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Marketing: Creating a Strategy

AJCU Seminar for
Higher Education Leadership

June 15-20, 2008

Session Outline

- Reflection/Prayer
- “Shift Happens”
- Semantics & Silos
- Identity & Image
- Brand Marketing Components
- Marketing Strategy Elements
- Organizational Options for Marketing



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**What are the two greatest
impediments to creating and
sustaining marketing strategy?**



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Semantics and Silos

Semantics

- So many words expressing the same or similar thing:
 - Branding
 - Marketing
 - Communications
 - Outreach
 - Image
 - Identity

Silos

- So many people handling pieces of it:
 - Enrollment Management
 - Marketing, Communications
 - Alumni Affairs, Advancement
 - Student Life, Parents Programs
 - Career Services, Corporate Programs
 - Office of the President
 - Schools and Departments, e.g. Athletics, HR

We're being asked to market a
brand.

So, what's a *brand*?

Brand = Combination of beliefs and feelings - real and perceived - held about a product, service or experience.

These beliefs are formed by
branding, in part.

So, what's *branding*?

Branding = The science and art of shaping beliefs and feelings in ways that encourage desired behaviors.

Feel + Think = Behave



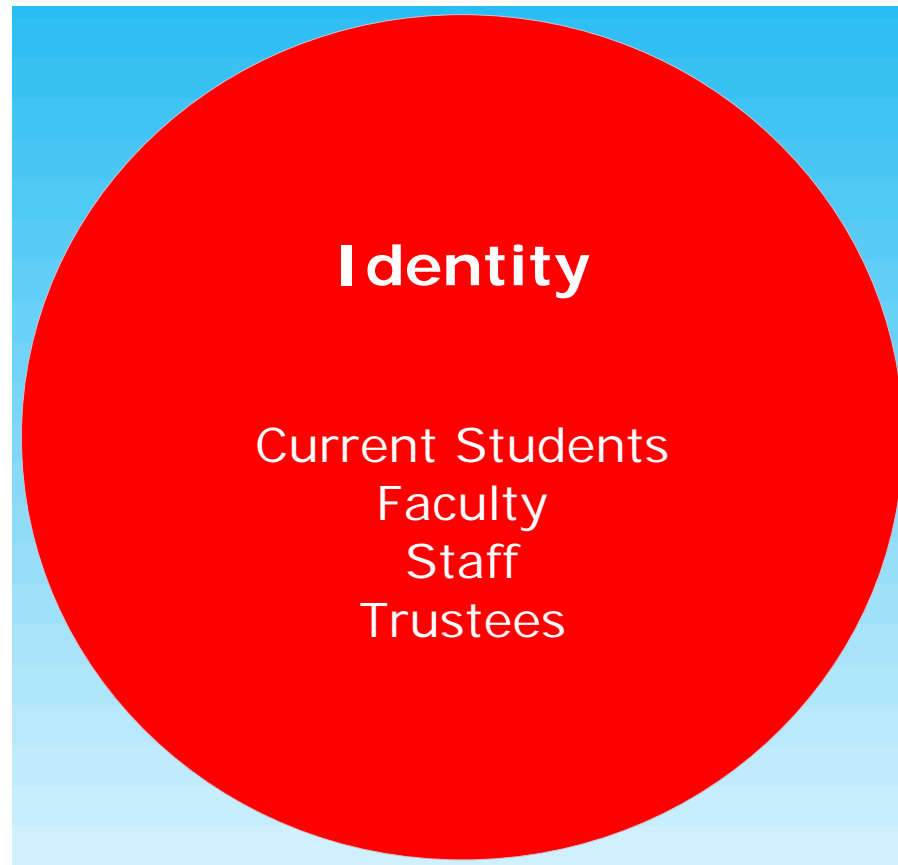
affective
domain



cognitive
domain

= ACTION

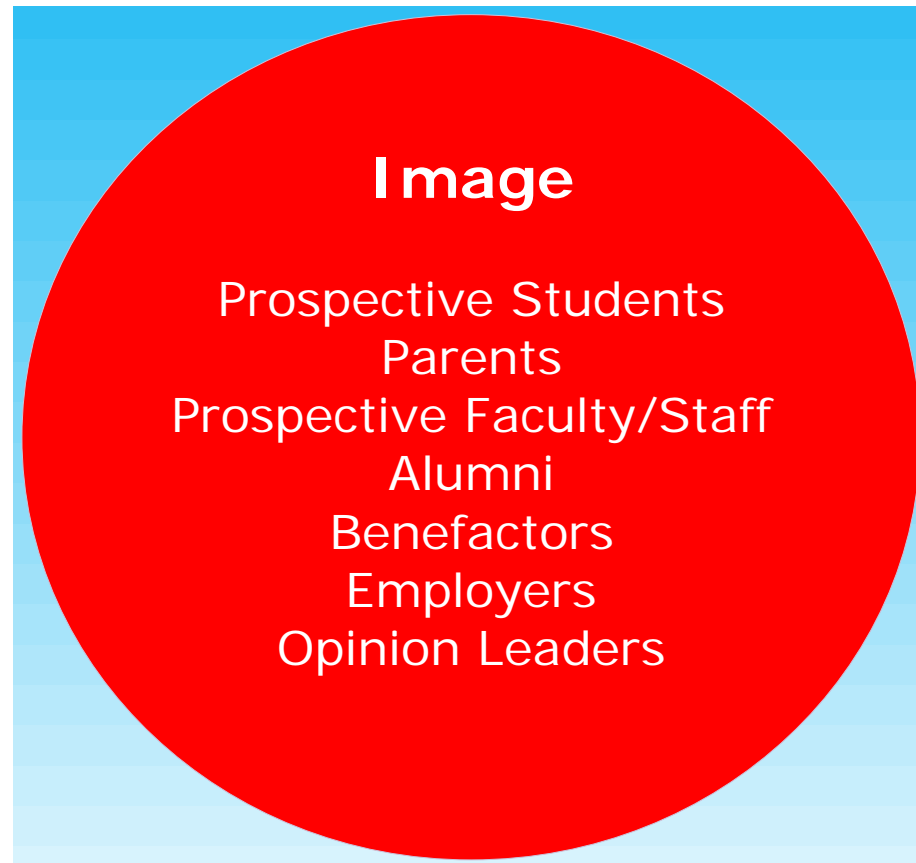
Who's on the "inside"?



Desired Actions (Internal)

- Serve
- Reward, Remain
- Grow, Graduate
- Represent
- Refer
- Mentor
- Donate

Who's on the "outside?"



Desired Actions (External)

- Apply (enrollment, employment)
- Accept
- Enroll
- Refer
- Mentor
- Donate

Brand = Identity + Image

Identity

Current Students
Faculty
Staff
Trustees

Image

Prospective Students
Parents
Prospective Faculty/Staff
Alumni
Benefactors
Employers
Opinion Leaders

Some level of acceptable internal *identity* needed first to market a successful brand *image* externally.

There are many components to marketing a university brand.

Brand Marketing Components

- These are the most important components, but toughest to address for marketers:
 - Real and perceived quality of education
 - Real and perceived quality of leadership
 - Quality of “customer” treatment, responsiveness
 - Location and quality of campus
 - History and current reputation
 - “Price” related to perceived value

Brand Marketing Components

- These are more controllable for marketers, but can lack impact of the previous components:
 - Market knowledge stemming from research
 - Verbal and visual identity systems
 - Website, viewbooks and collateral system
 - Advertising, direct marketing, major events
 - Blogging, podcasting, social networking media
 - Publicity, thought leadership, op-eds,
 - Key speeches, leadership appearances

Creating a strategy with the elements traditionally associated with marketing.

Marketing Strategy Elements

- Market Research
- Brand Strategy
- Positioning
- Messaging System (Verbal Identity)
- Visual Identity System
- Media Mix

Strategy Elements

■ Market Research:

- What do you know empirically about the wants, needs and perceptions of your audiences?
- What drives their thinking, feelings and behaviors?
- Who comprises those audiences?
- How are they be best segmented by demographics and psychographics?
- Who influences them and how are they influenced?
- What about competitive analysis? Who are your competitors and what are they claiming?

Scope of a Research Program

Brand Assessment

Brand Potential

Brand Management

Scope of a Research Program

Brand Assessment

- Does a distinctive Jesuit brand exist?
- With what positive/negative attributes and promises?
- With what areas beyond “education” is the brand associated?
- Which elements overlap with a Catholic identity? Which don't?
- Are there differences in brand awareness and expectations among various constituencies and subgroups?
- Can Jesuit brand attributes map to key drivers for enrollment, retention, alumni engagement, and philanthropy?

Scope of a Research Program

Brand Potential

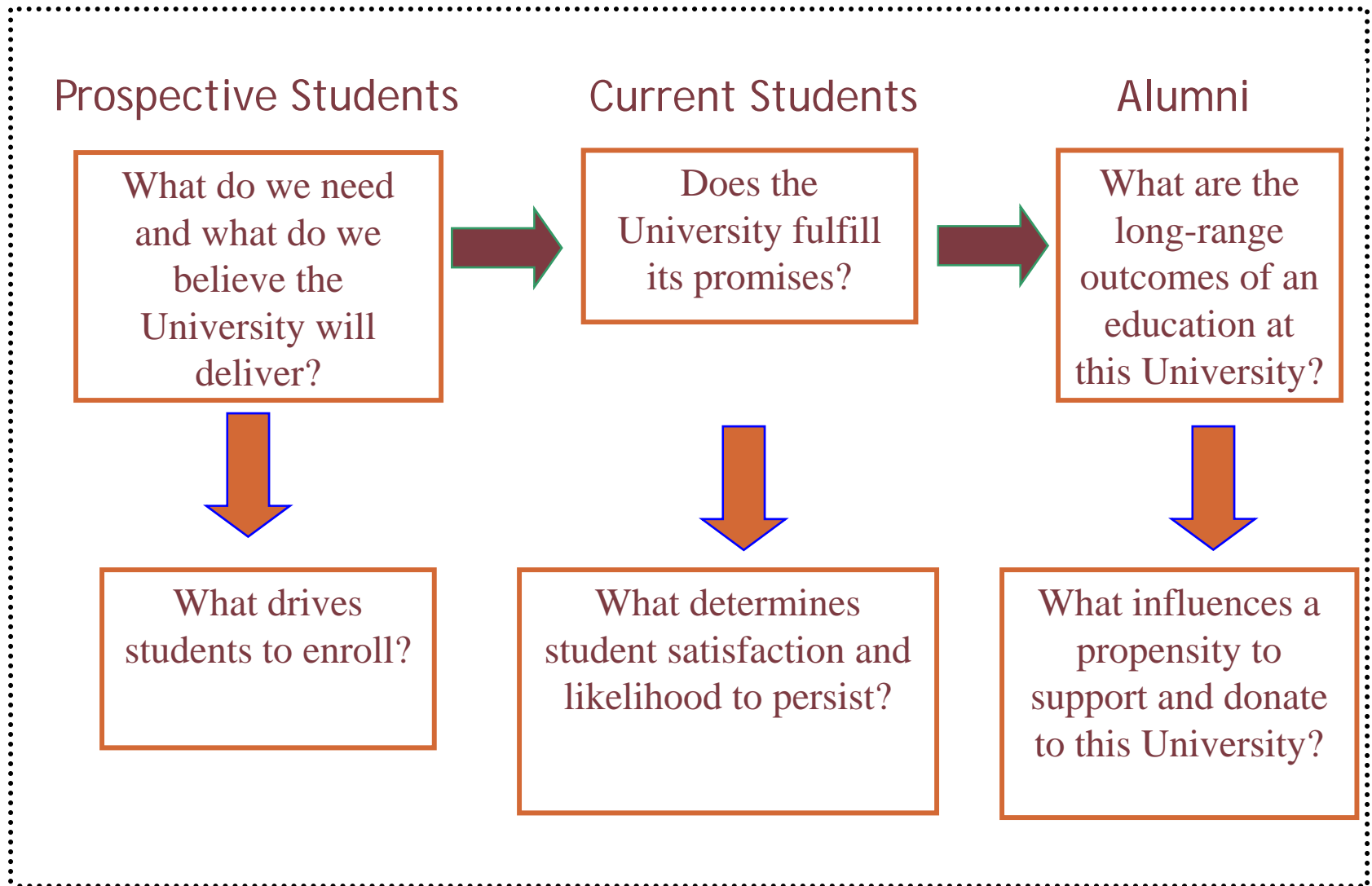
- Which elements of the Jesuit brand are most worth promoting?
- What potential exists to build/strengthen the brand? With whom?
- What can be learned about the experiences of Jesuit school alumni that can be leveraged in promoting a Jesuit education to others?
- What aspects of the Jesuit brand pose barriers to attracting students and other constituent support?
- Which of the constituent subgroups most resonate with the experience of a Jesuit education?

Scope of a Research Program

Brand Management

- What combination of centralized and decentralized approaches will be most effective in building the Jesuit brand?
- How can we craft a synergy between building the Jesuit brand and relating it to the priorities of students and their families?
- How can concerns about Jesuit education uncovered in the research be overcome?
- How can AJCU member institutions best integrate the Jesuit brand in their respective portfolios?
- What strategies are most likely to connect alumni of Jesuit institutions with their alma maters?

Research Approaches for Constituent Analysis



Strategy Elements

■ Brand Strategy:

- What are your most salient brand attributes (description)?
- Have you translated those attributes into meaningful brand promises (prescription)?
- What are you promising and can your institution deliver on the promise?
- Can you answer the audience questions, “What’s in it for me?” or “Why should I care?”

Too many institutions speak
descriptively about themselves,
looking inward.

A key component of strategy is to look outward and speak prescriptively about, for example, the prospective student.

Being Jesuit is a wonderful brand attribute.

The hard work starts in translating for prospective students what promises a Jesuit education makes and why that matters to them.

Strategy Elements

Key Drivers for Branding, Positioning and Communications



Strategy Elements

■ Positioning:

- What is your institution's compelling position?
- Can it be expressed in a sentence or two?
- What can your university do better than anyone else?
- Are you sufficiently differentiated from the pack?
- Is the position realistic, attainable and credible?
- Does it reflect a legitimate market need informed by research?

Strategy Elements

■ Messaging System:

- What are your three core messages?
- Would all your internal constituencies agree that these are your three messages? Is there compliance?
- Do you have a messaging/verbal identity system supporting these messages with facts (cognition) and stories (emotion)?
- Is your leadership team and others with “customer” contact trained in how to use the system to stay on message.
- Do your speakers and writers know what words to use and to avoid, and is the system free of jargon, cliché and hyperbole?
- Do your messages emerge naturally from the research and positioning? Have your messages been tested?
- Do you have or need a tagline? How does it systematically emerge from the messaging and has it been tested?

Strategy Elements

■ Visual Identity System:

- Do you have a system for organizing your “look and feel”? Do internal constituencies know what it is and comply with it?
- Is the system integrated with your verbal identity system so that certain words align with certain colors? Does the system transfer well from print to digital media?
- Does your visual identity emerge naturally from the research and positioning? Have your logo, color palette, font choices and approach to photography been tested?
- Do you have a specific approach to photography?

Strategy Elements

■ Media Mix:

- What is the right balance of print, digital, electronic and interpersonal media for your school and budget? How do you know this to be true?
- Are your verbal and visual identity systems consistently utilized across all media and markets?
- Are you engaged in a proactive, PR-driven thought leadership campaign that makes a compelling public policy, economic, educational or cultural argument that arises from your messages?
- Is your president fully engaged in this campaign with appearances, speeches, op-ed pieces, etc.?



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Organizational Approaches in Marketing & Communications

Organizational Approaches

Centralized Organization	All work done by in-house resources
Decentralized Organization	In-house group managing outside resources

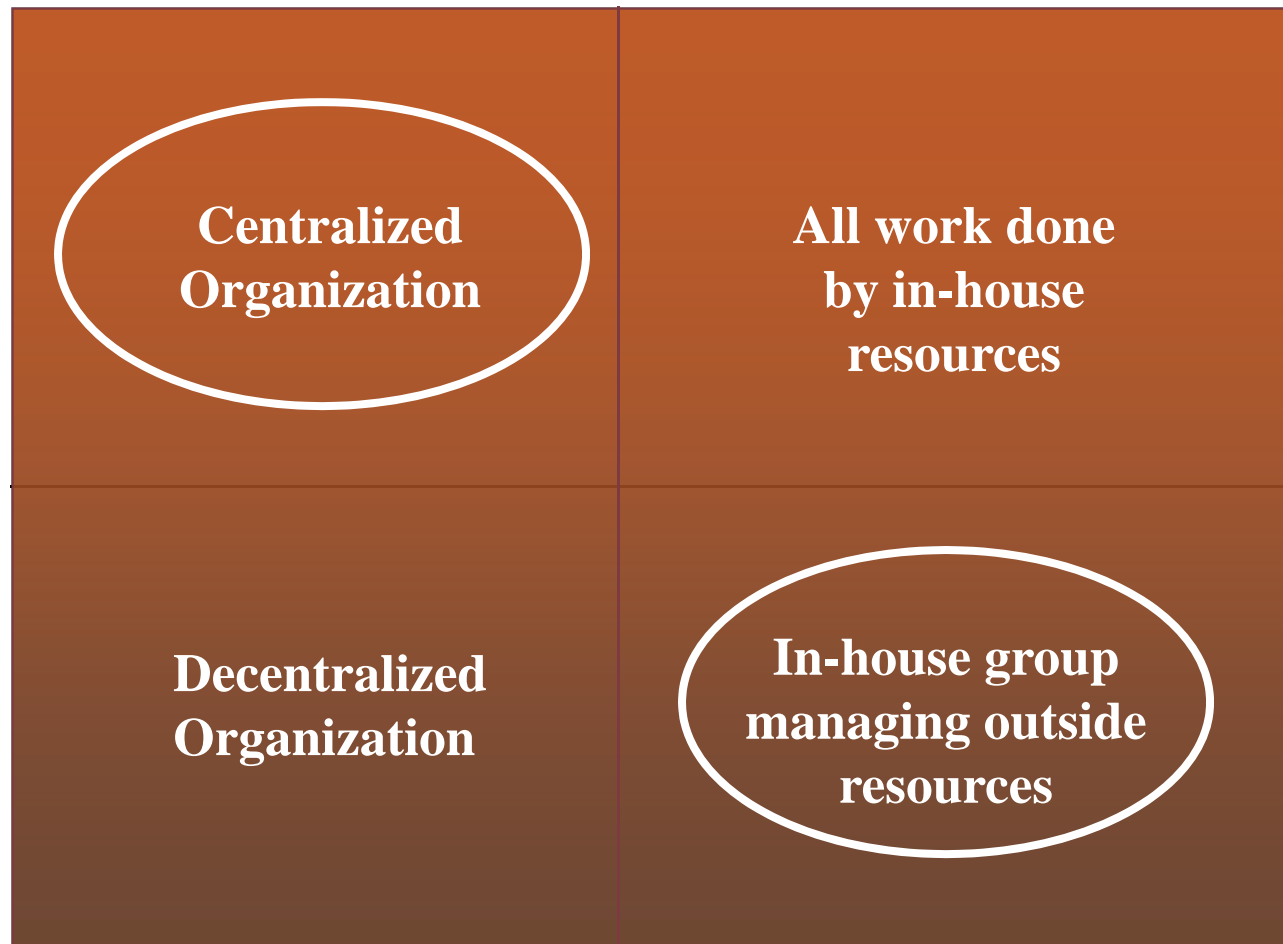
Marketing Organization Options

- Centralized marketing / communications.
- Centralized group with resources dedicated to different client organizations.
- Federation of separate groups.
- Decentralization of separate groups and little/no collaboration.

Workflow Approaches

- All resources contained in-house, and all work performed in-house.
- All types of resources contained in-house but augmented by outside firms.
- Small in-house core team that manages work of outside firms.

Organizational Approaches



Centralized Marketing / Communications

- Reports to president as a cabinet position.
- Responsible for institution-wide brand management and communications.
- All communications and marketing resources report in a solid line to this group.
- Serves a range of departmental and individual clients within the university – dotted lines.
- Provides core messaging and visual identity systems and ensures they are applied effectively to different audiences.

Centralized Marketing / Communications

Advantages

- Provides integration across the institution.
- Reinforces brand management.
- Good use/mix of resources.
- Promotes creative collaboration.
- Fosters organized career development.
- More leverage with outside providers.

Challenges

- Relies on collaboration.
- Issues of control – e.g., tensions around time lines and resource allocation.

Mix of Internal/External Resources

Advantages

- Enables a university to keep pace with rapid advances in Web and interactive technology.
- Takes advantage of a the “best in class” across a range of communications disciplines.
- Permits scaling of resources to meet periodic peak workloads.

Challenges

- Some practitioners must focus on management.
- Ongoing investment in managing a portfolio of strong resources.
- Ongoing investment in keeping outside resources apprised of messaging and content.