



SIMPSONSCARBOROUGH

Intelligent Marketing for Higher Education

Integrated Marketing Workshop

SUNY CUAD

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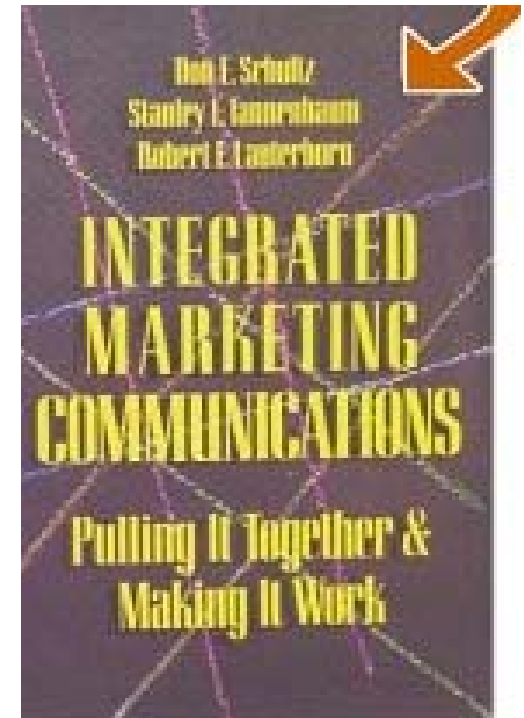
October 18 & 19, 2006

Agenda

- 10am–10:30am Welcome and Introductions
- 10:30am–10:45am Integrated Marketing IQ
- 10:45am–11:45am Integrated Marketing – What is it? And, why is everyone talking about it?
- 11:45am–noon Discussion Topic
- Noon – 1pm Working Lunch
- 1pm–2pm Examples of marketing campaigns
- 2pm–3pm Developing the Actual Plan
- 3pm–4pm Getting Started

Integrated Marketing: What Is It?

- Don Schultz at Northwestern:
www.medill.northwestern.edu/medill/imc/
- Definitions:
 - “A process through which organizations accelerate returns by aligning communications objectives with corporate goals” – Schultz
 - “IMC is a customer-centric, data-driven method of communicating with consumers. IMC—the management of all organized communications to build positive relationships with customers and other stakeholders—stresses marketing to the individual by understanding needs, motivations, attitudes and behaviors.” – Medill School
 - IMC is 1) Customer-centric and 2) Data-driven



Best Definition Of Integrated Marketing

Integrated marketing communication is a strategic business process used to plan, develop, execute, and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, customers, prospects, and other targeted relevant external and internal audiences.

Origins Of Integrated Marketing

- Edward Denning's work with Japan and Europe on TQM
- Most companies at the time were organized in silos; TQM emphasized efficiency through cross-functional teams
- Three changes in the mid-1980s thrust IMC to the fore:
 - Development and diffusion of digital technology
 - Increasing emphasis on brands and branding as the major competitive differentiating tool
 - Increasing focus on multinationalization and globalization
- Demands for accountability and measurement and value-based business approaches also stimulated the developed of IMC

Why Do I Need To Be Thinking About Integrated Marketing?

- Public support for higher education is dramatically decreasing
- The higher education landscape is changing dramatically:
 - Online learning
 - University of Phoenix
- We are becoming more and more responsible for generating our revenue through tuition, fundraising, and other sources
- We are historically inwardly focused, rather than customer-centric
- We need to maximize all opportunities to have a significant impact on our target audiences
- We have renegade marketers on our campuses

What Do I Stand To Gain?



- Efficiency
 - How much duplication of marketing effort exists on your campus?
 - Are resources of time and money being spent as efficiently as possible?
- Effectiveness
 - Are key marketing messages and differentiators penetrating your target audiences?
 - Is your campus taking advantage of every opportunity to reinforce your brand?

What Barriers Will I Face As I Work to Move My Campus Toward Integrated Marketing?

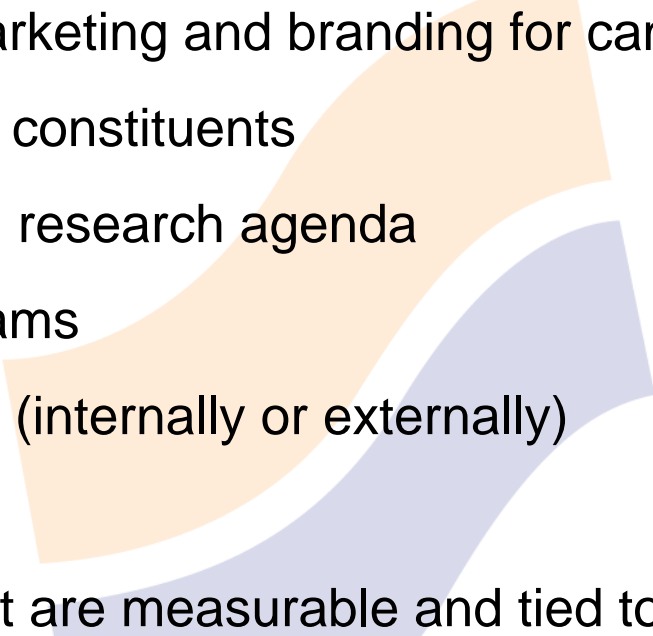
- Lack of understanding or appreciation for basic marketing & branding principles
- Lack of financial commitment to the marketing function (often less than 2% or 3% of operating budget while other industries invest 12% to 18%)
- Arguments that marketing cheapens the academy
- Organizational structure that does not support integration
- Fear among campus marketers that budgets and staffs will be lost as a result of integration
- Athletics!
- Few experienced marketers with a strong track record in higher education
- The desire for buy-in will slow you down; finding the balance can be very difficult

Where Is The Line Between “Admissions” And “Fundraising” And “Marketing”?

- Admissions and fundraising are more similar to “selling” than to “marketing”
- Admissions/Fundraising
 - Short-term (12-16 month cycle)
 - Easy to measure success
 - Tactical in nature
- Marketing
 - Long-term (no cycle)
 - Difficult to measure success
 - Strategic in nature
- Significant marketing communications should be planned, developed, executed, and measured by the “marketing” department
- One-on-one selling and “closing” should be managed by the admissions and fundraising departments

Moving From Order-Taking To Strategic Thinking

Requires:

- Education about marketing and branding for campus leaders
 - Buy-in from internal constituents
 - On-going marketing research agenda
 - Cross-functional teams
 - Marketing expertise (internally or externally)
 - A plan
 - Marketing goals that are measurable and tied to revenue generation
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Branding

DEFINITION OF BRAND

- The sum total of all associations made with your institution

DEFINITION OF BRANDING

- The process of influencing those associations

KEY PRINCIPLES

- Differentiation
- Integration

What does a strong educational brand look like?

Differentiation

- Identify the #1 and #2 reasons a student would choose your college over all others
- Identify the #1 and #2 categories in which you have market dominance: price? product? access? service? experience?

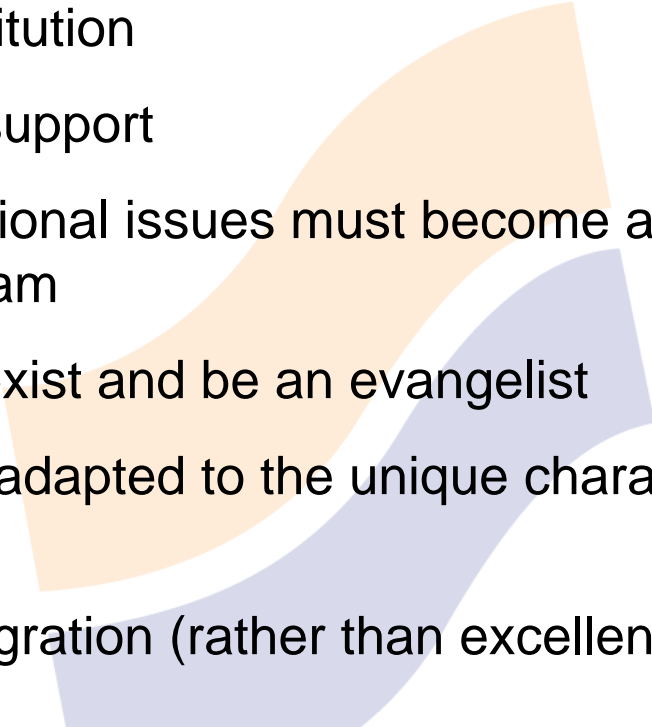
		Primary Attribute				
		Price	Service	Product	Experience	Access
Secondary Attribute	Price	X	Dell Geico	Target Staples Maytag	Chuck E. Cheese Gateway Southwest Airlines	Avon Tide
	Service	Craftsman Tools Saturn	X	The Home Depot Gucci	Four Seasons Peapod	McDonald's Gerber
	Product	Wal-Mart Suave	Circuit City Continental Airlines	X	Nike Stores BMW	Amazon.com CNN
	Experience	Honda	Nordstrom Singapore Airlines	Williams-Sonoma Pier 1 Tumi	X	AOL Hallmark
	Access	Dollar General Priceline.com	American Express	Sony Frito Lay	Starbuck's Marlboro	X

[The Myth of Excellence](#) by
Crawford and Mathews

Branding At Its Finest

- Positioning statement is developed based on comprehensive image research with key internal and external audiences
- Positioning is endorsed by President and Board
- Positioning is communicated to and embraced by campus community
- Positioning emphasizes reasons:
 - Prospective students of any type chooses the school
 - Alumni participate in annual fund
 - Business leaders seek partnerships and sponsorships
 - Community members appreciate institution

Conditions Of IMC Success

- IMC is implemented systematically and simultaneously at all levels and functions of the institution
 - CEO voices direct support
 - Structural and functional issues must become a critical component of an effective IMC program
 - An IMC czar must exist and be an evangelist
 - Strategies must be adapted to the unique character of an individual institution
 - Company-wide integration (rather than excellence in a few aspects of IMC) is the goal
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Source: <http://jimc.medill.northwestern.edu/JIMCWebsite/Archive2000/loyd.pdf>

Necessary Conditions Of IMC Practice

- It must speak to all stakeholders with a “single,” consistent voice
- It must assume the consumer’s point of view
- Its strategic communications disciplines must be internally integrated
- It must have a clear and consistent message that is more efficient and effective than competing messages
- Its messages must cut through the increasingly cluttered commercial landscape
- It must foster a two-way dialogue between consumers and itself
- It must build bonds that lead to long-term, consumer-to-brand relationships
- It must not place excellent marketing ahead of institutional reputation

Source: <http://jimc.medill.northwestern.edu/JIMCWebsite/Archive2000/loyd.pdf>

Components Of A Good Integrated Marketing Plan

- There is no ONE correct format
- Audience-focused, rather than office/department focused
- Cross-functional
- If multiple schools, colleges, or departments within your institution have “marketing plans,” start there.....the goal is an institution-wide plan
- Short and simple (if you dread writing it, everyone else will dread reading it)
- Effectively balances the strategic and tactical

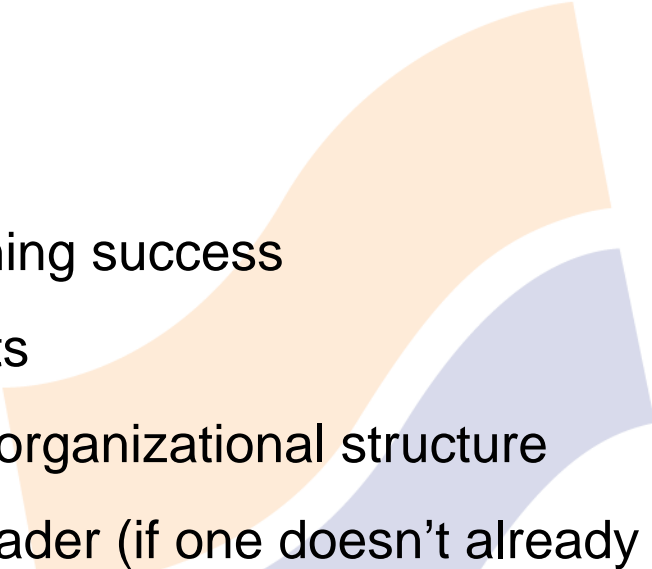
Who Is Involved In Developing Plan

- Endorsement by President
- All campus marketers are involved including, but not limited to, :
 - Admissions (undergrad, grad, continuing ed, and non-credit)
 - University Relations & Communications/Marketing
 - Alumni Relations
 - Development
 - Web managers
 - Athletics
 - Other campus marketers (including those in academic departments)
- Yes, this means another committee, team, or task force

Tying The Plan To Mission And Vision

- Brand identity is closely tied though not identical to mission and vision
- IMC planning must begin with review of mission and vision
- If Presidential and Board goals are not clear, they need to be clarified
- Budgets will be set based on goals
- Goals are ideally linked to:
 - Enrollment
 - Fundraising
 - Other revenue sources
 - Long-term image and brand building (longitudinal market research can establish benchmarks for measuring success)

Desired Outcomes of Plan

- Buy-in
 - Collaboration
 - Road map
 - Metrics for determining success
 - Budget requirements
 - Reconsideration of organizational structure
 - Appointment of a leader (if one doesn't already exist)
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Typical Goals, Objectives, and Strategies

- When taking a hard look at the investment the institution is making in marketing, it's reasonable to ask whether that investment is producing a measurable impact
- When constituents are aware of our institution, have a preference for our brand, have the motivation to purchase/give, and get good sales/customer service, the end result should be a “sale”
- IMC plans should be tied to enrollment and fundraising goals
 - Goals are short-term and long-term
 - We “borrow” metrics from other offices to measure our success
- Goals are followed by key objectives which are followed by action items

Source: <http://jimc.medill.northwestern.edu/JIMCWebsite/Archive2001/NicholsonArticle.pdf>

Typical Goals, Objectives, and Strategies

- Goal: Increase percentage of academically talented students (rank in top 30% of class) from 25% to 40% of freshman class by 2008
- Objectives
 - Increase one-on-one personal marketing with AT students
 - Develop AT parent marketing strategy
 - Develop guidance counselor referral system
 - Develop teacher referral system
- Action items for each objective
- Make sure to include objectives for internal marketing

Where to Start

- Educate Senior Leadership
 - Do it yourself
 - Bring in a professional from a peer (not competitor) institution
 - Attend an integrated marketing conference or workshop WITH seniors leaders and key campus marketers (CASE, AMA, Academic Impressions)
 - Bring in an expert consultant
- Educate Board
- Retreat with campus marketers
 - Part 1 – Basics of marketing and branding
 - Part 2 – Share key audiences, goals, approaches, and tactics
 - Part 3 – Brainstorm ways to pursue a greater level of integration

Where to Start

- Compile master list of key marketing communications (look for opportunities for efficiency)
- Compile marketing expenditures campus-wide
- Collect and compare marketing communications campus-wide
- Integrate vendors
- Do whatever research you can afford

Communication	Qty	Timing	Managed by	Audiences						
				Prospects	Parents	Biz Ldrs	Gen Public	Alumni	Donors	Media
College/university Web site	n/a	n/a	IT	X	X	X	X	X	X	X
Continuing ed/non-credit brochure	180,000	3x/year	Cont ed	X			X			
Viewbook	55,000	1x/year	Admissions	X	X					
Annual Report	25,000	1x/year	Development			X		X	X	
Media guides	10,000	1x/year	Athletics	X			X			X
Radio ads	\$10,000 in buy	Fall	Admissions	X			X			
Radio ads	\$4,000 in buy	Fall	Grad Studies	X						
Radio ads	\$3,000 in buy	Fall	Athletics				X			
Billboards	4	Fall	Admissions	X	X					
Billboards	1	Fall	Grad Studies	X	X					
Billboards	1	Fall	Athletics				X			

What To Do With The Mother Load

- Objective Identification
- Research
- Positioning
- Creative Concepting & Testing
- IMC Planning
- Execution
- Evaluation



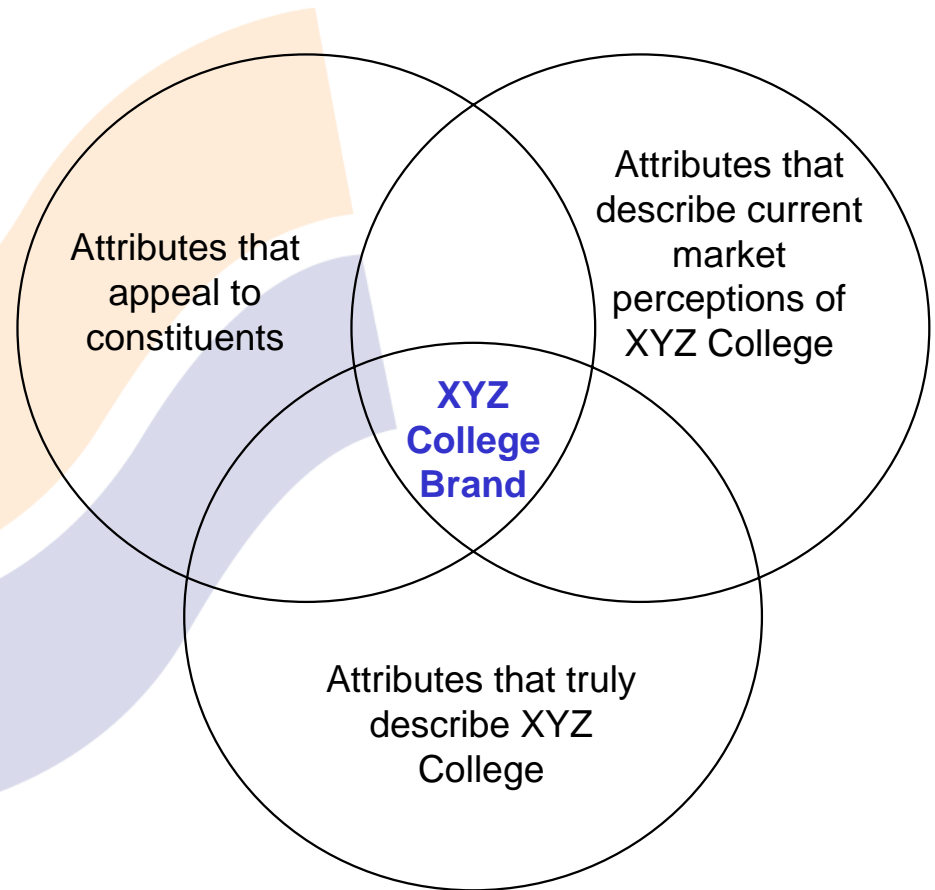
Image and Branding Study *Guiding Questions*

- What makes our college different and better than the competition?
- What are our unique strengths?
- Where do we have competitive weaknesses?
- What niche do we/could we serve in the marketplace?
- What are our current brand associations?
- Are there associations we want to emphasize? Maintain? Lose?
- How should marketing dollars be allocated?

Research is the Foundation

RESEARCH

- Reveals the truth
- Gets a Board excited
- Focuses an institution on attainable goals
- Provides metrics for measuring success
- Drive tactics....like publications and other communications



UMASS Image Study

GUIDING QUESTIONS

- What is the University of Massachusetts' image and reputation?
- How is the system perceived?
- How is each campus perceived?
- How do these intersect or conflict?
- What are the system's brand associations?
- What are the brand associations of each campus?
- Where do they intersect or conflict?
- Are there associations we want to emphasize? Maintain? Lose? At the system and/or campus levels?
- What niche do we/could we serve in the marketplace?
- What is the viability of a truly integrated system-wide branding initiative?
- Should we work toward building the over-arching UMASS brand while sub-branding each campus?
- What is a viable strategy for moving the system in this direction?

Final Thoughts

- You have to recognize there aren't many "rights" and "wrongs"
 - You have to figure out what works best for YOUR institution
 - You have to be a bold leader
 - You have to fight hard for what you know is right
 - You have to realize that IMC takes a long time
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