

# Central Carolina Community College Marketing Plan, 2009 - 2012



## Phase Two: Goals, Strategies, Tactics, & Target Audiences



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## Introduction to Marketing Planning

Marketing planning is a logical sequence and series of activities leading to the setting of marketing goals and the formulation of a plan of action for achieving them. To be able to produce an action-focused strategic marketing plan, a considerable amount of background information, statistics, and data needs to be collected, collated, and analyzed. Using research, a comprehensive targeted marketing plan will result in attracting and recruiting new students, raising community awareness of Central Carolina Community College, and asserting the CCCC brand as distinct and superior to other colleges. In addition, the plan should effectively support the college's efforts to gain market share by fostering a marketing position in support of institutional strategic priorities and by effectively communicating key marketing messages to identified target audiences.

## The Process: Phase One and Phase Two

Phase One of the plan, completed in April 2009, provided research and analysis of the college related to the marketplace and its position within it, relevant to the competition. Also, marketing goals were established that are consistent with the vision and mission of the institution.

In Phase Two, these marketing goals were further developed into strategies and tactics, a set of underlying tools and techniques, using an integrated communications approach to reach defined market segments. Few educational institutions can afford to be 'all things to all people'; therefore, the main aim of market segmentation as part of the planning process is to enable the college to target its efforts on the most promising opportunities.

The 2009—2012 Marketing Plan provides direction to the college-wide marketing efforts and provides an instrument for measuring success and accountability. Tactics will be evaluated in terms of impact, effectiveness, and relationship to actual enrollment.

Comprehensive marketing plans emerge from an inclusive process. As an institution, both internal and external audiences were involved in the development of this plan, including the following groups: current students, prospective students, high school students, community members, internal faculty and staff, Marketing Committee members, and the President's Council. Active participation and input throughout the college will be essential for implementation of the marketing plan. The plan reinforces the "one-college" concept and creates synergy among college departments, divisions, campuses, and instructional sites. Feedback and input will result in continuous improvement of the plan.

## Marketing Plan: Goals, Strategies, Tactics, & Target Audiences

The marketing plan will be presented through a multiple-tiered approach: goals, strategies, tactics, and target audiences. Marketing goals are *what* the college wants to achieve; marketing strategies are *how* the college intends to achieve the goals. Marketing tactics are specific *actions* the college implements to accomplish identified goals and strategies. These goals, strategies, and tactics will then be targeted to a specific audience or market segment. A target audience consists of a group of individuals within a market who share a similar level of interest in the same, or comparable, set of needs which can be satisfied by a distinct marketing proposition. Defining a target audience can then be used to develop the most appropriate marketing message and/or methods to reach a particular segment.

Additional discussion among college stakeholders will result in modifications to the attached marketing plan including, but not limited to: identifying responsible departments and/or groups for specific actions, establishing a timeline, refining tactics, and decision-making based on budget information.

Phase One and Phase Two, as well as additional documents that support the marketing plan can be found online at [www.cccc.edu/planning](http://www.cccc.edu/planning).

# Goal #1: Create and implement marketing activities to increase student enrollment

**Strategy 1.1:** Identify appropriate media vehicles to reach curriculum target market segment (males and females, ages 18–34) a minimum of 3 times per campaign flight through traditional media

**Strategy 1.2:** Identify appropriate media vehicles to reach curriculum target market segment (males and females, ages 18–34) through non-traditional/new methods

**Strategy 1.3:** Implement marketing and enrollment management tactics to increase the enrollment of area high school students at CCCC

**Strategy 1.4:** Plan and implement a targeted print campaign

**Strategy 1.5:** Identify appropriate media vehicles to market the Economic & Community Development Division through traditional/non-traditional media

**Strategy 1.6:** Supply college promotion of specific events, activities, courses, programs, and services

**Strategy 1.7:** Create and implement targeted marketing campaigns

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 1	Strategy 1.1: Traditional Media (Television)	Broadcast television commercials	WLFL, WRAZ, WRDC, others as budget allows	Adults 18–34
Goal 1	Strategy 1.1: Traditional Media (Television)	Cable television commercials	MTV, Comedy Central, VH1, Spike TV, ABC Family, USA, Adult Swim (Cartoon) –selection based on Nielsen ratings index	Adults 18–34
Goal 1	Strategy 1.1: Traditional Media (Radio)	Radio Spots	WDCG-FM (G105, 105.1 FM), WQOK-FM (97.5 FM), others as budget allows–selection based on Arbitron radio rankers	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Email)	Build email database	Build database through “permission” marketing	Adults 18–34

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 1	Strategy 1.2: Non-Traditional (Email)	Strategic email blasts	Registration periods, social networking, marketing campaigns	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Website)	Execute social media/networking campaign	MySpace, Facebook, Twitter, etc.	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Website)	Use of video and interactive media	YouTube, college website	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Website)	Establish online advertising presence	Facebook, MySpace, Blackplanet, YouTube (measure clicks and impressions)	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Website)	Search engine marketing/optimization	Google Adwords	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Website)	Creation of an E-brochure on college website	Produce personalized brochure based on a user's interests	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Website)	Use of technology on college website (blogs, podcasts)	Draft of college blog policy has been developed	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Phone)	Cell phone/text advertising	Similar to emergency alert system for distribution of information	Adults 18–34
Goal 1	Strategy 1.2: Non-Traditional (Other)	Step stake “yard” signs	Placed throughout service area at specific time periods (signs provide registration information and college website address)	Community at large
Goal 1	Strategy 1.3: High School Students	Student recruitment (testimonial letters, phone calls, successful graduates)	“Recruit A Student” campaign	High School Students



Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 1	Strategy 1.3: High School Students	Student Ambassador program (student blogs, prospective student recruitment)	“Recruit A Student” campaign	High School Students
Goal 1	Strategy 1.3: High School Students	“College Night at CCCC”	High school students and parents visit CCCC location(s)	High School Students & Family Decision-Makers
Goal 1	Strategy 1.3: High School Students	Establish a schedule of departmental information sessions and open houses	Promote information sessions and open houses in advance of event	High School Students
Goal 1	Strategy 1.3: High School Students	Create a systematic schedule for outreach team to visit high schools		High School Students
Goal 1	Strategy 1.3: High School Students	Utilize bulletin board space in each service area high school		High School Students
Goal 1	Strategy 1.3: High School Students	Create and promote leadership scholarship to attract high school students		High School Students
Goal 1	Strategy 1.3: High School Students	Direct website marketing (www.cccc.edu/highschool)	Website specifically targeted to current and graduating high school students	High School Students
Goal 1	Strategy 1.3: High School Students	Develop relationships with high school guidance counselors through an on-campus event	IPC (Information Planning Conference)	High School Guidance Counselors & Family Decision-Makers
Goal 1	Strategy 1.3: High School Students	Provide information to high schools	Recruiting posters, cooperative programs brochure, college catalog	High School Guidance Counselors & Family Decision-Makers
Goal 1	Strategy 1.3: High School Students	Direct mailing	Target parents of high schools students and/or high school students	High School Guidance Counselors & Family Decision-Makers

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 1	Strategy 1.4: Targeted Print	Variable data publishing (customized print material)—use mailing lists to reach target audience	Refer to Strategy 1.1, 1.2, 1.3, 1.7	Refer to target audience addressed in each strategy
Goal 1	Strategy 1.4: Targeted Print	Newcomer, welcome resident packs	Similar to Valpak/Welcome Wagon	New residents
Goal 1	Strategy 1.4: Targeted Print	Minority newspaper advertisements	Hometown News, Acento Latino, etc.	Minorities
Goal 1	Strategy 1.4: Targeted Print	Standardize flyer distribution for summer camps and information to area school systems	Combine curriculum and continuing education summer youth program/camp information	Parents and students
Goal 1	Strategy 1.5: Economic & Community Development Division	Direct mailing (printed class schedule or print material directing individuals to an online class schedule)	Print and mail to 95,000 households in service area	Community at large
Goal 1	Strategy 1.5: Economic & Community Development Division	Bi-weekly newspaper advertisements	Class listings, Small Business Center seminars, registration information (in The Sanford Herald, Dunn Daily Record, Chatham News & Record)	Community at large
Goal 1	Strategy 1.5: Economic & Community Development Division	Non-traditional marketing methods	Email blasts, social media, etc.	Community at large
Goal 1	Strategy 1.6: Website Focus	College website (www.cccc.edu) improvements	Continuous updates and design improvements	Community at large

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 1	Strategy 1.6: Community Focus	Supply local businesses, agencies, unemployment offices, libraries, Chambers of Commerce, and other area literature racks with recruitment materials	Develop and implement college literature distribution plan	Community at large
Goal 1	Strategy 1.6: Community Focus	Speakers Bureau	Organized effort for college faculty and staff to speak at civic organizations, community groups, etc.	Community at large
Goal 1	Strategy 1.6: Community Focus	Lecture Series	College faculty and staff organize lecture series at CCCC location(s)	Community at large
Goal 1	Strategy 1.7: Bridge program from continuing education to curriculum	Send personalized college letter to GED/AHS graduates	Congratulate student and provide information about curriculum programs	Current GED/AHS students
Goal 1	Strategy 1.7: Bridge program from continuing education to curriculum	Offer placement tests to graduates and send letter of acceptance	Make graduates feel as if they have been “accepted” into college	Current GED/AHS students
Goal 1	Strategy 1.7: Bridge program from continuing education to curriculum	Provide and promote incentive to enter curriculum program	Offer first class at no charge to GED/AHS graduates or as a special credit student	Current GED/AHS students



Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 1	Strategy 1.7: Bridge program from continuing education to curriculum	Establish relationships with students	Regular visits to classrooms	Current GED/AHS students
Goal 1	Strategy 1.7: Bridge program from continuing education to curriculum	Provide curriculum DVD to continuing education	DVD to be used as a recruitment tool	Current GED/AHS students
Goal 1	Strategy 1.7: Non-completer campaign	Create systematic method to contact students if they have not registered (prior to becoming a non-completer)	Track and monitor registration	Non-completers
Goal 1	Strategy 1.7: Non-completer campaign	Development of marketing campaign	Evaluate systematic method that tracks registration and then create appropriate marketing campaign	Non-completers

# Goal #2:

Improve brand identity to promote community awareness and enhance CCCC's reputation in the service area and beyond

**Strategy 2.1:** Communicate effectively with the external community (businesses, donors, alumni, media, prospective students, parents) to build awareness of events, activities, courses, programs, and services

**Strategy 2.2:** Communicate effectively with the internal campus community (students, faculty, staff) to build awareness of events, activities, courses, programs, and services

**Strategy 2.3:** Create and establish a unified voice and visual identity for CCCC

**Strategy 2.4:** Develop and implement a public relations plan that provides information to media outlets on a continuous basis

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 2	Strategy 2.1: External Communication	Community event hosted by the college	Held at a CCCC location(s) to showcase programs, financial aid opportunities, etc.	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication	Form and build partnerships within the community	Churches, soccer leagues, etc.	External community (businesses, donors, alumni, media, prospective students, parents)

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 2	Strategy 2.1: External Communication	Promotion of athletic program	“Meet the Team” event, distribution of spirit items	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication	Develop and implement an alumni relations plan	Establish long-standing relationships with CCCC graduates	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication	Formation of 50th Anniversary Committee	Refocus college brand and increase community involvement in the college during the year 2011	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication	Birthday emails	Provide personalized contact from the college	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication	Phone message when caller is on hold	Provide announcements for events, schedules, etc.	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication	Other branding opportunities	Lee County Living, Chatham County Living, Images of Harnett County, Shakori Hills Grassroots Festival, sponsorships, parades, etc.	External community (businesses, donors, alumni, media, prospective students, parents)

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Rack cards: Curriculum and Economic & Community Development Division	Update on an annual basis and use as a recruitment tool	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	College overview brochure	Include in college literature distribution plan	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Produce college viewbook in multiple formats (online, DVD, print)	Incorporate technology and video into recruitment tools	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Annual Report	Distribute to Foundation donors, calendar format	External community (businesses, donors, alumni, media, prospective students, parents)

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Custom publication: “Educating Central Carolina”	Print publication with information that appeals to wide audience, include in college literature distribution plan	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Prospect reminder postcards	Contact to increase number of prospects that become applicants	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Tabletop (“point of purchase”) displays with postage-paid reply cards	Include in college literature distribution plan	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Display boards	Update design and information for college/program/division display boards, represent college at events, fairs, etc.	External community (businesses, donors, alumni, media, prospective students, parents)

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 2	Strategy 2.1: External Communication (Collateral Material Improvements)	Other collateral materials as needed	Other needs including, but not limited to: special events, brochures, flyers, postcards, etc.	External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.2: Internal Communication	Cougar Bytes email publication	Distribute via email to college faculty and staff, as well as retirees and others upon request	Faculty & Staff
Goal 2	Strategy 2.2: Internal Communication	Event and specialty flyers	Provide information for upcoming events, activities, and opportunities	Internal community (students, faculty, staff)
Goal 2	Strategy 2.2: Internal Communication	College catalog (print and/or online)	Provide current programs of study and student policies and procedures	Internal community (students, faculty, staff)
Goal 2	Strategy 2.2: Internal Communication	Student Planner & Handbook	Provide scheduled college events and other important dates	Internal community (students, faculty, staff)
Goal 2	Strategy 2.2: Internal Communication	“Ask Me” buttons for faculty and staff at beginning of semester		Internal community (students, faculty, staff)
Goal 2	Strategy 2.2: Internal Communication	Community service project for faculty and staff		Faculty & Staff
Goal 2	Strategy 2.2: Internal Communication	Bulletin board noting faculty achievements		Internal community (students, faculty, staff)



Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 2	Strategy 2.3: Visual Identity and Style	Creation of 50th Anniversary logo or seal	To be used in year 2011	External & Internal Community
Goal 2	Strategy 2.3: Visual Identity and Style	Reinvent Cougar mascot	Modern update to existing college mascot	External & Internal Community
Goal 2	Strategy 2.3: Visual Identity and Style	Creation of new college logo	Process to begin with internal and external discussion	External & Internal Community
Goal 2	Strategy 2.3: Visual Identity and Style	Development of Visual Identity Standards and comprehensive Style Guide	Include logo guidelines, typefaces, colors, primary/secondary color palettes, email footer/signatures, directional signage, signage guidelines	External & Internal Community
Goal 2	Strategy 2.3: Visual Identity and Style	Parking sticker	Branding tool to be developed when current supply of parking stickers is used	External & Internal Community
Goal 2	Strategy 2.3: Visual Identity and Style	Business cards		External & Internal Community
Goal 2	Strategy 2.3: Visual Identity and Style	Visible entrance and city signage		External & Internal Community
Goal 2	Strategy 2.3: Visual Identity and Style	CCCC merchandise/apparel in college Bookstores	Update on an annual basis	External & Internal Community
Goal 2	Strategy 2.3: Messages	Establish college core attributes to guide external marketing messages	Recommended messages: cost, financial aid, and academic reputation	External & Internal Community
Goal 2	Strategy 2.3: Messages	Establish college tagline	External message that communicates value and builds the reputation of the college	External & Internal Community

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 2	Strategy 2.3: Messages	Establish value statement	Internal message that assists in guiding marketing messages, gain clarity on what value is being offered by the college	Faculty & Staff
Goal 2	Strategy 2.3: Messages	Establish positioning statement	Internal message that summarizes the reputation for which CCCC wishes to be known	Faculty & Staff
Goal 2	Strategy 2.3: Messages	Establish brand mantra	Internal message for faculty and staff that develops from synthesis of primary attributes	Faculty & Staff
Goal 2	Strategy 2.4: Public Relations	Develop an annual media schedule for recurring stories, events, activities, etc.		Faculty & Staff
Goal 2	Strategy 2.4: Public Relations	Send out articles and feature stories related to college initiatives, events, programs, etc.		External community (businesses, donors, alumni, media, prospective students, parents)
Goal 2	Strategy 2.4: Public Relations	Maintain and update media contact list		Faculty & Staff
Goal 2	Strategy 2.4: Public Relations	Expand “Creating Success” database	To be used on college website, NCCCS website, and feature stories	External & Internal Community
Goal 2	Strategy 2.4: Public Relations	Compile administration/faculty achievement and expertise inventory	Use for media outlet purposes	External community (businesses, donors, alumni, media, prospective students, parents)

# Goal #3: Implement an integrated marketing approach to communication, marketing strategies, and efforts from various groups and/or departments across the college

**Strategy 3.1:** Support outreach efforts through the development of integrated marketing methods

**Strategy 3.2:** Support the college's efforts to complete a college-wide campus beautification project to enhance the learning environment in the classroom and other areas that attract and engage students

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 3	Strategy 3.1: Integrated Marketing	Update press kit		External community (businesses, donors, alumni, media, prospective students, parents)
Goal 3	Strategy 3.1: Integrated Marketing	Provide consistency between print and electronic media		External & Internal Community
Goal 3	Strategy 3.1: Integrated Marketing	Integrate key positioning messages	Refer to Strategy 2.3 for development of marketing messages	External & Internal Community
Goal 3	Strategy 3.1: Integrated Marketing	Integrate design elements across all external and internal communication methods (publications, advertising, collateral materials, signage, website, etc.)		External & Internal Community
Goal 3	Strategy 3.1: Integrated Marketing	Standardize request process for updating website information	Establish workflow process to ensure accurate information on website	Faculty & Staff
Goal 3	Strategy 3.2: Campus Beautification	Coordinate campus displays		External & Internal Community

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 3	Strategy 3.2: Campus Beautification	Coordinate signage and collateral materials		External & Internal Community

# Goal #4: Evaluate the effectiveness of marketing activities through data-informed research methods

**Strategy 4.1:** Conduct ongoing research to support marketing and outreach decisions through primary data

**Strategy 4.2:** Analyze secondary data to support marketing and outreach decisions

**Strategy 4.3:** Assess traditional media through post-buy/post-campaign analysis

**Strategy 4.4:** Assess non-traditional/new media marketing activities

**Strategy 4.5:** Perform a communications audit of marketing materials

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 4	Strategy 4.1: Primary Data	Focus groups: Qualitative	High school student focus groups, community focus groups, current student focus groups, college faculty/staff focus groups	
Goal 4	Strategy 4.1: Primary Data	Surveys: Quantitative	High school students, community members, current students	
Goal 4	Strategy 4.1: Primary Data	Surveys: Quantitative	Community survey (benchmark survey every 5 years)	
Goal 4	Strategy 4.1: Primary Data	Surveys: Quantitative	Student Media Preferences/ Communications Survey	
Goal 4	Strategy 4.2: Secondary Data	Enrolled Student Survey	Data collected on an annual basis	
Goal 4	Strategy 4.3: Post-buy Analysis	Nielsen Media Research	Broadcast and cable television (measure impressions, reach, frequency)	
Goal 4	Strategy 4.3: Post-buy Analysis	Arbitron Radio Ratings	Radio (measure impressions, reach, frequency)	

Goal	Strategy	Tactic	Additional Information	Target Audience
Goal 4	Strategy 4.4: Assessment	Website tracking and analysis	Measure direct URL, navigation process of users, frequently used areas of website	
Goal 4	Strategy 4.4: Assessment	Measure response rates from print materials	Material will include a call to action, such as reply card, phone number, direct website address	
Goal 4	Strategy 4.4: Assessment	Measure inquiry calls/volume of calls	Formal and/or informal tracking of phone calls	
Goal 4	Strategy 4.4: Assessment	Track enrollment management data (inquiries, prospects, applicants, enrollees)	Systematic approach	
Goal 4	Strategy 4.5: Communications Audit	Evaluate effectiveness of methods for collecting data and information	Is there a call to action? Is there a way to measure effectiveness?	
Goal 4	Strategy 4.5: Communications Audit	Determine most appropriate method of communication and position messages with a consistent voice		