



## Integrated Marketing Plan

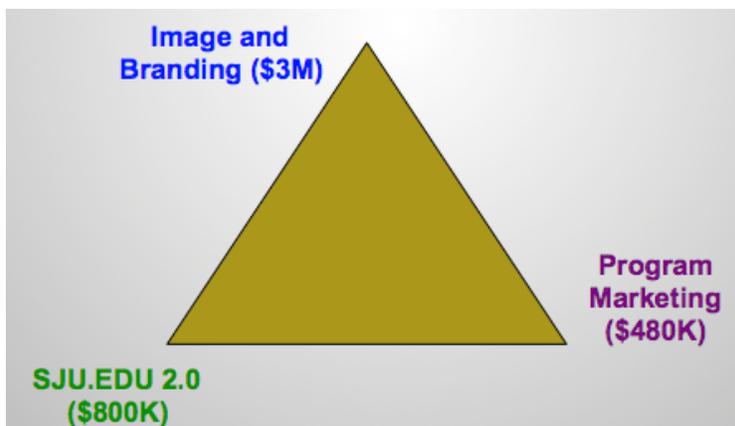
2011 — 2014

For much of its history, those outside the core of the institution have defined Saint Joseph's University. The institution has been content to operate off its considerable goodwill and leverage peripheral assets such as alumni testimonials or periodic athletic success as supplements to its public image.

Only recently has the University embraced newer technologies, "branding" and integrated marketing as methods of consolidating or sharing that image more broadly. The last few years have brought leadership and consensus in the following areas: visual identity and brand standards, core messages and positioning language, athletics marketing and merchandising, institutional taglines that resonate, and a plan to advance the SJU.EDU web.

The more recent addition of comprehensive market research to these tactical advances, conducted in support of *Plan 2020: Gateway to the Future*, now compels Saint Joseph's to develop an Integrated Marketing Plan to complement substantial strategic investments in the areas of Academic Distinction and Transformative Learning Goals, Enrollment Management, I.T., Intercollegiate Athletics, Mission, and Development/Alumni Relations.

The three-year Integrated Marketing Plan presented here is based upon Saint Joseph's newly funded marketing communications "triangle," each point of which has been deemed critical to SJU's success and growth. All agree that communicating a clear position and value proposition will positively impact enrollment, fund raising and the academic stature of the institution.



Specific plans for the three-year period 2011-12 through 2013-14 include the following:

## **I. Goals and Action Items**

1. **IMAGE AND BRANDING:** Invest substantially in communicating the SJU value proposition to multiple constituencies and regularly evaluate its impact on the broader image of Saint Joseph’s University. Develop actionable results and reprioritize investments on an ongoing basis, leaving a measurable image baseline and budget upon which to build future marketing initiatives.  
  
**FY12:** Finalize new institutional positioning and creative strategy across all platforms.
  - **EXTERNAL:** Launch three-year “Image Campaign” in support of Plan 2020 enrollment/fundraising goals.
  - **INTERNAL:** Integrate “umbrella” positioning and creative strategies at the divisional level.  
**FY13-14:** Transition and expand function to permanently support strategic, data-driven decision making in all marketing operations.
  - **EXTERNAL:** Continue, refine and measure “Image Campaign” in support of Plan 2020 enrollment/fundraising goals.
  - **INTERNAL:** Begin phased transition from creative partner and other marketing vendors to fully integrated Marketing and Creative Services in-house components.
  
2. **WEBSITE PRESENCE/SJU.EDU (2.0):** Deploy a dynamic core site, rich-media “success stories,” and enhanced tracking and analytics to attract and retain future generations of students. Over the next three years, Saint Joseph’s will invest up to \$800K to complete an SJU.EDU 2.0 web overhaul. Commensurate staffing to maintain and grow the proposed site will be needed toward the back end of an evolving multi-year web plan.

### **FY12**

- **CABINET/ITAC:** Complete Phase I web governance and content management policies.
- **WEB TEAM:** Launch Phase II “marketing layer” of 250+ pages generating 90%+ of all externally sourced traffic.
- **WEB CONTENT GROUP:** Start Phase II content overhaul (campus-wide) and populate MySJU portal.

**FY13-14**

- CABINET/ITAC: Provide Web Team oversight and enforcement of institutional web management policies.
- WEB TEAM: Envision and execute Phase III portal extension (MySJU) concepts.
- WEB CONTENT GROUP: Maintain and deliver on the eventual Web Content calendar so that “marketing layer” pages remain dynamic.

3. **PROGRAM MARKETING:** Aggressive enrollment targets in the “Bridge Plan” for Graduate Business, Graduate Arts & Sciences and the College of Professional & Liberal Studies point to the ongoing shortfall in call-to-action advertising dollars targeting part-time and adult students. In response, investments are being made over a three-year period to bring SJU to the midpoint of its competitive set in peer media spending. Equally important to this effort is the implementation of SRM systems and internal R.O.I. metrics to inform both tactics and decision-making in identifying high-growth, high-revenue programs where ongoing or incremental ad dollars can have the most impact on enrollment revenue.

**FY12:** Align budget histories and enrollment/revenue histories in requested of necessary ROI/FRM/SRM analysis.

- EXTERNAL: Include outside counsel (S/S) and benchmarking for recommended program budget metrics for FY13+.
- INTERNAL: Implement program-by-program R.O.I. and budget procedures for all non-traditional enrollment units.

**FY13-14:** Support annual calendar of program marketing activities from a strategic (instead of operation) standpoint.

- EXTERNAL: Establish agency evaluation standards that are inclusive of all marketing components at the University.
- INTERNAL: Create a best practices reporting model for both tactics and results that is available in real-time for all users.

## II. Resources

|                            | <b>FY12</b>    | <b>FY13</b>    | <b>FY14</b>    |
|----------------------------|----------------|----------------|----------------|
| <b>IMAGE / BRANDING</b>    |                |                |                |
| TOTAL                      | 1,000,000      | 1,000,000      | 1,000,000      |
| ONE-TIME                   | 538,160        | 538,160        | 538,160        |
| REALLOCATION               | 461,840        | 461,840        | 461,840        |
| <b>WEBSITE/SJU.EDU 2.0</b> |                |                |                |
| TOTAL                      | 350,000        | TBD            | TBD            |
| ONE-TIME                   | 235,500        | TBD            | TBD            |
| REALLOCATION               | 114,500        | TBD            | TBD            |
| <b>PROGRAM MARKETING</b>   |                |                |                |
| TOTAL                      | 221,500        | 163,000        | N/A            |
| STAFF                      | 58,500         | N/A            | N/A            |
| PERMANENT                  | 160,000        | 160,000        | N/A            |
| <b>TOTAL REQUEST(s)</b>    | <b>992,160</b> | <b>668,160</b> | <b>538,160</b> |
| ONE-TIME                   | 773,660        | 538,160        | 538,160        |
| STAFF                      | 58,500         | TBD            | TBD            |
| PERMANENT                  | 160,000        | 160,000        | N/A            |

### **III. Measurement and Assessment**

There will be both direct and indirect measurements of progress and achievements for each area of the plan:

#### **IMAGE AND BRANDING**

DIRECT: Comparison to baseline audiences in three- and five-year increments.  
INDIRECT: Undergraduate demand; annual fund participation; selected rankings.

#### **SJU.EDU (2.0)**

DIRECT: Web traffic metrics; demand generation across all programs.  
INDIRECT: User testing; focus groups; annual review of comparable institutions.

#### **PROGRAM MARKETING**

DIRECT: Inquiry, web and enrollment metrics on program-by-program basis.  
INDIRECT: Advertising R.O.I. analysis (cost-per-inquiry, cost-per-student, etc.).