UNICON Team Conference

Best Practices in Marketing Executive Education

Pat Cataldo

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Agenda

• Introduction
  – Baseline Questions
  – Marketing Strategy (Exercise)
  – Marketing Channels (Exercise)
  – Marketing – General
  – Marketing Spend (Exercise)

• Follow-up survey

• Different data cuts

• Summary
Marketing - Targeted Research

Open enrollment ➔

Custom programs ➔

Brand marketing ➔

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Objective

- Target U.S. and international schools
- Seek responses from up to 20 schools
- Size of operation - small, mid-sized, large
## Schools

<table>
<thead>
<tr>
<th>Ashridge</th>
<th>ISB</th>
<th>Tsingua</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babson</td>
<td>ITAM</td>
<td>U Alberta</td>
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<tr>
<td>CEIBS</td>
<td>Manchester Bus. School</td>
<td>U Georgia</td>
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<tr>
<td>Columbia</td>
<td>Michigan State</td>
<td>U Hawaii</td>
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<tr>
<td>Cranfield</td>
<td>MIT</td>
<td>U Michigan - Ross</td>
</tr>
<tr>
<td>Dartmouth - Tuck</td>
<td>National University of Singapore</td>
<td>U Santa Clara</td>
</tr>
<tr>
<td>ESADE</td>
<td>Northeastern</td>
<td>U So. Cal– Marshall</td>
</tr>
<tr>
<td>FDC</td>
<td>Ohio State - Fisher</td>
<td>U Toronto – Rotman</td>
</tr>
<tr>
<td>Harvard</td>
<td>Penn State</td>
<td>U Virginia – Darden</td>
</tr>
<tr>
<td>HKUST</td>
<td>Pontifical Univer. Catholic de Chile</td>
<td>U Washington – Foster</td>
</tr>
<tr>
<td>IE</td>
<td>Simmons</td>
<td>U of Western Ontario – Ivey</td>
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<tr>
<td>IESE</td>
<td>Skolkovo</td>
<td>U of North Carolina</td>
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<tr>
<td>IMD</td>
<td>Smith</td>
<td>U of St. Gallen</td>
</tr>
<tr>
<td>Insead</td>
<td>SMU - Cox</td>
<td>Universidad de San Andres</td>
</tr>
<tr>
<td>Insper</td>
<td>Thunderbird</td>
<td>Wharton – U of Pennsylvania</td>
</tr>
</tbody>
</table>
Research methodology

• Primary survey
• Secondary survey
• Literature search
• Interviews
• PR releases (06/01 – 11/01)
• Web site visits
• Client contacts
Location

Geographic Distribution

- US/Canada
- Europe
- Latin America
- Asia/Oceania
Size of Operation


- <$3M
- $3M - $7M
- $7M - $12M
- $12M - $20M
- $20M - $30M
- >$30M

Schools
Marketing Strategy - Inputs

- Open -

- Custom -

Pfizer, Dow, Lockheed Martin, AMGEN, McDonald's, Best Buy, Sprint, UnitedHealth Group, Campbell's, Humana, Dollar General, Aetna, PepsiCo, Eastman, Johnson Controls, Tech Data, The Home Depot.
Marketing Strategy – Target Audience

Identify the top three target audiences for Open, Custom and Brand

Open Enrollment  |  Custom Programs  |  Brand Awareness

1. ___  |  1. ___  |  1. ___
2. ___  |  2. ___  |  2. ___
3. ___  |  3. ___  |  3. ___

A. Alumni
B. Prospect list by title
C. Key Company contacts
D. Key HR contacts
E. Prospect list by company
F. Past participants
G. Key executive contacts
Marketing Strategy

Did your marketing strategy change over the past year?

1) Marketing mix
2) Client development
3) Education selection
4) Social media
5) More regional or global
# Marketing Channels - Most Effective

1. Direct mail marketing
2. Print and Media Advertising
3. Web site
4. Internal conference marketing
   (events you run for potential clients)
5. External conference marketing (i.e.
   ASTD, CLO, etc. – events you attend)
6. Publications (catalogues, flyers,
   newsletters, PR articles)
7. Email marketing
8. Social marketing (Facebook, Twitter,
   YouTube, LinkedIn, others)
9. Outbound telephone marketing
10. Other: __________________________

Open Enrollment
1. ____
2. ____
3. ____

Custom Programs
1. ____
2. ____
3. ____

Brand Awareness
1. ____
2. ____
3. ____
Marketing - General

Best Practices

• Relationships
• White papers
• Events
• Selling
• Advisory Boards
• Community
Marketing Spend

FTE Employees in Marketing

- 1 to 3 employees
- 4 to 6 employees
- 7 to 9 employees
- Over 10 employees

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Outsourcing

1. Print and radio advertising creation
2. Media buying analysis, placement, and buying
3. Collateral materials design, development and printing
4. Mailing services for print and large email distribution blasts
5. Web site design and development
6. Search engine marketing (SEM) and search engine optimization (SEO)
7. Web measurement and analytics
8. Telemarketing activities
Marketing – Before, During, After

During

Executive Education Courses

After

Join LinkedIn and see how you are connected to Harvard Business School Executive Education. It’s free.
Get access to insightful information about your network at thousands of companies!
Distribution of Revenue

Business Segmentation

- Custom
- Open
- Consortia or Other
Marketing Structure

Marketing and Sales Units

Separate

Combined

0% 20% 40% 60%
Marketing Strategy – Open

USED BY

Strategy Selected
Depends on:
Type of Product-Market &
Product Life-Cycle Stage

Push

Pull

Personal Selling

Advertising
Promotion
Publicity
Marketing Strategy – Custom

Personal Selling

Combination of Push and Pull

USED BY 57%

USED BY 32%

Strategy Selected Depends on:
Type of Product-Market & Product Life-Cycle Stage
Marketing Spend

Marketing Spend as a Percentage of Revenue

- More than 16% of revenues
- From 13% to 16% of revenues
- From 9% to 12% of revenues
- From 5% to 8% of revenues
- Less than 5% of revenues

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Channel Spend

# 1. Direct mail marketing
# 2. Print and Media Advertising
# 3. Web site
# 4. Internal conference marketing
  (events you run for potential clients)
# 5. External conference marketing (i.e. ASTD, CLO, etc. – events you attend)
# 6. Publications (catalogues, flyers, newsletters, PR articles)
# 7. Email marketing
# 8. Social marketing (Facebook, Twitter, YouTube, LinkedIn, others)
# 9. Outbound telephone marketing
# 10. Other: ________________________________

The largest percentage of money spent:

Open Enrollment
1. _____
2. _____
3. _____

Custom Programs
1. _____
2. _____
3. _____

Brand Awareness
1. _____
2. _____
3. _____
Follow-up Survey

1. **Biggest marketing challenge overcome last year?**
2. **Evaluation criteria for RFPs or RFQs?**
3. **What clients say you “do best” in marketing to them?**
4. **How to evaluate marketing spend effectiveness?**
5. **One piece of information you’d like to get, what would it be?**

“Lead generation is an ongoing challenge and priority. Over the past year, we have seen a decrease in conversion rates from our marketing efforts.”

“The biggest challenge we tackled this past year is social media. From a learning and development perspective, we need to practice what we preach. For that reason, we created a social media training day and workshop for our entire EE team where social media myths are addressed and solid, applicable information provided. As we move forward with this as one of our main advertising channels, we need to ensure that the team is comfortable championing and working with new approaches that will be launched.”

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Follow-up Survey – RFPs/RFQs

1) Expertise – Do we have the content expertise to respond?
2) Prior success and references – Have we won similar proposals and do we have reference accounts that we can call upon if needed for testimonials
3) Capabilities – Do we have available faculty to deliver what’s needed?
4) Organization –
   a. Is this a client that fits with our target segmentation?
   b. Have they done executive education programs previously?
   c. What is their business ranking and reputation?
   d. Do they have the budget to support executive education programs?
   e. Do they have a sufficient population for multiple offerings?
   f. Is there executive support at the C-suite or senior level for this program?
   g. Will this be a short term or long term relationship?
5) Location – Where are the programs being requested? Will they be on campus or at an off-site facility? In what geographic region(s) will the program(s) be held?
6) Faculty – Do we have faculty interest in this project and in the organization?
7) Clear goals and expectations – Does the proposal provide detailed requirements?
8) Is there an individual at the organization available for a conversation to provide further background, clarification, or questions prior to the decision to bid?
9) Is the RFP or RFQ issued by the purchasing group? Is this a price only proposal?
10) Would this business be a good fit for the school and for the potential client?
3. What clients say you “do best” in marketing to them?

“I believe what colleges and universities “do best” in marketing their capabilities and programs is keeping in personal touch with me. I like to know my employees will feel special when they go to the program, and that starts with how they treat me. Communication should be every other month to once a quarter.”

“What executive education “does best” is: provide collateral which is professional, well-written and organized, demonstrate flexibility providing multiple options for program development and delivery, keeps me informed of upcoming programs, and articulates quality of faculty and rigor of the programs and offerings (both customized and open enrollment).”

“What they do best is use a multimedia approach, reaching me in multiple ways. I like having the information accessible electronically for me to explore on my own.”
Follow-up Survey – Evaluating Spend

Measurements and ROI primarily on open enrollment business.

77% of schools have measurements:
- established pre-determined targets of response rates, clicks, calls, contacts, proposals, visits, analytics, and enrollments
- formal reporting process … on a monthly basis

23% did not effectively measure
Follow-up survey

5. One piece of information you’d like to get, what would it be?

Results for Experienced and New Social Media Users

- Generate business exposure: 81%
- Add subscribers/traffic/opt-in: 61%
- Produced new business partnership: 56%
- Improved search engine ranking: 52%
- Generated qualified leads: 48%
- Reduced marketing expenses: 45%
- Helped close more business deals: 35%

Social Media Marketing University
## Different Data Cuts

### Open - Where Schools, by Revenue Size, Spend the Most Marketing Dollars

<table>
<thead>
<tr>
<th></th>
<th>up to $3M</th>
<th>$3-$7M</th>
<th>$7-$12M</th>
<th>$12-$20M</th>
<th>$20-$30M</th>
<th>$30M+</th>
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<tr>
<td>Direct mail</td>
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<td>1</td>
<td>-</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Print and Media Adv.</td>
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<td>5</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>5</td>
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<td>2</td>
<td>-</td>
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<td>Outbound telephone</td>
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<td>Other: Paid search &amp;</td>
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<td>-</td>
<td>-</td>
<td>1</td>
<td>2</td>
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banner ads
# Web Sites

Evaluating Web Sites (1 = Lowest and 5 = Highest rating)

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<thead>
<tr>
<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<td>5</td>
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<td>4</td>
<td>5</td>
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<td>Aesthetics</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**Aesthetics (visual appeal)** – colors, contrasts, use of white space, a layout that is easy to read, a look that is “Fresh and New”, use of photographs and graphics, rolling images, etc.
Summary

Open enrollment → Custom programs → Brand marketing