Strategic Initiative Project Work Plan Summary

Project Name:	Strategic Integrated Marketing Plan	Academic Year:	2018 –2019 / Version 1.0 (9-20-19)
Strategic Priority:	#4: Promote the brand through an integrated marketing communication program	Project Leader:	Asia L. Hauter
Team Members:	Tim Duncan; Allie Reese; Stephen Schultheis; Rosalind Williams; Elizabeth Taylor; Stephen Jenkins; Mario Norman; Chase Moore		
Project Description:	Implement an integrated marketing plan to promote and strengthen the brand of the University and support strategic enrollment goals.		
Success Measure(s)	**Quantitative (Campaign Performance Metrics):** Video Views (X); Ad Engagement (X); Click Through Rates (X); Web traffic to campaign landing page (X) **Quantitative (Admissions Impact):** Increase in Web Inquiries for Undergrad and Grad Programs (X) **Qualitative:** Perception (X); Awareness (X)		

#	MAJOR TASKS / Action Steps[i]	Target Date	Responsibility	Deliverable(s) / Notes
1	**ESTABLISH SCOPE AND PURPOSE**			
	o Alignment with institutional goals	June 16, 2016	Team	COMPLETE - Ensuring we are always in line with our mission, values and strategic goals of the university and stakeholder units
	o Determine the scope	June 16, 2016	Team	COMPLETE – In line with strategic goals, identify appropriate sub projects and keep focus on the development of the paid advertising campaign. Remain aware of project creep.
	o Determine what is not included in the scope	June 16, 2016	Team	COMPLETE – Although the MarComm team is accountable in the implementation of other 'campaigns' such as is relates to fundraising, internal programs (PACE, EDGE), etc. The charge of this Strategic Planning project is focused on the paid campaign and efforts that will also impact enrollment.
2	**ESTABLISH GOALS**			

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	o 1. Promote the brand	June 16, 2016	Team	**COMPLETE** - External (Initiate a comprehensive integrated marketing campaign to create greater awareness of the University and it's brand.
	o 2. Strengthen the brand	June 16, 2016	Team	**COMPLETE** – Identify key messaging points and address misperceptions among external and internal audiences to shape desired brand.
	o 3. Support strategic enrollment goals	June 16, 2016	Team	**COMPLETE** – Create web traffic that will convert into inquiries and increase prospective student pool.
3	**DETERMINE ASESSMENT METRICS & MEASUREMENT**			
	o **Quantitative:** Identify Performance metrics for the ad campaign as well as enrollment impact.	June 15, 2017		**COMPLETE** – **Quantitative (Campaign Performance Assessment Metrics):** Video Views (X); Ad Engagement (X); Click Through Rates (X); Web traffic to campaign landing page (X) *(Meeting set to review performance of the campaign's first flight. This assessment will be ongoing as we make modifications to artwork and strategy)* **Quantitative (Admissions Impact):** Increase in Web Inquiries for Undergrad and Grad Programs *(55% increase)*
	o **Qualitative:** Measure brand awareness and market perceptions of Clayton State University	June 15, 2017	Team	**COMPLETE** – **Qualitative:** Perception *(increase net promoter score by 2%. Current 38);* Awareness *(Increase by 2 – 3% Aided Familiarity of Clayton State in the Atlanta DMA, excluding Clayton and Henry County.*

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				Current is 50%) **Clayton State University Research Objectives** • Capture aided and unaided awareness of Clayton State University • Capture verbatim responses about the Clayton State University brand • Measure brand association with key areas of gain (e.g., strengths, primary areas of customer interest) • Test creative executions for effectiveness **Value:** The pre- and post-campaign research project with the above specifications is valued at $95,000.
	• Identify vendor	April 2017	Maritza	COMPLETE – Cox Media Group – Research negotiated with vendor as part of value add of specified ad campaign.
	• Phase I: Discovery/Planning – Timing varies by client (1.5+ weeks	October 2017	Maritza	COMPLETE – • Questionnaire development and approval • Design survey • Draft revisions (per client feedback) • Creative assets – submission for testing
	• Phase II: Implementation – Approximately Four (4) Weeks	November/December 2017	Maritza	COMPLETE – • Custom survey build/programming • Quality control • Survey fielding

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	• Phase III: Analysis/Reporting Results – Approximately Three (3) Weeks	December 2017	Team	**COMPLETE –** • Data extraction • Detailed results creation • Results presentation to client
	• Survey #2 (Post Campaign Survey)	October 2018	Team	**COMPLETE** - Repeat phases I to III. The post-campaign survey will be a repeat of the same questions from the pre-campaign survey and can include updated creatives, if so desired.
4	**TARGET AUDIENCE**			
	o Internal - Define target audience groups	June 16, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	**COMPLETE** - Current students, faculty and staff. Reinforcing brand and shaping perception.
	o External - Define target audience groups	June 16, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	**COMPLETE** - Those interested in pursuing an educational program offered by CSU. May or may not be aware of CSU yet. Potential donors, corporate partners and local community.
	o Influencers - Define target audience groups	June 16, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	**COMPLETE** - Those that influence decisions. Parents, business community and community leaders.
	o Audience analysis study		M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	**COMPLETE** - Using newly enrolled student data and conducting an analysis to gain an understanding of the psychographics, lifestyle factors, media consumption habits and life stages of incoming students. The goal is to have

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				an understanding of our incoming students population so that we look at the market and target look-a-likes. An aspect of this analysis is to employ the Nielson, PRISM Customer Segmentation tool for this study.
	• Identify focus of study sample and provide data sets to vendor	June 20, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	**COMPLETE** -
	• Review results of study	August 19, 2016	Team	**COMPLETE** - Scheduled & room reserved - UC board room. Groups invited to see results are Strategic Planning Committee, Marketing Advisory Council, Marketing & Communications, and Academic Affairs.
	o Define undergrad student target	TBD	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	**COMPLETE** - Profiles already exist by admissions - Demographics, Geography
	o Define grad student target	TBD	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	**COMPLETE** - Profiles already exist - Demographics, Geography
5	**KEY MESSAGE POINTS**			
	o Working draft completed	August 3, 2016	K. Petty	**COMPLETE** - Review findings of strategic planning process, STAMATS research, meetings with stakeholders. Develop document that can be shared with campus communicators to establish consistent messaging and tone. Writing workshop also provided to campus by STAMATS on writing for various technology platforms. Brand voice was finalized, messaging points document completed. Is now implemented into marketing, internal and media communications.

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6	**AUDIT IDENTITY MARKS AND VISUAL STANDARDS**			
	o Logo audit	July, 20, 2016	A. Reece	COMPLETE Logo audit presented to the committee. Discussion on logos and importance of enforcing logo standards for maintaining brand integrity. Also, the role of athletics logos and usage as athletics is an opportunity to create brand awareness via licensing and apparel.
	o Logo "Clean Up"	Ongoing	M. Ferreira	WORK ONGOING As a result, we worked with various groups on campus to reduce the number of "logos" and work to establish cohesive visual standards.
	o Review, update brand standards. Develop comprehensive University brand guide	July 2018	H. Weathersby	IN PROGRESS – Visual brand elements have gone under review with feedback from faculty, staff, students and leadership. Updated elements are being implemented into new admissions materials and brand campaign. Final comprehensive document will include logo and visual standards.
7	**IDENTIFY CURRENT COMMUNICATION CHANNELS**			
	o Audit of current marketing activities, channels and tools being used	August 3, 2016	E. Fender	COMPLETE – Purpose is to review what is currently being done so that we can improve upon messaging, branding and conversion.
8	**IDENTIFY SUPPORTING STRATEGIES AND TACTICS**	**TBD**	**Team**	
	o Short term – Undergraduate Email Campaigns	August 2017	Marketing/ Undergraduate Admissions	COMPLETE - Working with admissions to update email communication plans so that messaging is appropriate to target group. Teams

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				have reviewed the current campaign and modified communication plan. Copy and wireframes have been developed, reviewed and approved by admissions for first comm flow. Admissions currently building out first flow for implementation. Goal is to increase open and click through rates to drive more traffic to the Admissions page.
	o Short term – Admissions Print Materials	August 2017	M. Ferreira	COMPLETE –Update admissions recruitment and enrollment materials to be in line with updated brand standards
	o Short term - University Content Calendar	August 3, 2016	MarComm	COMPLETE –University content calendar established. Regular meetings to coordinate editorial calendar, happenings, information and visual assets needed to manage the information distributed via various channels.
	o Short term - Assess Undergrad Search Strategies (List purchase)	2016	S. Jenkins	COMPLETE – Review of data from PRIZM analysis as well as University data to modify list purchase strategies for more efficient spending and strategy in these efforts.
	o Short term – Laker Connection	August 2016	M. Ferreira	COMPLETE – Redesign of the University publication, increase feature stories, shift the style of story writing. Launch digital and e-newsletter version of the magazine to reach more audiences and increase engagement with stories. Stories are also pitched as expert or human interest stories.
	o Short Term – Media/PR strategy	September 2016	M. Ferreira/Kelly Petty	COMPLETE – Redefine focus and strategy for more effective media pitching.

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	o Short Term – PRIZM Nielson Mailing		M. Ferreira/S. Jenkins & Schultheis	**COMPLETE –** Working from the data uncovered in our audience analysis. Budget provided to fund a targeted mailing. Funds recently received so the mailing can be executed in the new year.
	o Short Term - Virtual Tour	September 2016	E. Fender & B. McKeown/S. Jenkins & S. Schulthies	**COMPLETE –** Analyze traffic and determined that virtual tour drives a 100's of potential students per month to the admissions page. Working with Admissions to produce 6 more videos so VT speaks to additional audiences such as grad students and parents.
	o Mid term – University Website Project	August/September 2017	M. Ferreira	**COMPLETE –** Currently in content development phase. Also, close to finalizing contract with AMAC to ensure accessibility compliance. Once accessibility phase is complete, STAMATS will be able to begin building out the site and flowing content into the first section of the new website
	o Mid term – Assess and optimize web conversion	August/September 2017	M. Ferreira/S. Jenkins	**COMPLETE –** Will work with admissions to revise current inquiry capture forms to prospective student inquiry pools for both graduate and undergraduate programs. Addressed during the web redesigned.
	o Short term – MarComm Internal Communications	December 2017	MarComm	**COMPLETE -** Have streamlined channels of communication. Established clear definitions for usage for various channels and updated processes for requests. Developed a campus newsletter that indicates strong open and click through rates. Consolidated various channels

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				into a modified Inside Clayton State structure, which greatly increased traffic to these sites and targeted content to the appropriate audiences. Implemented an open form for University calendar submissions. **Still pending -** Working with Internal Communication Audit team to finalize Mass Email Guidance Policy.
	o Mid term - SWAN Portal	January 2016	M. Ferreira/ITS	COMPLETE – Working with ITS on restructuring of SWAN portal for better user experience for internal communication and processes. Streamlined interface that includes information feed. Testing completed and committee launched in January 2016.
	o Mid term – DNN Upgrade and Migration	11/11/16	M. Ferreira/ITS	COMPLETE – Bring stability and bandwidth to the University website. Funds secured in FY16. Implementation completed November 2016.
9	**BUDGET AND RESOURCES**			
	o Conduct analysis of current spending trends	May 2017	M. Ferreira/ S. Schulthies	COMPLETE – Worked with procurement on reports that show expenditures on items categorized as "Marketing" and "Advertising". Purpose of spending analysis was to gain insight on possible reallocation of current spending and budget efficiencies. Findings show that although there has been marketing activity in recent years, there is not and consistent, sustained 'pool' of advertising resources. Most has come form one-time

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				funding opportunities. Also, spending levels are not sufficient to launch a University paid brand campaign in the Atlanta metro market.
	o Content development resource needs	July 2017	M. Ferreira	COMPLETE – Funds secured in FY16 to develop campaign assets for launch of advertising campaign for external audiences Dreams. Made Real. Story board and concept complete. Pre production occurred throughout September and October. Production began October 26th and is currently in progress. Post-production for video assets will be completed in July 2017. This also included assets for the website project.
	o Establish Budget for Integrated Marketing Communication Plan		M. Ferreira	COMPLETE
	o Identify Budget Resources		M. Ferreira/S. Schulthies	IN PROGRESS - Working with Admissions and various groups across campus
10	DEVELOP INTEGRATED MARKETING COMMUNICATION PLAN			
	o Development of integrated marketing plan that will also include the "re-launch" and "re-invigoration" of the Dreams. Made Real. brand campaign. Goal is build on the good work that has been established and take this message out to market while still re-enforcing the brand internally.		M. Ferreira	COMPLETE – Plan developed and presented to Dr. Hynes, Cabinet members, Administrative Council and Marketing Advisory Council and Committee.
	o Launch	January 2018	M. Ferreira	COMPLETE – The campaign officially launched January 15, 2018

Some 2018-19 highlights from the plan include:			

University Website Redesigns

Redesign of university web pages is ongoing. The two-year project is an campus-wide collaborative effort focused on a revised architecture, improving Search Engine Optimization, achieving ADA compliance, incorporating branding standards and consistency, improving integration with various channels (social media, homepage, newsroom, Laker Connection and newsletter) and optimizing the site for inquiry conversions. Below are some metrics on the performance of the new site.

     i. Academic units and division pages redesigned:
        1. College of Business, launched December 2018
        2. Office of Human Resources, launched April 2019
        3. College of Information and Mathematical Sciences, launched May 2019
     ii. 200 pages redesigned
     iii. Homepage analytics shows overall decrease in traffic quality.
        1. Increase in new visitors by 17 percent
        2. Increase in returning visitors by 6 percent
        3. Unique page views down 18.50 percent
        4. Average time on page down 4.44 percent
        5. Entrances down 19.08 percent
        6. Bounce rate improved by 25.58 percent
            a. College of Business and College of Information and Mathematical Sciences pages have shown an increase in average time on page increase by 35 percent and an increase in bounce rate of 12 percent
        7. Comparison dates (July 1, 2018 - June 30, 2017 vs July 1, 2017 - June 30, 2017

Determine assessment metrics and measurement

Metrics were identified in 2016, however actual baselines and goals were established in 2017.

     i. Web inquiries – Calculations based on current industry conversion averages measured against current web traffic on the undergrad admissions and school of graduate studies pages. It was estimated that the newly designed site and launch of the campaign would increase inquiries by 55 percent.

> ii. Qualitative metrics – In Oct. – Dec. 2017, a qualitative study was conducted to establish a baseline to measure the campaign's impact on awareness and perception in the Atlanta DMA. The study produced the following metrics.
>
>   1. Net Promoter Score of 38 – The goal was to increase this by two percent. As of June 2019, the university Net Promoter Score remained at 38 percent.
>   2. Aided Familiarity of Clayton State in the Atlanta DMA, excluding Clayton and Henry County was 50 percent, the goal was an increase of two to three percent. As of June 2019, brand familiarity was at 54 percent.
>
> **Goal tracking:**
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> As June 2019, the web and campaign generated 7,403 inquires (exceeding goal by 3,937 inquiries). This puts us well beyond initial calculations based on industry averages.

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[i] Use verb-noun combination to focus activity, e.g., research variables, design survey, pilot survey, etc.