

Week six marketing plan

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Name: Donna Field

Date: June 7, 2020

Executive Summary

Manhattan Christian Classical School* (MCCS) exists to bring education of the mind, physical wellbeing, 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 and will call it Manhattan Christian Classical High School (MCCHS). 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 new students for the high school for its success, both through existing MCCS families and 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 – The five-year goal of the school is to broaden our brand value by expanding the school to include secondary education. This will begin with a Ninth Grade in the fall of 2021, adding one grade per year until it is a Nursery through Twelfth Grade school in New York City.

Company Strengths & Weaknesses – The strength of MCCS is that it is a school 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 with a robust financial aid program.

MCCS will add Manhattan Christian Classical High School (MCCHS). The weaknesses of MCCHS will be that it has limited space to grow without renovating another floor of the rented building or without renting or buying another facility. However, the school has families who would like to see MCCS add a high school and to grow into a larger 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 in New York City. MCCHS will not have an established, long term track record at the secondary school level since it will just be getting going. Financially, the school will not be able to compete with the level of budget that these established schools can raise through extremely high tuition. These schools can offer more programs, and have been doing so for a long time in most cases. MCCHS will have virtually no

programs as it gets started. Therefore, it will be at a disadvantage in the secondary school market until it can gain a track record of successful programs on the academic, social, extracurricular, and athletic level.

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	25
2022-2023	15,300	50

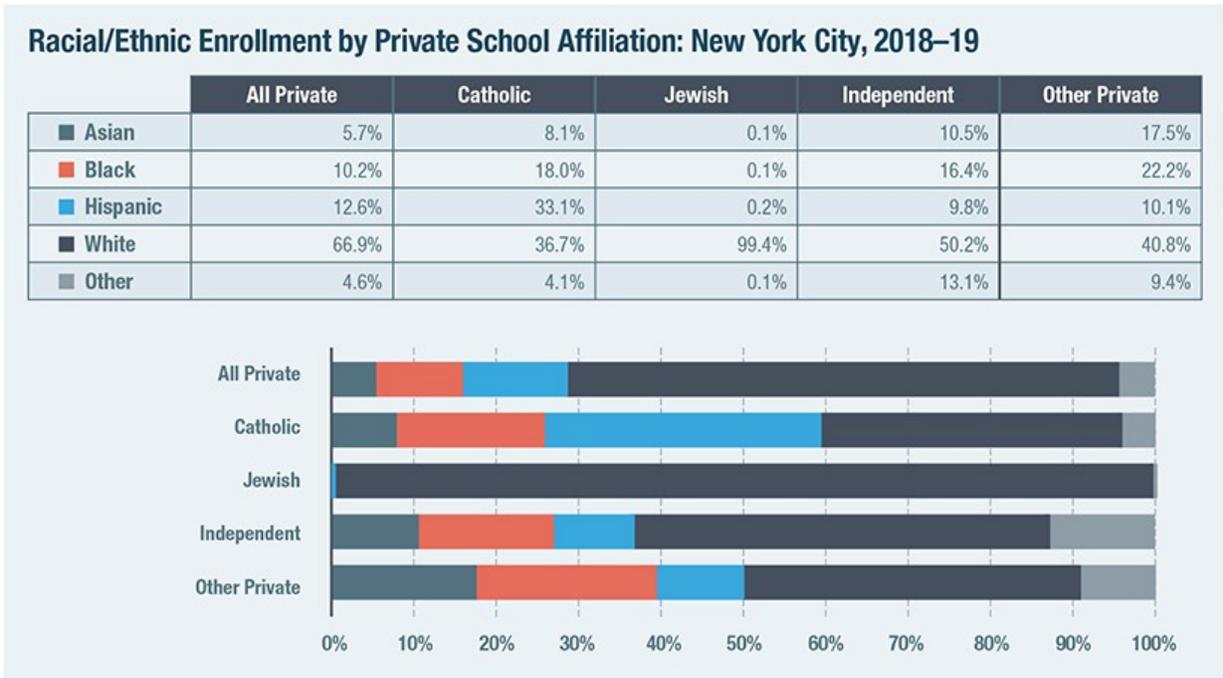
Top three Competitors Projections

	<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
Target Market			
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
M/Objectives/Strategies			
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.
Product/Branding/ Packing			
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
Tuition Pricing Strategies			
Higher/Lower/Parity	Moderately high, especially for boarding	High	High
Distribution/Market Coverage Strategy			
Personal Selling Strategy	Admissions Department plus parent volunteers	Admissions Department	Admissions Department
Promotion Strategies			
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
Publicity			
Testing/Marketing	N/A	N/A	N/A
R&D Strategy	N/A	N/A	N/A
Consumer Service			
	School administration	School administration	School administration
MCCS Target Market Short and Long Term			
Primary Market	Families who want a Christian and classical high school education in the city.		
Secondary Market	Families who wants an excellent and rigorous education in the city who are looking to have their child enter top colleges and universities.		
Rationale: Need and Wants to be fulfilled			
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, and a Biblical basis for the education in a diverse community. MCCHS will 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. Annual 3% tuition increases will cover rising cost of supplies, salaries and services.

Price Strategies/objectives: The goal is to keep the tuition as low as possible while still being able to afford an updated or new 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 private Christian education.

Rationale: MCCHS intends to offer a competitively excellent academic 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 and/or a rigorous education. We can prove this by comparing the quality of college entrance results and test scores of Christian classical high schools in other cities, then eventually comparing with our own acceptance results. The rationale for the pricing is that while many can afford our tuition and that of other institutions, 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 who will eventually enter high school and their families who will bring them to our school.

Lifestyle stage – MCCHS will exist for families who are raising their children in the city and need to educate their children through all of the levels of the primary and secondary education. The advantages of attending MCCS and MCCHS will be both on the spiritual level of character development and also will prove to be successful at preparing students for entrance into Ivy League colleges and universities through our rigorous education. This education will prepare students very well to go out into the world as academically successful ambassadors for Jesus who love truth, beauty, and wisdom.

New or improved (people, dollars, time, etc.) - The value of MCCHS will be found in the curricula and character education of its students. The curricula of MCCHS will be heavy on historical analysis, development of the skill of rhetorical argument, persuasive writing and speaking, and learning all of the above in a Biblical context. The character education for the MCCHS student will be superior and will be developed through experiences of conversation with teachers and fellow students over years of education from the Socratic method of learning. The subjects and character learning will be taught and studied from the classical perspective while developing important relationships with teachers, staff of the school, and fellow learners.

Liability, safety, & social responsibility features, quality, etc. – The school will promote a safe environment for all students. The teachers are hired to work at MCCS and MCCHS because they are experts and are trained to teach and care for students. The teachers and staff that will be hired for MCCHS will be specialists in caring for students and supporting their needs in the educational setting. These teachers will have degrees in their specific areas of expertise are trained in the classical educational methods. These will be well-trained individuals and highly professional teachers with experience to teach and care for the academic and character development of their students.

Supporting customer service(s) – Ongoing academic and administrative support through the entire high school process will be provided along with college advisement. MCCHS will seek to create academic partnerships between students, parents, teachers, and the heads of school that will be ongoing. The purpose of these partnerships will be to enhance and enrich the educational and learning experience of all MCCHS students.

Branding – We will continue our branding through using our school name and colors in our logo and on all printed, social media 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. This branding will be a prominent symbol of the education we will be providing and will represent that MCCHS provides an atmosphere of high expectation of student performance, academic excellence, and also social applicability. In other words, our amazing MCCHS students in branded uniforms around the city will exemplify the academics and character development as they commute, serve and interact with their social environment. With students wearing school logos scattered around the city, they will become our best ambassadors.

Protection needs – To protect the branding of MCCHS, we will trademark our MCCHS gear and other promotional materials. Specifically we will trademark the MCCHS name and logo.

Packaging: promotion & labeling Cultural Sensitivity – MCCS is currently more racially and economically diverse than most private schools. 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 and/or excellent education. To make sure we remain sensitive and socially responsible, we will maintain attractive uniforms which will unify

all students no matter the socio-economic status of their families. This will allow for a level playing field for all students, to enable them all to share in the school pride based on their effort and character.

Fit with production line – Our current MCCS uniforms with our logo displayed are highly regarded. The new high school uniforms will carry on that school pride that they convey with classic, preparatory school attire with excellence.

5: Place/Distribution

Place/Distribution Goals: These goals for marketing will be met online through the school's website initially. Recruiting events such as high school and college 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 tested 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 each year.

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. Social media, brand ambassadors, school fairs for both high school and college entrance fairs, online school guides, and active participation in the private school organization known as the Parents League.

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 – NYC public school bus service will be used, which is provided by the city even for independent schools. In addition, the city will provide free MetroCards for all MCCHS students for public transportation purposes during the school year.

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 new families in the New York City region. We also intend to greatly expand our advertising through having presence at various events around the New York City region to increase exposure to our primary target of Christian families, and also to our secondary target of any families who may be interested in a rigorous education in the city.

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 enroll at the school. In addition, to increase initial interest in MCCHS, we will seek to attend many fairs both at the secondary school level and even at the college fair level.

Rationale: The rationale for using the above process is that the Admissions Director and Head of School are experts at the strengths of the school and know how to sell the existing school. Also, school choice is a highly personalized and is a 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. The rationale for having admissions staff sponsor a booth at college fairs is that families typically attend such events and will notice our high school represented there. This may cause them to consider MCCHS for their younger children and to spread the word out to friends and family about our high school.

Promotion/Events: The Admissions Director and her Assistant will attend city wide high school admissions fairs and events for families looking for independent schools in the city. In addition, these staff members and other representatives of the school will plan to sponsor a booth at eight

college fairs per school year for the purpose of meeting families who are college minded and may have younger children. Then, open houses and tours of the current facility will be indicated on the website so that parents can sign up for such events at the school facility. 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 as many families as possible to become aware of and interested in MCCHS. Our goal will be to promote widely to gain the interest of 500 new families each year for the hope of adding 25 new high school students each year during the first four years of the existence of MCCHS.

Promotion Strategies: The purpose of in school tours is for families to see the school in action 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 and college fairs to get them to sign up for a tour of MCCHS or to receive more initial information about the high school.

Promotion Program Execution: Program Theme: The theme of the promotion program is to express the excellence in Christian and classical education that is academically rigorous 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 by expanding into the high school market with MCCHS.

Sales Objective: The sales objective is to add at least 25 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 to continue that growth trend each year.

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 plans for this Christian high school. We will utilize the information tables at many churches to announce this coming high school. Lastly, the Admissions Director and her Assistant will attend independent school conferences, professional events, and college fairs to make MCCHS known amongst the colleagues at those city independent schools.

Goals: The goal of this publicity plan is to help expand awareness of MCCHS to 500 families a year who are outside of the existing school community including Christian and non-Christian families.

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 and fairs. In addition, carefully designed folders with all the necessary information regarding the high school will be handed out to interested families at all secondary school and college fairs and events where we have a presence.

Rationale: The rationale for the publicity plan is that it gets the information in front of families that would not normally be reachable directly through the existing school community. In other words, public service announcements would need to be utilized at churches 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 and MCCCHS is to develop Christian leaders and excellent students 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 to interest many new families in our school, who are looking toward high school for their children.

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 are looking for a rigorous education in the city at an affordable rate.

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 (MCCCHS) for their high school student.

Attitudes: The advertising is able to open Christian families' and other 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, as well as other families, may not know about the benefits of a rigorous 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, classical education, or rigorous education, MCCCHS will show at the top of the search.

Promise: The promise of Manhattan Christian Classical High School (MCCHS) 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 with high expectations of educational excellence, superior student performance, academic relevance, and social responsibility (or applicability).

Support for this Promise: The support for the above promise is the success of MCCS Preschool through Eighth Grade for the last 25 years in placing Eighth Grade students in top high quality high schools throughout the city. MCCHS will continue what has been done in the past and will expand this promise through the high school level always promoting excellence and the love of learning and appreciation for truth, beauty, and wisdom in its students.

Tone of the Advertising: The tone for the advertising is academic, nurturing, supportive, and welcoming to the Christian family as well as to all interested families.

Rationale for Strategy: The rationale for this strategy is that 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. In addition, through the trademarking and promotion of our logo on student uniforms commuting to school, it will get the word out about and promotes MCCHS website.

Additional/Key Strategy Information: Join the Parents League and other independent school organizations such as niche.com which are both used and viewed by parents of families with children entering high school and also entering college for the purpose of getting the word out widely about MCCHS.

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. In addition, MCCHS will work with a law firm to ensure the trademarking of our logo so that it is legally protected.

Advertising Requirement: MCCS 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. A statement will also indicate that our logo is trademarked and unique and cannot be used by other institutions.

General Production Cost: Graphic design, payment of Google AdWords on a monthly basis, web hosting, fees for logo trademarking, and fees for joining at least two school associations such as the Parents League and Niche.com.

General Advertising Expense: The advertising expense involves staff attending school fairs at both the high school and college levels, to web advertise, displaying and sending out printed materials, Google AdWords and the like. The overall cost would be approximately \$58,000.

Types of Media Used: Google search AdWords, website development, producing brochures, videos about the school on YouTube, and educational blogs.

9: Marketing/Advertising Yearly Budget

Marketing Mix Tools	\$ (in Thousands)
Media/Advertising	
Television	0
Newspapers	0
Radio	0
Direct Mail Brochures	\$1,000
Interactive/Google AdWords	\$10,000
Outdoor	0
Magazines	0
YouTube videos	\$500
Other	0
Production	
Television	0
Video	\$5,000
Newspapers	0
Radio	0
Direct Mail	\$2,000
Interactive/Website (Staff Salary)	\$20,000
Outdoor	0
Magazine/Annual Booklet	\$5,000
Other	0
Production/Branding/Packaging	
Total (Signage, etc.)	\$5,000
Personal Selling/Operations	
Total (Admission Staff Salaries)	\$95,000
Promotion	
Redemption cost	0
Media support	0
College fairs travel & booth costs (8 per year)	\$20,000
Production – Admissions Events	\$5,000
Merchandising	
Production (Logo products)	\$3,000
Trademarking Logo (legal & lawyer fees)	\$10,000
Publicity	
Production (City-wide fairs, church visits)	\$1,000
Research	
Total (Professional conference)	\$1,200
Miscellaneous	
Total (Admission database, forms)	\$2,000
Grand Total	<u>\$ 185,700</u>

References

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