



UNIVERSITY OF CENTRAL OKLAHOMA
Customized Education

**Strategic Marketing Communications Plan
2017**

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Executive Summary

The University of Central Oklahoma's Customized Education department was officially designated in November 2015. Previous to that, the department was a part of the Center for Continuing Education. With the transition, CE moved to its current location in Downtown Oklahoma City and assumed the office space previously occupied by the Small Business Development Center (SBDC). Most of the CE courses and training occur in Downtown Oklahoma City at the Carnegie Centre where UCO Downtown is located. Customized Education offers in-demand product offerings in a wide range of product categories, which do have a commonality of non-credit programming that is highly customizable and flexible.

Much confusion has arisen from the department's re-organization. The department's external stakeholders do not understand what the CE does, if they know of its existence at all. Customized Education and UCO Downtown are under-positioned in the market. Customers cannot readily identify the differences between CeCE and CE, and some stakeholders are unaware that there is no longer an SBDC at UCO.

The Customized Education department must position itself as the premier urban, university-backed option for non-credit programming. To do this, a high-level of customer service must be delivered through one-on-one contact with the purchase decision makers (i.e., the Buying Center) at area businesses, non-profit organizations, and governmental entities. Traditional mass advertising is not as effective for promoting departmental brand awareness versus a full marketing campaign backed by additional funding from the university. The university will need to allocate those additional funds if it expects to compete with the area's growing competition (e.g., RSC Innovation Station and OU's "MBA in OKC"). Guerilla marketing through digital mediums, generating publicity through public relations activities, and intense personal selling efforts are the most effective ways for the department to increase market share given budget and personnel limitations. It is recommended that the university launch an integrated marketing campaign for the entire UCO urban initiative, which includes all departments operating under the UCO Downtown umbrella.

Situation Analysis

Department Overview

Customized Education provides transformative opportunities to equip businesses, groups, community organizations, and individuals with the knowledge and skills that benefit personal growth and organizational success. Non-credit programming collaborates with the community to develop curriculum and delivery systems that generate relevant lifelong learning opportunities for a diverse, evolving society.

Customized Education is fully customizable and can accommodate a variety of organizations' and individuals' educational needs. Offerings include professional certifications, conference services, online courses, contract partnerships, meeting and event space, and incubator lease space.

SWOT

<u>Strengths</u>	<u>Weaknesses</u>
Fully customizable training topics and schedules that can incorporate an organization's culture and specific needs. Flexible programs can be taught in a traditional classroom setting, online, or through a self-paced course. Provides needed training to employees as well as the local business community. CE programs aide in developing marginal employees into exceptional team members. Certificate programs increase employee retention, engagement and productivity. Certificate programs have a positive ROI for businesses and other organizations. Programs taught in a traditional classroom setting are offered in a cohort to promote networking and camaraderie between students. Multiple downtown locations provides easy access to all quadrants of the Oklahoma City metro area. Customer-centric staff with vast knowledge of the industries in which the department operates and the Marketing Concept. Online courses offer the greatest flexibility and many qualify for tuition reimbursement through government initiatives such as those for military spouses. State-of-the-art learning environment. Metro initiatives have top-level support from the university. Small-business incubator diversifies the department's presence in metro. Access to resources—financial, human, & otherwise. The UCO brand is well-respected in the business community and has received awards for student engagement and employee satisfaction.	Under-positioning of Customized Education department leaves customer base unable to readily identify the CE brand or its features. The department's lack of visibility on-campus and in the metro area. Lack of community awareness about program offerings. Lack of additional funds from the university to launch a metro-wide campaign to build awareness for the urban initiative. Lack of awareness among B2B buying centers regarding department and its offerings. Lack of professional networking in online forums. Infrequent and non-integrated communications online and in print. Community misconception about what CE programs provide for businesses and the workforce in general. New offerings (e.g., online courses and certificate programs) do not have established client base. Recent re-organization of CE and CeCE, along with the SBDC dissolution, is confusing for consumers as well as internal stakeholders. Confused positioning of new CE department occurs in consumer mind due to numerous product offerings targeted toward various market segments. Workforce Investment Board is not accessible to the department's staff. Non-integrated marketing efforts from the multiple departments operating in the downtown area (e.g., MBA, Jackson Graduate Studies, CE, UCO Downtown).

<u>Opportunities</u>	<u>Threats</u>
Programming such as CE's has been shown to reduce turnover rate for employers and the costs associated with hiring new employees due to terminations. Decreasing budgets for businesses indicates employee retention and development is more important than before. Businesses are promoting from within to reduce payroll costs, increasing the need for professional development. Business executives and HR managers are frustrated with employees' (especially millennials) lack of soft skills even though they have adequate technical skills. Military spouses can receive tuition reimbursement for CE classes through online course offerings. Certificate programs that complement flagship credit programs are in demand. The conference industry has experienced four years of steady growth, with college/university venues seeing a 7.2 percent increase in occupancy.¹ Contract training is one of the fastest, new-growth areas in lifelong learning.² Decline of traditional mass advertising allows for more personal, content marketing approach that increases customer engagement. Unemployment is low, making it difficult to fill vacant positions and increasing the importance of retention and staff development. Referrals from clients and incubator tenants can help fill training sessions. The UCO alumni can be utilized for metro networking. New OKC Convention Center may bring additional conference clients. Partnerships with two-year schools can provide additional revenue streams and networking opportunities.	Other professional development programs, such as OSU-OKC and Rose State's leadership and workforce development departments. Corporate partnerships with other professional development programs such as OSU-OKC's partnership with Chesapeake Energy. Cost barrier to entry for some CE products may be too high for smaller employers or industries facing downturns. Business executives who don't believe the CE programs have adequate ROI. Reduced organizational budgets for professional employee development. Online professional development and continuing education programs with lower registration costs. Strong online presence of competition through paid advertising and content marketing (specifically blogs with paid advertisers). Increasing cost of marketing, especially traditional mass media. Increasing rate of "advertising burnout" experienced by the general public. Government portal in which to register (MyCAA) not used, because on-campus worker does not know how to use the system. Other UCO departments offering non-credit activities creates both internal and external stakeholder confusion. Shrinking UCO budgets are forcing auxiliary departments to be self-sufficient. Three departments in one downtown location with similar target markets have non-integrated communications activities that could potentially negatively affect each department rather than strengthen them through cooperation.

¹ IACC 2016 report "Trends in the Conference Venue Industry"

² Learning Resources Network (LERN) contract training manual, and IACC 2016 report "Trends in the Conference Venue Industry"

Goals and Objectives

Ultimate Marketing Goal

- To become financially self-sustaining by establishing UCO Customized Education as the area's premiere urban, university-backed option for non-credit programming.

Market Objectives

- To increase total revenue by 5% by June 2018.
- To increase overall course registrations by 50% by June 2018.
- To increase departmental brand awareness among target audiences by 50 percent by June 2018.

Strategy

Marketing Strategy

- Certifications
 - o A diversification strategy to target new markets for this new product.
 - o Position the product as a high-return investment through emotional and rational appeals by conveying the certificates' high-quality training provided by experienced, competent instructors.
- Courses, Contract Partnerships, and Conference Services
 - o A market development strategy will be used to target new markets for these existing products.
- Meeting & Event Space and Incubator Lease Space
 - o These will not be actively marketed.

It is imperative that **all** Customized Education communication be part of the integrated marketing campaign. Everything that comes from the organization must have the same look and feel, which will emanate into a brand image. UCO branding guidelines must always be followed. Integrated marketing communications will yield exponentially higher results than the sum of individual communications executed separately.

Positioning (Value Proposition)

- Customized Education offers the highest level of quality for the training and development needs of businesses and other organizations in the greater Oklahoma City metropolitan area and beyond.
- Customized Education is the market's most flexible and convenient option for collaborative, non-credit programming.
- CE is flexible, responsive, customer-oriented, market-driven, risk-taking, and visionary regarding the needs of customers and clients.

Target Market Analysis

- Certifications (*classroom style, specifically the Workforce Advantage Certificate*)
 - **Primary Target Market:** Human Resource Managers at Oklahoma businesses with at least 500 employees. The managers are college educated men and women, mostly between the ages of 30 and 55 years old. They and the company for whom they work value professional development and often promote employees from within the company and/or routinely hires interns to join their staff full-time upon the interns' graduation. These managers usually do not work with the employees needing professional development on a daily basis.
 - **Secondary Target Market:** Mid-level and Upper-level management executives who work at Oklahoma businesses with 100 to 499 employees. The managers are college educated men and women, mostly between the ages of 35 and 55 years old. Since these managers work for smaller companies, they are more likely the decision makers for employee development due to an inherently smaller Human Resources staff. These managers have direct contact with their employees, and will likely be the ones to initiate an interest in the professional development of their staff. This target is crucial in the day-to-day operations of their business. Their ability to provide additional training to employees may be hindered by top-level executives who may not be able to see the value in the training programs.
- Courses and Certifications (*online*)
 - Past students (online and classroom style) that have completed one of CE's courses
 - Military spouses who can receive tuition reimbursement
 - Stay-at-home parents seeking flexible, affordable learning opportunities
 - UCO Alumni seeking professional development.
 - Online education can appeal to many different target markets; the key is to strategically segment each course's offering and directly target audiences only for that specific course or category of courses.
- Contract Partnerships
 - Oklahoma businesses, organizations, and industry associations with development goals that require outsourced training programs.
- Conference Services
 - Professional/industry associations, non-profit/for profit organizations, and businesses that have annual events or are about to launch an inaugural event.
- Meeting & Event Space
 - Any individual, business, organization, and association in need of short-term space to conduct meetings or events.
- Incubator Lease Space
 - Start-up and emerging businesses and their owners/operators in Oklahoma that are in need of entrepreneurial help. The business must be Oklahoma owned and operated.

Tactics (Integrated Marketing Communications Plan)

Product Plan

- Certifications (classroom)
 - Professional certificate programs and Continuing Education Unit (CEU) courses designed to equip individuals with the knowledge and skills necessary for achieving personal goals and professional advancement. An advisory board for each certificate aides in creating relevant, useful programming by incorporating business's and other executives' input into training materials.
- Courses (online)
 - Customized learning opportunities for professional and/or personal growth offered in a flexible delivery format. A wide-range of programming options exist.
- Contract Partnerships
 - Customized educational and employee-development solutions that exceed the organizational goals of businesses, industries, associations, and individuals.
- Conference Services
 - Customized management and programming facilitation for events and conferences. Services include logistics coordination, event administration, contract negotiations, financial oversight, registration management, quality programming, and website development with the highest level of quality and attention to detail.
- Meeting & Event Space
 - Affordable and flexible rent space that is available in multiple downtown OKC locations. Ideal for business meetings, retreats, and corporate events.
- Incubator Lease Space
 - Downtown Oklahoma City's most economical commercial lease space option that includes access to a shared breakroom, conference room, and training classroom with a dedicated mailbox.

Pricing Plan

- Prices vary by product offering. Most CE products are price inelastic.
- Competitive pricing is more relevant for online courses and certifications, contract partnerships, and conference services. Online courses will be competitively priced to compete with other online programs. Prices for contract partnerships and conference services may be negotiable in some circumstances.
- Traditional, class-based certifications (e.g., Workforce Advantage Certificate) are to be priced at a premium in an effort to convey the products' extraordinary value (due to materials and instructor competency) and high rate of return on investment.
- Meeting & event space rentals along with Incubator lease space are competitively priced. Incubator lease space offers lower-than-average rent and tax incentives for new and upcoming Oklahoma businesses. Meeting & event space rates are negotiable and regularly come in lower than average for the market.

Distribution Plan

- In-class training and development programs will be held in downtown Oklahoma City at the Carnegie Centre, the hub of UCO Downtown.
- On-line courses can be accessed anytime through a viable internet connection.
- Conferences and Event & Meeting Space are available for multiple locations including, but not limited to, Cox Convention Center, UCO Downtown, UCO Main Campus (Edmond), and UCO's 1 Santa Fe Plaza office.

Promotional Plan (Departmental)

- Advertising
 - o To combat stakeholder confusion, the University needs to allocate additional financial resources toward a UCO Downtown campaign and/or Customized Education campaign that builds awareness and conveys to the entire Oklahoma City Metropolitan Statistical Area the re-organization of departments and/or the presence of UCO as *the* metro area's urban university. The CE department's budget cannot afford such an expenditure, and it is unrealistic to expect the department to fully fund this much-needed advertising campaign for a university-wide initiative.
 - o Most traditional mass media advertising for individual products will not net an adequate return on investment for the *department* due to the nature of the product offerings.
 - o Obtaining news/feature space in local media publications/broadcasts through publicity efforts (e.g., news releases and Open House events) will garner the same number of impressions and offer increased credibility versus paid advertisements in traditional print and broadcast media outlets. This is also an economical way to garner reader impressions without the expense of paid advertisements.
 - o Partnering with other civic organizations or government agencies (such as Work Ready Oklahoma), and sharing advertising costs, can reduce the financial investment required of both entities, thus increasing the campaign's ROI. Billboards, radio commercials, newspaper advertisements, and local magazine advertisements are the mediums with the highest rate of return that are also financially accessible. Television campaigns may be feasible depending on the size/financial capabilities of the partner.
 - o A metro-wide advertising campaign for Customized Education and/or UCO Downtown is imperative to build awareness for the university's urban initiative. Radio, television, newspaper, magazine, and billboard advertisements will build awareness and generate interest amongst target markets as dictated by the university's urban initiative business plan.

- Public Relations

- At least one press release should be distributed every month.
- Write and distribute press releases for all business milestones and to announce upcoming events, and/or promote new product offerings.
- Write and distribute news releases when CE product offerings can tie into recent and relevant news stories by providing a local angle or an expert opinion. This is the most newsworthy angle from which to write news releases that will provide relevant content on a regular basis.
- Hold “Open House” events quarterly or bi-annually for current and prospective clients to view the multiple Customized Education locations and network with CE staff. Coordinate the communication/promotion of these events through the other channels of the promotional mix (e.g. Social Media, Direct Mail and Personal Sales).
- Position the department as the expert in continuing education and professional development initiatives by availing the staff to local media outlets for interviews in relevant news/feature stories.
- Network with local journalists on the education and workforce beats. Adopt a content marketing approach by providing valuable content through emails, press releases, social media posts, etc. that the journalist can then turn into a news/feature story.
- Media outlets to target include, but are not limited to:
 - KFOR, KOCO, KWTU, OETA, KOKH, KOCB
 - KATT, KJYO, KKNG, KMGL, KOMA, KHBZ, KTOK, KYIS, KXXY
 - The Gazette, The Oklahoman, The Journal Record, Friday, City Sentinel, Edmond Sun, OKC Business, Norman Transcript,
 - 405 Magazine, So6ix Magazine, Oklahoma Today, Oklahoma Magazine, Metro Family, Edmond Active, Ion Oklahoma, Outlook Magazine, Oklahoma Living

- Direct Marketing

- Design brochures with no more than one target market and one call to action.
 - Human Resource targets will have a different brochure than C-Suite executives. Online courses brochures will differ from conference services.
 - Work with the professional salesperson to develop brochure messages and coordinate them with the sales presentation and personal sales plan.
- Holiday greeting cards should be sent to all prospects and clients annually in December. These may be e-cards.
 - No sales messages should appear in these cards.
- Greeting cards should be sent to all prospects and clients annually, at a time when greeting card exchange is usually low (e.g., June and July).
 - All cards should be geared toward a specific product’s targeted audience, not just to promote overall brand awareness.
 - All cards should have only one call to action.
 - Pair this communication event with other channels of the promotional mix (e.g. add a sales promotion like a BOGO to the card, but limit the amount of selling in the communication).

- Personal Selling
 - Create a complete sales toolkit, including videos of sales presentations.
 - Identify specific prospects from within the target markets and make contact with at least 10 new prospects each week.
 - Attend at least one face-to-face sales meeting with new prospect(s) each week.
 - Track and report prospect to client conversion rate. Adjust sales presentation and prospecting approaches as needed.

- Sales Promotion
 - To be used sparingly, as most of CE's product offerings are price inelastic, and demand is not positively affected by price reductions.
 - The major exception to this rule is online courses, which are price elastic.

- Interactive/Internet Marketing
 - Most communications in this category should have only one call to action per message. If multiple CTAs are included, one must be primary.
 - Develop and maintain a dynamic website, which serves as a content hub featuring RSS feeds from social media accounts, blogs, and relevant news headlines.
 - Redesign the Lumens pages to more closely match the ce.uco.edu homepage so they are more aesthetically pleasing and to increase ease of use. The pages are currently lacking in design quality and difficult to navigate.
 - Utilize SEO and metadata with applicable keywords (e.g., continuing education, contract training, corporate training, employee development, personal development, Oklahoma online education, downtown Oklahoma university, employee training, workforce development, soft skills, soft skills training, soft skills development, applied skills, etc.).
 - Utilize remarketing by way of Google Ads or a similar digital marketer/company that will post internet ads on consumer's browsers who have searched for our products, similar products, visited our website, or visited our competitors' website.
 - Create a schedule of Social Media posts for Facebook and LinkedIn accounts.
 - Complete any social media profiles that are not fully functional or accurate, such as a Google+ page with the SBDC name, poor-quality pictures and inaccurate contact/departamental information.
 - Delete any underused or abandoned profiles, such as a YouTube channel with only one video or an antiquated Small Business Development Center (SBDC) blog with only one post.
 - Post to social media platforms at 2-3 times a week per platform as a general rule. Monitor the environment daily, and adjust posting frequency/content.
 - Social media posts should be 80% content marketing and 20% promotional content in order to maximize audience engagement and limit opt-out responses.
 - Each product offering should have its own schedule of posts, which do not conflict with each other, so that the main Customized Education social media accounts can be the vehicle for all product postings.

- o Live video and real-time status updates should be posted to social media accounts during conferences, certification training, and any other relevant events produced by CE or attended by CE staff.
- o Create departmental newsletter to be sent quarterly through email service provider and linked to the website through RSS feed.
- o Additional email marketing should be utilized no more than once a month per receiver mailbox. Multiple emails per month may be sent to promote different product offerings, but only one email from CE should be received by clients/prospects each month.
- o Email lists should be segmented by product offering, product category, and/or customer profile/need. Contacts in the Email Service Provider software (at present Constant Contact) should be reviewed and re-categorized as necessary to target specific audiences for specific calls to action.

Promotional Plans (Individual Product Offerings)

Certificates

- Advertising
 - The monetary investment required for an effective traditional advertising campaign is likely to be cost prohibitive for the department's annual budget. The only way to effectively communicate with the target markets on a mass scale is to have additional budget from the university to run a full marketing campaign that increases departmental brand awareness among the Oklahoma City Metropolitan Statistical Area.
 - Newspaper and radio are best suited for this product considering budget limitations of the department. Newspaper is considered a credible source with high flexibility. Radio is relatively inexpensive and has highly targeted markets. Both mediums have acceptable costs per thousand ranging between \$2-10.
 - Run 4-color ads no smaller than 1/8 page in newspapers such as The Oklahoman, City Sentinel, The Gazette, Edmond Sun, and Moore Monthly. Average CPM is \$3.
 - Run: 30 commercials on local radio stations such as KGOU, KOMA, KOSU, KROU, K276EX (103.1), K237GE (95.3), and KYIS to promote product using rational and emotional appeals. CPM ranges from \$5-10.
- Public Relations
 - Generate and distribute news releases for milestones such as launching the first cohort, starting new cohorts, program anniversaries, tie-ins to current news stories (e.g., workforce dynamics, education curriculum, employee development, new graduates being prepared for the workplace, new partnerships formed with other governmental agencies).
 - Secure interviews with local radio talk show personalities to promote offerings by establishing CE as an expert opinion provider in employee development. Use recent news events to tie into a timely interview.
 - Build and maintain mutually beneficial relationships with potential collaborators and partners, such as Work Ready Oklahoma, The Greater Oklahoma City Chamber of Commerce, local workforce investment boards, civic organizations, Oklahoma Works.
- Direct Marketing
 - Mail brochures/postcards to targeted prospects 4 times annually, once a viable prospect list has been established and regularly updated.
 - Distribute fliers to targeted prospects at least once a quarter via USPS or by hand during personal selling and/or public relations activities.
- Personal Selling
 - *The most important aspect in the certification promotional mix.*
 - Hire a professional sales associate to create a complete sales toolkit, which includes videos of their sales presentations.
 - The professional sales professional is to identify specific prospects from the target markets.

- o The professional salesperson is to establish, build and maintain relationships with prospects by making cold calls, sending emails, making in-person visits, providing valuable industry information, and following up on a regular basis. Providing swag or other promotional items can help endear the client to CE, but will not be an effective motivator to entice the prospect/client to purchase certification training.
- o Attend relevant trade shows (like the SHRM conference in April), open houses, conferences and community meetings to increase the CE network of prospects and collaborators (e.g., register as a speaker or attendee at the Oklahoma State Council for Human Resource Management's annual Leadership Conference).
- o Simply attending/speaking at meetings and other events is not enough. The salesperson *must* be tenacious in their efforts. For example, stay after the speech is delivered to make one-on-one connections. Be outgoing and proactive at trade shows and conferences, even when only there as an attendee. The salesperson must seek connections and not wait for them to come to them.
- o All personal selling messages must be "on brand", meaning that all communications must fit the mission and vision of the university and the CE department. The salesperson must not use any tools or offer any deals that are not expressly approved by management as this could backfire and negate all progress made through the personal selling efforts.
- Sales Promotion
 - o This will likely not be used due to the inelasticity of the product. A reduction in price is not likely to increase demand, therefore making this type of promotion detrimental to the marketing objectives.
 - o Buy One, Get One promotions may be used for CE's strategic partners in an effort to build and maintain relationships, not necessarily to increase product demand or department profitability.
- Interactive/Internet Marketing
 - o Utilize a content marketing approach to build relationships versus hard selling the product for all interactive/internet marketing.
 - o Email targeted prospects once a month. A content marketing approach should also be utilized for this specific product category, as 80 percent of emails sent should not include an overt sales message but provide valuable information that can be used by the client in their day-to-day operations.
 - o Establish social media accounts and publish posts regularly.
 - o Make a schedule of events/holidays that can be tied into posts. Differentiate which platform(s) is most suitable for proposed content.
 - o All social media accounts should be optimized to suit the nature of the platform while simultaneously projecting a cohesive brand image that can be easily associated with CE.
 - o Facebook: 2-3 times/week. Posts can be lighter in tone, even humorous. Obscure holidays and national days-of-recognition are appropriate for this medium.
 - o LinkedIn: 1-2 times/week. Posts are to be strictly professional. Industry insights and workforce development news stories are appropriate for this medium. No

political, satirical, or controversial posts are to be made, ever. This platform is to be considered CE's online curriculum vitae.

- o Additional platforms may be added as new applications arise. Each should be analyzed to ensure a proper fit between it and CE's goals and objectives. At this time, Pinterest, Instagram, SnapChat, and Twitter have not be selected as a platform for CE's marketing communications.

Courses

- Advertising
 - o Traditional mass advertising is likely to be cost-ineffective and cost prohibitive.
- Public Relations
 - o Use sparingly as the likelihood of this product generating a newsworthy event is expected to be low.
 - o Tie online educational new stories to news releases that subtly promote course offerings.
 - o This product could piggy-back on publicity generated for other departmental offerings.
- Direct Marketing
 - o Create and distribute a course catalog to past students/course participants through email and/or USPS.
 - o Create course-specific and/or category-specific brochures to distribute to targeted prospects and past students.
- Personal Selling
 - o Not likely to be cost effective due to nature of the product.
- Sales Promotion
 - o Buy One, Get One promotions are likely to increase demand.
 - o Offer promotions through interactive marketing channels to stimulate multiple course purchases at online point-of-sale.
- Interactive/Internet Marketing
 - o Utilize SEO for keywords associated with individual course options (e.g., healthcare classes, marketing courses, accounting instruction).
 - o Purchase banner ads and sponsorships for individual course options (e.g., banner ad for Advanced Income Tax Preparation Level 1 course on H&R Block website).
 - o Purchase Search Ads for individual course options (e.g., ad for CE Photography course appears in Google search for "photography classes in Oklahoma").
 - o Promote BOGO sales promotions through social media accounts and through paid digital advertisements like search ads and boosted/sponsored content ads.
 - o Email newsletters on a quarterly basis to promote specific courses to specific targets. Bundling heterogeneous courses into one newsletter and sending it to heterogeneous email lists is significantly less effective at increasing enrollment versus target marketing of specific courses to prospects and/or past clients.

Contract Partnerships

- Advertising
 - Will not be used for this product.
- Public Relations
 - Generate and distribute news releases about strategic partnerships when formed and when training occurs. Release must have a newsworthy angle (can tie training initiatives into that industry's trends or other news).
- Direct Marketing
 - Send postcard reminders quarterly to current and prospective contract partners.
 - Current partners must have a different postcard than prospects, each with a different tactical approach and message that is appropriate for the relationship.
- Personal Selling
 - The professional sales efforts for non-credit certifications can be adopted for this product to increase demand.
 - Adding this product to certification sales presentations is a logical and economical approach to increasing contract partnerships.
- Sales Promotion
 - Not to be used with this product
- Interactive/Internet Marketing
 - Minimal online activities, which could include social media posts about current or upcoming contact training events to increase awareness of this product.

Conference Services

- Advertising
 - Will not be used for this product
- Public Relations
 - Create and distribute news releases for all conferences managed by CE. The release must be tied into a relevant, newsworthy story if the conference itself is not considered newsworthy (e.g., National Tornado Summit tied to upcoming severe weather season; Commercial Real Estate Summit tied to increase in commercial real estate loans or other market conditions).
- Direct Marketing
 - Send emails, brochures, and/or personalized letters to current clients and identified prospects.
 - Schedule of direct marketing initiatives must logically complement the client's annual conference dates and the nature of their business/organization.

- Personal Selling
 - o Create and maintain a professional sales toolkit specifically for marketing conference services and customized to appeal to various businesses/organizations.
 - o Identify & contact prospects from within target markets via phone call, email, and site visits.
- Sales Promotion
 - o Not to be used for this product.
- Interactive/Internet Marketing
 - o SEO for applicable keywords (e.g., Oklahoma conference space, conference management companies, Oklahoma trade shows, event planning, conference services, Oklahoma conventions, convention management, etc.)
 - o Purchase search ads for search engine such as Google using the aforementioned keywords.

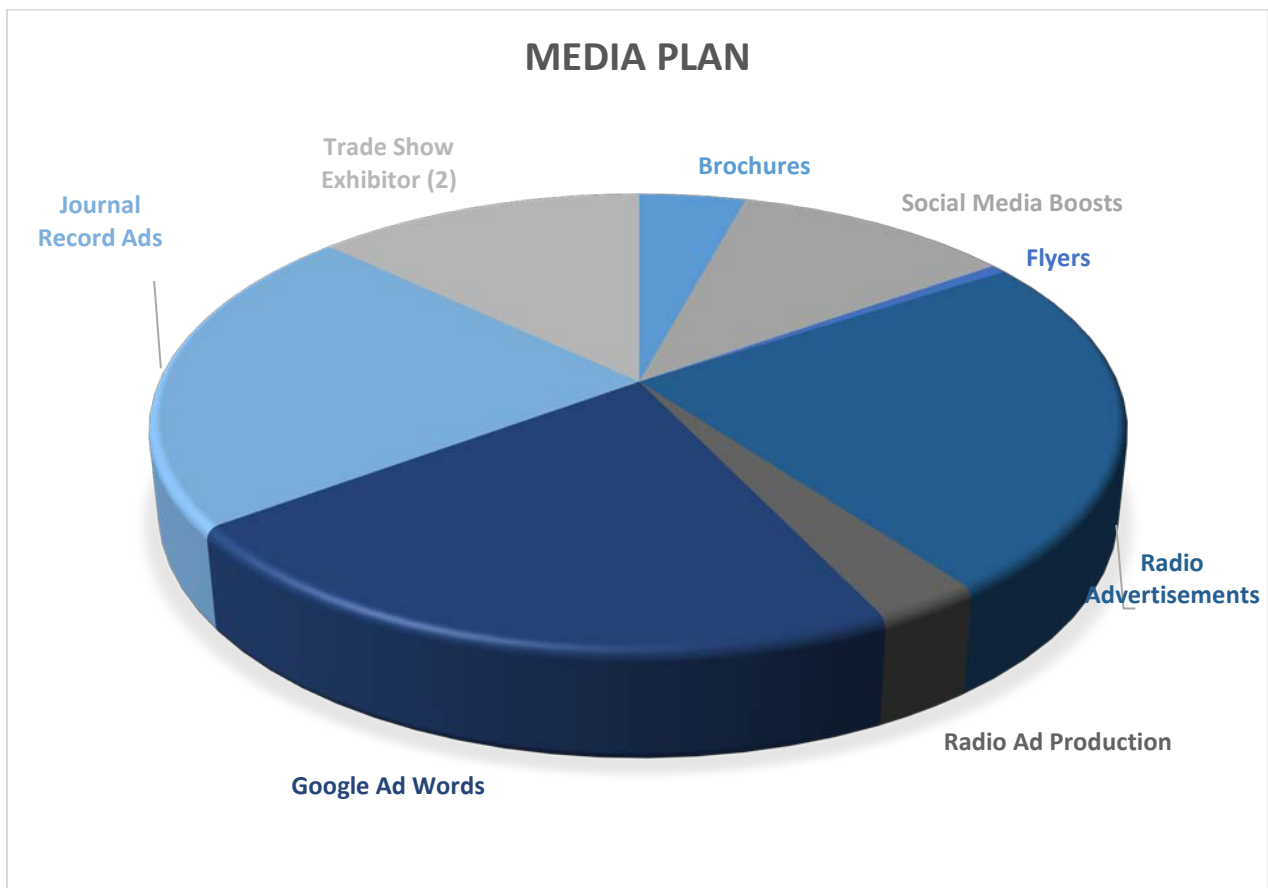
Meeting & Event Space and Incubator Lease Space

- These will not be actively marketed at this time.
 - o Future promotional activities may be considered after department's remodel.
 - o Future promotional activities may be considered if/when goals and objectives of the department change.

Implementation

- Hire a marketing specialist/business strategist to perform tasks listed in the IMC plan.
- Hire a professional salesperson to perform the tasks listed in the Personal Selling portions of the IMC plan.
- Media Plan, Budget, and Timeline of 2017/18 Budget Year (Media Calendar)
 - **Please note that this is a departmental budget, and a university-backed campaign with a larger budget is recommended to successfully implement this plan.**

ALLOCATION	DOLLAR AMOUNT
Brochures (1,000 from Print Central)	\$695.00
Social Media Boosts (\$5/day, 365 days/year)	\$1,825.00
Flyers (500 printed at Carnegie Centre)	\$100.00
Radio Ads (26 weeks)	\$4,000.00
Radio Ad Production	\$500.00
Google Ad Words (\$10/day, 365 days/year)	\$3,650.00
Journal Record Ads (16 weeks, one ad per week)	\$3,680.00
Trade Show Exhibitor (2: SHRM and OKHR Legislative Conf.)	\$2,150.00
TOTAL	\$16,600.00



Creative Brief

- Key Messages
 - Soft Skills Training Works
 - Connect to lifelong learning
 - UCO Customized Education is the most flexible, convenient, high-quality provider of non-credit, educational programming.
- Budget
 - Estimated \$15k for 12-month campaign
- Design Samples



Monitoring and Evaluation

Performance Evaluation

- Customized Education is constantly monitoring the department's financial performance to ensure it is on track toward achieving departmental goals.
- The key financial metric reflecting performance include net revenues, sales revenues, the number of new clients for each product offering, and the number of retained clients.
- In addition to monitoring financial performance, the department also actively seeks product-related feedback from clients to improve their educational experiences and their overall view of the department.
- Monthly, quarterly and yearly performance reviews of marketing activities are necessary to track effectiveness and adjust tactics for optimal impact.
- The marketing specialist will need to create spreadsheets to adequately track client touch points, conversion rates, and overall profitability of each client and each product.

Environmental Analysis

- The department's ability to sustain growth depends on its ability to swiftly respond to changes in client preferences and adjust educational programming in accordance with those changes.
- The department must also stay abreast of changes in the competitive landscape as well as changes in the economic, sociocultural, technological, and political context in which CE operates.
- To ensure that CE is aware of potential changes in the environment, the department engages in the following activities:
 - Participate in professional conferences
 - Examine professional publications
 - Participate in trade shows
 - Conduct research to examine direct and indirect competitors and their offerings.
 - Review secondary research dealing with new developments in the non-credit programming environment.

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