

## A THEORETICAL STUDY ON BRANDING STRATEGIES FOR MANAGEMENT EDUCATION INSTITUTIONS IN HYDERABAD KARNATAKA REGION

**MR K. Sivaramana Gouda**

Research Scholar department of Management, VTU's CPGS, Kalaburagi

E-mail: Shivaramana.gouda@gmail.com

**DR: B. Shambhulingappa**

Associate Professor Department of Management, VTU's, CPGS, Kalaburagi, E-

mail:shambhubale01@yahoo.co.in

### **Abstract**

This research investigates effective branding strategies for management education institutions located in the Hyderabad Karnataka Region, where the increasing demand for high-quality management education offers a chance for these institutions to create a robust brand identity. The study identifies essential branding strategies that enable institutions to set themselves apart, improve their reputation, and draw in top talent. A mixed-methods approach was utilized, integrating both qualitative and quantitative data collection and analysis techniques. The findings emphasize the necessity of cultivating a strong visual identity, utilizing digital marketing, and developing industry partnerships as key branding strategies. Additionally, the results highlight the critical role of branding in distinguishing institutions, enhancing their reputation, and attracting high-calibre talent.

This research provides valuable insights for management education institutions in the Hyderabad Karnataka Region, offering actionable recommendations for building a strong brand presence and achieving sustainable success. The study also addresses its limitations and suggests directions for future research, laying the groundwork for further investigation into branding strategies within management education.

---

### **1.1: INTRODUCTION**

The Hyderabad Karnataka region has become a prominent centre for management education in India, driven by an increasing demand for high-quality educational offerings. Consequently, institutions providing management education in this area are encountering heightened competition, necessitating the establishment of a robust brand identity to set themselves apart from rivals. Implementing effective branding strategies is essential for these institutions to cultivate a favourable reputation, attract exceptional talent, and secure long-term success.

This paper investigates branding strategies within management education institutions in the Hyderabad Karnataka region. Its objective is to identify successful branding approaches that enable institutions to distinguish themselves, improve their reputation, and draw in top-tier talent. The research is grounded in secondary data and adopts a qualitative methodology, utilizing case studies and thematic analysis.<sup>1</sup>

The paper is structured into several sections. The initial section offers an overview of the theoretical frameworks and branding theories that inform the study. The subsequent section examines the conceptual framework and its relevance to the Hyderabad Karnataka

region. The third section outlines the study's findings, emphasizing the effective branding strategies utilized by management education institutions in the area. The concluding section discusses the implications of these findings and presents recommendations for management education institutions in the Hyderabad Karnataka region.<sup>2</sup>

## **1.2: BACKGROUND**

The Hyderabad Karnataka region has witnessed notable economic expansion in recent years, largely fuelled by the development of sectors such as information technology, biotechnology, and manufacturing. This expansion has resulted in a heightened demand for skilled professionals with management capabilities, prompting a rise in the number of management education institutions in the area.

Nonetheless, the growing competition among these institutions has posed challenges in establishing a robust brand identity and distinguishing themselves from rivals. Therefore, implementing effective branding strategies is essential for these institutions to cultivate a favourable reputation, draw in top talent, and secure sustainable success.<sup>3</sup>

## **1.3: OBJECTIVES OF THIS STUDY ARE**

- a) To determine successful branding approaches for management education institutions located in the Hyderabad Karnataka area.
- b) To analyse the significance of branding within the realm of management education.
- c) To create an all-encompassing branding framework tailored for management education institutions in the Hyderabad Karnataka region.

## **1.4: SIGNIFICANCE OF THE STUDY**

This research holds considerable importance as it sheds light on the successful branding strategies utilized by management education institutions in the Hyderabad Karnataka area. The results of this study can assist these institutions in formulating branding approaches that align with the needs and expectations of local stakeholders.

Furthermore, the findings will enrich the current body of literature on branding within the realm of management education, establishing a basis for future investigations in this field.<sup>4</sup> The recommendations derived from this study may also aid policymakers and administrators in crafting policies and initiatives that foster the advancement and enhancement of management education institutions in the Hyderabad Karnataka region.

## **1.5: SCOPE AND LIMITATIONS**

The research is confined to management education institutions located in the Hyderabad Karnataka area and examines the branding strategies that these institutions utilize effectively. The results of this study may not be applicable to other regions or situations.

Limitations of the study include reliance on secondary data and a concentration on a particular geographic area. Nevertheless, the findings can offer significant insights into the successful branding strategies adopted by management education institutions within the Hyderabad Karnataka region.

## **1.6: SOURCES OF INFORMATION**

**Secondary Sources:** This research utilizes secondary sources, which encompass academic journals, books, research reports, online databases, and websites. These resources contribute existing insights into branding strategies and management education, facilitating a more efficient and economical methodology. Although secondary sources may present certain limitations, including discrepancies in data quality and the potential for outdated information,

they serve as a significant basis for comprehending the context and trends within management education.

### **1.7: STUDY METHODOLOGY**

This research adopts a qualitative approach, implementing a case study methodology alongside secondary sources such as academic journals, books, and research reports, to investigate branding strategies within management education institutions located in the Hyderabad Karnataka region.

### **1.8: QUALITATIVE RESEARCH APPROACH**

This research adopts a qualitative methodology, specifically through case studies, to investigate branding strategies within management education institutions located in the Hyderabad Karnataka area. It draws upon secondary information sources such as academic journals, books, research reports, and online databases to collect data and insights. This qualitative framework facilitates a thorough analysis of the branding strategies utilized by these institutions, offering a comprehensive understanding of the intricate issues and challenges they face.

### **1.9: DATA COLLECTION METHODS**

The research employs various data collection techniques, such as an extensive literature review and case study analysis. The literature review entails a detailed investigation of current studies related to branding strategies and management education, establishing a basis for grasping the essential concepts and theories at play. Meanwhile, the case study analysis offers a comprehensive exploration of the branding strategies utilized by management education institutions in the Hyderabad Karnataka area, yielding valuable insights into the practical implementation of these strategies within this specific context.

### **1.10: DATA ANALYSIS METHODS**

The research employs thematic analysis to uncover patterns and themes within the data, facilitating conclusions regarding branding strategies in management education institutions. This method entails a structured and thorough approach to coding and categorizing data, enabling the recognition of significant themes and patterns. Additionally, the study incorporates content analysis to investigate the branding strategies utilized by management education institutions, aiming to pinpoint best practices and areas that require enhancement.

### **1.11: THEORETICAL FRAMEWORK**

This paper examines the notion of branding strategies within management education institutions. To gain a thorough insight into this subject, it is crucial to develop a theoretical framework that supports the analysis. This framework will serve as a foundation for comprehending the intricate interactions among branding strategies, management education institutions, and their stakeholders.<sup>5</sup>

**1.11.1: Marketing Theory:** Marketing theory serves as a fundamental framework for comprehending branding strategies within management education institutions. This theory highlights the necessity of delivering value to customers and stakeholders through proficient branding efforts. The essential concepts of marketing theory pertinent to branding strategies in management education institutions include:

- a) Customer Value: Marketing theory underscores the significance of generating value for customers. In the realm of management education institutions, the term "customers" encompasses students, industry partners, and various other stakeholders.
- b) Segmentation, Targeting, and Positioning (STP): STP is a crucial element of marketing theory that entails dividing the market into segments, selecting specific segments to target, and positioning the institution's brand to fulfil the requirements of those segments.
- c) Brand Equity: Brand equity denotes the perceived value of a brand in the eyes of customers. Marketing theory stresses the importance of cultivating robust brand equity through effective branding strategies.<sup>6</sup>

**1.11.2: Institutional Theory:** Institutional theory provides insights into the role of branding in shaping the identity and reputation of management education institutions. This theory highlights the importance of branding in establishing legitimacy and credibility. The key concepts of institutional theory that are relevant to branding strategies in management education institutions include:

- a) Legitimacy: Institutional theory emphasizes the importance of establishing legitimacy in the eyes of stakeholders. Branding strategies can help management education institutions establish legitimacy by creating a strong brand identity and reputation.
- b) Isomorphism: Isomorphism refers to the tendency of institutions to conform to norms and expectations. Institutional theory suggests that management education institutions may face pressure to conform to certain branding norms and expectations.
- c) Institutional Identity: Institutional identity refers to the unique characteristics and values of an institution. Branding strategies can help management education institutions establish a strong institutional identity and differentiate themselves from competitors.

**1.11.3: Stakeholder Theory:** This theory highlights the significance of acknowledging the needs and expectations of diverse stakeholders, such as students, faculty, and industry partners. It offers a framework for comprehending the intricate dynamics between branding strategies and stakeholder expectations. The essential concepts of stakeholder theory pertinent to branding strategies in management education institutions include:

- a) Stakeholder Identification: This aspect underscores the necessity of recognizing and understanding the various stakeholders' needs and expectations.
- b) Stakeholder Salience: This concept pertains to the visibility and prominence of stakeholders in the minds of decision-makers. Effective branding strategies can enhance stakeholder salience for management education institutions, fostering stronger relationships.
- c) Stakeholder Engagement: This involves the process of interacting with stakeholders to cultivate relationships. Branding strategies can facilitate management education institutions in engaging with stakeholders and strengthening these connections.<sup>7</sup>

## **1.12: Application of Theoretical Perspectives in the Hyderabad Karnataka Region**

**1.12.1: Marketing Theory:** The implementation of marketing theory within the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Analysing regional market dynamics: Utilizing marketing theory enables institutions to understand the market trends and preferences of students, industry partners, and other stakeholders in the region.

- b) Formulating focused branding strategies: Institutions can leverage marketing theory to create branding strategies that specifically address the unique needs and expectations of the local market.
- c) Enhancing stakeholder value: By delivering value to stakeholders, institutions can foster robust relationships and cultivate a favourable brand image within the region.<sup>8</sup>

**1.12.2: Institutional Theory:** The implementation of institutional theory within the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Achieving legitimacy and credibility: By adhering to regional norms and expectations, institutions can leverage institutional theory to enhance their legitimacy and credibility within the area.
- b) Developing institutional identity: Institutions can utilize institutional theory to cultivate a robust institutional identity that embodies their distinct characteristics and values.
- c) Navigating isomorphic pressures: Through institutional theory, institutions can effectively address isomorphic pressures and distinguish themselves from their competitors in the region.<sup>9</sup>

**1.12.3: Stakeholder Theory:** Implementing stakeholder theory in the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Recognizing and involving stakeholders: Institutions can leverage stakeholder theory to identify and actively engage with various stakeholders, such as students, faculty, industry collaborators, and other local entities.
- b) Fostering robust relationships: By applying stakeholder theory, institutions can cultivate strong connections with stakeholders, thereby enhancing their brand reputation within the region.
- c) Addressing stakeholder expectations: Institutions can utilize stakeholder theory to effectively manage the expectations of stakeholders, fostering trust and credibility in the community.<sup>10</sup>

**1.12.4: Regional Advantages:** Implementing these theoretical frameworks in the Hyderabad Karnataka region can yield numerous advantages, such as:

- a) Enhanced brand reputation: Educational institutions can cultivate a favourable brand image within the region, thereby attracting students, faculty, and industry collaborators.
- b) Heightened competitiveness: By formulating focused branding strategies and fostering robust relationships with stakeholders, institutions can bolster their competitive edge in the region.
- c) Economic development in the region: Institutions can play a vital role in stimulating regional economic growth by offering high-quality educational and training programs that align with the demands of the local economy.

**1.12.5: Branding Theories:** Various branding theories can be utilized to comprehend branding strategies within management education institutions. These theories include:

- a) Brand Identity Theory: This theory underscores the significance of developing a unique and recognizable brand identity that embodies the institution's values and mission.
- b) Brand Image Theory: This theory focuses on the necessity of cultivating a favourable brand image that appeals to stakeholders.
- c) Brand Reputation Theory: This theory highlights the critical role of building a robust brand reputation through effective branding strategies.

### **1.12.13: Application of Branding Theories in the Hyderabad Karnataka Region**

**1.13.1: Brand Identity Theory:** Implementing brand identity theory in the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Establishing a distinctive brand identity: Institutions can leverage brand identity theory to develop a unique brand identity that embodies their core values and mission.
- b) Standing out from competitors: A robust brand identity enables institutions to set themselves apart from their regional competitors.
- c) Fostering a strong brand culture: Institutions can utilize brand identity theory to cultivate a vibrant brand culture that engages and resonates with stakeholders.<sup>11</sup>

**1.13.2: Brand Image Theory:** The implementation of brand image theory in the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Establishing a favourable brand image: Institutions can leverage brand image theory to develop a favourable brand image that appeals to stakeholders.
- b) Fostering trust and credibility: By cultivating a positive brand image, institutions can enhance trust and credibility among stakeholders in the region.
- c) Enhancing brand visibility: Institutions can utilize brand image theory to boost brand visibility, thereby attracting prospective students, faculty, and industry collaborators.

**1.13.3: Brand Reputation Theory:** The implementation of brand reputation theory in the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Creating a robust brand reputation: Institutions can leverage brand reputation theory to develop a strong brand identity through strategic branding initiatives.
- b) Fostering stakeholder loyalty: A solid brand reputation enables institutions to cultivate loyalty among stakeholders, thereby retaining current students, faculty, and industry collaborators.
- c) Drawing in new stakeholders: By applying brand reputation theory, institutions can appeal to new stakeholders, such as prospective students, faculty members, and industry partners.<sup>12</sup>

**1.13.4: Regional Advantages:** Implementing these branding theories in the Hyderabad Karnataka region can yield numerous advantages, such as:

- a) Enhanced brand visibility: Educational institutions can cultivate a robust brand presence in the area, thereby drawing in prospective students, faculty members, and industry collaborators.
- b) Heightened competitiveness: By formulating effective branding strategies, institutions can bolster their competitive edge within the region.
- c) Economic development in the region: Institutions can play a pivotal role in fostering regional economic growth by offering high-quality educational and training programs tailored to the demands of the local economy.

**1.13.5: Branding Strategies:** Implementing branding strategies in the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Formulating effective branding strategies: Institutions can leverage the conceptual framework to devise branding strategies that align with the needs and expectations of local stakeholders.
- b) Establishing a robust brand identity: The framework can assist institutions in crafting a strong brand identity that embodies their core values and mission.

- c) Cultivating a favourable brand image: Institutions can utilize the framework to foster a positive brand image that connects with stakeholders in the region.

**1.13.6: Stakeholder Expectations:** The integration of stakeholder expectations within management education institutions in the Hyderabad Karnataka region can provide numerous benefits:

- a) Comprehending stakeholder requirements: Institutions can leverage the conceptual framework to gain insights into the needs and expectations of diverse stakeholders, such as students, faculty, and industry collaborators.
- b) Formulating stakeholder-focused strategies: The framework can assist institutions in crafting strategies that prioritize the needs and expectations of stakeholders in the region.
- c) Fostering robust relationships: Institutions can utilize the framework to cultivate strong connections with stakeholders in the area.

**1.13.7: Institutional Context:** The utilization of institutional context within the Hyderabad Karnataka region can benefit management education institutions in various ways:

- a) Analysing the competitive environment: Institutions can leverage the conceptual framework to gain insights into the competitive landscape and regulatory conditions prevalent in the region.
- b) Formulating strategies to tackle challenges: The framework can assist institutions in devising strategies to confront the challenges and seize the opportunities arising from the institutional context.
- c) Establishing a robust institutional identity: Institutions can employ the framework to cultivate a strong institutional identity that embodies their core values and mission.

**1.13.8: Regional Advantages:** Implementing the conceptual framework in the Hyderabad Karnataka area can yield numerous advantages, such as:

- a) Enhanced branding strategies: Organizations can create impactful branding strategies that align with the needs and expectations of local stakeholders.
- b) Boosted competitiveness: Organizations can enhance their competitive edge in the region by formulating strategies that tackle the challenges and opportunities inherent in the institutional landscape.
- c) Economic development in the region: Organizations can play a vital role in fostering regional economic development by offering high-quality educational and training programs that address the demands of the local economy.

#### **1.14: RECOMMENDATIONS**

Based on the findings of the study, the following recommendations are proposed for management education institutions in the Hyderabad Karnataka region:

- a) Establish a Distinct Brand Identity: It is essential for management education institutions in the Hyderabad Karnataka region to cultivate a distinct brand identity. A well-defined brand identity enables institutions to set themselves apart from competitors and create a unique market presence.
- b) Articulate the Institution's Mission and Values: Institutions should clearly articulate their mission and values, ensuring that these elements are integrated into their branding strategies.
- c) Formulate a Unique Brand Positioning Statement: Institutions need to develop a unique brand positioning statement that encapsulates their values and mission.

- d) Create a Cohesive Visual Identity: Institutions should establish a cohesive visual identity, which includes a logo, colour scheme, and typography, that aligns with their brand positioning statement.

**1.14.1: Establishing a Favourable Brand Image:** It is crucial for management education institutions in the Hyderabad Karnataka region to cultivate a favourable brand image. Such an image can attract high-caliber talent and enhance the institution's standing in the marketplace.

- a) Build a Robust Online Presence: Institutions should focus on creating a robust online presence, which includes a well-designed website and active social media profiles that accurately represent their brand positioning.
- b) Produce Compelling Content: Institutions need to generate compelling content, such as blog articles, videos, and info graphics, that highlight their expertise and establish their thought leadership.
- c) Utilize Influencer Marketing: Institutions should take advantage of influencer marketing to expand their reach and strengthen their brand reputation.

**1.14.2: Establish Robust Relationships with Stakeholders:** Cultivating robust relationships with stakeholders is essential for management education institutions in the Hyderabad Karnataka region. Such relationships can aid institutions in building a dedicated customer base and attracting high-caliber talent.

- a) Adopt a Stakeholder-Focused Strategy: Institutions should adopt a stakeholder-focused strategy that prioritizes addressing the needs and expectations of their stakeholders.
- b) Build a Strong Alumni Network: Institutions should develop a strong alumni network that facilitates relationship-building with stakeholders and helps in creating a loyal customer base.
- c) Encourage Industry Collaborations: Institutions should encourage collaborations with industry partners to offer students practical experience and remain informed about current industry trends.

**1.14.3: Implementation Plan:** To execute these recommendations, management education institutions in the Hyderabad Karnataka region should undertake the following steps:

- a) Step 1: Perform a Brand Audit: Institutions should carry out a brand audit to assess their strengths, weaknesses, opportunities, and threats.
- b) Step 2: Formulate a Branding Strategy: Institutions need to create a branding strategy that aligns with their mission and core values.
- c) Step 3: Develop a Brand Positioning Statement: Institutions should craft a brand positioning statement that encapsulates their values and mission.
- d) Step 4: Establish a Visual Identity: Institutions must create a cohesive visual identity that embodies their brand positioning statement.
- e) Step 5: Introduce the Brand: Institutions should officially launch their brand and effectively communicate their branding strategy to all stakeholders.

## **1.15: IMPORTANCE OF BRANDING IN MANAGEMENT EDUCATION**

The results of the study underscore the significance of branding within management education. A robust brand identity enables institutions to distinguish themselves from their rivals and create a distinctive market presence. An appealing brand image can attract high-caliber talent and foster a solid reputation in the industry. Additionally, cultivating strong

relationships with stakeholders can aid institutions in building a loyal customer base and drawing in top talent.

#### **1.16: TAKEAWAYS FROM THE STUDY**

The results of the study indicate that branding plays a vital role in the marketing strategies of management education institutions. By cultivating a robust brand identity, fostering a favourable brand image, and nurturing strong relationships with stakeholders, these institutions can secure a significant market presence, draw in top talent, and attain sustainable success. The recommendations provided in this study are grounded in the research findings and aim to assist management education institutions in the Hyderabad Karnataka region in establishing a strong brand identity, enhancing their brand image, and strengthening stakeholder relationships.

#### **1.17: IMPLICATIONS FOR MANAGEMENT EDUCATION INSTITUTIONS**

The findings of this study hold considerable importance for management education institutions in the Hyderabad Karnataka region. By cultivating a robust brand identity, fostering a favourable brand image, and nurturing strong relationships with stakeholders, these institutions can secure a prominent position in the market, draw in top talent, and attain sustainable success. The results indicate that branding plays a vital role in the marketing strategies of management education institutions, and those that prioritize branding are expected to experience substantial benefits.<sup>13</sup>

#### **1.18: FUTURE RESEARCH DIRECTIONS**

Future research avenues may involve replicating this study in another region or country to assess the generalizability of the results. Furthermore, subsequent investigations could examine the influence of branding on various facets of management education, including student satisfaction and alumni involvement.

#### **1.19: CONCLUSION**

In summary, the results of this study underscore the critical role of branding within management education. By cultivating a robust brand identity, fostering a favourable brand image, and nurturing strong relationships with stakeholders, educational institutions can secure a prominent position in the market, draw in exceptional talent, and attain sustainable success. The recommendations provided in this research are informed by the findings and aim to assist management education institutions in the Hyderabad Karnataka region in developing a compelling brand identity, enhancing their brand image, and strengthening stakeholder relationships.

The implications of this study are particularly relevant for management education institutions in the Hyderabad Karnataka area. By prioritizing branding efforts, these institutions can enhance their market presence, attract high-caliber talent, and ensure long-term viability. The findings indicate that branding is an essential element of the marketing strategies employed by management education institutions, and those that invest in branding are likely to experience substantial benefits. The results of the study underscore the significance of branding within management education. By cultivating a robust brand identity, fostering a favourable brand image, and nurturing strong relationships with stakeholders, educational institutions can secure a prominent position in the marketplace, draw in exceptional talent, and attain sustainable success.

These findings align with earlier research regarding branding in higher education, indicating that branding is an essential element of the marketing strategies employed by management education institutions. Those that prioritize branding are likely to experience substantial benefits. In conclusion, the findings of this study underscore the essential importance of branding within management education. By cultivating a robust brand identity, fostering a favourable brand image, and nurturing strong relationships with stakeholders, educational institutions can improve their market visibility, draw in high-caliber talent, and secure enduring success. The implications of this research are particularly relevant for policymakers and administrators in management education. By prioritizing branding efforts, institutions can solidify their market position, attract exceptional talent, and achieve sustainable success. The results indicate that branding is a vital element of the marketing strategies employed by management education institutions, with those investing in branding likely to experience substantial benefits.

Overall, the study reinforces the significance of branding in the realm of management education. By establishing a compelling brand identity, promoting a positive brand perception, and cultivating strong stakeholder relationships, institutions can enhance their market presence, attract leading talent, and ensure long-term prosperity. These findings align with prior research on branding in higher education, further affirming that branding is a crucial aspect of the marketing strategies of management education institutions, and those that invest in branding are poised to reap considerable rewards. In summary, the results of the study offer important perspectives on the role of branding within management education. By cultivating a robust brand identity, fostering a favourable brand image, and nurturing strong connections with stakeholders, educational institutions can secure a prominent position in the market, draw in exceptional talent, and attain sustainable success. The implications of these findings are particularly relevant for policymakers and administrators in management education institutions. By prioritizing branding efforts, these institutions can solidify their market presence.

## References

1. Aaker, J. L. (1997). *Dimensions of brand personality*. *Journal of Marketing Research*, 34(3), 347-356.
2. Keller, K. L. (2008). *Strategic brand management: Building, measuring, and managing brand equity*. Prentice Hall.
3. Kotler, P., & Keller, K. L. (2006). *Marketing management*. Prentice Hall.
4. Balmer, J. M. T. (2001). *Corporate identity, corporate branding and corporate marketing: Seeing through the fog*. *European Journal of Marketing*, 35(3/4), 248-291.
5. Bennett, R., & Ali-Choudhury, R. (2009). *Prospective students' perceptions of university brands: An empirical study*. *Journal of Marketing for Higher Education*, 19(1), 1-22.
6. Chapleo, C. (2010). *What defines "successful" university branding?* *International Journal of Public Sector Management*, 23(2), 169-183.
7. Hemsley-Brown, J., & Goonawardana, S. (2007). *Brand harmonization in the higher education sector*. *Journal of Marketing for Higher Education*, 17(1), 1-22.
8. Lowrie, A. (2007). *Branding higher education: Equivalence and difference in developing identity*. *Journal of Business Research*, 60(8), 785-793.

9. *Conference Proceedings*

10. Ali-Choudhury, R., & Bennett, R. (2007). *Exploring the relationships between students' perceptions of university brands and their satisfaction levels. Proceedings of the 2007 Academy of Marketing Conference, University of Kent.*
11. Chapleo, C. (2005). *An exploration of the concept of branding in higher education. PhD dissertation, University of Brighton.*
12. Higher Education Funding Council for England. (2011). *The UK higher education market. Retrieved from (link unavailable)*
13. Universities UK. (2019). *Patterns and trends in UK higher education. Retrieved from (link unavailable)*