

## THE CHALLENGES WE FACE

- A steep decline in the college-going population
- Competition for students and funding
- Increasing reliance on philanthropic support
- Demand for stronger bottom lines
- Multiple stakeholders expecting personalized experiences
- Board involvement in finance and operations

## HOW PREPARED IS YOUR STRATEGIC MARKETING COMMUNICATIONS FUNCTION?

# 13%

of college and university presidents who agree that most Americans have an accurate view of the purpose of higher education

2018 Survey of College and University Presidents, Inside Higher Ed & Gallup



# Increasing Customer Value through Institutional Strategic Communications

Aligning strategic communications and marketing with enterprise-wide strategy is essential for any organization's identity, market presence and growth. In many industries, marketing communications are linked directly to business lines. Propelled by "personalization" and targeted audience segments, through a variety of devices or interactions, industry leaders have reimagined strategic marketing – one customer at a time.

But in the academic world, communications in many institutions remain fragmented and transactional – reactive to influential stakeholders (news media, alumni, donors, prospective students) and power units with narrowly focused constituencies. Consistent branding messaging will not sufficiently fix this – it takes changes in organizational structures and practices to fully leverage the power of **integrated and strategic** marketing communications to advance competitive value and measurable results.

In the corporate world, strategies link marketing communications directly to product lines. In mission-focused colleges and universities, the product is education, but systems often fail to align strategies with market differentiation and the institutional value proposition. **As a constellation of relationships, most higher education organizations are not rigorous in practicing integrated, market-focused communications, and they persist in interacting with customers in silos.** In some cases, these are driven by certain "power units" – often strong academic or athletic organizations with loyal but narrowly focused constituencies – that are content to exist more independently, but need to be brought under the enterprise tent. An athletic director or a business school dean may be extremely effective in relating to prospects, parents or alumni, but the impact on behalf of the entire institution is often diluted or absent. Under effective integrated marketing communications, all units must subscribe to the institutional value proposition.

**The Napa Group – which specializes in strategy, both leadership and organizational design – has developed a "new way" to align higher ed marketing communications with institutional strategy.**

*Brands that create personalized experiences see revenue increases 2-3 times faster than those that don't*

# Our Approach

Through our assessments, counsel, organizational models and skills development, Presidents, CEOs, COOs and their leadership teams will reach new levels of understanding of strategic communications, link strategic plans and other institutional plans to marketing communications practices and realize organizational coordination, synergies and efficiencies through new models and staff capabilities.

## What We Do

- Counsel to Presidents, CEOs and COOs
- Enterprise assessments and recommendations
- Advanced virtual tools for customer insights
- Staff trainings and workshops
- Customized models and templates
- Change and transition management

## What You Achieve

- Develop a clear vision and organizational alignment for strategic communications
- Through research and data analytics, create an approach through which planning is a routine market-driven process
- Build strong partnerships with institutional leaders, staff and boards to support enterprise-wide initiatives
- Drive operational effectiveness through redesign of the communications function, expanded competencies to improve results, Customer Relationship Management (CRM) tactics and technologies and measurement tools for continuous improvement
- Create continuous value for stakeholders through a lifecycle of engagement

## Three Ways Of Working With Us

- 1 Communications audit and final report with best practices, trends and recommendations [8-12 weeks]
- 2 Audit report/recommendations with implementation plan, consulting and training so the plan is put into practice [6 months]
- 3 Ongoing strategic communications implementation counsel  
*Optional: Onsite interim strategic communications management*

### Our Fees

*We will determine scope, fees and/or customized programs in our initial discussions with your team.*

### Our Team

*Our consulting model engages virtual project teams to support our projects according to each assignment, with strategic partners from specific disciplines, such as academics, business/finance and research/analytics.*

## How?

- Building on our experience in institutional strategic planning
  - Incorporating innovative “platform” strategies and “design thinking” methodologies
  - Linking strategic communications design and practices to enterprise priorities and customer value
  - Placing ownership and accountability for strategic communications at the top – by the President, CEO or COO, who is ultimately responsible for achieving strategic results
- ✓ “Platform industries” such as Amazon and Nike consistently deliver their products and services across a continuum of relationships with customers who return repeatedly through one-to-one interactions.
  - ✓ Many corporations have achieved this by redesigning their strategic communications content, roles and structures and using the latest CRM technologies and sophisticated segmentation analytics.
  - ✓ The “customer view” is also shaped by targeted audience input through ethnographic research capturing customer “profiles” and cloud-based focus groups that bring global audiences together. The new generation of higher ed stakeholders want purposeful engagement linked to meaningful interactions with the institutions and with each other as part of their lifelong continuum of relationships.

## Let's get started!

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