LOS ANGELES COMMUNITY COLLEGE DISTRICT
CITY / EAST / HARBOR / MISSION / PIERCE / SOUTHWEST / TRADE-TECHNICAL / VALLEY / WEST

THE POWER OF NINE

LACCD Districtwide Marketing Communications

IMPRENTA
COMMUNICATIONS GROUP

IT'S ABOUT WINNING.

MEETING AGENDA | LACCD Communications Task Force

- Opening

  ➢ Dr. Robert Miller, Vice Chancellor of Finance and Resource Development

- Introduction of Imprenta Communications Group

  ➢ Ron Wong, President & CEO

- Self-Introductions

- Overview

  ➢ DRAFT: LACCD Marketing & Communications Planning Development

- Questions & Answers

- Other items

- Award-winning marketing and communications firm that specializes in reaching diverse audiences

- Experience in both developing and executing campaigns for government entities, Fortune 500 companies, candidates, issues and causes

- Worked with LACCD since September 2016
  - Media, marketing and branding

- Currently charged with developing a district-wide strategic communications plan

STRATEGIC MARKETING AND COMMUNICATIONS PLAN DEVELOPMENT

I. GOALS AND OBJECTIVES

1. Increase enrollment and engender public and philanthropic support

2. Leverage the combined media buying power of all nine schools
   - Maximize added value that LACCD receives from its media partners

3. Promote districtwide message consistency v
   - Crisis communications
   - Promoting College Promise

II. MESSAGING

- Everything begins and ends with the message

- Establish the Value Proposition for LACCD

III. METHODOLOGY

1. Conduct Communications Assessment of nine colleges

2. Establish Message/Messaging
   - Everything begins and ends with the message

3. Branding Framework
   - What is the LACCD Brand?
     - What do we want the brand to be?

   - Is the Brand focused on individual colleges
     - Decentralized or Centralized
     - Examples of various brands

4. Developing an LACCD Brand
   - LACCD system brand
   - Individual colleges

5. Assess communications function at LACCD

6. Feedback from Assessment

III. METHODOLOGY (CONTINUED)

7. Competitor Analysis
   - Santa Monica College
   - Pasadena City College
   - Rio Hondo College
   - Glendale Community College

8. Develop Communications Plan
   - How to effectively communicate
   - Leveraging paid media plan
   - Social Media
   - Structure and mechanism

9. Timeline

District spending on marketing/communications

- Districtwide marketing (public relations)

  - According to LACCD's finalized budget report for the 2016-17 year, the district is currently allocating $456,273 toward marketing costs.

- Other data:

  - Total expenditure for 2015-16 year: $288,346

  - Total expenditure for 2014-15 year (including Prop 30): $532,397

  - $682,500 — SMC Public Relations/Marketing, 2016-17 year (Other District-Wide

IV. ASSESSMENT: Individual College Expenditures (Jan 2017)

COMMUNITY COLLEGE	2015–16 FINAL BUDGET	2015–16 YEAR END BUDGET	2015–16 YEAR END EXPN
LA City College	$16,750	$20,001	$8,857
East LA College	$31,562	$53,237	$41,300
LA Harbor College	$6,500	$600	$356
LA Mission College	$23,200	$23,818	$23,817
LA Pierce College	$105,577	$164,887	$144,652
LA Southwest College	$70,000	$118,300	$114,140
LATTC	$59,454	$102,585	$99,667
LA Valley College	$5,699	$5,699	$5,699
West LA College	$115,668	$201,618	$128,375
TOTAL	$434,410	$690,745	$566,863

IV. ASSESSMENT: Individual College Expenditures (Jan 2017)

COMMUNITY COLLEGE	2016–17 FINAL BUDGET	2016–17 CURRENT BUDGET	2016–17 CURRENT EXPN
LA City College	$4,001	$3,801	$751
East LA College	$52,024	$37,009	$34,800
LA Harbor College	$6,500	$200	$0
LA Mission College	$25,000	$25,000	$18,500
LA Pierce College	$117,056	$119,056	$63,288
LA Southwest College	$100,000	$99,898	$28,683
LATTC	$116,000	$116,690	$109,776
LA Valley College	$25,699	$5,699	$0
West LA College	$130,902	$171,852	$102,146
TOTAL	$577,182	$579,205	$357,944

IV. ASSESSMENT: Competitors and Spending

COMPETING COMMUNITY COLLEGE	2016-17 BUDGET	2015-16 EXPN	2014-15 EXPN	2013-14 EXPN
Glendale	$104.248***	$184,115	$152,212	$178,893
Pasadena	$84,338	$48,024	$64,282*	$395,490
Santa Monica	$1,260,231	$1,148,739	$1,133,338	$1,199,579

*Actual total without Prop 30

**Nine percent of Contracts/Services line in adopted 2016-17 budget.

***in $ millions

http://www.glendale.edu/home/showdocument?id=31656

https://www.smc.edu/ACG/Documents/Board%20of%20Trustees%20Meetings/Board_of_Trustees_Meetings/2015/SMCCD%20Audit%20Report%202013-2014.pdf

http://www.smc.edu/BusinessServices/budget/Documents/2014-15%20Adopted%20Budget%20Report.pdf

IV. ASSESSMENT: Competitors' Enrollment (2016, 2015, 2014)

COMMUNITY COLLEGE	2015–16 Enrollment	2014–15 Enrollment	2013–14 Enrollment
Glendale	14,879	15,055	15,092
Pasadena		28,327	33,588
Santa Monica	33,409	33,204	33,196

V. BRANDING FRAMEWORK

- Branding 101

- What is an effective brand?

- Brand Models

- Examples of successful brands

- **An effective brand…**

  - is credible, authentic and delivers on its promise

- **An effective brand…**

  - Knows WHO its audience is

  - Knows WHAT its audience needs

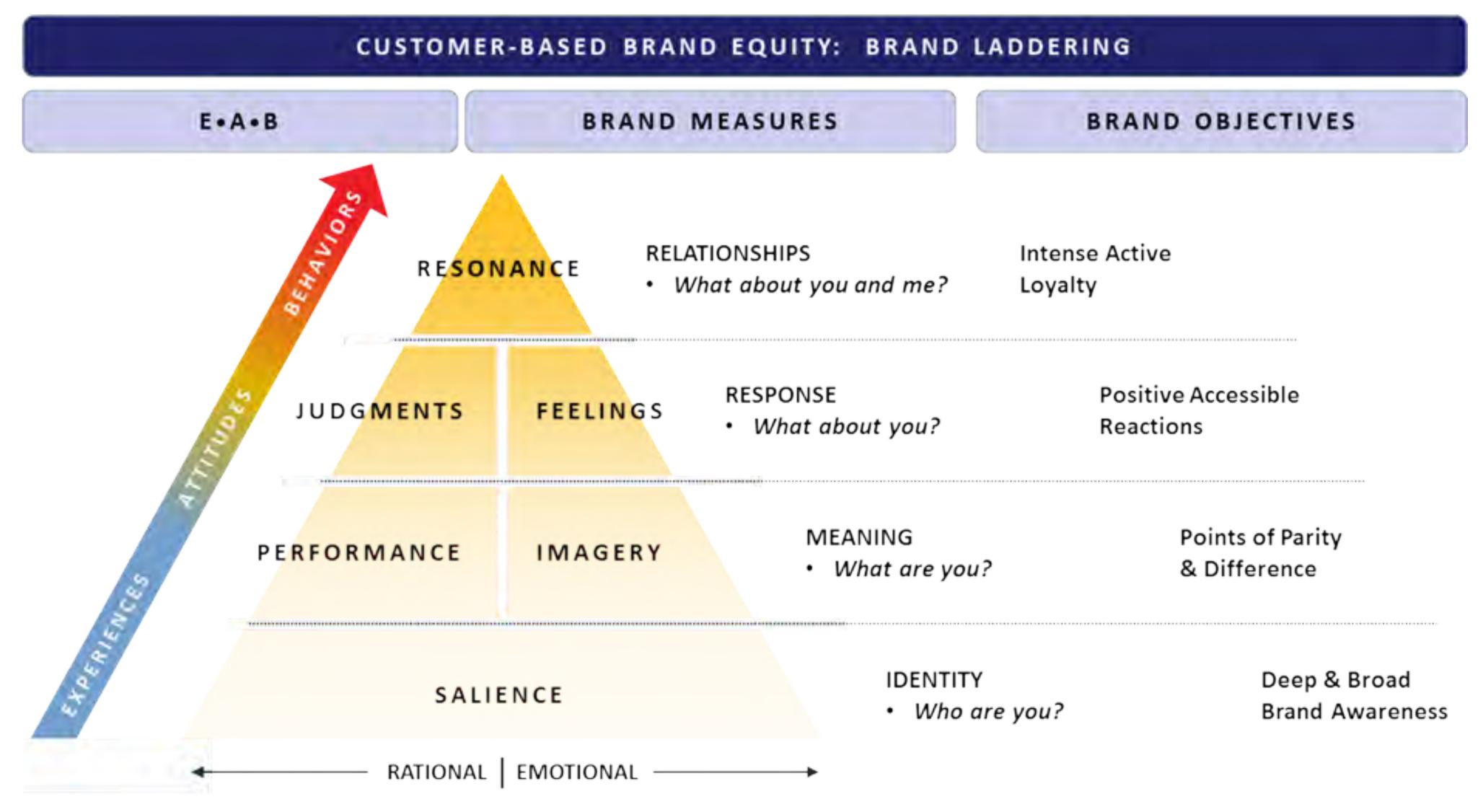 - Meets those needs in fresh, unique and better ways than its competitors

V. BRANDING FRAMEWORK: Branding essentials

1. **PROMISE.** A brand is more than a name, a logo or an advertising campaign. A brand is a promise – a promise that answers emotional questions about a company like "Who am I?" or "What do I stand for?"

2. **AUTHENTICITY.** A brand has a personality and a style, and is expressed through emotional attributes.

3. **LOYALTY.** Modern consumers feel loyalty toward brands that share their value system. How do they feel when they read a newsletter, visit your office, view your collateral or attend an event that you sponsor? A brand is experienced at every touchpoint with the consumer – each an opportunity to shape the overall brand image.

4. **PERCEPTION.** Brands are perception – the audience's perception, not yours. Consider the words and associations you want people to think of when they think of your business.

5. **EMPATHY.** Effective branding is the result of understanding the audience's needs first, and then defining the communication strategy.

6. **FOCUS.** A successful brand does not attempt to be everything to everyone. It knows who its audience is, and appeals directly to them. Narrow down, and focus.

V. BRANDING FRAMEWORK: Brand Equity = Experience → Attitudes → Behaviors

CUSTOMER-BASED BRAND EQUITY: BRAND LADDERING

E•A•B	BRAND MEASURES	BRAND OBJECTIVES

BEHAVIORS

ATTITUDES

EXPERIENCES

RESONANCE

RELATIONSHIPS
- *What about you and me?*

Intense Active
Loyalty

JUDGMENTS | **FEELINGS**

RESPONSE
- *What about you?*

Positive Accessible
Reactions

PERFORMANCE | **IMAGERY**

MEANING
- *What are you?*

Points of Parity
& Difference

SALIENCE

IDENTITY
- *Who are you?*

Deep & Broad
Brand Awareness
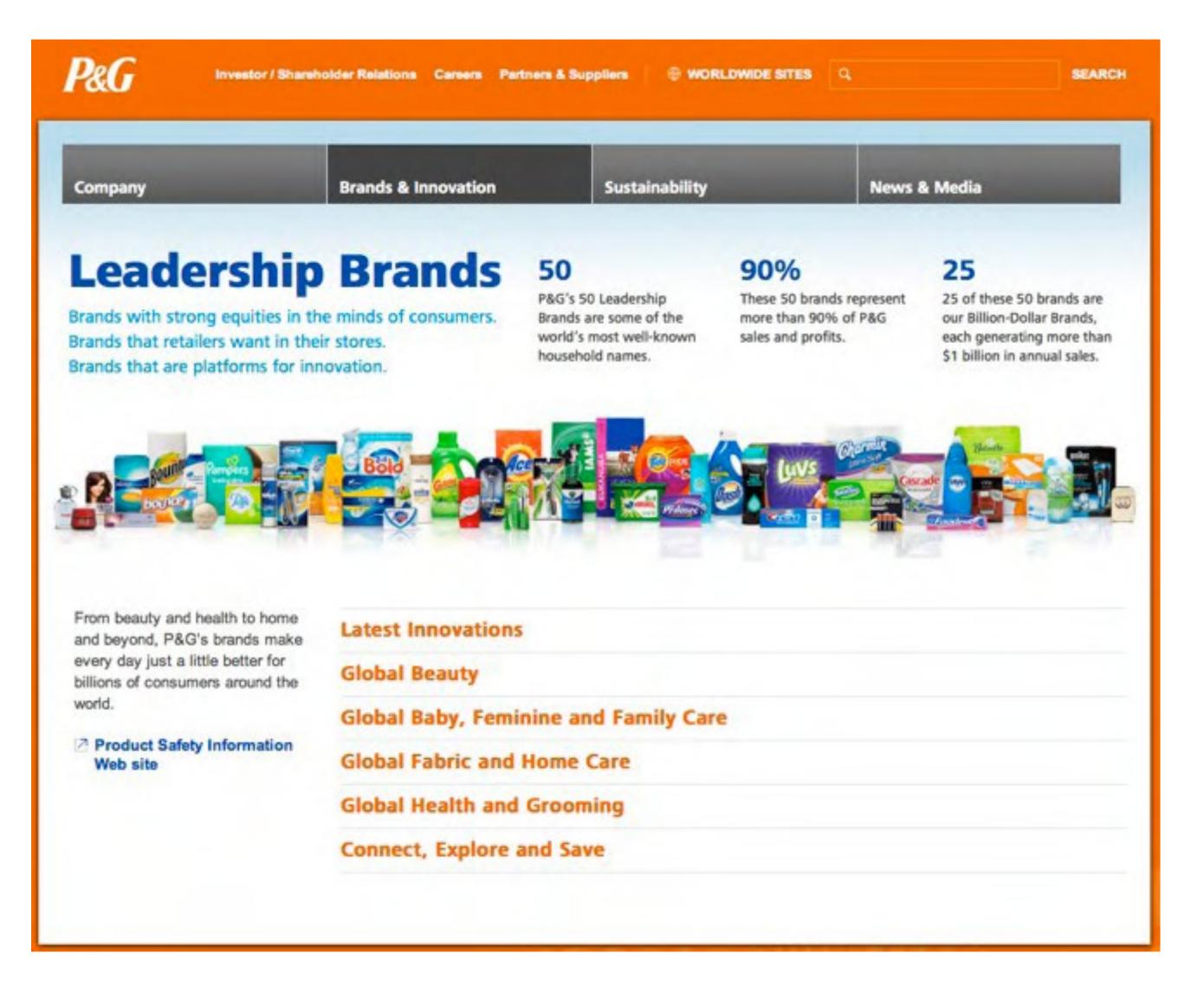
← RATIONAL | EMOTIONAL →

Emphasis: one name, one brand promise. Allows for unique differentiation. Features, products less important than brand promise: "Educational Excellence."

Emphasis: brand range and reach, same brand promise – better personal products for family and home

Emphasis: customer experience; products have immediately recognizable personas – all stores follow strict branding rules; consistency in any location.

Microsoft

Microsoft® Silverlight

Microsoft Surface

Microsoft® SQL Server®
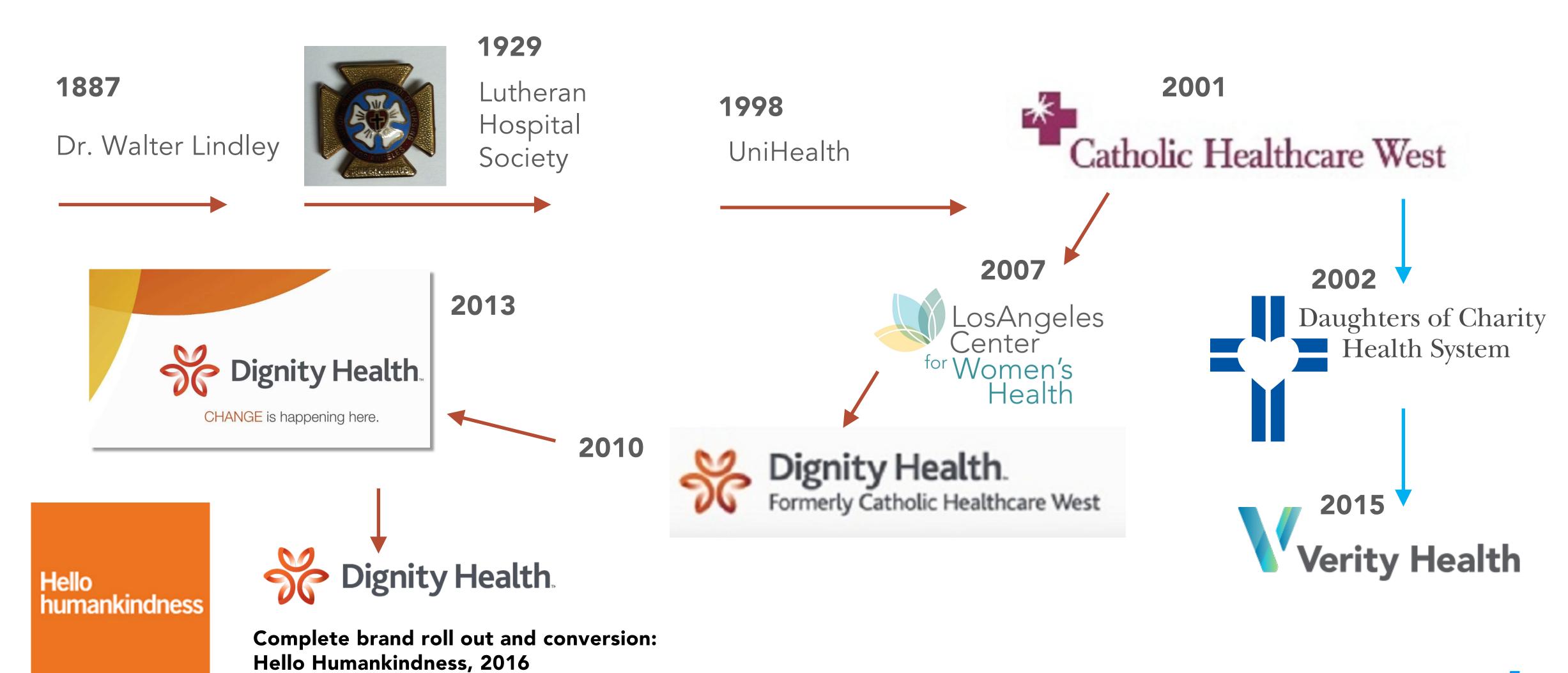
Microsoft® Office

Windows® Internet Explorer 9

Emphasis: separate brand promises based on the audience's needs

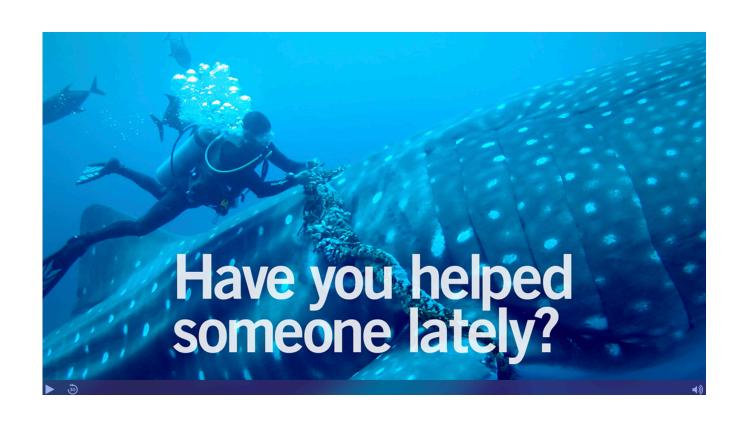# VII. BRAND EVOLUTION: 16 years to make 42 marketing departments became1 identity

1887

Dr. Walter Lindley

1929

Lutheran Hospital Society

1998

UniHealth

2001

Catholic Healthcare West

2007

LosAngeles Center for Women's Health

2002

Daughters of Charity Health System

2013

Dignity Health
CHANGE is happening here.

2010

Dignity Health
Formerly Catholic Healthcare West

2015

Verity Health

Hello humankindness

Dignity Health

**Complete brand roll out and conversion:
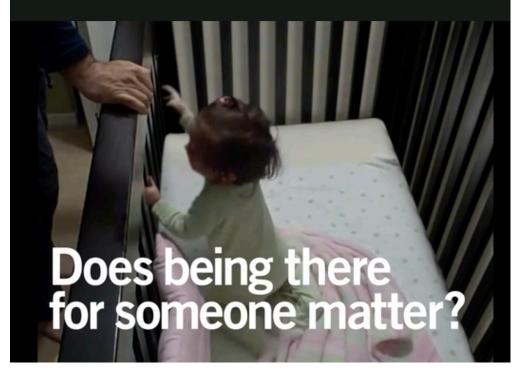Hello Humankindness, 2016**

Emphasis: one name, one brand promise, with secondary identity for affiliates Features, products less important than brand promise: **Patient-centered care.** Allows for some customized execution by location / audience

Have you helped someone lately?

Does being there for someone matter?

Dignity Health™
Mercy & Memorial Hospitals

Dignity Health™
French Hospital Medical Center

Dignity Health™
St. Mary Medical Center

V. BRANDING FRAMEWORK: The LACCD Brand

1. What would we like the LACCD brand to be?

2. Is that consistent with who we are now?

3. What one word comes to mind?

4. Is the LACCD brand relevant to all stakeholders?

5. Why have a unified brand?

PRELIMINARY ASSESSMENT FINDINGS

VI. PRELIMINARY ASSESSMENT FINDINGS

1. All but one of the colleges interviewed expressed a need for marketing and communications efforts to be directed at increasing student enrollment.

2. All the colleges expressed an interest not necessarily coordinating among each other, but coordinating in a bilateral manner: between the individual college and the District.

3. All colleges believed they have an individual brand that targets key audiences, which differ college-to-college.

4. Some colleges allocated funds for marketing and branding, other colleges are looking to the District for guidance and resources.

VI. PRELIMINARY ASSESSMENT FINDINGS

5. Harbor College and West Los Angeles College each conducted survey research with students and tailored marketing materials in response to the findings of their surveys.

6. Each College differed in timing their marketing and advertisement strategies to increase enrollment.

7. In-language advertisement would be helpful in reaching family members of prospective students.

VI. PRELIMINARY ASSESSMENT FINDINGS

Each college thinks of marketing as a tool to achieve different objectives. Sample objectives:

- Improving the brand/reputation of the college

- Boosting enrollment

- Communicating to continuing education students

- Reaching high school students

VII. COMPETITOR ANALYSIS

Defining competition

- Santa Monica College

- Pasadena City College

- Rio Hondo College

- Glendale Community College

VIII. DEVELOP COMMUNICATION PLAN

- How to effectively communicate

- Leveraging paid media plan

- Structure

IX. TIMELINE

Jan – March 2017

- Communications audit of all nine colleges to determine their existing strategies, processes and budgets for marketing

March 2017

- Initial convening of LACCD Communications Committee

April – May 2017

- Finalize and approve strategic communications plan

May – Dec 2017

- Implementation

Track ongoing progress and metrics

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