

Week four marketing plan

Student: Donna Field fieldd@nyack.edu

Program: Bachelors in Organizational Management

Nyack College

May 27, 2020

**Nyack College – Certificate of Originality**

I certify the attached paper is my original work.

I am familiar with and acknowledge my responsibilities which are part of the Nyack College Student Code of Academic Integrity. I affirm any section of the paper which has been submitted previously is attributed and cited as such, and this paper has not been submitted by anyone else. I have identified the sources of all information whether quoted verbatim or paraphrased, all images, and all quotations with citations and reference listings. Along with citations and reference listings, I have used quotation marks to identify quotations of fewer than 40 words and have used block indentation of quotations of 40 or more words. Nothing in this assignment violates copyright, trademark, or other intellectual property laws.

I further agree my name typed on the line below is intended to have, and shall have, the same validity as my handwritten signature.

Student's Signature (name typed here is equivalent to a signature)

Name: Donna Field

Date: May 27, 2020

### **Executive Summary**

Manhattan Christian Classical School\* (MCCS) exists to bring education of the mind, physical wellbeing, and social and spiritual health to the whole child; and to encourage and support Christian families in the city. To that end, though it has existed for 25 years as a Preschool through Eighth Grade school. MCCS now seeks to expand into the high school market by adding Ninth through Twelfth Grades. This Marketing Plan will gather initial Fall 2021 enrollment in the Ninth Grade, and then eventually add a grade for each of the three years following this. The need this Marketing Plan fulfills is to enroll a significant amount of students for the high school for its success whether through existing MCCS families or through recruitment beyond the school's perimeters.

[\*name changed for academic purposes]

### **1: Corporate Philosophy/ Description of Company/ Business Review**

**Corporate Mission** - The Manhattan Christian Classical School (MCCS) exists to provide a time-proven classical education within a biblical worldview. We inspire students to love learning, pursue excellence, and become leaders in scholarship, virtue, and faith.

**Corporate Goals** – Our corporate goals have to do with teaching a child from the classical educational and Christian perspective in a culturally relevant way. The goals of the school are to move from the current Nursery through Eighth Grade school model and add a high school starting with Ninth Grade in the fall of 2021. The secondary goal would be to add one grade a year until it is a full Nursery through Twelve Grade school in New York City.

**Company Strengths & Weaknesses** – The strengths of MCCS are that it is a school that is known for its strong academics and provides a classical education while caring for the whole child and providing support and care for the Christian family in the city. It is one of the only Christian schools in New York City and is known to be academically very strong over the last 25 years of its existence. Another strength is that this education is provided at a relatively low-cost for tuition for families with a robust financial aid program.

The weaknesses of MCCS are that it has limited space to grow without renovating another floor of the rented building. But, at the same time the school has families who would like to see MCCS have a high school and grow into a much bigger presence in the city. Another weakness of the organization is that it exists in a very competitive market of well-known, extremely successful independent schools. The school cannot compete with the level of budget that these schools can raise through extremely high tuition because of wealthy enrolled families.

**2: High School Enrollment Compared to MCC HS Enrollment**

	<u>Manhattan Private High Schools Enrollment Estimates (NYS DOE, 2020)</u>	<u>MCCHS Enrollment Estimates</u>
2017-2018	14,953	0
2018-2019	15,052	0
2019-2020	15,348	0
Projections:		
2020-2021	14,500 (dip due to Covid-19)	0
2021-2022	15,000	24
2022-2023	15,300	50

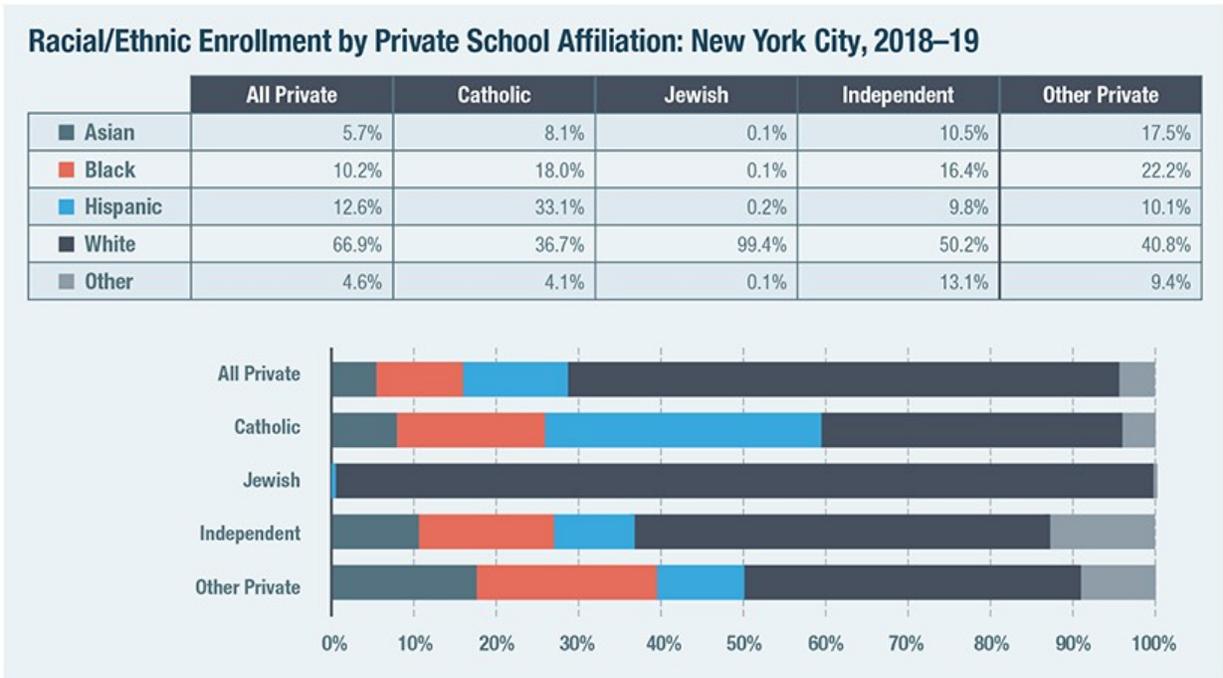
**Top three Competitors Projections**

	<u>Enrollment (NYS DOE, 2020)</u>
The Stony Brook School	402
Columbia Prep	673
Grace Church School	431

**Tuition by Price Point**

<u>Competitors</u>	<u>MCCHS</u>
\$45,000-55,000	\$32,000

**Diversity of NYC Private Schools.** Geneva is “Other Private” source: (Domanico, 2020)



**3: Competitive Analysis - Marketing Review**

Competitor	The Stony Brook School	Columbia Prep	Grace Church School
<b>Target Market</b>			
Primary	Families wanting a Christian education	Families wanting a top private school	Families wanting a top private school
Secondary	Families wanting a superior boarding/day junior and high school	Families who want a school that runs K-12	Families who want a somewhat ecumenical education
<b>M/Objectives/Strategies</b>			
Positioning	Academically rigorous collegiate model and developing character is important	Exploring passions, accomplished learners, and conscientious citizens	A school that emphasizes the connection between school and home.
<b>Product/Branding/ Packing</b>			
Strengths	Historical school with a consistently strong reputation	Long standing community that is competitive with other strong independent schools	Family oriented school in the heart of downtown accessible to all forms of transportation and connected with a church.
Weaknesses	Relies on international boarding students and is located on Long Island.	High tuition and limited space to grow for the time being.	Pace of education is slow and reputation for having being lax academically
<b>Tuition Pricing Strategies</b>			
Higher/Lower/Parity	Moderately high, especially for boarding	High	High
<b>Distribution/Market Coverage Strategy</b>			
Personal Selling Strategy	Admissions Department plus parent volunteers	Admissions Department	Admissions Department
<b>Promotion Strategies</b>			
Advertising Message	Yes	Yes	Yes
Media Strategies	Instagram/Facebook Groups	Instagram/Facebook Groups	Instagram/Facebook Groups
TV	No	No	No
Radio	Local Radio	No	No
Newspaper	No	No	No
Direct Mail	Yes	Yes	Yes
Interactive	Website advertisement and remote events	Website advertisement and remote events	Website advertisement and remote events
Other	Hosting admission events	Hosting admissions events	Hosting admission events
<b>Publicity</b>			
Testing/Marketing	N/A	N/A	N/A
R&D Strategy	N/A	N/A	N/A
<b>Consumer Service</b>			
	School administration	School administration	School administration
<b>MCCS Target Market Short and Long Term</b>			
Primary Market	Families who want an excellent Christian and classical high school education in the city that is affordable those both already in the school and new families.		
Secondary Market	Families who want an excellent education in a small, nurturing environment.		
<b>Rationale: Need and Wants to be fulfilled</b>			
The rationale for Manhattan Christian Classical High School (MCCHS) is that it will provide small class size, personal attention, a rich and historically based curriculum, a Biblical basis for the education and in a diverse community. MCCHS aims to be the only high school like this in New York City.			

#### 4: Price

**Price Goals:** The price for a student to attend Manhattan Christian Classical High School (MCCHS) will be approximately \$32,000 a year when the school launches. This price is slightly higher by a few thousand dollars than what the price for middle school will be by the 2020-2021 school year.

**Price Strategies/objectives:** The goal is to keep the tuition as low as possible while still being able to afford an updated facility, and pay teachers well enough to survive in New York City. The objective is to attract Christian families that may not be able to afford the higher prices of independent schools in the city and are willing to pay for a Christian education.

**Rationale:** MCCHS intends to offer a competitively excellent education, and even surpass that of what other independent schools offer as far as robust instruction, and yet still be affordable for families who want their children to have a Christian education. This is difficult to do in the city because of cost of rent, supplies, and necessary salaries to attract and keep excellent teachers. While we know that many can afford our tuition, we want them to choose MCCHS instead of a competitor. For those that cannot afford our tuition, we want to provide financial aid.

**Considerations:**

**Product/Service Class** (customer or business) – The customers are Nursery through Middle School students entering high school and their families who will bring them to our school.

**Lifestyle stage** – This is for families who are raising their children in the city and need to educate their children from Nursery through, ideally, high school.

**New or improved** (people, dollars, time, etc.) - Value compared to other private schools.

**Liability, safety, & social responsibility Features, quality**, etc. - Safe school environment and socially responsible by being respectful to neighbors.

**Supporting customer service(s)** – Ongoing academic and administrative support through the entire high school process. Also, college advisement to be provided.

**Branding** – We will continue our branding through using our school colors in our logo and all printed or produced products that carry our name. This branding and identification will continue into the proposed high school and will remain the same so that when anyone sees our logo or our printed materials, website, uniforms, or other MCCHS gear they will know that it belongs to Manhattan Christian Classical School (MCCHS) and will serve to advertise for our school.

**Protection needs** – Since MCCHS will use materials produced by outside organizations, there is no need for patent or other protections.

**Packaging: promotion & labeling Cultural Sensitivity** – With our labeling and website, we are careful to express a diverse community within our city culture always showing that we are a school for all families who want their children to have a Christian education.

**Fit with production line** – The idea of the high school will continue what has been done for 25 years in our Preschool through Eighth Grade Christian classical school. We will continue to use the same types of materials and strategies to teach and will continue this at the high school level.

## 5: Place/Distribution

**Place/Distribution Goals:** These goals for marketing will be met online through the school's website initially. Recruiting events such as school fairs are another way that families can be brought to an awareness of MCCHS. Once contact is made, then in-person tours and open houses at the school will be scheduled to show the current school structure in action. The next step is for a family to interview both with the Admissions Director and the Head of School either in person or through a video platform. Also, the student will be evaluated before acceptance into MCCHS.

**Strategies/Objectives:** Objectives would be to have the school's website easily accessible to families who are searching for a Christian and/or classical high school. Next, the goal would be to have those families follow through with a click at the webpage to connect with the Admissions Director or her Assistant. The objective would further be to get 50 to 100 families to attend an open house or tour at the school building.

**Rationale:** In order for MCCHS to get enough enrollment to be viable, there needs to be a high level of exposure to families who could possibly enroll for high school that are not already at MCCS.

### **Considerations:**

Degree of market exposure required – Web exposure to all target families

Distribution customer service levels – More personalized marketing to individuals

Type of channel (direct or indirect) – Direct contact between families and Admissions Director

Type/number of wholesalers (agent, merchant, etc) – None

How discrepancies & separation will be managed – N/A

How marketing functions will be shared – N/A

Coordination needed in company, channel, & supply chain – N/A

Information requirements (EDI, Internet, e-mail. etc) – Website, email, database, online application, reference and other forms

Transportation requirements – N/A

Inventory product-handling requirements – N/A

Facilities requirement – Admissions office, school tours, event space, kitchen for food at events

Reverse channels (returns, recalls, etc) – Ex-missions, college placement, registrar

## **6: Personal Selling & Service**

**Selling/Service Goals:** High School Admissions Director and Assistant, and also the Head of School, are effective at reaching out to ensure that all qualified and interested students or families attend the school whether from within the existing student body or through recruiting of Christian families in the New York City region.

**Strategies/Objectives:** The objective is to initiate recruiting information responding to every interested inquiry quickly and then walking families through the admissions process until they complete and hopefully enroll at the school.

**Rationale:** The rationale for using the above process is that the Admissions Director and Head of School are very aware of the strengths of the school and know how to sell the school already for the Preschool through Eighth Grade segment of students. Also, school choice is a highly personalized and high stakes decision for parents in New York City. So, it is worth the individual attention given at this point in the process to get families to see the value of such an education for their high school student.

**Promotion/Events:** The Admissions Director and her Assistant will attend city wide admissions fairs and events for families looking for independent schools in the city. Then, open houses and tours of the current facility will be indicated on the website so that parents can sign up for such events. In addition, for families already connected to the school, in house receptions will be hosted by the Head of School to inform those current parents of the plans for Manhattan Christian Classical High School (MCCHS).

**Promotion Goals:** The promotional goals are to get many families in the door to tour the facility during school hours and/or to have the opportunity for families to speak with school representatives at city wide admissions events.

**Promotion Strategies:** The purpose of this is to see the school in action when families tour so they can observe an accurate picture of what the school is like in its Preschool through Middle School form. Also, the goal will be to connect with parents at admissions events to get them to sign up for a tour of MCCHS.

**Promotion Program Execution: Program Theme:** The theme of the promotion program is to express the excellence in Christian and classical education that MCCS has provided for children and families for the previous 25 years. The theme would be to continue and complete this mission through the high school years.

**Sales Objective:** The sales objective is to add at least 24 students for two classes of students in Ninth Grade for the first year, 2021-2022. The goals for the following year, 2022-2023 would be to double that student body to approximately 50 students by Tenth Grade and so on.

**Publicity Plan:** As the school approaches opening day in the fall of 2021 we want to make a big announcement online, and elsewhere, about the launch. The hope is that local radio and newspaper outlets might pick up the story and give an opportunity to explain the background and hopes for this Christian high school. The plan would also be to utilize the information tables at many churches to announce this coming high school. Lastly, the Admissions Director and her Assistant would need to attend independent school conferences and professional events to make MCCHS known amongst the colleagues at those city independent schools.

**Goals:** The goal of this publicity plan is to help expand the student body in year two by making many Christian parents of Seventh and Eighth grade students all over the city aware of the new school.

**Strategies/Objectives:** The objective would be to write a press release about the launch of the high school and to design new brochures to be widely distributed at churches. In addition,

personally and carefully designed folders with all the necessary information regarding the high school will be handed out to interested families whenever possible.

**Rationale:** The rationale for the publicity plan is that it gets the information in front of families that would not normally be reachable directly from the school to the families. In other words, churches, along with public service announcements would need to be utilized to get the word out about the new high school.

## 7: Advertising Promotional Blend

### **Advertising Major Message/Theme (s) for integrated marketing communication & desired**

**positioning:** The theme of MCCA is to train Christian leaders through training them to love learning, to pursue excellence in all that they do and to eventually serve the world for Christ using their scholarship, virtue, and faith.

**Goals:** The goal of advertising to this market is to raise awareness of the offering among at least half of the eligible market.

**Targeted Markets:** The targeted market is Christian families in New York City whose children are ready to enter high school. A secondary market would be parents of children who want a small, nurturing environment for their child or children.

**Awareness:** Making the target market aware of the strengths that MCCA has exemplified through the years so that people are able to consider Manhattan Christian Classical High School (MCCA) for their high school student.

**Attitudes:** The advertising is able to open Christian families' attitudes to the value of a Christian and classical high school education.

**Rationale for Objectives:** The rationale for the advertising theme is that Christian families may not know about the benefits of Christian and classical education.

**Advertising Strategy:** We will use Google AdWords. The point is to make sure that when people search online for high schools using certain words such as Christian education, Christian high schools, or classical education, MCCA would show at the top of the search.

**Promise:** The promise of Manhattan Christian Classical High School is a great future for the high school student. This includes a great education in a safe and healthy environment with focus on the development of character in the student.

**Support for this Promise:** The support for the above promise is the success of M CCS Preschool through Eighth Grade for the last 25 years in placing Eighth Grade students in top high quality high schools throughout the city.

**Tone of the Advertising:** The tone for the advertising is academic, nurturing, supportive, and welcoming to the Christian family.

**Rationale for Strategy:** The rationale for this strategy is that these Christian parents need to trust the school to be willing to send their student there.

**Advertising Execution:** The advertising steps are to design an informative, compelling website. It is also to purchase related key words through Google AdWords to drive traffic to the website.

**Additional/Key Strategy Information:** Join the Parents League and other independent school organizations such as Niche.com.

**Specific Legal Consideration:** The legal considerations would be to insure that the high school upholds all regulations regarding family and student data collection, fair treatment, and other state and city regulations for schools.

**Advertising Requirement:** M CCS and MCCHS will put a statement in all advertising materials that says that no discrimination will occur in the admissions process according to race, gender and other state laws.

**General Production Cost:** Graphic design, payment of Google AdWords on a monthly basis, and web hosting.

**General Advertising Expense:** The advertising expense involves staff attending school fairs to advertise, putting out printed materials, Google AdWords and the like. The overall cost would be approximately \$38,000.

**Types of Media Used:** Google search AdWords, website development, producing brochures.



**9: Marketing/Advertising Yearly Budget**

<b>Marketing Mix Tools</b>	<b>\$ (in Thousands)</b>
<b><u>Media/Advertising</u></b>	
Television	0
Cable	0
Newspapers	0
Radio	0
Direct Mail Brochures	\$1,000
Interactive/Google AdWords	\$10,000
Outdoor	0
Magazines	0
Other	0
<b><u>Production</u></b>	
Television	0
Cable	0
Newspapers	0
Radio	0
Direct Mail	\$2,000
Interactive/Website (Staff Salary)	\$20,000
Outdoor	0
Magazine/Annual Booklet	\$5,000
Other	0
<b><u>Production/Branding/Packaging</u></b>	
Total (Signage, etc.)	\$5,000
<b><u>Personal Selling/Operations</u></b>	
Total (Admission Staff Salaries)	\$95,000
<b><u>Promotion</u></b>	
Redemption cost	0
Media support	0
Production – Admissions Events	\$5,000
<b><u>Merchandising</u></b>	
Production (Logo products)	\$3,000
<b><u>Publicity</u></b>	
Production (City-wide fairs, church visits)	\$1,000
<b><u>Research</u></b>	
Total (Professional conference)	\$1,200
<b><u>Miscellaneous</u></b>	
Total (Admission database, forms)	\$2,000
<b>Grand Total</b>	<b><u>\$ 150,200</u></b>

### References

- Domanico, R. (2020) A statistical profile of New York's K-12 educational sector: race, income and religion. Manhattan Institute. <https://www.manhattan-institute.org/complex-demographics-new-york-public-private-schools>
- NY State Department of Education Information and Reporting Services (2020) Nonpublic School Enrollment 2018-2019 <http://www.p12.nysed.gov/irs/statistics/nonpublic/>
- Stengel, D. (2011) *Managerial economics: Concepts and principles*. New York: Business Expert Press. [Kindle Edition] DOI 10.4128/9781606492208
- Tanner, J., Raymond, M. (2019). *Principles of Marketing (Version 3.0)*. Boston: Boston Academic Publishing.