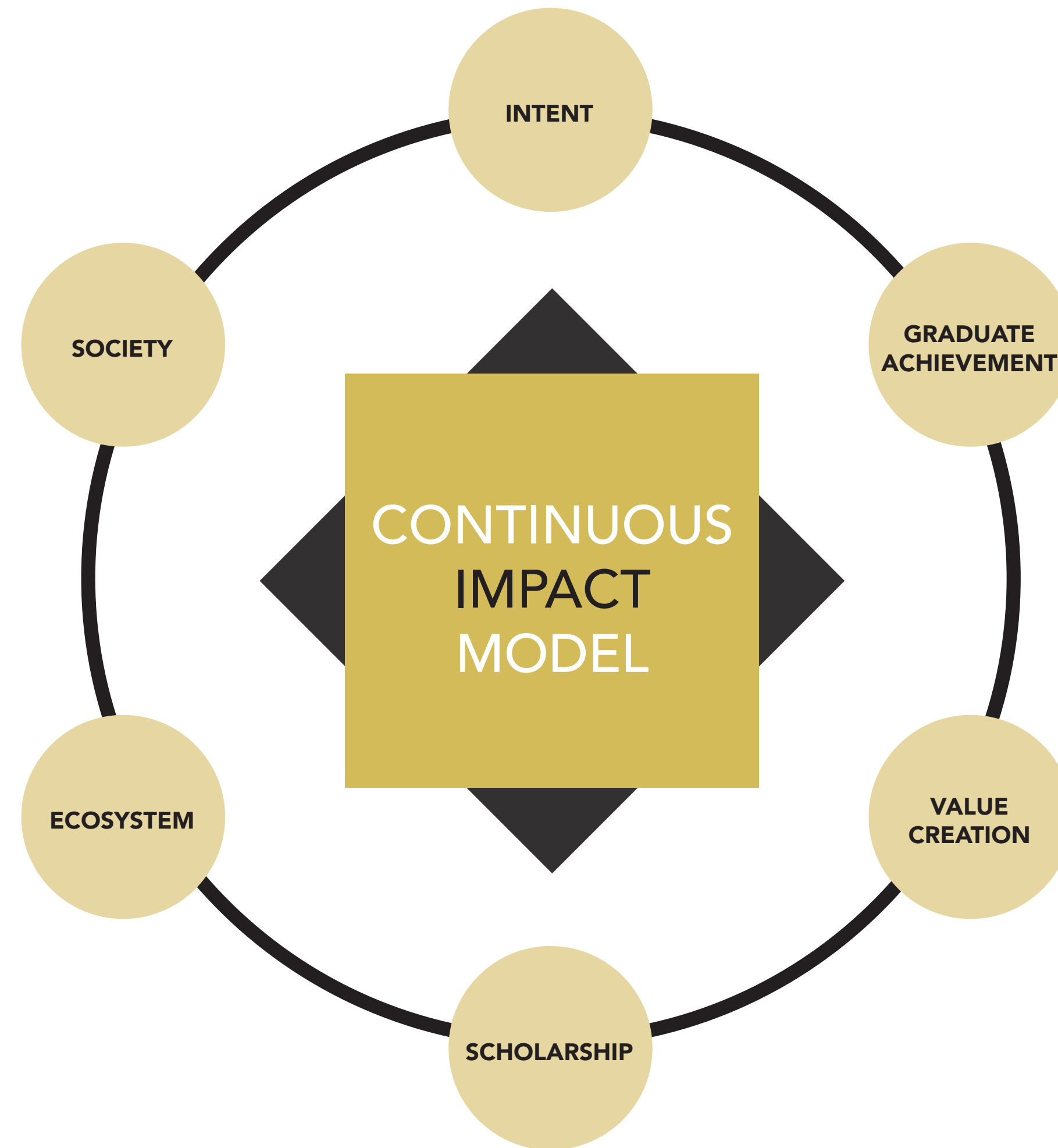
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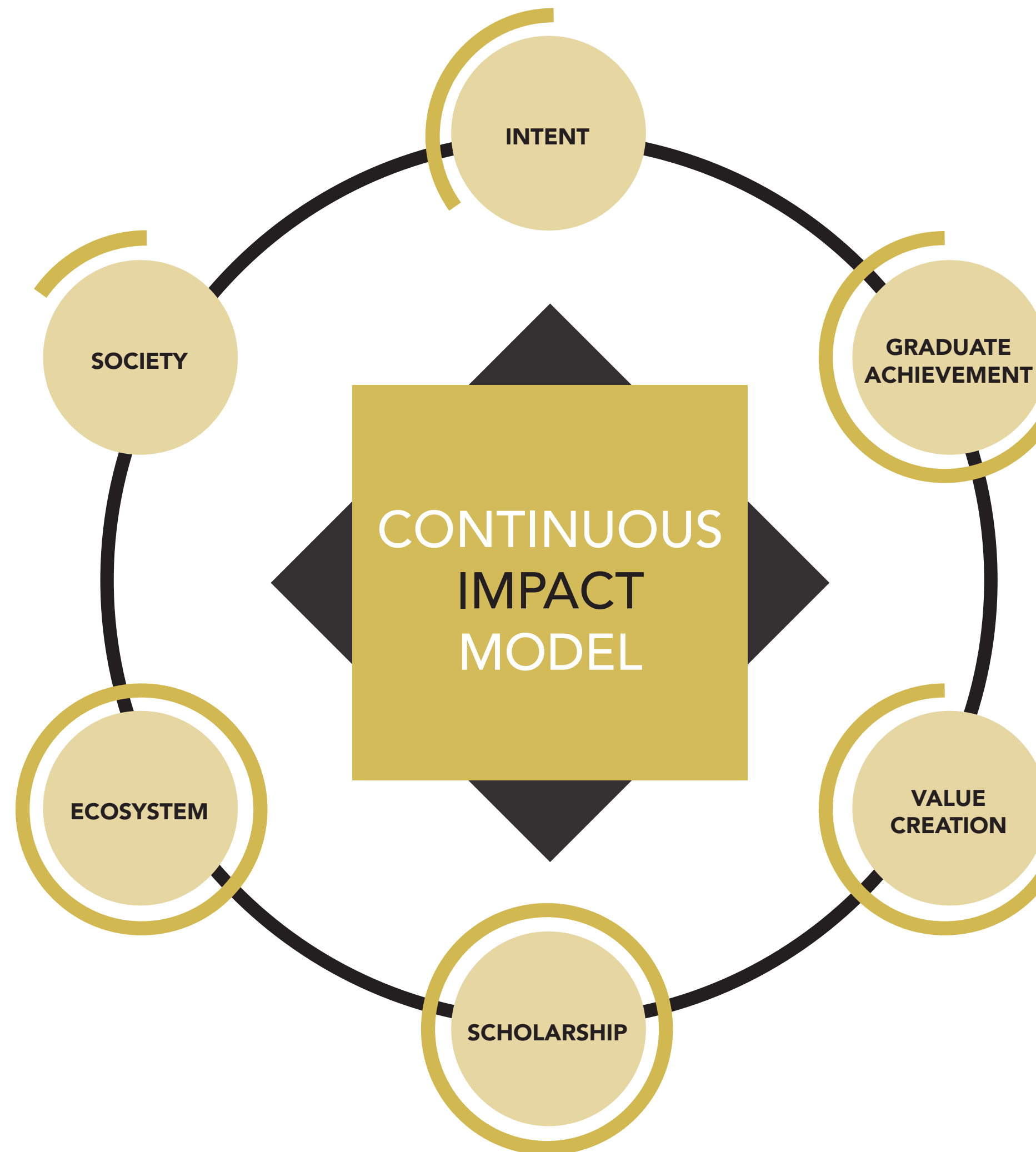
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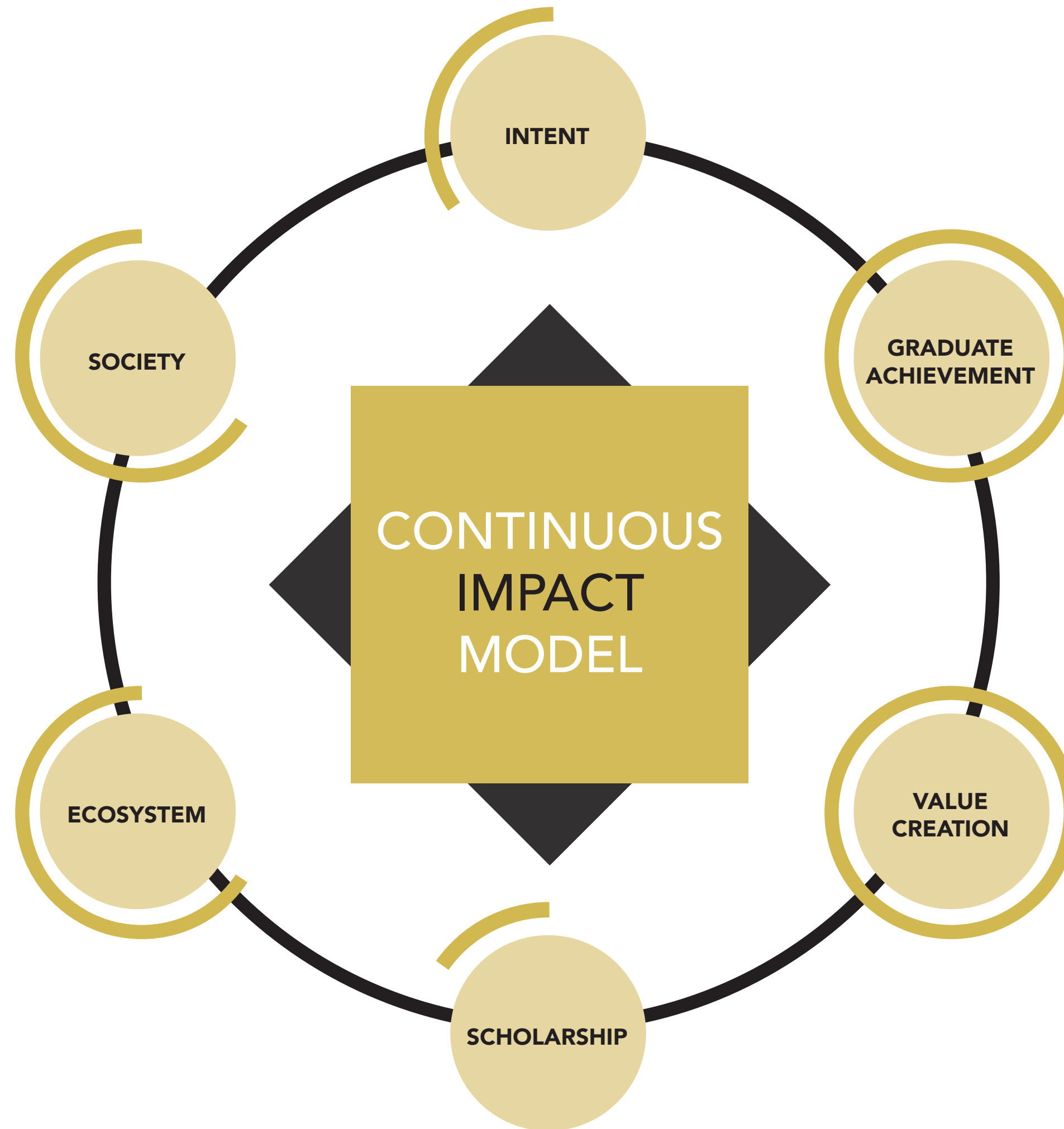




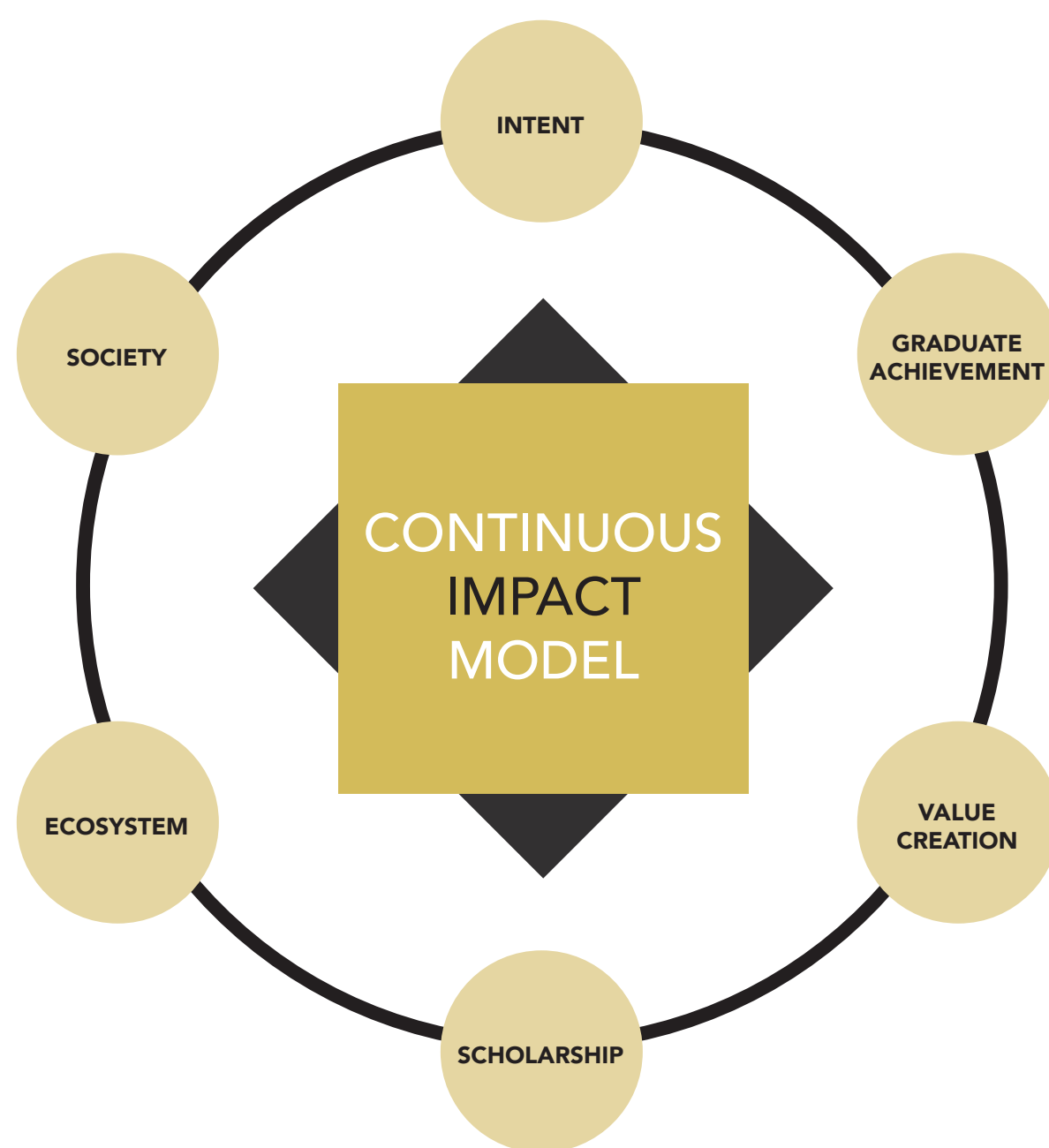


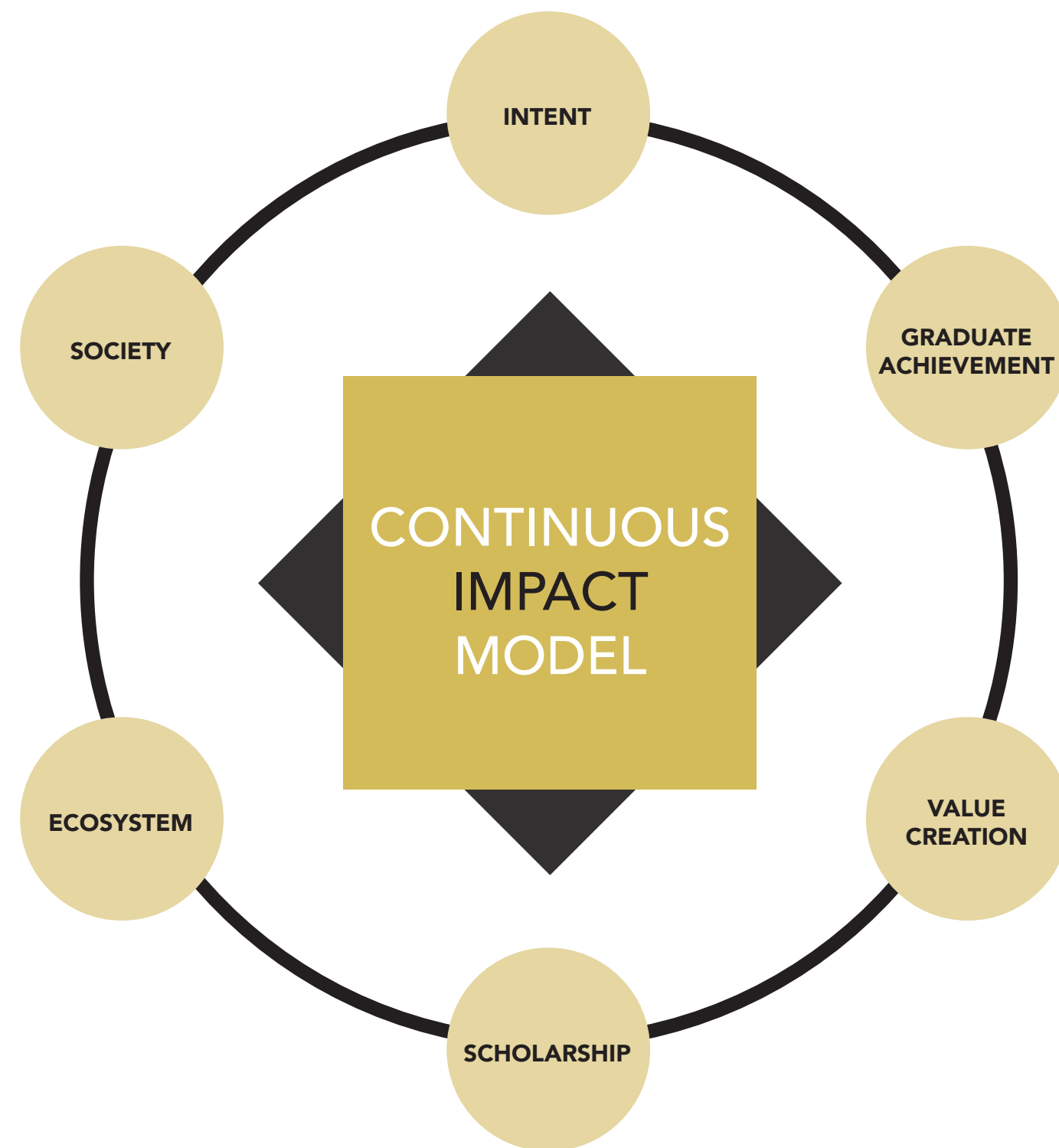


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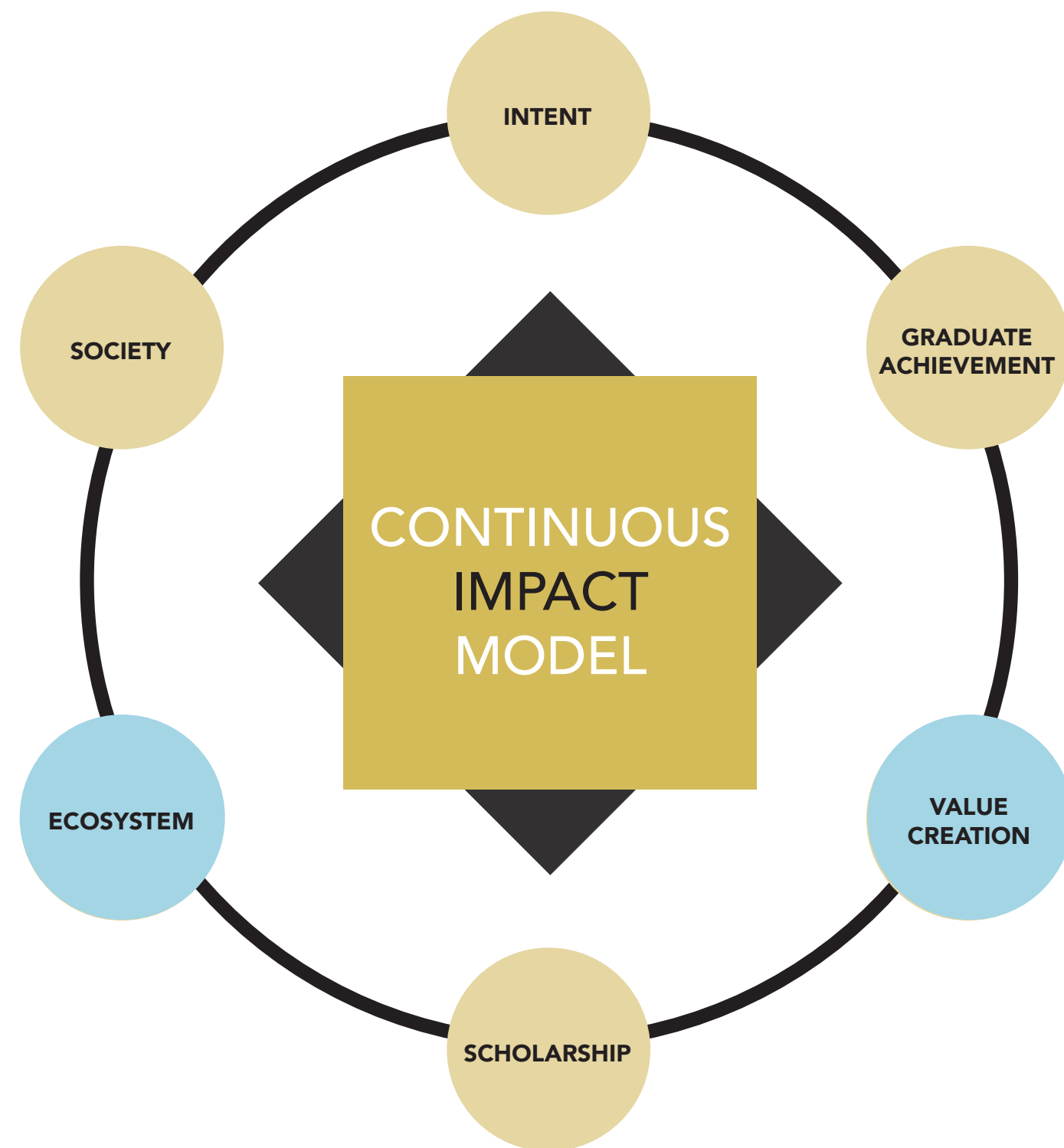




## Widget Business School







# Widget Business School





# **VALUE CREATION**



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## **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.

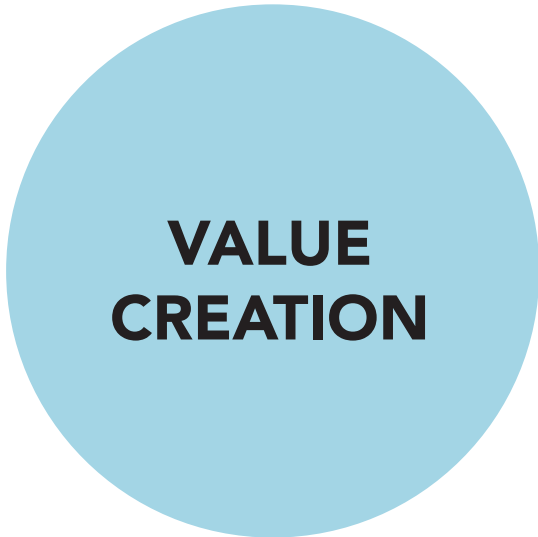
**Output:** Direct tangible results from the activity

**Outcome:** Changes as a result from input and activity

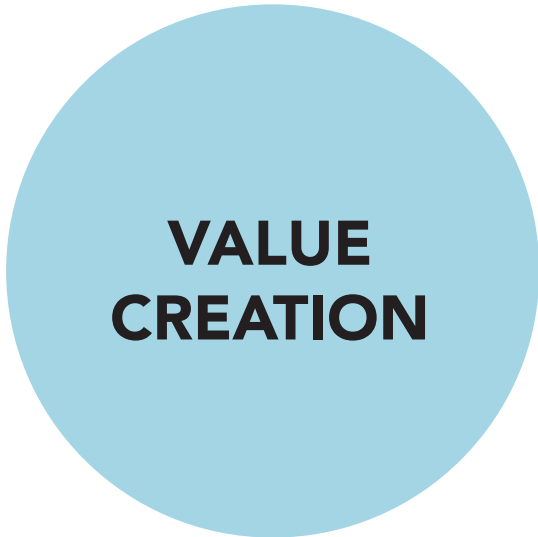
**Impact:** The influence or effect your business school has on its stakeholders, region and society





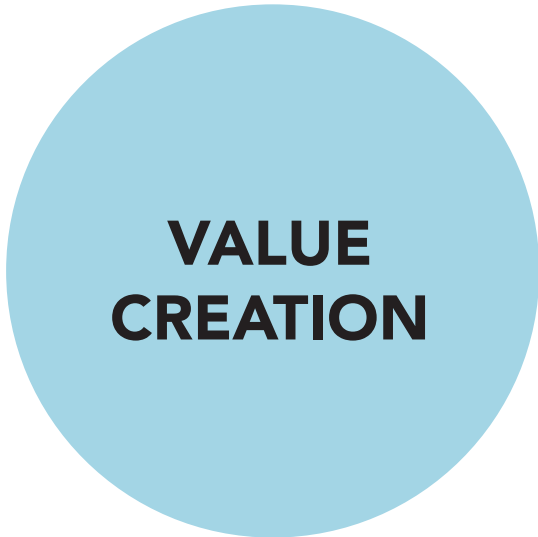


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2018	€ 150,000 relationship building budget	<p><b>€120,000:</b> Travel budget used to meet 38 corporates in Paris</p> <p><b>€30,000:</b> Joined 3 events to market school</p> <p>*See Activity Appendix for events</p>	<p>Gained interest from 34 corporates</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"><li>- 15% increase in productivity</li><li>- 22% increase in client retention</li><li>- 3% increase to bottom line</li></ul>

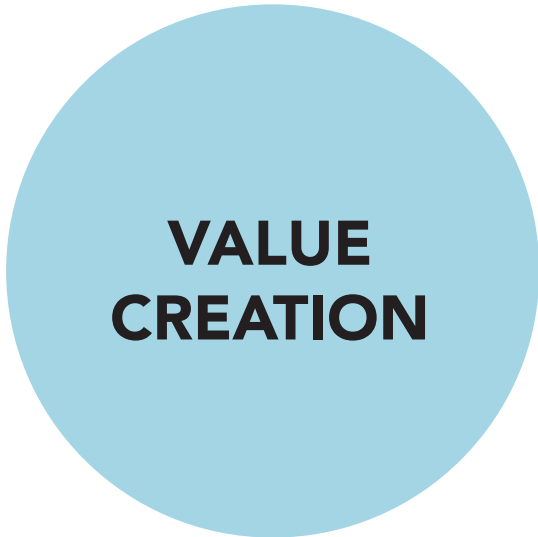


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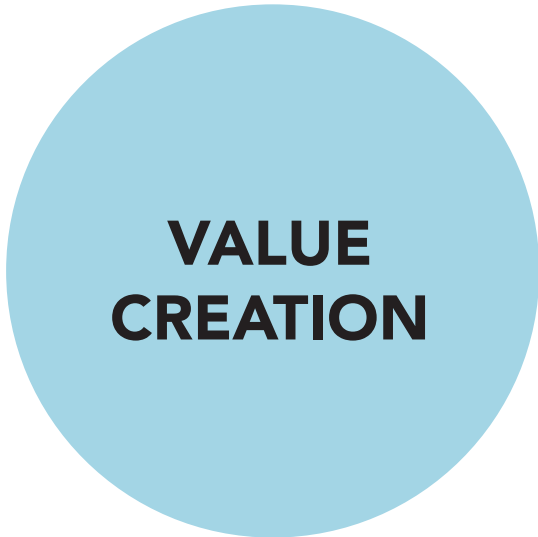


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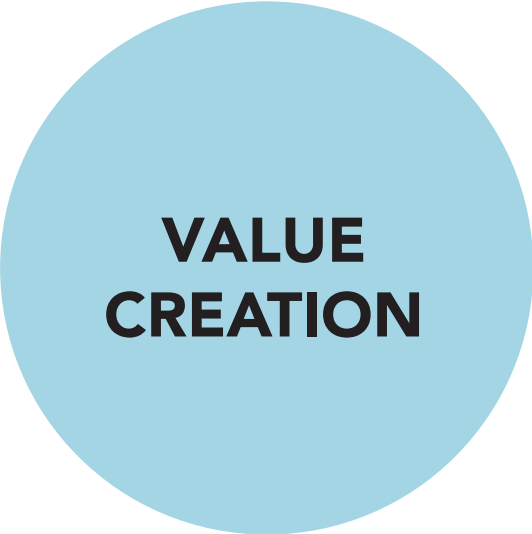


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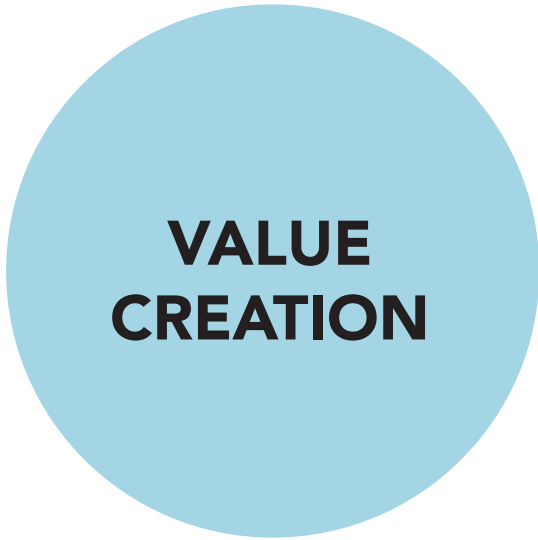


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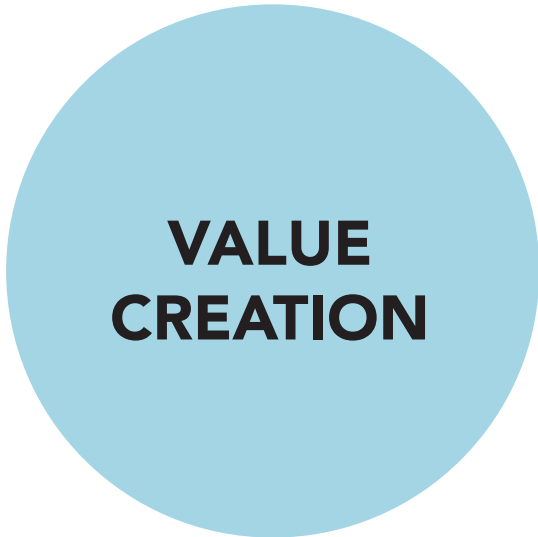


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**VALUE  
CREATION**

# Key learnings



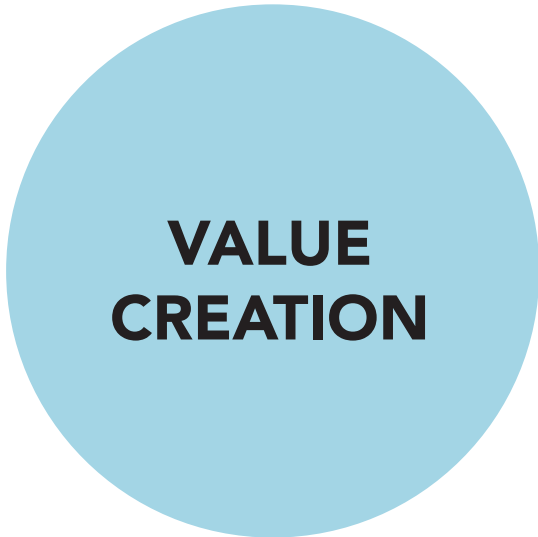
**BUSINESS GRADUATES**  
ASSOCIATION  
LEADERS NEVER STOP LEARNING

## Key learnings

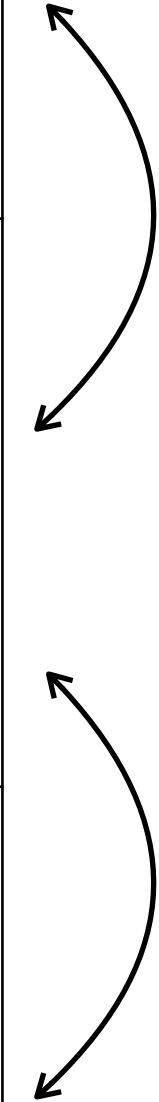
- **Inputs** and **activities** can be tweaked to get a desired outcome and impact
- **Impact** can serve as a feedback loop to improve business school processes
- **Outcome** and **impact** can help inform the business school where its strengths lie and support its unique value proposition







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**Mission and objectives**

**Competencies**

**Value proposition**

**Brand core**



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ASSOCIATION  
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**To support and develop the  
region's companies to the  
benefit of region's economy  
and population**



**BUSINESS GRADUATES**  
ASSOCIATION  
LEADERS NEVER STOP LEARNING



**Offering tailored on-demand  
and practical executive  
education for companies who  
are in need of finding  
solutions to complex  
challenges**



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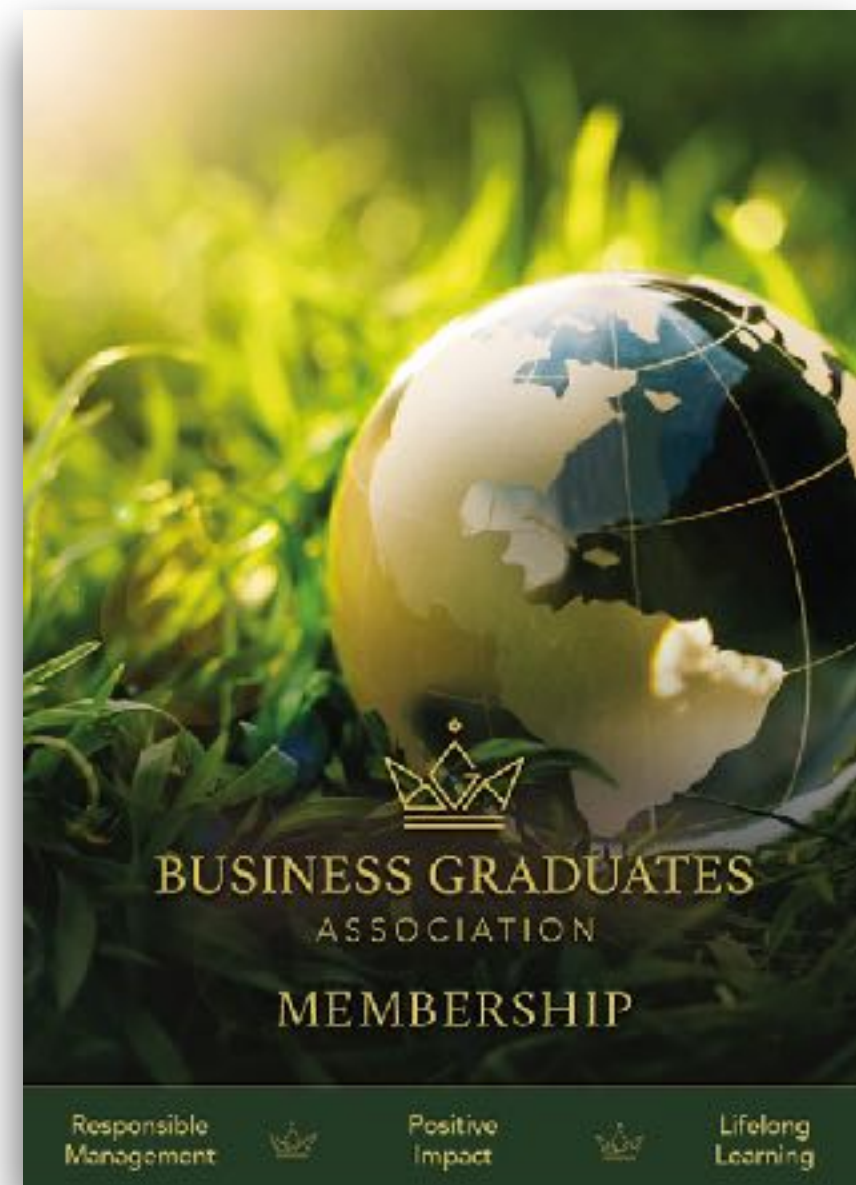
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**How does one proceed?**





**Ready to start your journey with  
AMBA & BGA?**