

Blackboard



COMMUNITY COLLEGES
OF LOS ANGELES

CCLA Marketing Plan

September 6, 2019



Agenda



Goals & Strategy



Market Landscape Research



Marketing Planning Methodology



Channel by Channel Marketing Plan



Creative



Goals & Strategy

Goals

What we're doing



Drive awareness

of colleges within CCLA for
prospective students



Generate leads

for short-term and long-term
nurture through Enrollment
Management



Deliver quality enrollments

for the CCLA network of
colleges in priority programs

Strategy

How we'll do it



Leverage a **multi-channel** demand generation program that will contribute toward app and enroll volume goals with **predictable** cadence.



Utilize **market research and audience insights** to target the right prospects with the right message at the right time.



Manage lead quality and conversion through the entire enrollment funnel by pairing marketing media insights with enrollment management feedback.



Showcase the new CCLA brand promise in a consistent and impactful way that highlights an in-demand portfolio of work-force ready programs, affordability, convenience and flexibility of options.



Market Landscape Research

Competing Institutions



	University of Phoenix®	ASU Arizona State University	american career college®	CSU The California State University
TYPE	Online	Out-of-State Public Institution	For-Profit	In-State 4-Year Institution
THREAT LEVEL	<ul style="list-style-type: none"> • Medium/High 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Low/Medium 	<ul style="list-style-type: none"> • Low/Medium
INSIGHT	Rapid enrollment growth for adult learners is a threat given likely future importance of adult learner segment due to the future of work and need for lifelong learning and reskilling.	As UC/CSU institutions turn students away due to lack of capacity, out-of-state institutions are offering financial incentives to CA learners; currently small but growing segment enrolls	Overall for-profit institutions are declining in LA, but key players are growing rapidly and are strong in some fast-growth sectors (e.g., health care)	As A-G eligibility improves, more high school grads will be eligible for UC/CSU. LA Area CCs can be complementary to public 4-year institutions by improving transfer pathways
EXAMPLES	<ul style="list-style-type: none"> • WGU • University of Phoenix • Southern New Hampshire University 	<ul style="list-style-type: none"> • Arizona State University • University of Nevada 	<ul style="list-style-type: none"> • American Career College • Brightwood College 	<ul style="list-style-type: none"> • California State University • University of California

Audience Segmentation



Conduct **secondary research on supported CCLA workforce areas** to understand the market for each program and student population, including demographics

Use **audience insights and research findings** to develop target segments, personas, leading benefit, and geo-targeting recommendations



Who

is our best target student?



What

are their needs and preferences?



Where

will we find them?



How

will we target and message to them?

Target Audience Focus



Young Learners

High school graduates interested in furthering their education, but either dropped out of a 4-Year or were never accepted



Aspiring Bachelor Seekers

Graduating high school students interested in earning their bachelor's degree from a respected institution



Parents

Parents of high school graduates or future graduates who are very involved in their children's lives and drivers in their decision process




Adult Learners

Working professional motivated to advance their career by furthering their education in a growing field


Leading Benefits




Affordability & ROI




Flexible Options




In-Demand Programs




Personalized Education




Seamless 4-Yr Transferability




Increase Your Earning Potential





Get a Real Campus Experience



Impact Your Career Faster

 Quality

 Experience

 Outcomes

Young Learners



Slow Start Steven

“School has never come easy for me, but I know that earning a degree would open up my career opportunities. I need a program that’s more hands-on while I figure out what I want to do with my life.”

Overview

- High school graduates who struggled in school, and either dropped out of a 4-Year institution or were never accepted
- Likely might need a more personal touch in their education in order to succeed, which makes community college’s inclusive and supportive learning environment for all types of learners especially appealing
- Will need to position community college as a place to explore options and decide what you want to pursue
- Behavioral segment: Support-Seeking Graspers
- Will be important to highlight:
 - The short study timeframe
 - Affordability and savings
 - Career opportunities from earning a degree
- Age: Likely 18 - 23

Aspiring Bachelor Seekers



Ambitious Allison

“ I can’t wait to graduate high school. I have big plans for my future, and know I need to get a bachelor’s degree from a respected school in order to get there. I’m excited to finally have that traditional college experience I’ve heard so much about!”

Overview

- High school graduates or future graduates who understand that a bachelor’s degree will set them up for future success
- Don’t understand how much they can save by attending a community college first
- May not have a positive view of community college and see it as being a lesser experience or value than a 4-Year institution
- Behavioral segment: Proud Pupils
- Will be important to highlight:
 - Degree pathway options
 - How much debt they would save at the time of graduation
 - Ease of transferability towards a bachelor’s
- Age: Likely 17 - 22

Parents



Concerned Cassie

“ I love my kid, and I know that in today’s world they need to earn a degree in order to have stability and success in the future. I’m looking for a program that will give them the tools and quality education they need to get there.”

Overview

- Parents of current or future high school graduates who know the value of a degree in the real world
- Recognize that higher education is important to their child’s success and that it will open future opportunities
- May or may not have earned a higher ed degree themselves
- The personal approach and learning support tools that community college offers, which many public high schools aren’t able to provide, and that many public 4-year universities may not be able to, is very appealing to parents
- Particularly those of children who struggled in high school
- Parents are especially involved in the decision-making process in Latino families
- Will be important to highlight:
 - High-touch, personal student experience and support
 - Affordability and savings
 - Ease of transferability towards a bachelor’s

Adult Learners



Driven Dave

“ I have worked many jobs in my life, often multiple at once. I want more stability in my life for myself and my family. I hope to develop the skills and expertise needed to be marketable in a reliable industry where I can build a steady career.”

Overview

- Currently working full-time but interested in furthering their education with an in-demand program that will set them up for future success
- Might hold a bachelor’s degree already and want to gain a distinct skillset in a growing industry, or possibly to switch careers
- Could be worried about automation or changes in their current industry that could displace them
- Behavioral segment: Pragmatic Skillers
- Will be important to highlight:
 - Messaging around labor market trends
 - Value that CCLA can provide around training for new growing industries and skillsets
 - Program flexibility
- Age: Likely varies between 25 - 45

Geotargeting Opportunities



Primary Market

- Southern California, Los Angeles County



Marketing Planning Methodology

What we see in the marketplace

The average student is spending over 12 hours researching programs on the internet before ever filling out a form.

Generation Z cares more about their education return on investment than previous generations.

The competition is fierce—it's estimated that higher ed institutions spend \$10 billion annually on recruitment advertising



Content must be findable (SEO) and in a consumable format (quick to read with prioritized information).








Text and creative ads must prioritize outcomes, ROI, and employability messages.

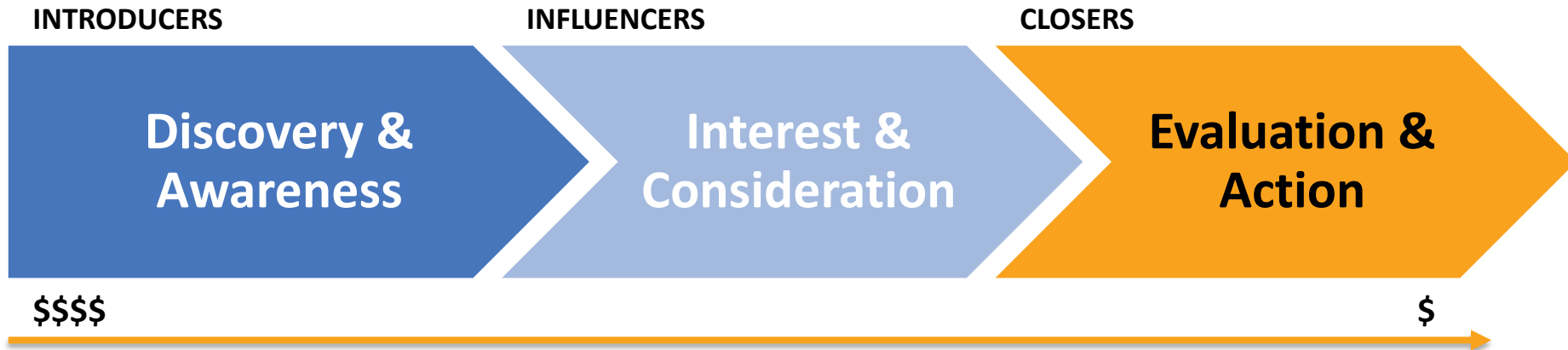


Paid media targeting and flighting must be strategic, focusing on known opportunities.

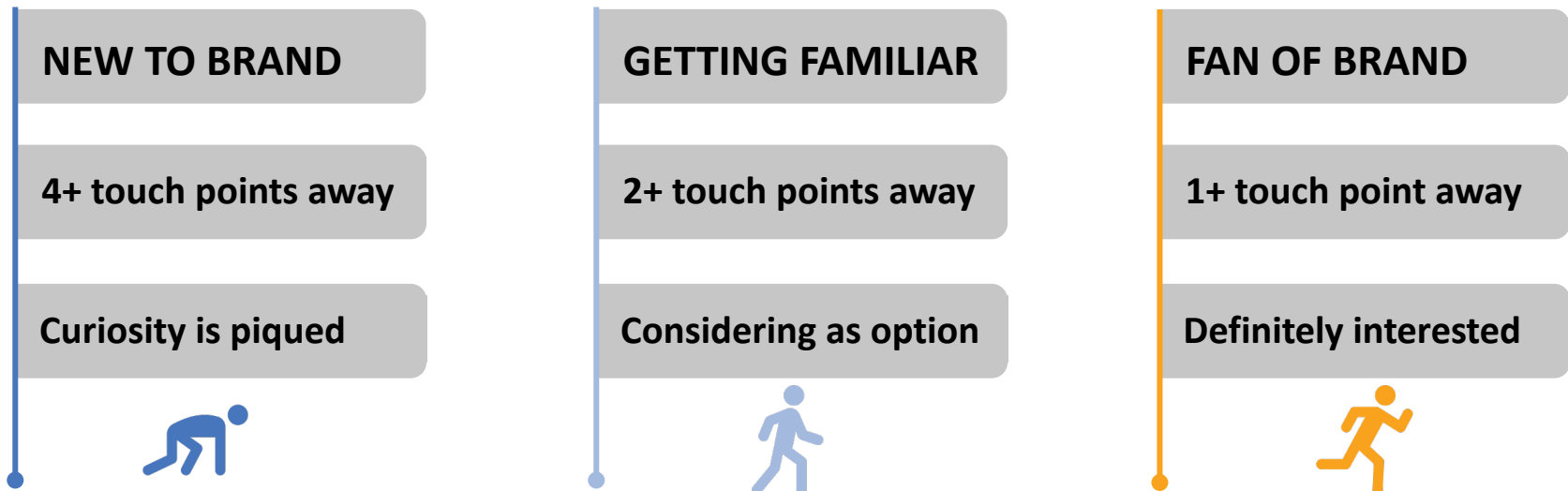
Branded vs. Direct Response Campaigns

		BRANDING	DIRECT RESPONSE
<i>Audience Mindset</i>		Not in market, no conscious intent	In market, explicit interest/intent
<i>Key Goal</i>		Drive awareness	Drive action
<i>Targeting</i>		Broad reach	Highly targeted
<i>Metric Focus</i>		Impressions	Cost per lead
<i>Creative Strategy</i>		High impact, emotional	Strong user benefits and call to action

Marketing channel methodology



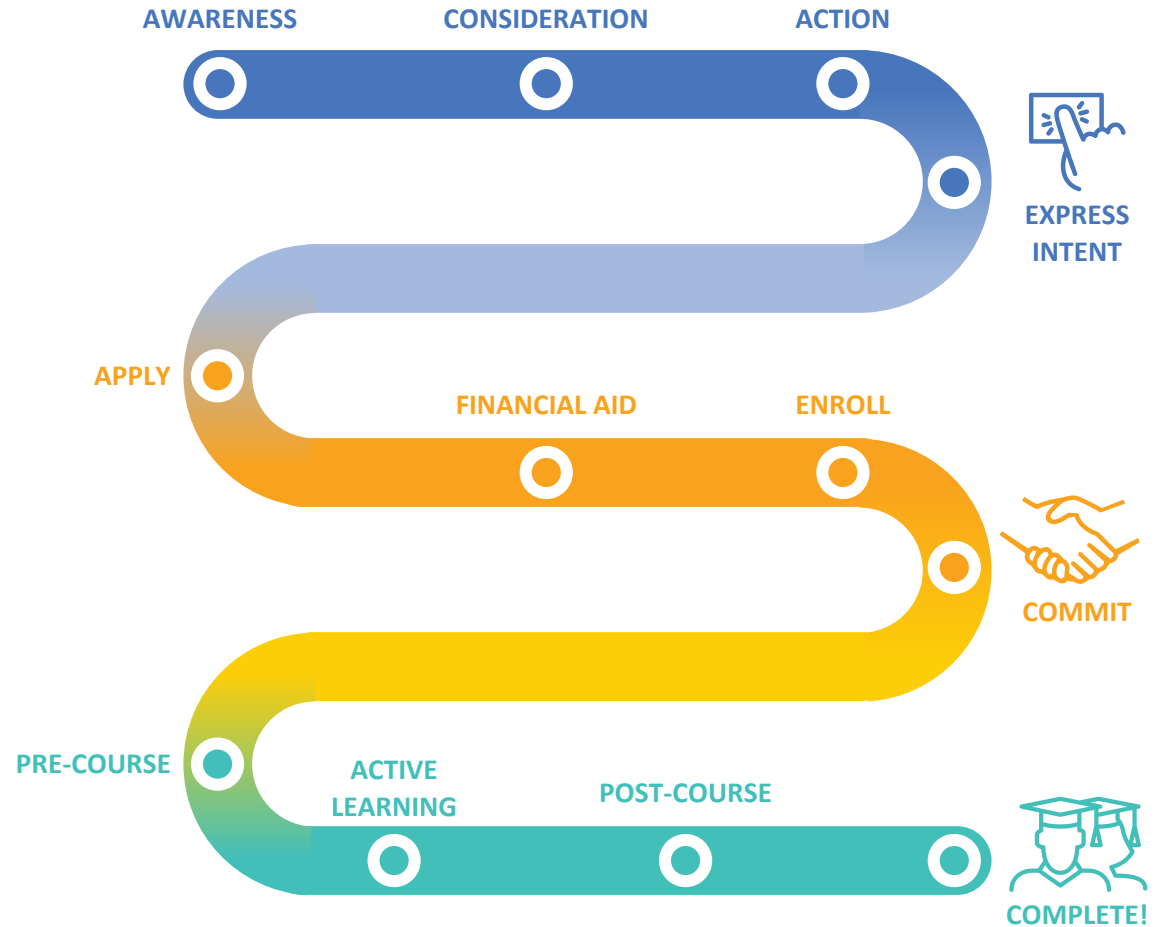
DISPLAY | RADIO | FACEBOOK | LINKEDIN | RETARGETING | PAID SEARCH



Time from Lead to Enroll

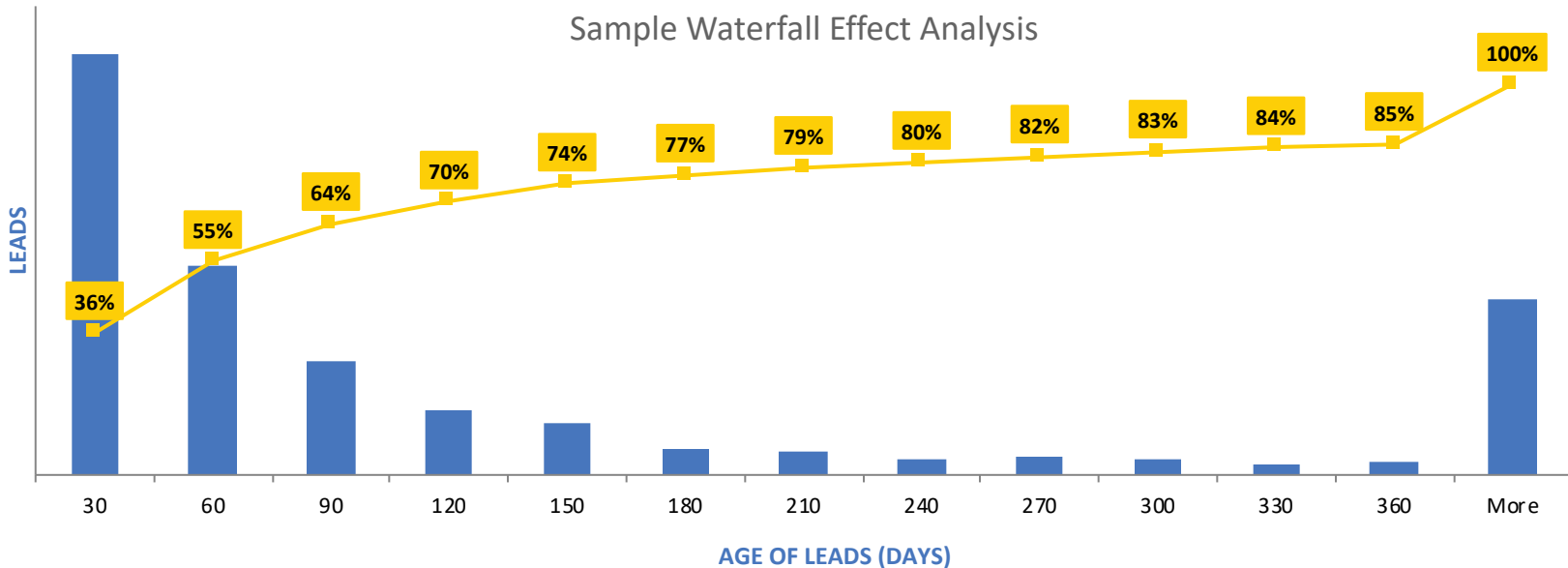
3-18
MONTHS

Students can be long-term buyers. Average length of time can vary by degree, location and/or modality.

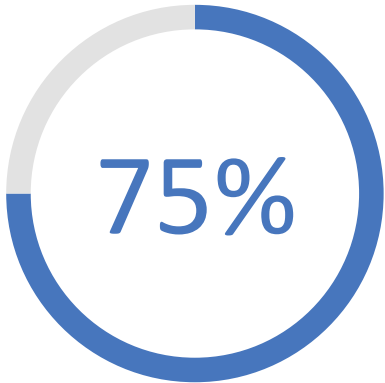


The Waterfall Effect

While digital campaigns are likely to produce leads in-month, those leads will take time to convert to enrollment. **We call this the “waterfall effect.”**

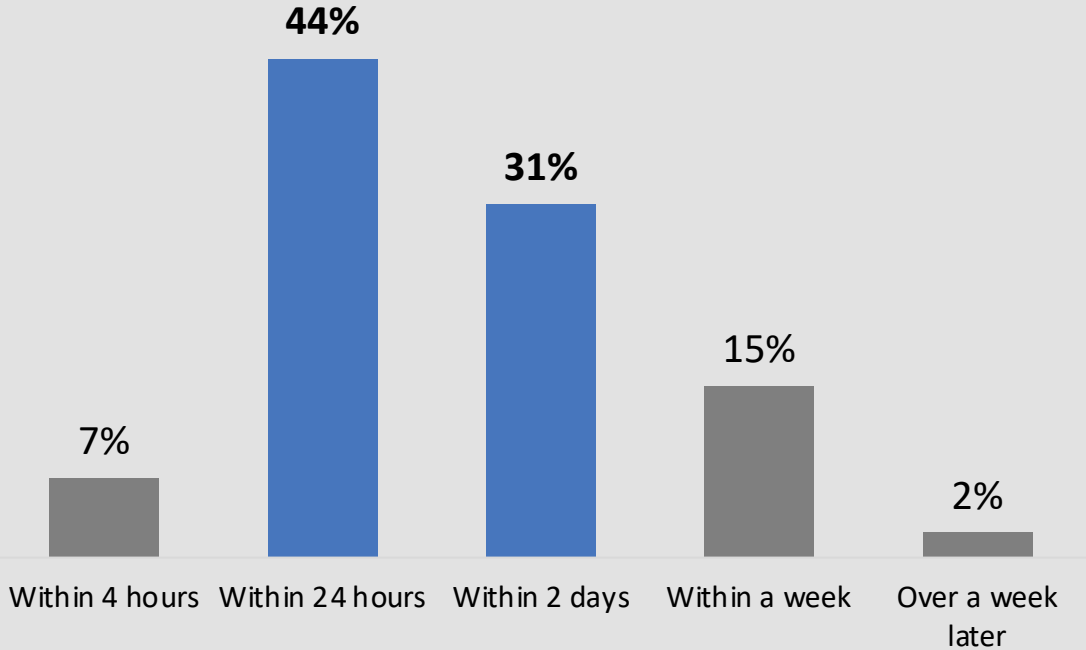


Expectations on follow-up are high



EXPECT A RESPONSE TO A VOICEMAIL OR E-MAIL WITHIN 24-48 HOURS

**Source: Blackboard research study completed in collaboration with UPCEA, March 2017*



Survey question fielded to 1,000 prospective students across all ages*:

If you left a voicemail for or sent an email to a college or university, how quickly would you expect to receive a response?

Inquiry Qualification & Management Flow



INQUIRE



APPLY



ACCEPT



ENROLL

- Candidate Intake
- Outreach & Follow Up
- Qualification
- Coach Appointments

- Virtual Meetings
- Campus Events
- Applications Started
- Applications Completed

- Acceptance Process
- Enrollment Steps
- Student Onboarding



Channel by Channel Marketing Plan

Paid Media

COMPONENTS

- 9 months of live media with active bid management
- Paid Search (Branded & Generic)
- Display (Google Display Network and Facebook)
- Retargeting non-converters
- Other digital channels as needed

TIMING

- **Launch:** Oct 10
- **Ramp-up Period:** 1 to 3 months
- **Optimizations:** Ongoing

Strategy: Leverage the most cost-efficient, highest converting paid digital marketing channels to drive leads

Tactics



Identify program and audience relevant keywords for targeting through Paid Search



Raise brand and program awareness for specific audiences through various Display and Facebook efforts



Author all advertising with a focus on driving traffic to the microsite



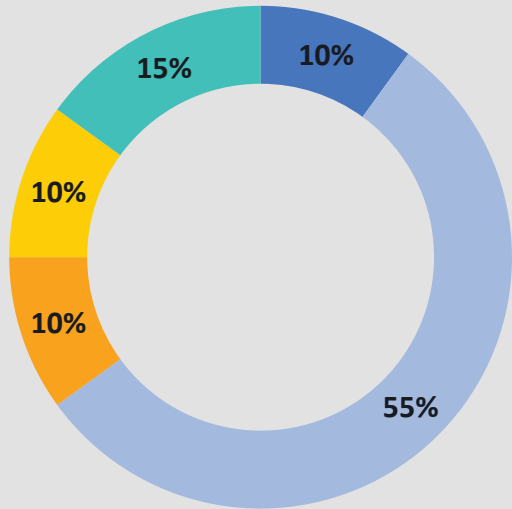
Highlight key value propositions in ads including job placement/outcomes, student experience, quality and location



Identify high-impact marketing opportunities in the key markets

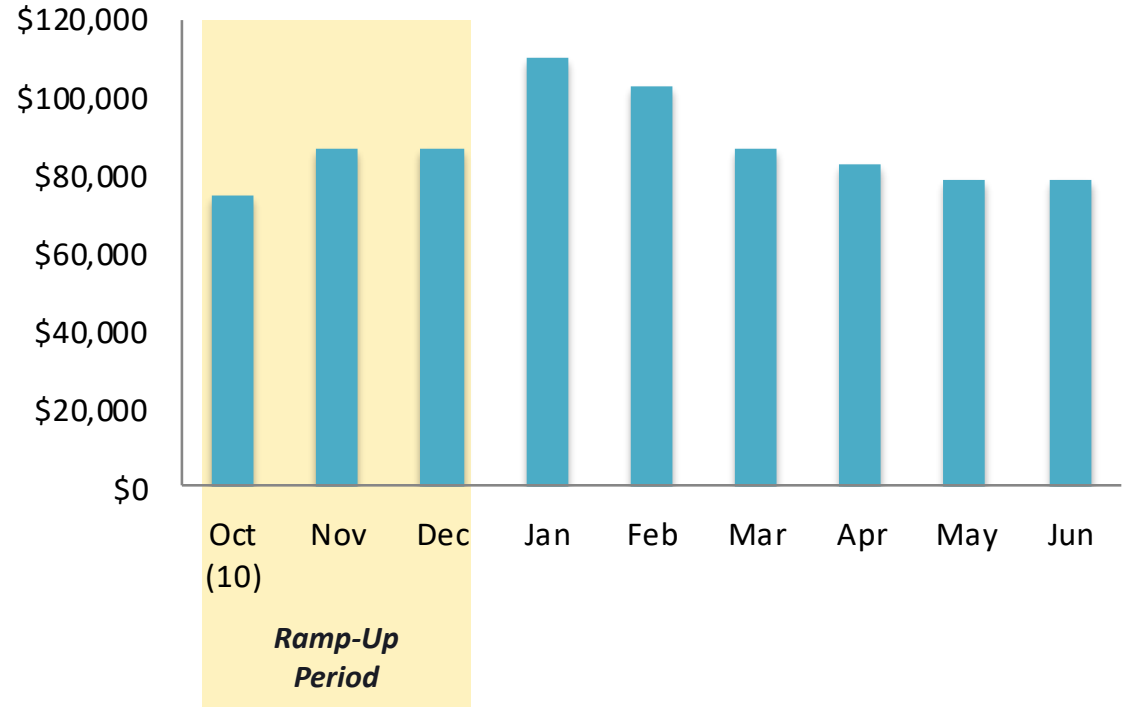
Media Overview

Spend by Channel



- Paid Search Branded
- Paid Search Generic
- Display/Social
- Retargeting
- Testing/Other Channels

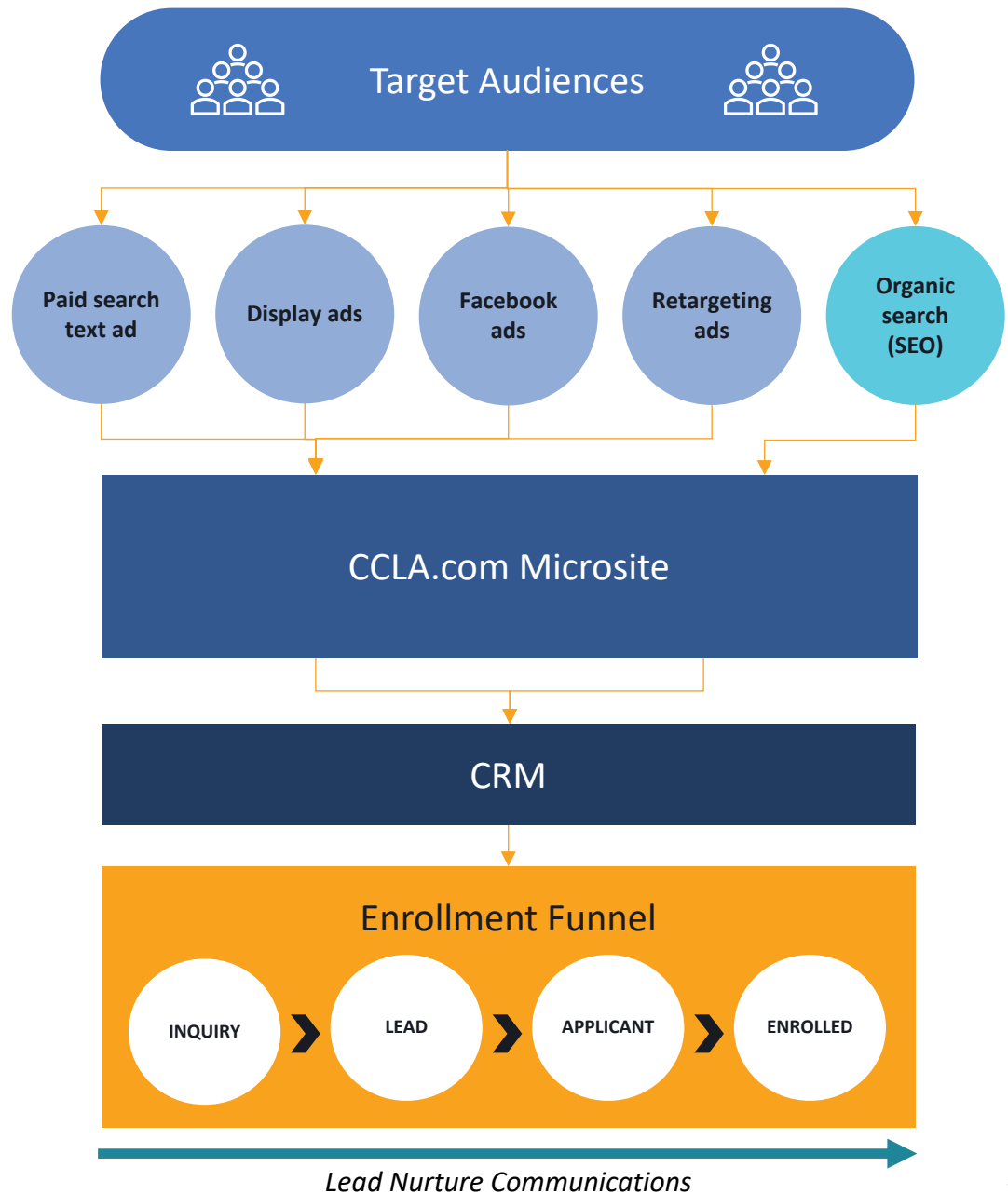
MONTHLY BUDGET



Marketing lead flow

Paid Media Microsite

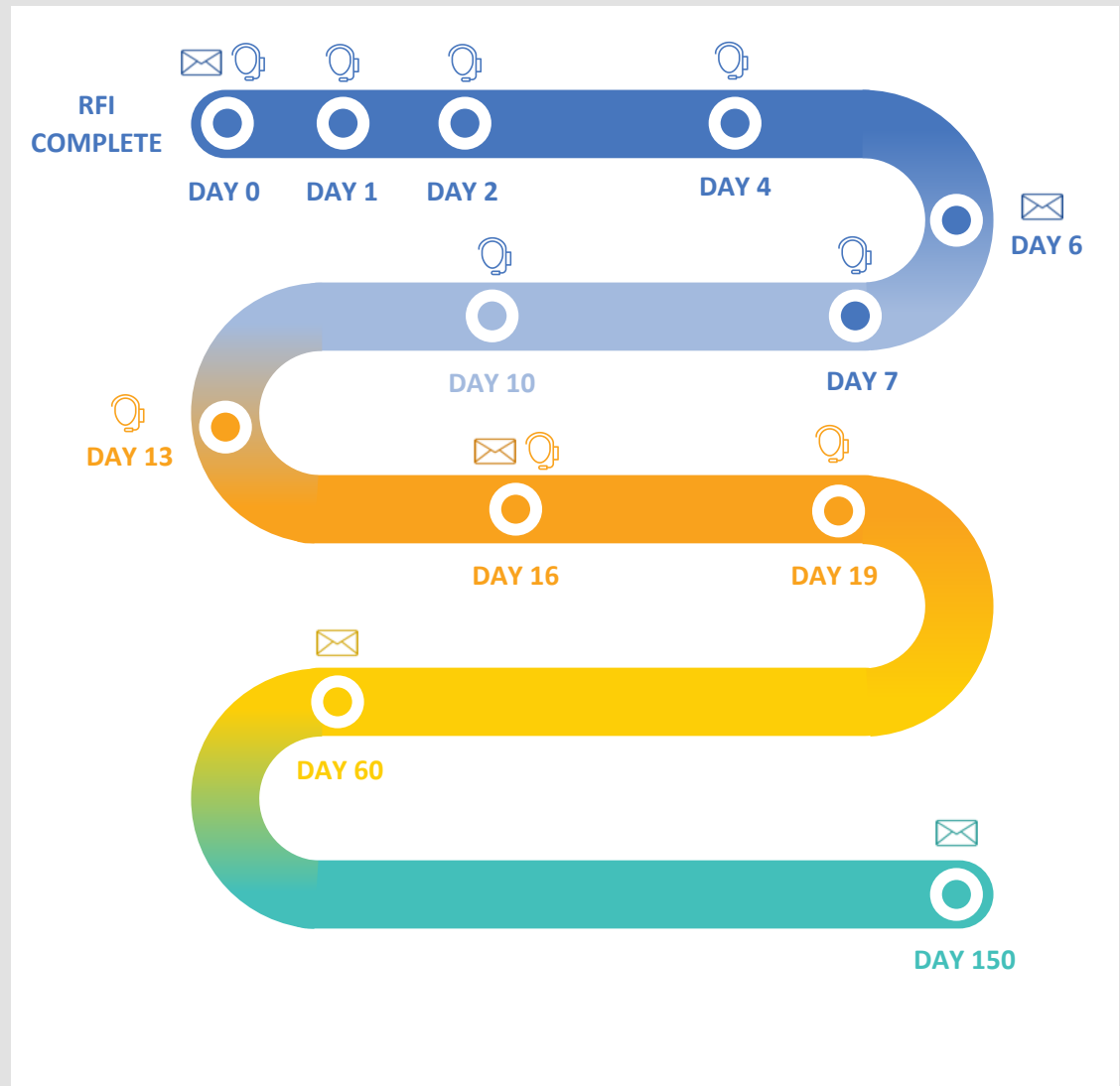
- Request for Information (RFI) form on every page
- Design and content optimized for conversion



Enrollment Communications

PLAN

- A combination of emails and phone outreach in first 20 days when leads are most engaged, and brand is top-of-mind
- Cadence set based on best-practice and experience
- “Break-up” email communication between 3rd and 6th month of inactivity



Email topics

NEW LEAD

NEW, UNENGAGED

NEW, UNENGAGED

EXISTING, INACTIVE

EXISTING, INACTIVE

DAY 1

Email 1

DAY 6

Email 2

DAY 16

Email 3

DAY 60

Email 4

DAY 150

Email 5

Thank you for your interest in CCLA

- Introduce CCLA and its value proposition
- Focus on practicality and affordability of the programs
- Highlight this is a smart, fiscally sound choice with stats – save an av. of \$20.8K a year

Let's talk about your education – the smart way

- Focus on affordability, transferability
- Reaffirm we want to get to know the student to help him/her make the right choice for his/her education

Reach your goals sooner

- Focus on practicality and flexibility of a community college degree
- Call out shorter format – can start career and can increase earning potential sooner
- Call out great foundational start for education – smaller classes, more intimate experience, with great support – a springboard to a 4-year institution

Have questions? We are here to help!

- Reaffirm value of dedicated coach
- Acknowledge that dedicated enrollment coach hasn't been able to connect and is still looking forward to talking with prospect
- Coach is standing by to assist with questions

CCLA - Reconnect to your goals

- We haven't heard from you regarding your interest, so this is our last attempt to get in touch
- Reinforce desire to help prospect get started and that enrollment coaches are available to assist
- Encourage to get in touch
- Provide resource page

CTA: Contact Your Coach



Creative

Strategic Messaging Approach



COMMUNITY COLLEGES
OF LOS ANGELES

University Brand

Mission, Vision, Values



Target Audiences

Segments and Personas



Messaging Pillars

Brand Differentiators



Overall Messaging Theme



Program-specific Messaging

Benefits for target audiences



Marketing and Media

Outreach Channels and Media Mix

Messaging Concept

Messaging Foundation: Think. Again.

Messaging Examples

Paid Search (Google) Ad Example:

[Community Colleges of LA | Think. Again.](#)

Ad [example.ccla.com](#)

Rethink What's Possible in Your Career. Affordable, Industry-Aligned 2-Year Degree Programs. Graduate Workforce-Ready or Seamlessly Transfer to a 4-Year Institution. Learn More!

Web Headline Example:

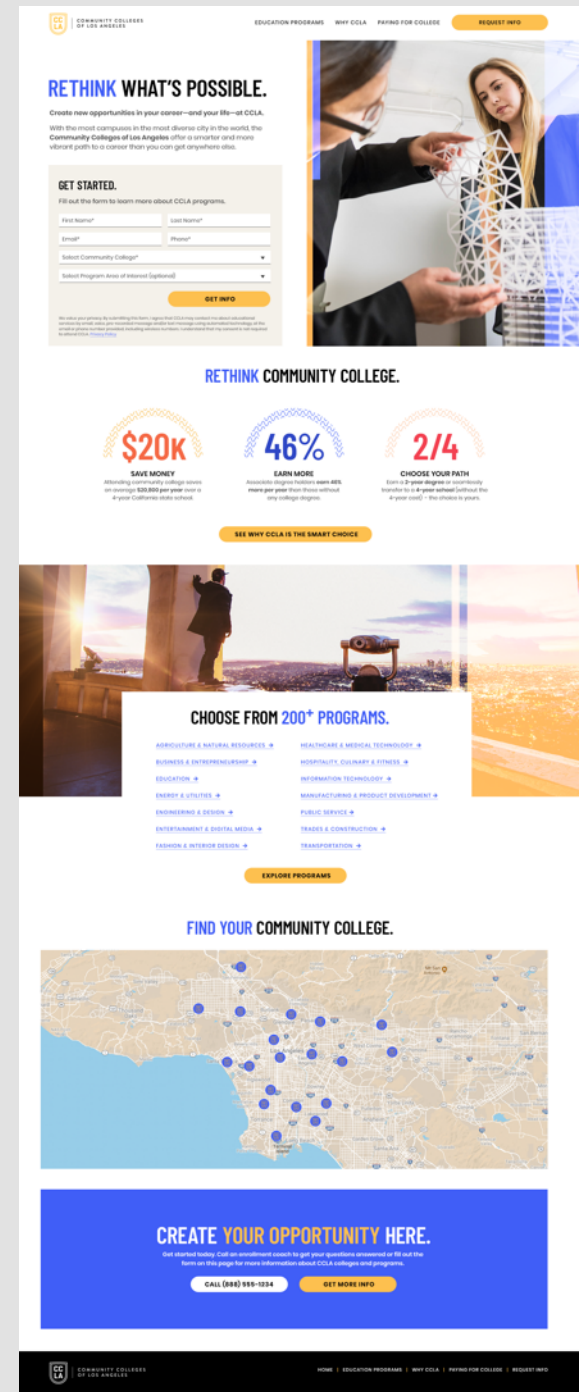
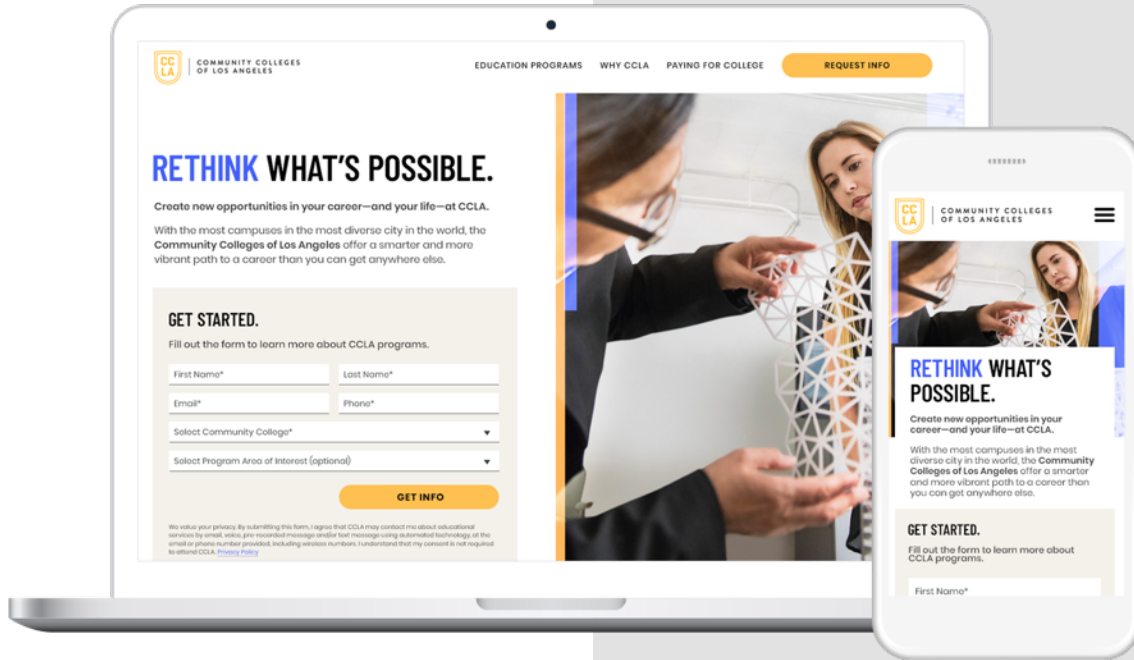
RETHINK WHAT'S POSSIBLE

Create new opportunities in your career—and your life—at CCLA

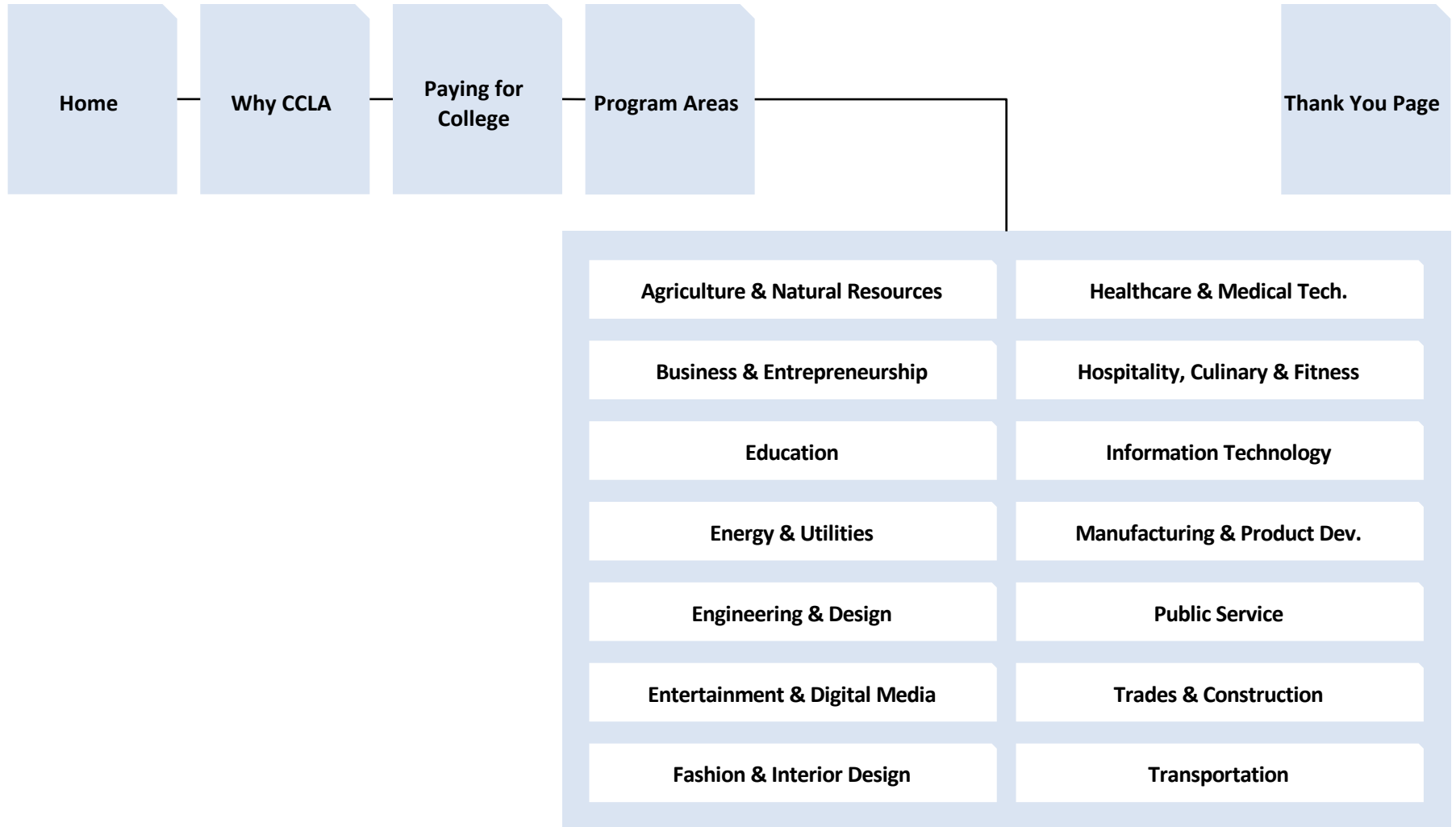
Reasons to Believe

- ✓ Affordability
- ✓ Increase your earning potential
- ✓ Impact your career faster
- ✓ Get a real campus experience
- ✓ Personalized education
- ✓ Flexible options
- ✓ Seamless 4-Yr transferability
- ✓ In-demand programs

Microsite Design



Site Map



Content Outline

PAGE	CONTENT OVERVIEW
Home Page	Introduce CCLA High-level benefits of attending community college (link to Why CCLA page) Program Area list (link to Program Area pages) Map of CCLA campus locations
Why CCLA?	Why choose Community College? <ul style="list-style-type: none">- Save money and increase your earning potential- Start your job/new career sooner- Personalized education and flexible formats- 4-year transferability options- In-demand programs
Paying for College	Affordability & Financial Benefits of Community College Tuition Financial Aid Scholarships/Other Funding Options
Program Area Pages	List of all programs under topic area High-level why CCLA/differentiators
Thank You Page	Links to community college websites for the prospect to learn more about the college and program offerings

What's next



Next Steps

- Marketing plan approval – 9/12
- Qualify & Transfer Process Map discussion – week of 9/9
- Finalize Success Metrics – week of 9/16
- Microsite Review – week of 9/23
- Media launch **October 10th!**

Thank you!