

From Advertising to Digital: EMBA Marketing Strategy and Tactics

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Session Objectives

- Learn how to gain market insights as a foundation for your marketing strategy and tactics.
- Review the admissions funnel and learn how to use data to drive marketing objectives for each stage.
- Gain new ideas to better market your EMBA program by benchmarking best practices in marketing tactics.

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Market Insights

- **Market Size, Potential and Preferences**
 - Define geographic market
 - Identify companies, their size, the mix of industries, the number of professional level employees
 - Determine policies for EMBA sponsorship
 - Research student and company preferences

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Market Insights

- **Competitor Assessment**

- History, size, tuition, curriculum, format, faculty, teaching methods, partnerships with other universities, corporate sponsors, differentiating features

- **Contextual Assessment**

- Demographic, economic, social/cultural, political/legal, and technological trends

- **SWOT Analysis**



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Market Insights: SWOT Analysis

How can we:

Build on key competencies (*Strengths*)

Correct glaring problems
(*Weaknesses*)

Exploit significant opportunities
(*Opportunities*)

Avoid disaster (*Threats*)



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Marketing Strategy and Plan

- Summary of Market Insights
- Marketing Strategy
 - Positioning Statement, Target Market, Brand
 - Marketing Objectives
 - Marketing Strategy (Broad Game Plan)
- Marketing Plan
 - Marketing Tactics and Schedule
 - Marketing Budget

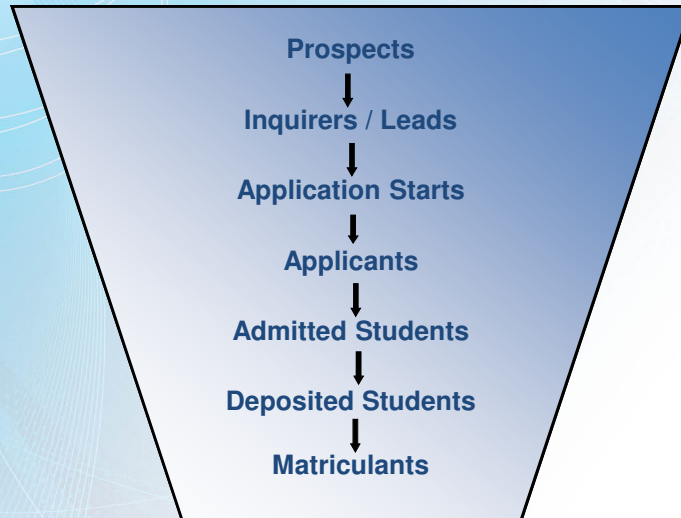
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Data-Driven Marketing Success

- Admissions Funnel
- EMBA Council Data (and your data)
- From Data to Marketing Objectives
- From Marketing Objectives to Strategy and Tactics

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Admissions Funnel

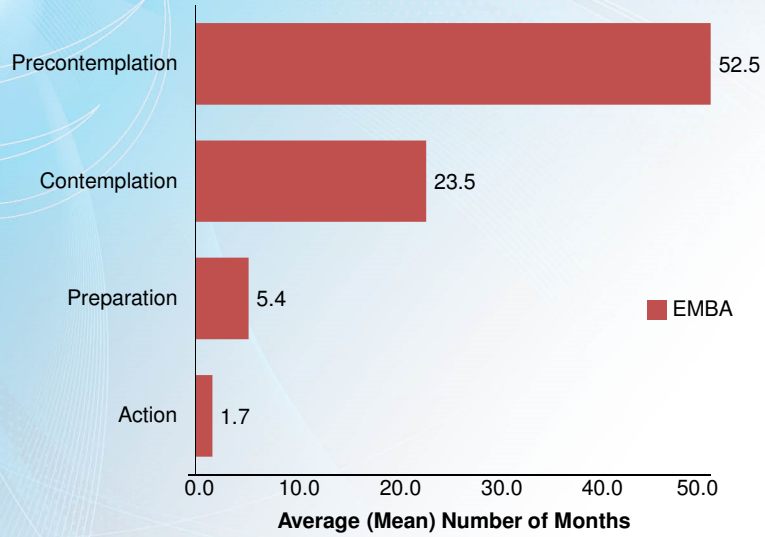


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Prospective EMBA Students:
What's their decision timeline?

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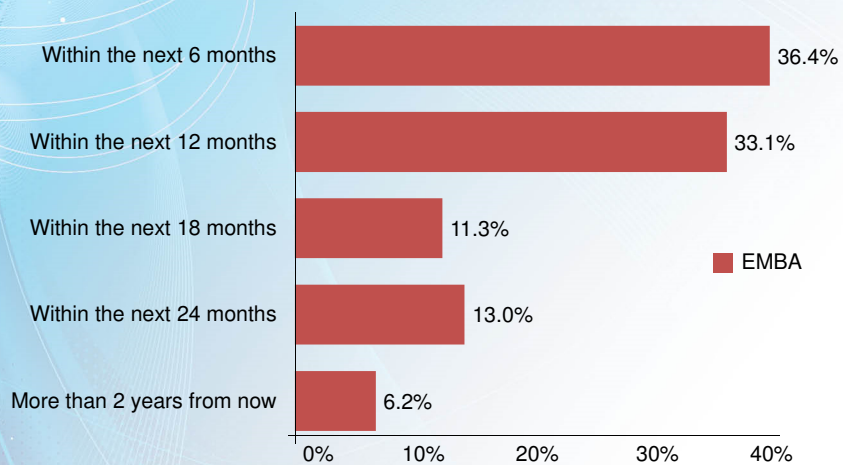
Decision-Making Timeline



Source: GMAC® mba.com Prospective Students Survey 2014

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Planned Time to Enroll



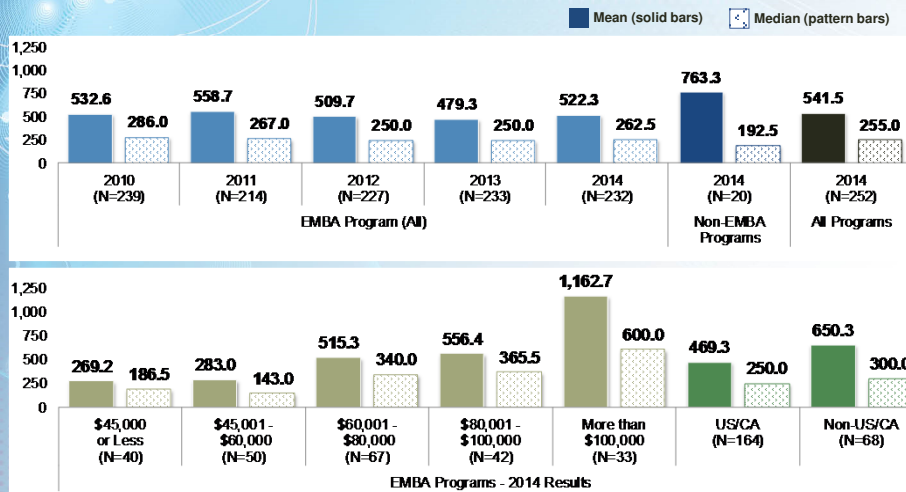
Source: GMAC® mba.com Prospective Students Survey 2014

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2014 EMBA Council Program Survey: Inquirers, Applicants, Admits, Enrolled Students

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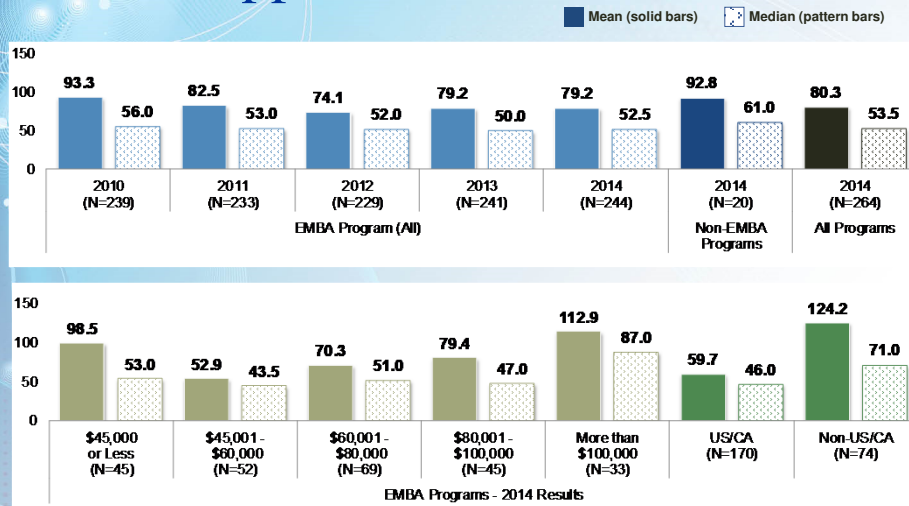
EMBA Inquirers



Source: EMBAC 2014 Program Survey

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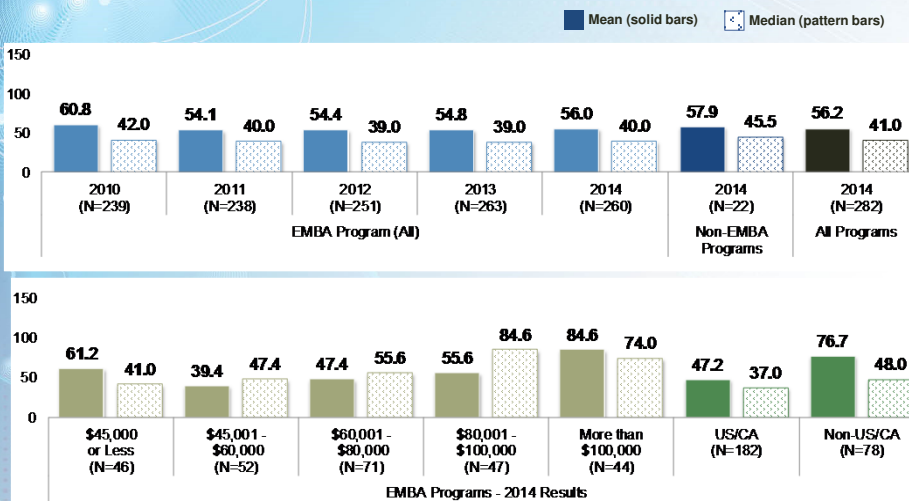
EMBA Applicants



Source: EMBAC 2014 Program Survey

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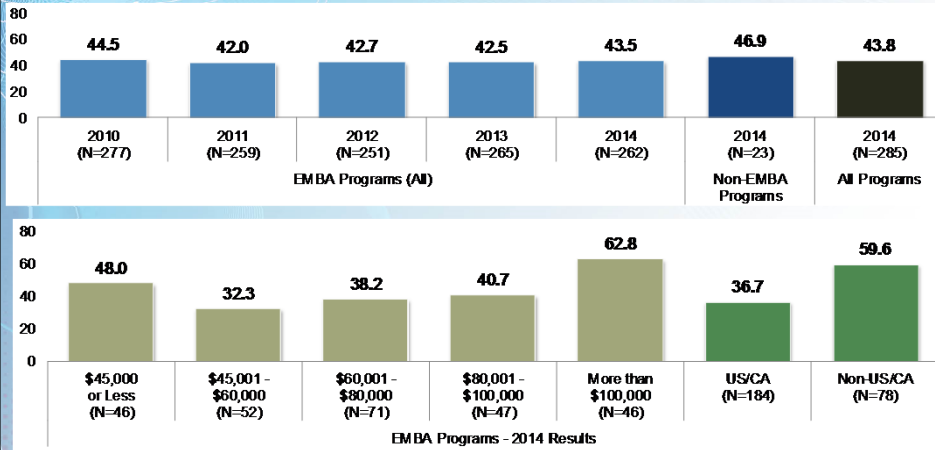
EMBA Admits



Source: EMBAC 2014 Program Survey

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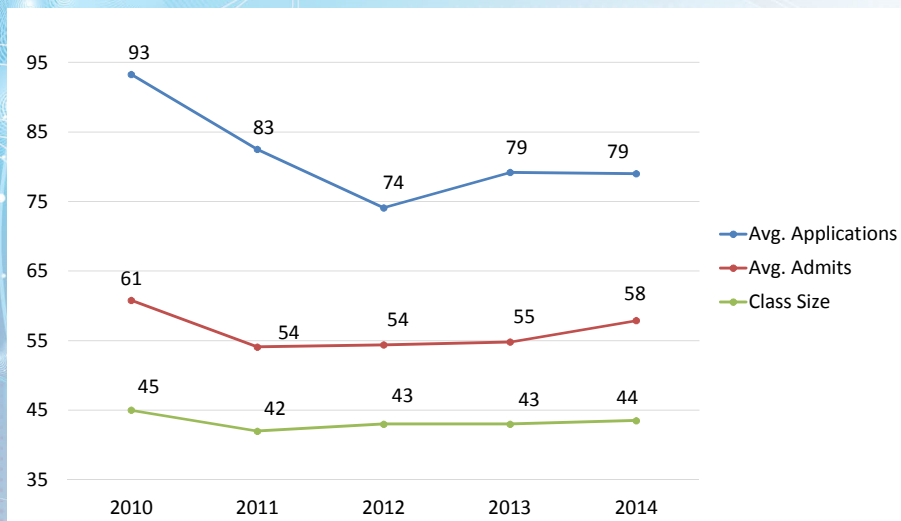
EMBA Class Size



Source: EMBAC 2014 Program Survey

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EMBA Industry Trends



Source: EMBAC 2014 Program Survey

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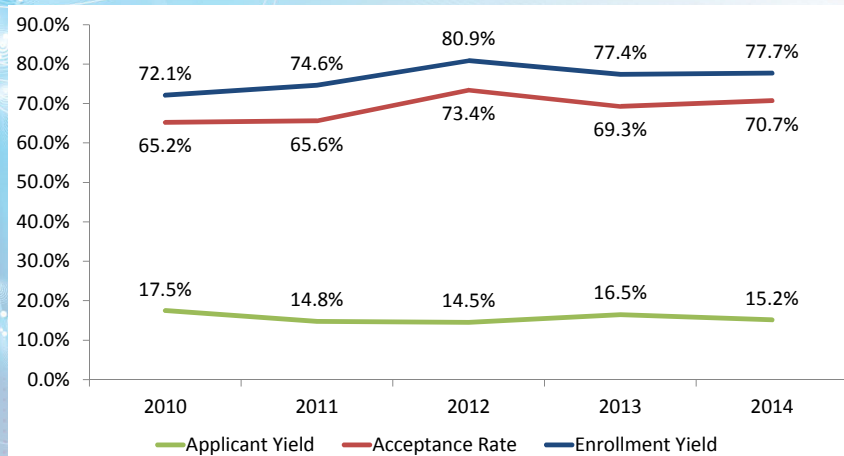
Using EMBA Council Data

How can you use this data?

- Look at industry trends
- Compare to your annual data
- Track and use your own weekly/monthly data over time
- Set marketing objectives from Key Ratios

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Key Ratios: Applicant Yield, Admit Rate, Enrollment Yield



Source: EMBAC 2014 Program Survey

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From Data to Marketing Objectives

Objective: Enrollment of 65

$$\# \text{ Students} = \# \text{ Admits} \times \text{Enrollment Yield}$$

$$65 \text{ EMBA students} = \# \text{ Admits} \times 78\%$$

Need to Admit 83 applicants

$$\# \text{ Admits} = \# \text{ Applicants} \times \text{Admit Rate}$$

$$83 \text{ Admits} = \# \text{ Applicants} \times 71\%$$

Need 117 Applicants

$$\# \text{ Applicants} = \# \text{ Inquirers} \times \text{Applicant Yield}$$

$$117 \text{ Applicants} = \# \text{ Inquirers} \times 15\%$$

Need 780 Inquirers

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From Data to Marketing Objectives

Note differences in Key Ratios!

	EMBA Programs	Non-EMBA Programs	All Programs	EMBA Programs - 2014 Results						
	2014 (N=232)	2014 (N=20)	2014 (N=252)	\$45,000 or Less (N=40)	\$45,001 - \$60,000 (N=50)	\$60,001 - \$80,000 (N=67)	\$80,001 - \$100,000 (N=42)	More than \$100,000 (N=33)	US/CA (N=164)	Non-US/CA (N=68)
Applicant Yield	15.2%	12.2%	14.8%	36.6%	18.7%	13.6%	14.3%	9.7%	12.7%	19.1%
Acceptance Rate	70.7%	62.4%	70.0%	62.2%	74.4%	67.4%	70.1%	75.0%	79.1%	61.7%
Enrollment Yield	77.7%	81.0%	78.0%	78.3%	82.1%	80.6%	73.1%	74.2%	77.8%	77.8%

Source: EMBAC 2014 Program Survey

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Marketing Strategy and Tactics

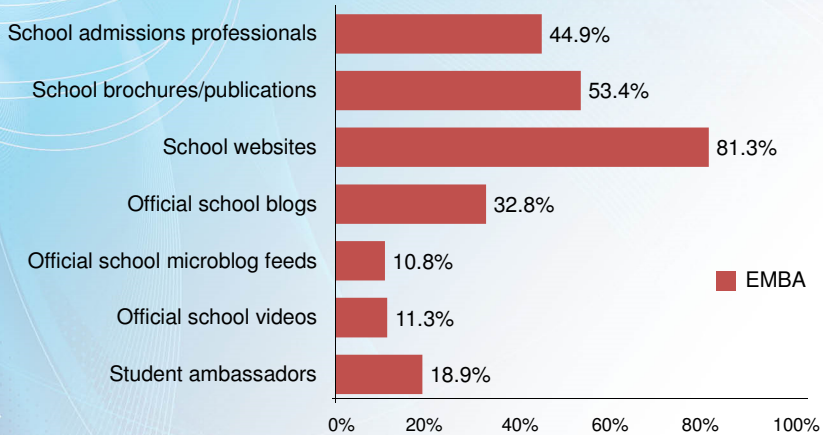


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Prospective EMBA Students:
What influences their decision?

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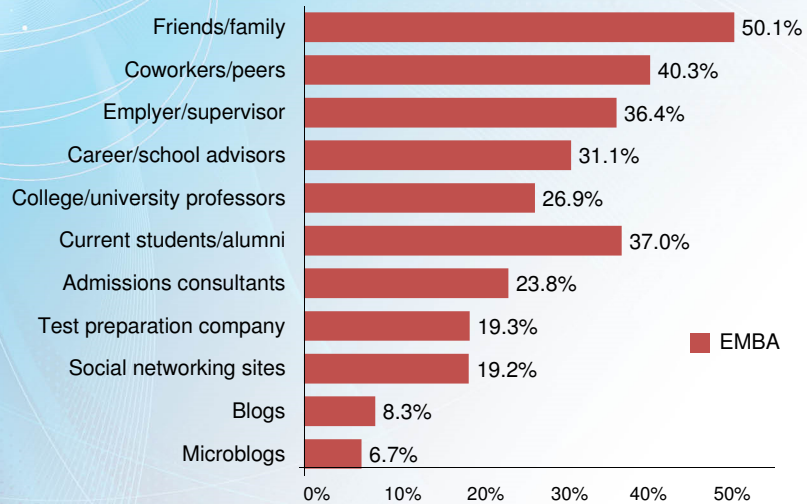
Information Sources - School



Source: GMAC® mba.com Prospective Students Survey 2014

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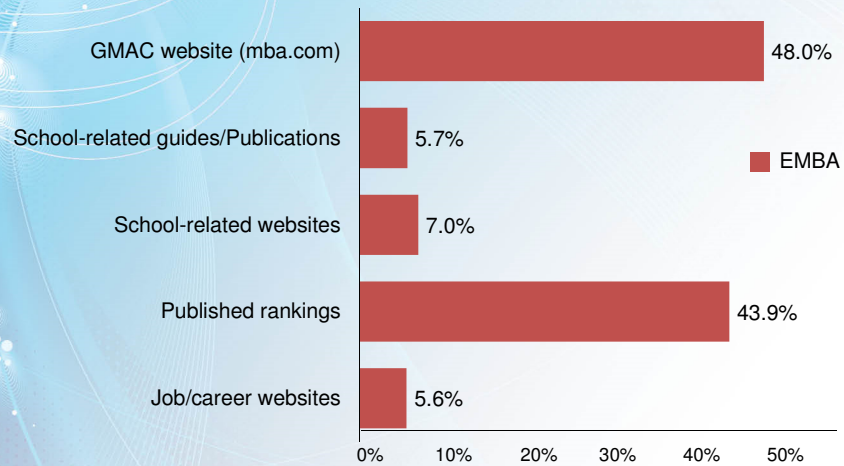
Information Sources – WOM



Source: GMAC® mba.com Prospective Students Survey 2014

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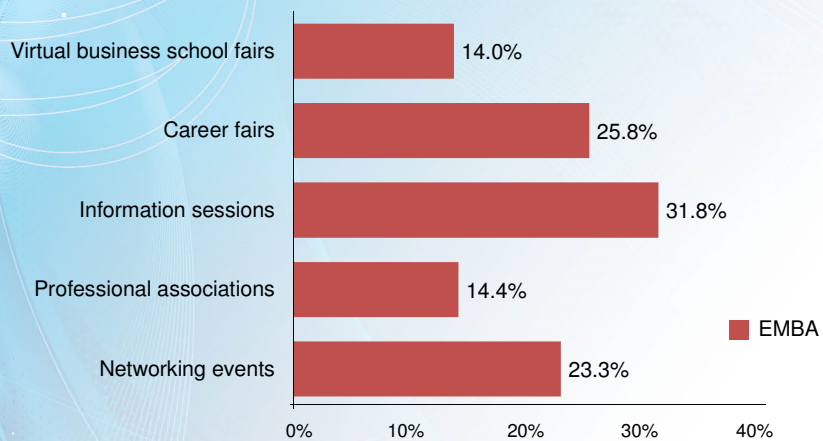
Information Sources – School



Source: GMAC® mba.com Prospective Students Survey 2014

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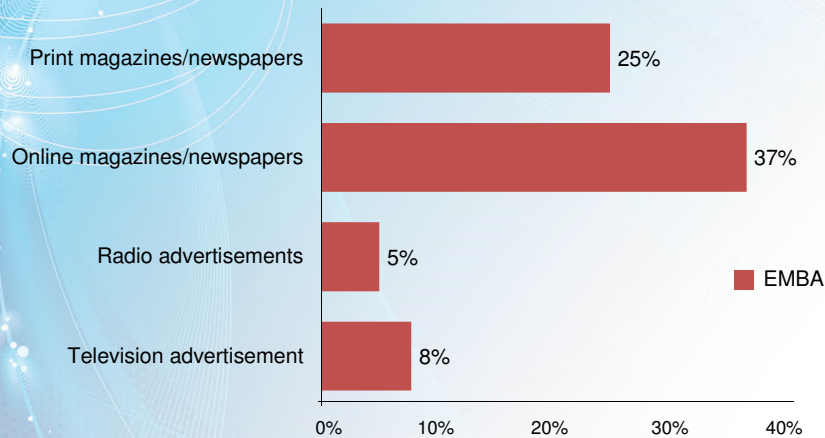
Information Sources – Events



Source: GMAC® mba.com Prospective Students Survey 2014

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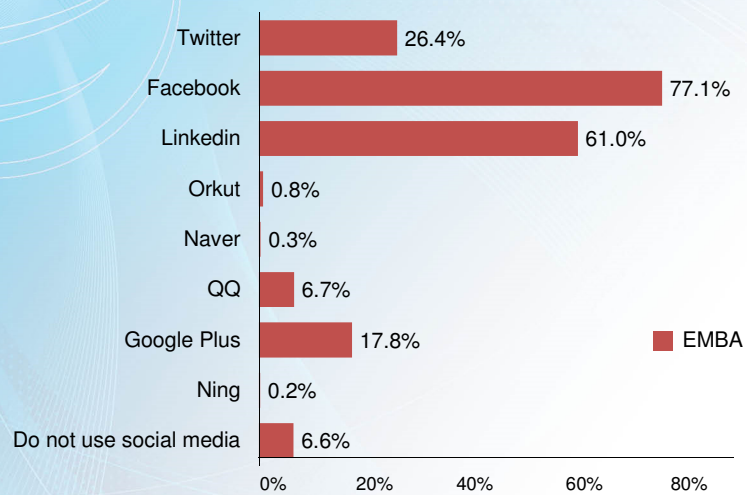
Information Sources – Media



Source: GMAC® mba.com Prospective Students Survey 2014

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Information Sources – Social Media



Source: GMAC® mba.com Prospective Students Survey 2014

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Marketing Tactics

- Executing the brand and program positioning
- Consistency!
- Provides the supporting evidence
 - Student profiles
 - Faculty credentials
 - Program features
 - Facilities and literature
 - Placement statistics
 - Student, alumni, and company testimonials
 - Rankings
 - Service delivery process

Try something new every year!

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Marketing Strategy and Tactics: Direct Marketing

- Direct Mail
- Digital Marketing



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EMBA Marketing Tactics: Digital

- Display or Banner Advertising
- Search Engine Optimization, Google Analytics
- Education Search Sites
 - <http://www.executivemba.org>
 - GMAC mba.com School Search Service
 - Bloomberg.com
- Website / Tablet / Mobile



- Website Content
- Optimized for Tablet / Mobile
- Online Inquiry
- Online RSVP for Information Session
- Online Application
- Admitted Students Webpage
- Profiles, Videos, Blogs, Discussion Board
- e-Mail Marketing

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EMBA Marketing Tactics: e-Mail

- Applicant Database
- Automated Communication (CRM)
- Invitations to Information Sessions
- Newsletters
- Application Status
- Personal e-mail Contact
- FAQs



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How Important Is Social Media Marketing?

“The Social Media Revolution 2015”

<https://www.youtube.com/watch?v=jottDMuLesU&spfreload=10#!>

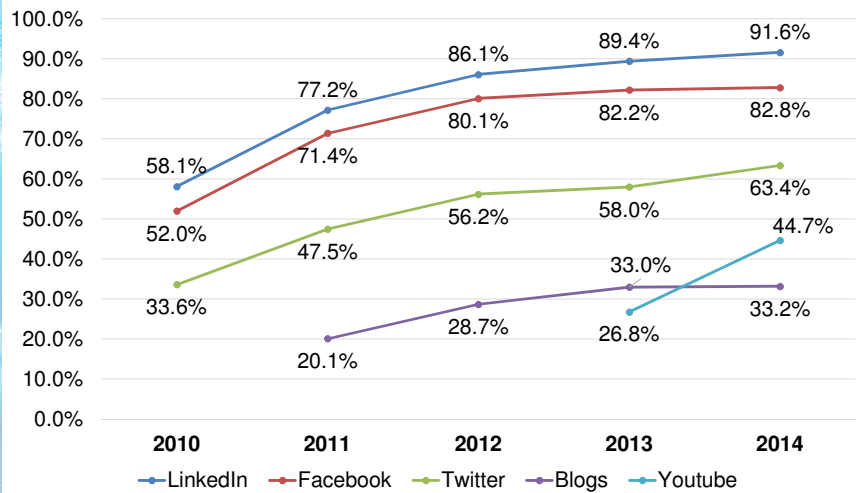
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EMBA Marketing Tactics: Social Media

- Online Info Sessions/Chats/Videos
- Podcasts/Webinars/Videos
- Texting
- Social Networking Sites
- Blogs, Forums



EMBA Marketing Tactics: Social Media



Source: EMBAC 2014 Program Survey

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Best Practices: Digital Marketing

- **Online**

- Display / Banner Advertising
- Search Engine Optimization, Google Analytics
- Education Search Sites
- Website / Tablet / Mobile

- **e-Mail**

- Applicant Database
- Automated Communication
- Info Session Invitations
- Newsletters
- Application Status
- Personal e-mail
- FAQs

- **Social Media**

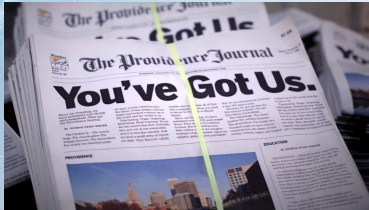
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EMBA Marketing Tactics: Advertising

- Brochure/Viewbook
- Advertising
 - Local - newspaper, radio, TV, billboard, transit, airport
 - National - newspaper, magazine



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Best Practices: Advertising

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EMBA Marketing Tactics: Personal Selling

- **Information Sessions/Open Houses**
 - When? Where? Who?
 - Student/Alumni Panels
 - Faculty Speaker
 - Tours
 - Different Formats
- **Class Visits**
- **Phone Calls**
 - Inquirers and Admits
 - Follow-up to Information Sessions
 - Students/Faculty/Alumni/Dean to Admits
 - Phone-a-thons
 - Call Planning System (CRM)



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EMBA Marketing Tactics: Personal Selling

- **Interviews**
 - Selection vs. Recruiting
- **Admitted Student Events**
- **Alumni/Student/Friend Referrals**
- **Corporate Relationship Building**



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Best Practices: Personal Selling

- Information Sessions/Open Houses
- Class Visits
- Phone Calls
- Interviews
- Admitted Student Events
- Alumni/Student/Friend Referrals
- Corporate Relationship Building



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EMBA Marketing Tactics: Sales Promotion

- Program Discounts
- Coupons (Application Fee Waivers)
- Sweepstakes
- Class Visits
- GMAT Prep Course
- Refund of GMAT/GRE Fee



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Best Practices: Sales Promotion

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EMBA Promotions: Public Relations

- Press Releases and Media Relations
 - News
 - Human Interest Stories
 - Expert Sourcing
- Sponsorship of Community Events
- Promotional Items (Freebies)
- Announcements of Events
- Speaking Engagements
- Rankings



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Best Practices: Public Relations

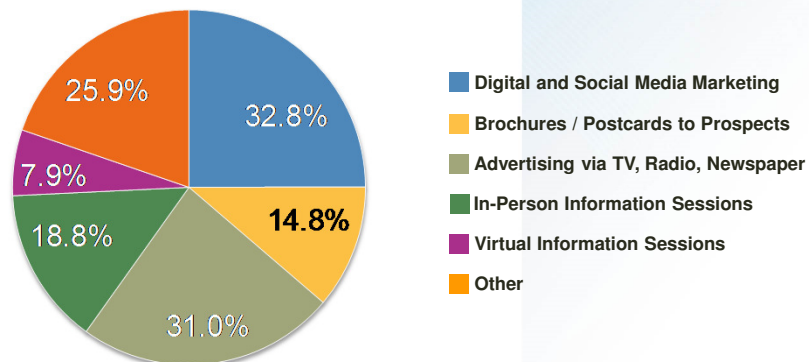
- **Press Releases and Media Relations**
 - News
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- **Sponsorship of Community Events**
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Allocation of EMBA Marketing Budget

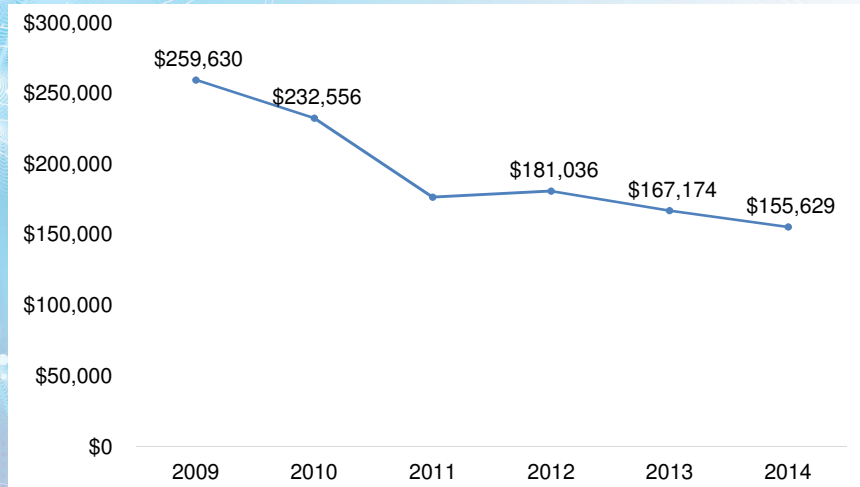
2014 All EMBA Programs



Source: EMBAC 2014 Program Survey

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EMBA Marketing Budget



Source: EMBAC 2014 Program Survey

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Integrated Marketing

- **Evaluate all Marketing Tactics for Integration**
 - Website, brochure, advertising
- **Consistency**
 - Message – Positioning, Brand
 - Design
- **Full Integration**
 - Example: Ads drive to website to register for Information Session
 - Example: Brochure, business cards, letterhead drive to website

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From Advertising to Digital: EMBA Marketing Strategy and Tactics

Gone, gone, gone are the days when we printed a brochure and slapped up a website, then waited for applications.

We have to **be at the top of our game** in carefully **differentiating** our EMBA program with deep **understanding of competitors**, and executing **sophisticated marketing strategy/tactics**.