Competing on Student Outcomes to Attract Today's Career Changer

Turning Passive Interest into Program Enrollments

Community College Executive Forum

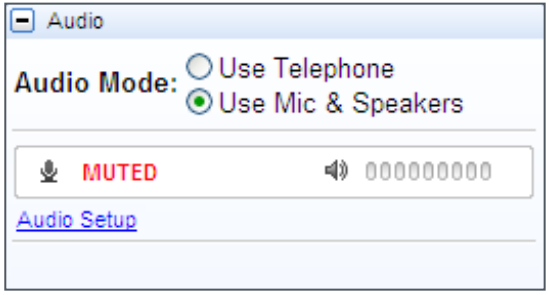
©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Managing Your Audio

Use Telephone

If you select the "use telephone" option, please dial in with the phone number and access code provided.

Use Microphone and Speakers



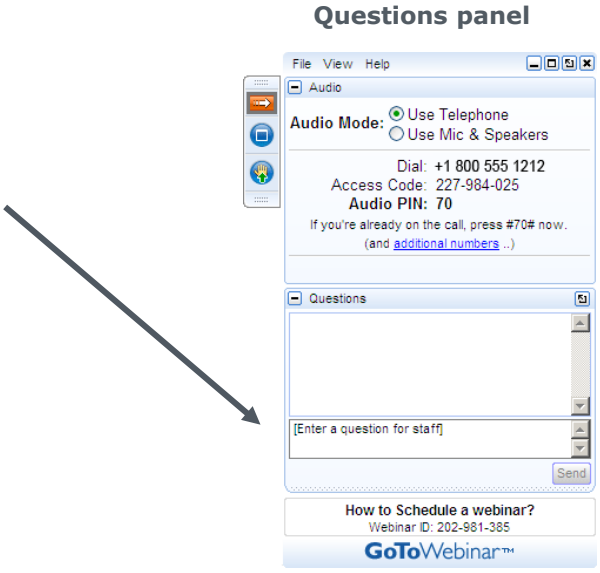
If you select the "mic & speakers" option, please be sure that your speakers/headphones are connected.

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Managing Your Screen

Questions:

To ask the presenter a question, please type into the question panel and press send.

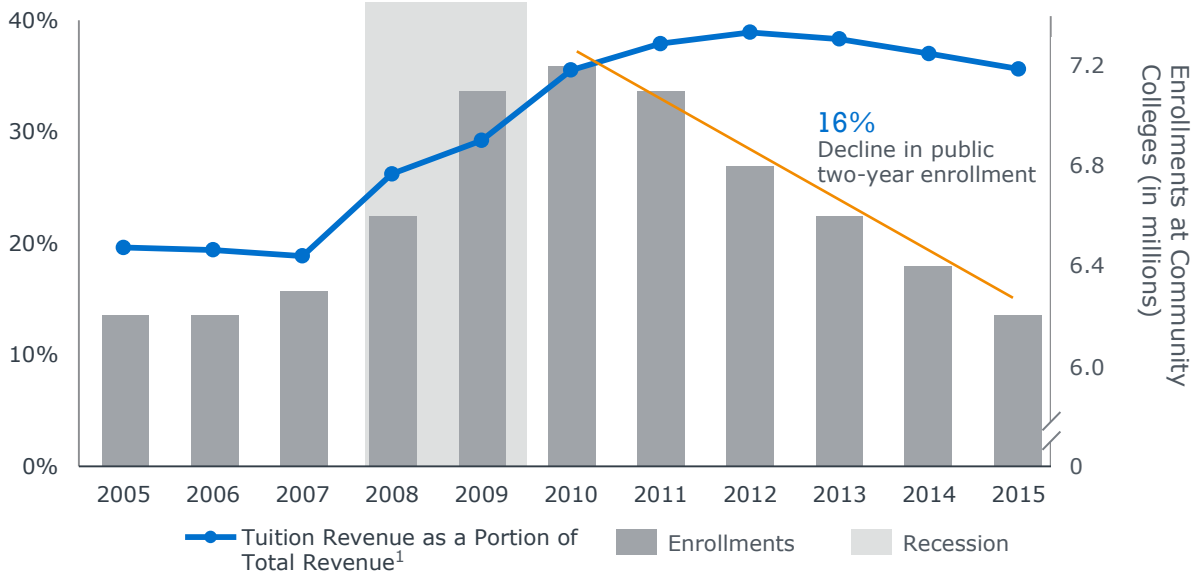


©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

An Unsustainable Proposition

Chasm Grows Between Tuition Revenue Dependence and Enrollments

Tuition Revenue Share as a Portion of Total Revenue and Overall Enrollments



1) Out-of-pocket payments, student loads, and federal grants

Source: U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics; EAB interviews and analysis.

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Marketing's Tipping Point

Lessons from the Past 75 Years of Advertising

Tech and Consumer Behaviors Upend Traditional Methods

Information Scarcity
1940s – 1990s

- Communicate info on product availability and features
- High production, planned content delivered via mass media channels
- Undivided attention of consumers

Shift from ***passive to active*** *consumers*

Information Availability
2000 – 2010

- Display ads, search engines, and branded websites
- Digital marketers and agencies deliver same message on new media
- Consumers access info on own terms

Traditional advertising ***reaches its limits***

Information Overload
2010 – Present

- Mobile traffic overtakes desktop
- Rise of social media
- Challenge to remain relevant across channels and scale efforts

Three Key Themes Emerge

1 Demand Outpacing Supply of Consumer Attention

Cost of buying attention via paid media is unscalable and unsustainable

2 Accessible but Distracted

Technological advances enable consumers to spend more time online, but they are increasingly distracted

3 Rise of the Skeptical Consumer

Savvy consumers seek validation of investment and value from organizations and third-party sources

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

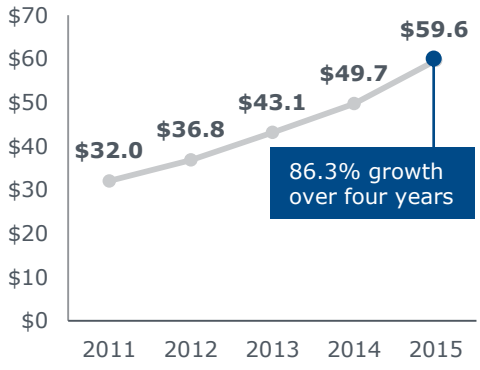
Source: EAB interviews and analysis

Shouting to Be Heard

Trickle Down Effect Unrealistic in Current Landscape

Digital Ad Spending Skyrockets

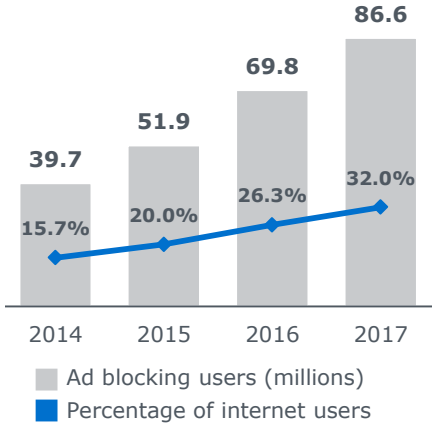
Dollars Spent on Digital Ads (in Billions)
2011-2015



362 **Digital ad exposures** per user per day in the United States

But We're Less Receptive than Ever

Ad Blocking Growth in the U.S.
2014-2017



0.06% **Average click-through-rate** of display ads

Source: Lu K, J Holcomb, "Fact Sheet: Digital News Revenue," Pew Research Center, June 15, 2016, http://www.journalism.org/2016/06/15/digital-news-revenue-fact-sheet; "Adults Spend 10 Hours Per Day With The Media, But Note Only 150 Ads," Media Dynamics Incorporated, September 2014, http://www.mediadynamicsinc.com/uploads/files/PR092214-Note-only-150-Ads-2mk.pdf; "26.3% of internet users will use ad blockers this year," eMarketer, accessed October 31, 2016, https://www.emarketer.com/corporate/coverage/be-prepared-ad-blocking; Rich Media Gallery, "Display Benchmarks," Google, accessed November 2, 2016, http://www.richmediagallery.com/tools/benchmarks

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Connected but Competing for Mindshare

Prospect Attention Scarcer than Ever

The Constantly Connected Consumer…

Increase in the Percentage of U.S. Adults who are Always Addressable

38%
in 2012

50%
in 2014

…Stresses Our Ability to Pay Attention

61% Of people feel they have to keep track of information from **too many sources**

45% Say that data overload has affected their **sleep or personal relationships**

44% Solve the problem by **ignoring communications**

> Digital lifestyles deplete the ability to remain focused on a single task… Multi-screening trains consumers to be less effective at filtering out distractions—they are increasingly hungry for something new. **This means more opportunity to hijack attention but also that brands need to work harder to maintain it.**

Alyson Gausby
Consumer Insights Lead, Microsoft

Source: Parrish, M. et al, "Create Marketing your Customers can Use," Forrester, https://www.forrester.com/report/Create+Marketing+Your+Customers+Can+Use/-/E-RES113043; Consumer Insights, Microsoft Canada, "Attention Spans," Spring 2015, https://advertising.microsoft.com/en/WWDocs/User/display/cl/researchreport/31966/en/microsoft-attention-spans-research-report.pdf

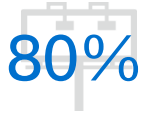
©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

"Prove it" Says the American Consumer

Disconnect Between Marketing and Consumers

What Marketers Believe is Effective…

Percentage of marketers who believe traditional advertising is most influential to customer decision making



Average proportion of marketing budget allocated to advertising

Highest Quality Leads Most Skeptical

> Your **most desirable customers don't trust shallow branded messages**, but are exposed to more of them than other customers because of their perpetual connection. This gives marketers more opportunities than ever before to engage their customers in meaningful ways – or to screw it up."
>
> *Melissa Parish, Forrester Research*

…Out of Sync with Ideal Target Audience

Distrust in Advertising by Education Level

65%
Adults Learners

44%
High School Grads

Consumers Increasingly Seek External Validation

Consumers Most Trusted Sources

1. Friends and Family
2. Online Reviews
3. Third Party Experts

Source: "New Study: Traditional Marketing Fails to Gain Consumer Trust," Experticity, December 2015, https://www.experticity.com/blog/2015/09/29/new-study-traditional-marketing-fails-to-gain-consumer-trust/; Edelman D, "Branding in the Digital Age: You're Spending Your Money in All the Wrong Places," Harvard Business Review, 2010, https://hbr.org/2010/12/branding-in-the-digital-age-youre-spending-your-money-in-all-the-wrong-places; Parrish, M. et al, "Create Marketing your Customers can Use," Forrester, https://www.forrester.com/report/Create+Marketing+Your+Customers+Can+Use/-/E-RES113043; EAB interviews and analysis

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Accelerating ROI Shopping

Untapped Audience of Disengaged, but Undecided Career Changers

Most Americans Still in Search of Dream Job

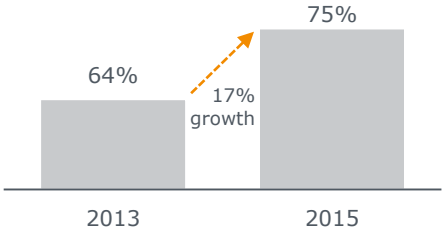
Indeed.com study of job seeking behavior in the U.S.

81% of job seekers search in an occupation category other than their own

56% of job seekers don't search in their own occupation category at all

Rapid Growth of Americans in their 30s Hoping to Change Careers

University of Phoenix Study of Adult Working Professionals



Career Changers Seek Outcomes to Alleviate Common Anxieties

"Which career fields are growing the fastest in my region?"

"How can I increase my earning potential short term?"

"Can I apply my skills in a career or position with better pay and work/life balance?"

"How have other students used this program to achieve their goals?"

"What skills or experience do I require to get and stay ahead in my field?"

Source: Indeed Hiring Lab, "What Job Seekers Want: Occupation Satisfaction and Desirability Report," Indeed.com, March 2014; "U.S. Working Adult Career Survey," University of Phoenix School of Business, March 2015; EAB interviews and analysis

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Undifferentiated Program-First Messages

Simply Expanding Brand Awareness not Enough

Basic Marketing Message Emphasizes Low Cost But Neglects High Return

ILLINOIS VALLEY COMMUNITY COLLEGE.

...But What Made it onto the Ad?

- [x] Low cost of attendance
- [ ] High transfer rates
- [ ] Strong job placement outcomes
- [ ] Impressive starting salaries

Prospects Filter Out Transactional Ads

- Product-, not student-centric
- Fails to communicate compelling value proposition
- Only appeals to prospects who are actively evaluating programs

Source: Kolowich S, "88 College Taglines, Arranged as a Poem," The Chronicle of Higher Education, August 4, 2015, http://www.chronicle.com/article/88-College-Taglines-Arranged/232003/; EAB interviews and analysis

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

CCEF Responses to Market Pressures Fall Short

Investments Wasted without New Strategy

Perceived Benefits of New Investments…

Launching New Content Creation Initiatives

- ✓ Tell relatable stories of successful past students
- ✓ Leverage social proof to support enrollment decisions

Offering Market-Driven Programs and Services

- ✓ Develop new programs aligned to industry needs
- ✓ Provide academic and career support to working students

Collecting and Displaying Outcomes Data

- ✓ Quantify the tangible career value of programs offered
- ✓ Convince skeptical, career-driven students to enroll

…Undone by All-too-Familiar Pitfalls

"Last year we set a goal to develop testimonial videos for every program in our portfolio. We accomplished that goal, but all those videos are just sitting unwatched in our YouTube channel."

Director of Marketing

"Despite major efforts to develop market-driven programs and competitive career support, enrollments have stayed flat. We still haven't managed to get our message in front of the right prospective students."

Dean of Continuing Education

"We've always known that collecting graduate outcomes data is the right thing to do, but our working adult students are very difficult to track post-graduation. We can't get them to complete our surveys."

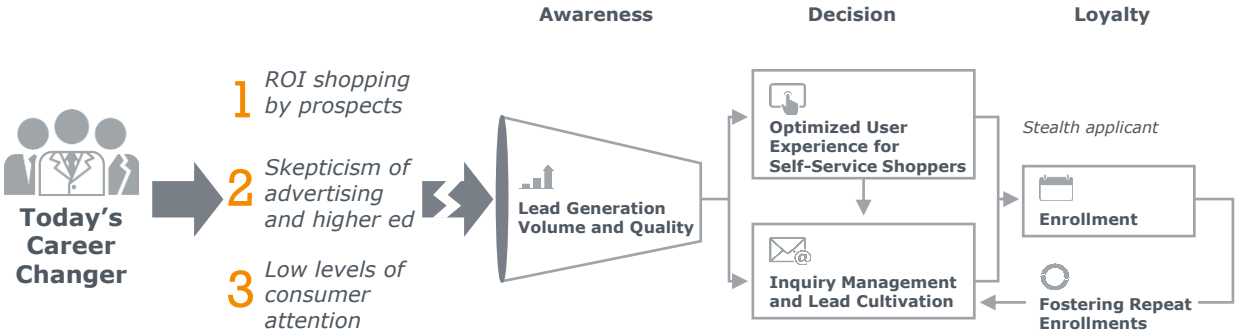
Vice President of Institutional Effectiveness

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Myriad Barriers Obstruct Traditional Funnel

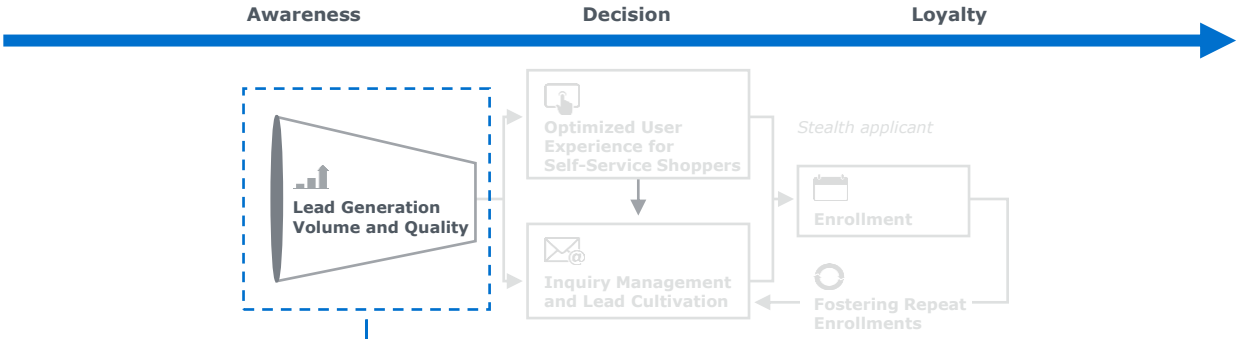
Four Forces Preventing Entry into Funnel



©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Outcomes Marketing and Today's Career Changer



1

ACTIVATE

Capture Attention of Undecideds

How can we compel undecided career changers to consider pursuing a new field under low levels of attention?

2

RESEARCH

Reduce Risk of Career Change

How can we educate prospects on a new field and make the case for how the skills conferred in the program meet demonstrated labor demand?

3

EVALUATE

Harness Student Value Stories

How can we provide proof of program value as prospects independently build and prioritize their consideration set?

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Capture Attention of Undecideds

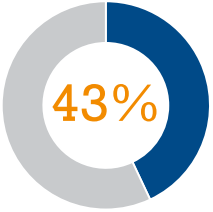
- Practice 1: Tiered Content Pathway
- Practice 2: Personalized Labor Market Ad Campaign
- Practice 3: High Propensity Affinity Groups

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

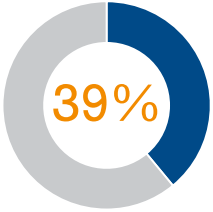
Despite Intentions, Career Change Barriers Persist

Common Obstacles Prevent Action

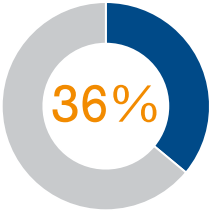
Most Commonly Reported Barriers to Career Change



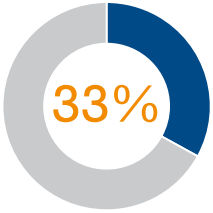
Lack of financial security



Uncertainty what career to choose



Lack adequate education or experience



Feel too old or advanced in current position

Source: "U.S. Working Adult Career Survey," University of Phoenix School of Business, March 2015

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Generating Interest from Passive Career Changers

Content Creates Value Without Ever Mentioning a Program

Source: General Assembly website and affiliated advertising, https://generalassemb.ly/; EAB interviews and analysis

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Triggering Emotional Drivers of Change

Create Ads that Prospects Won't Block

Facebook Promoted Posts Integrate Useful Content

1

Key Elements

Emotional Appeal

Ad copy speaks to target audience motivations

Program Agnostic

Advertisements offer interesting and useful content, rather than promote specific programs

Wide Applicability

Advertisements target broad psychographic and demographic profiles

Source: General Assembly Facebook advertisements; EAB interviews and analysis.

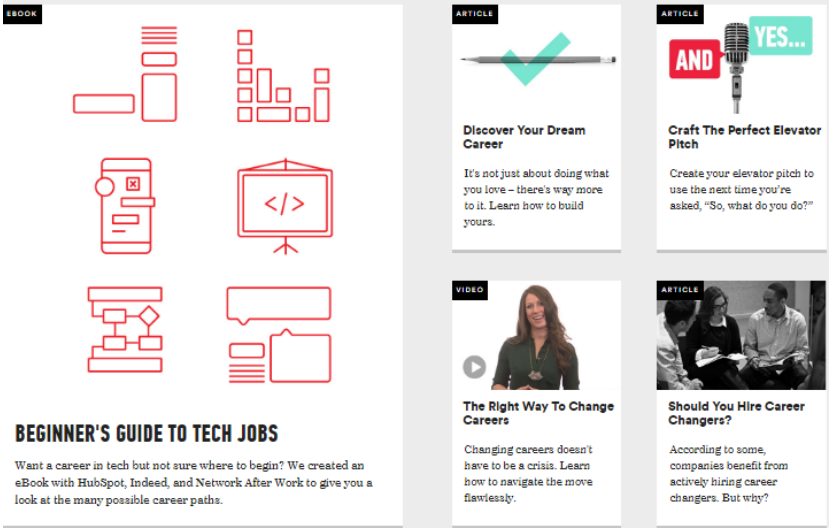
©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Connecting Initial Interest to Useful Content

Blog and Email Content Compel Further Exploration

"It Starts with Yes" Campaign and Blog

2



Key Elements

Educational
Broad primers on available tech positions from experts in the field

Immediately Useful
Actionable tips for successfully networking, preparing, applying, and interviewing for tech positions

Repurposeable
Numerous content tags and related sub-publications (e.g., interview, makers, coding) allows the blog to serve a widely diverse audience

Source: "It Starts with Yes," General Assembly, accessed October 26, 2016, https://generalassemb.ly/it-starts-with-yes; EAB interviews and analysis.

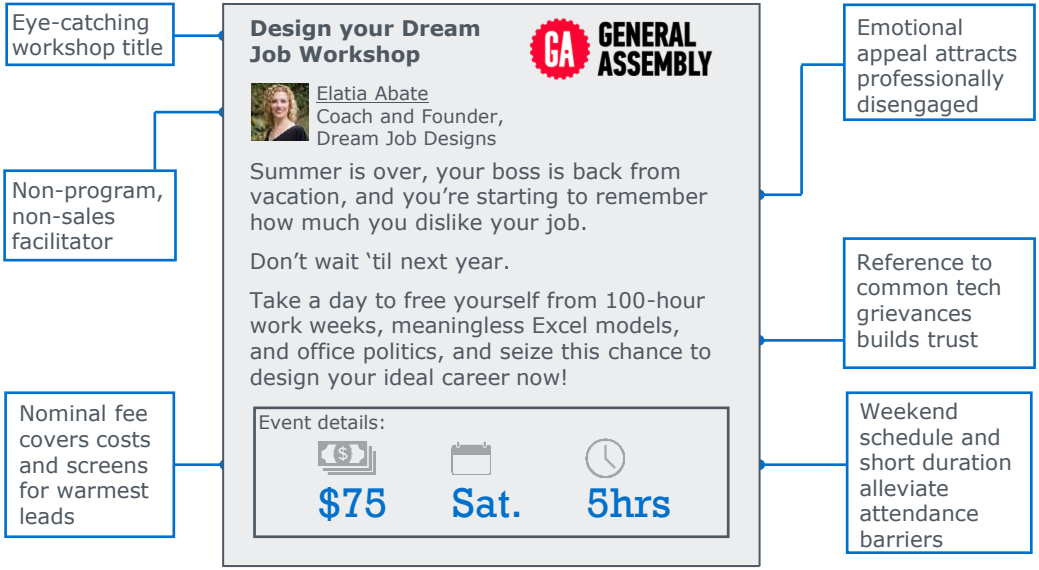
©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Offering a Low-Commitment Next Step

Program Agnostic Events Surface Warm but Undecided Leads

3 Emotional Appeals to Career Aspirations Over Program Promotion

Sample Workshop for Aspiring Career Changers



Source: "Design your Dream Job," General Assembly, accessed October 26, 2016, https://generalassemb.ly/education/design-your-dream-job/san-francisco; EAB interviews and analysis.

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

A Question of Messaging

> “Most bootcamp providers aren’t doing anything much more innovative than higher education. Their career support and other services aren’t necessarily better, and colleges and universities are even starting to create their own short, intensive programs. All bootcamp providers do is use their marketing to speak in terms that their students understand: career change, advancement, and earning potential.”

Jonathan Lau
Founder, Switchup.org

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis

From Product- to Student-Centric Marketing

Small Modifications to Marketing Strategy Have Outsized Impact

Progressing from Status Quo to Ideal State within Reach

STATUS QUO ▶ IDEAL STATE ▶

Product-First Marketing

- Ad copy describes available program
- Content marketing leads with academic capabilities
- Prioritizes direct enrollment solicitations
- Little benefit of attending in-person events for students not yet committed to a given program

1 **Career-first messaging**

2 **Career- and life goal-centered content**

3 **Program-agnostic support services**

Student-Centered Marketing

- Ad copy makes emotional appeal to current life or career stage
- Ads offer useful non-program content for career-minded viewers
- Owned media rarely contains direct enrollment solicitations
- In-person events provide useful service or experience to prospect, but make no direct enrollment appeal

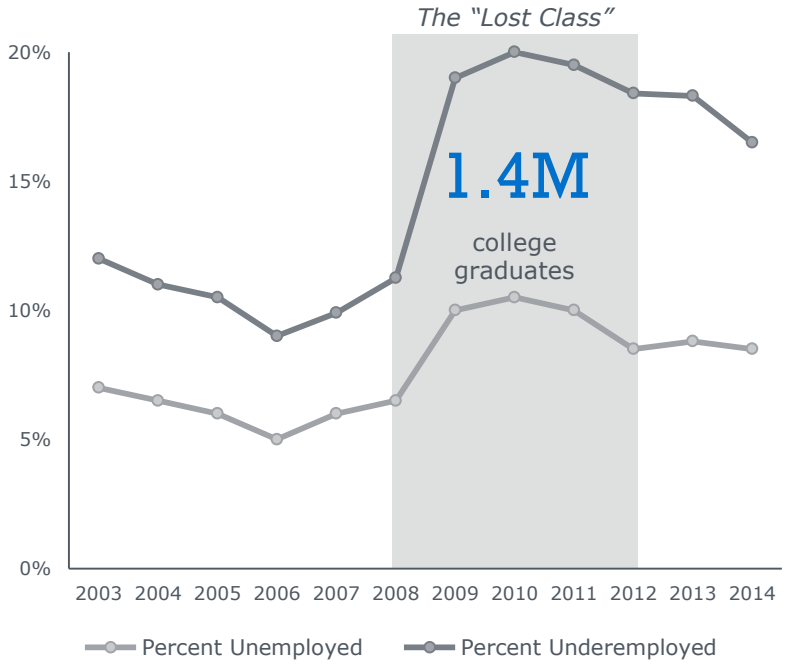
©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Triggering Interest from Career Starters

Underemployed and Underpaid Professionals Present Ripe Market

Un- and Underemployment by Graduation Year



Disengaged and in Debt

72%

Proportion of millennial professionals who report feeling dissatisfied with their current work

$41k

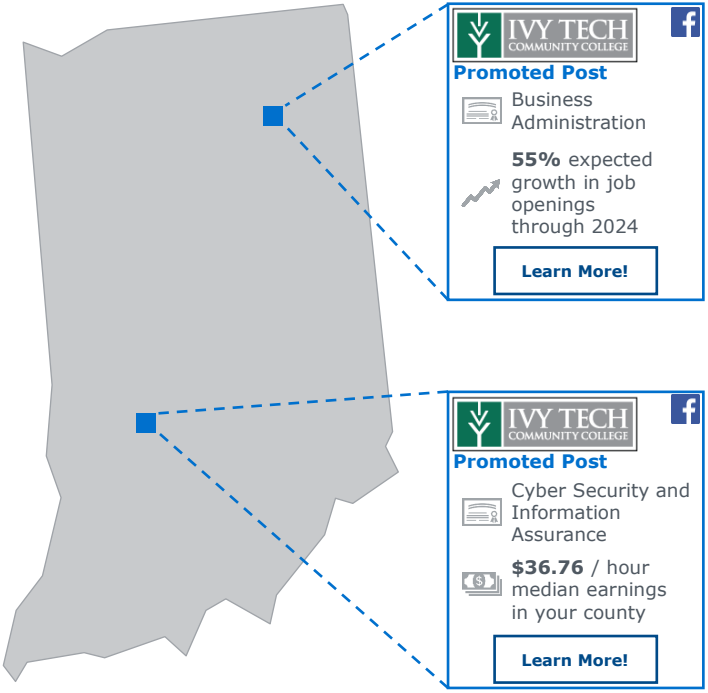
Average student loan debt of millennials aged 18-35

Source: Alyssa Davis, Will Kimball, and Heidi Shierholz,"The Weak Economy Is Idling Too Many Young Graduates," Economic Policy Institute, May 2014; "Majority of Millennials Have 'No Idea' When Student Loans Will Be Paid Off," Bloomberg, accessed October 26, 2016, http://www.bloomberg.com/news/articles/2016-04-07/majority-of-millennials-have-no-idea-when-student-loans-will-be-paid-off; "Millennials Hate Their Jobs Even More Than You Do," Time, accessed October 26, 2016, http://time.com/money/4329859/millennials-work-engagement-indifference/; EAB interviews and analysis.

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Achieving Personalization at Scale

Geotargeted Ads Highlight Relevant Career Opportunities



Triggering Interest from Underemployed

- Geotargeted advertisements highlight relevant local labor market data
- Educational ads highlight career, not program, opportunities
- Social media promoted posts allow for further segmentation based on desired demographic parameters
- Labor market data infused in print collateral, website, and program pages to create fully integrated, multi-channel marketing campaign

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Reversing Declining Enrollments

Multi-channel Campaign Resonates with Career Starters

Enrollments

15%

Savings on cost per application

4%

Overall growth in enrollments despite industry-wide declines

Marketing

- Geo- and demographic targeting increases awareness of all programs within discipline area
- Personalization decreases wasteful spending

Prospects

- Captures interest from prospects not actively searching for programs or considering further education
- Provides valuable information to compare potential and current earnings

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Entering an Era of Hypertargeting

Digital Ads Enable Segmentation by Demographics, Location, and Behavior

Demographics

Adjust target audience based on age, gender, education, or income

Example:

- Advertise automotive technology certificate to adult males age 17–25

Location

Place ads in designated regions, neighborhoods, or individual buildings

Example:

- Promote branch campus programs to individuals within 50-mile radius

Behavior

Present ads to particular groups of individuals based on past browsing activity

Example:

- Insert jazz studies ads on Facebook newsfeeds of those who list "jazz" as an interest

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Capitalizing on the Influencer Effect

Interest Groups Offer Ready-made Leads List

Global Platform Facilitates Organic Communities of Interest…

27.9M Members worldwide | **258,823** Meetups and counting | **178** Countries hosting

…and Offers Multiple Opportunities to Generate Interest and Leads

SMU | Continuing and Professional Education

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

You Can't Buy this Kind of Salesforce

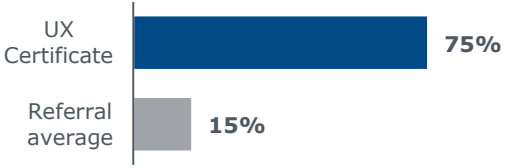
Marketing Realizes Benefits from New and Existing Groups

Tap into Existing Groups…

"Dallas User Experience Group"

2,341 Current meetup members

Unprecedented Percentage of Organic Leads



…or Create New Groups

"DFW Data Visualization and Infographics"

$50 Nominal fee to create new meetup group

1,404 Current meetup members

~30 Average attendees per meetup

Key Steps to Implementation

EAB Recommendations

- Allocate staff time to identifying topics and speakers
- Prioritize new group creation in fields without existing meetups
- Select facilitators with large and active groups of followers
- Calibrate existing group threshold criteria based on market size

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Benefits Beyond Enrollments

Increase Marketing Efficiency

Marketing able to reallocate investment to other priorities

Size Market for Proposed Program

Membership size and activity provides proxy for market opportunity

Identify Potential Instructors

Presenters observed and vetted for potential instructor positions

Understand Local Professional Needs

Gain insight into specific topical areas of focus and interest

Surface Warmest Program Leads

Member list offers contact information for follow up to warm leads

> *"Meetup groups are truly a win-win-win for everyone involved. I get to test and market new program ideas, attendees receive useful (and free) professional development, and instructors get to build their brands and even recruit students right out of the group."*
>
> -Program Specialist, SMU CAPE

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Capture Attention of Undecideds

Key Takeaway

Compel undecided career changers to consider pursuing a new position or field under low levels of attention through awareness building strategies that focus on increasing and/or changing demand in the labor market.

Nine Questions to Cut through the Noise

Trigger Interest

1. What ads do we run that trigger interest from passive observers?
2. Are ads designed to spark further exploration in a field?
3. Do ads integrate into the context of the platform on which they run?

Demonstrate Value and Services

4. How are the services and potential career impact of programs featured in marketing?
5. What is the ratio of valuable to promotional content that we've created?
6. Does content align with the early stages of the decision making process?

Tap into Affinity Groups

7. What interest groups current exist in our catchment area?
8. Do these groups align with our strategic growth areas?
9. Do we have programs to serve the profile of current participants?

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A

Source: EAB interviews and analysis.

Providing Continuous Enrollment Support

Improve "New to Higher Ed" Student Outreach

EAB

Expanding Recruitment Reach Through Emerging Digital Marketing Practices

Community College Executive Forum Forum

- Win prospect mindshare with advanced techniques, including geofencing and behavioral targeting
- Tuesday, May 9th, 1:00pm-2:00pm ET
- Register at eab.com

Questions on Today's Material?

Stuart Davis
Senior Analyst

sdavis@eab.com
202-909-4397

Your Member Services Team

Conor Joyce
Dedicated Advisor
cjoyce@eab.com
202-266-6147

Dustin Ott
Member Services
dott@eab.com
202-568-7471

Mary Allen DeBold
Dedicated Advisor
mdebold@eab.com
202-266-5678

©2017 EAB • All Rights Reserved • **eab.com** • 34335_A