

**2014-2017**  
**Brand Strategy & Marketing Plan**



<b>Page 1 .....</b>	<b>Table of Contents</b>
<b>Page 2. ....</b>	<b>Committee Members and Charge</b>
<b>Page 3. ....</b>	<b>Background</b>
<b>Page 4. ....</b>	<b>Research and Insights</b>
<b>Page 5. ....</b>	<b>SWOT Analysis to Guide Marketing Positioning</b>
<b>Page 6. ....</b>	<b>Positioning Statement</b>
<b>Page 7. ....</b>	<b>Key Marketing Recommendations</b>
<b>Page 13. ....</b>	<b>Marketing Plan</b>

### **Marketing Task Force Committee Members/Contributors**

Janet Bonkowski, St. Matthew's Parent, SAC Member

Alisa Conway, Notre Dame Elementary Parent, SAC Member

Bridget O'Connor, Resurrection Parent

Brigid Riordan, St. Matthew's Parent

Fr. Dane Radecki, President, GRACE

Cathy Zehms, Holy Cross Parent and Staff

### **Marketing Task Force Charge**

The Marketing Task Force's charge, as requested by Fr. Dane Radecki, O. Praem., GRACE President is to create a marketing plan and messaging to:

*Communicate to potential families and existing GRACE families the value of a K-8 GRACE education so to grow our student enrollment to 2500 students through retention and new enrollment by the fall of 2017.*

## Background

During the 2013-14 Academic Year, the Marketing Task Force:

1. Conducted focus groups with current families at three sites (Feb-March 2014)
2. Conducted a survey of Religious Education families reaching 6 sites (Spring 2014)
3. Assessed current communications provided by GRACE and individual schools (Academic Year 2013-14)

As a result of the findings from the research, the task force:

4. Crafted key messages for the GRACE system to use throughout various marketing and communications for the next 2 years (Summer 2014).
5. Tested these messages at various sites (Fall 2014).

The process of defining messaging is a significant step in the marketing plan development. This messaging and the corresponding marketing plan will drive GRACE-system wide marketing communication efforts for the next three years.

This marketing process includes the development and implementation of a marketing tool-kit for each site. The kit will include recommended messaging, graphic standards, and marketing activities. *The kit will be flexible so that the uniqueness of each individual school can be incorporated and emphasized as YOU EACH see fit, but supported in a way that ensures you do not have to do all of your site enrollment marketing alone.*

Fr. Radecki will be working with the principals on next steps and ways to implement the marketing efforts. We do believe this will provide an exciting opportunity for us to leverage our collective strengths so to build our schools together.

## **Research and Insights**

To gather the opinions, feelings and perceptions of current and potential GRACE families, the Marketing Task Force took part in two primary research initiatives. The first was a series of listening sessions. The second was an email survey of religious education families.

The listening sessions took place in February and March of 2013 among current GRACE families. Each session allowed families to share what they wish others would know about GRACE, do in partnership with GRACE, and believe about the value of a GRACE education. The results indicated that current families in attendance are drawn to the community feel of their GRACE school and believe that they are investing in a quality, faith-based education that enhances the values they work to instill at home. Families shared unique aspects of their individual site and provided some concern about coordinated efforts between schools and GRACE as a whole but welcomed opportunities to help grow enrollment. Each listening session provided responses to inform the key message document (see page 11) related to quality education, faith-based experiences, costs and community.

Online research was conducted in June of 2013 among Religious Education families from GRACE parishes that were not currently enrolled in a GRACE school in order to better understand their awareness and perception of GRACE. The results indicated that Religious Education families are very familiar with the GRACE school that is affiliated with their parish, although awareness of other GRACE schools is not as strong. GRACE is highly associated with Catholic Schools and the Catholic Faith and is seen as a unified system by about a fifth (20%) of respondents. GRACE performs well among respondents on the highly desirable school attributes of quality education and staff, faith-based and a focus on values. There is an opportunity to change respondents' perception of GRACE as lacking resources and special needs programming.

This research confirmed that cost is the major deterrent to choosing a GRACE School for many families (~30 - 40%). There are also some misconceptions about the cost of GRACE tuition, as only a third (33%) of respondents estimated the cost of tuition correctly. Availability of tuition assistance may have the ability to change respondents consideration of GRACE schools, as over half of respondents may consider GRACE if tuition assistance was available.

## **SWOT Analysis**

As a step in the marketing planning process, the task force went through a SWOT (Strengths, Weaknesses, Opportunities, and Threats) process to help align and inform marketing planning. The top responses are shown here.

### **Strengths**

- Provide a faith-based education
- High test scores
- Openly talk morals and values
- Sense of community
- Held to a higher standard

### **Weaknesses**

- Perceived lack of resources for students
- Cost/lack of value
- Lack of understanding of GRACE
- Limited staff and budget for marketing

### **Opportunities**

- Need a sense of unity
- Declining enrollment
- Countering gifted and talented programs
- Vouchers

### **Threats**

- State of economy
- Quality of area schools
- Disinterest in Catholic Church

## **Positioning Statement**

Catholic values and a true dedication to nurturing the gifts of every child are at the heart of a GRACE education. In a world where so many things are beyond our control, GRACE schools help our children make sense of the complex world around them and reinforce the foundation parents are laying at home by providing a sense of family and setting high expectations for academic accomplishment, individual responsibility and personal character. GRACE's integration of faith, academics and morals allows grade school children to make sense of the world around them as we develop the next generation of leaders.

## Key Marketing Recommendations

1. Expand General Awareness and Understanding of GRACE Throughout Greater Green Bay
  - ◆ Establish a paid media budget and awareness campaign
  - ◆ Enhance media relations
  - ◆ Expand social media outreach
  - ◆ Enhance public/community relations with Acts of GRACE campaign
2. Develop and Utilize Consistent Key Messages and Graphic Standards for GRACE Communications
  - ◆ Promote sense of progress and momentum
  - ◆ Relay values and benefits
  - ◆ Use tested messaging consistently in all GRACE communications
  - ◆ Create centralized personnel for all sites to use to promote themselves and GRACE
  - ◆ Create centralized resources including an enrollment tool kit with template marketing materials
3. Evaluate and Expand GRACE Web Site and Coordinated Web Presence for all 9 GRACE Schools
  - ◆ Enhance current site
  - ◆ Create standards for each site location
  - ◆ Provide staffing/training/unified CRM to maintain sites
4. Enhance Communication from GRACE Administration to Current Families on Values and Benefits of GRACE Education

Establish Regular & Multiple Communication Channels (*I.e. GRACE newsletter, any sort of publicity, State of GRACE, etc.*)

- ◆ Hard copy sent home in parent folders at all schools, with extra copies available for each school's lobby
- ◆ E-newsletter should be sent to school families at all schools using Constant Contact or some other e-newsletter service
- ◆ Each individual article should be posted periodically between issues to a GRACE blog
- ◆ Links to each blog entry should be shared on FB and Twitter



- ◆ Links to the e-newsletter should be posted to the GRACE/school's websites
- ◆ Check into the ability to change the automated messages from FACTS
- ◆ Subscribe to a text message service

5. Enhance Communication to Parish Families and Religious Education Community on Values and Benefits of GRACE Education

Establish Regular & Multiple Communication Channels

- ◆ Provide announcements for church bulletins
- ◆ Provide announcements for pastors
- ◆ Line up speakers at church
- ◆ Work with parishes to pull names from ParishSoft for targeted mailings
- ◆ Post blog entries (use tags to create a blog specific to these audiences)
- ◆ Post to social media sites.

6. Maintain Close Association with SAC Groups and Principals to Collectively Promote GRACE.

Establish Regular Communication Channels

- ◆ Establish clear expectations
- ◆ Coordinate efforts
- ◆ Contact schools at the beginning of each school year to create an accurate, up-to-date database of SAC chairpersons and general SAC members
- ◆ E-mail regular updates to SAC chairpersons and principals
- ◆ Create a shared Google calendar to share pertinent dates and meetings
- ◆ Subscribe to text message service (\$50 - \$150/month, Club texting)
- ◆ FUTURE OPTION: Create a closed, by-invitation-only group (FB or Google) for SAC members

Establish Clear Expectations and Roles/Responsibilities for Enrollment and Marketing

- ◆ Create a list of marketing tasks common to all schools and post them (with reminders) to a Google calendar. Subscribe interested parties to the calendar.
- ◆ Each school should designate a marketing chair or employee who will help to implement marketing activities, and act as a point person for GRACE

communications regarding marketing, and recruit volunteers to do marketing activities.

- ◆ FUTURE OPTIONS: Create a closed, by-invitation-only group (FB or Google) to share marketing and enrollment issues and ideas.

#### Coordinate Efforts Between Each School

- ◆ Use Google marketing calendar as a central place where schools post their marketing activities and events
- ◆ See “communication channels” above

## **Key Messages for Prospective Families**

*The following is to be used as a guide when describing the distinction of a GRACE education. These messages may be used in speeches, brochures, websites, media pitches and when talking to others, primarily prospective families. Key messages are not to be used verbatim—rather they serve as a guide for describing the benefits of a GRACE education.*

### **KEY MESSAGE #1:**

#### **We are GRACE.**

GRACE stands for Green Bay Area Catholic Education and it represents a 9-school system that provides excellence in 3K - 8<sup>th</sup> grade education.

GRACE schools range in offerings and locations, and each has its own distinct history, focus, and parish connection. Yet together, every student, parent, teacher and family member of a GRACE school is GRACE.

GRACE has strong momentum. Our focus on enrollment, technology, and quality-faith based education within a unified system has never been stronger.

The nine GRACE schools serve the 23 parishes within the Greater Green Bay community. They are:

- Holy Cross Catholic School
- Holy Family School
- Notre Dame School of De Pere (Elementary School & Middle School)
- Our Lady of Lourdes School
- Resurrection Catholic School
- St. Bernard School
- St. John the Baptist School
- St. Matthew School
- St. Thomas More School

## **KEY MESSAGE #2:**

### **Acts of GRACE.**

#### **We offer a Catholic, faith-based experience.**

Our objective is to help children develop the heart and spirit to make a positive impact on their world. Together, we make great things happen through Acts of GRACE - specific efforts to make our world a better place.

#### **Proven Academic Excellence**

Personal attention, individualized learning, small classes, technology integration, caring teachers and challenging lesson plans add up to outstanding educational outcomes. The proof is in our student successes and their sense of self, and in the test scores. GRACE test scores consistently rank higher than other schools in the area. In addition, GRACE schools successfully prepare students for the rigors of high school and college.

#### **Values in Action.**

We believe the way people are treated matters. Together, we call on one another to ensure our education is framed by respect, accountability, inclusion and commitment to others. Walk our halls. You'll see the GRACE difference in how our students feel about themselves and treat those around them. By visiting, you'll witness our values in action.

### **KEY MESSAGE #3:**

#### **With GRACE**

Welcoming, Inclusive, Caring, Community - These are the words our GRACE families use to describe their experience in our nine schools. Further, our families embrace GRACE's invitation to each student and parent to actively participate in the educational process. Together, as a partnership of Catholic schools, we support and help one another to the benefit of our children. Come and be our guest for a visit to see the GRACE difference for yourself.

**Accessible to All:** The GRACE Schools work with families to find a way to make tuition-based education accessible to all students - no matter their economic situation. The tuition cost, \$2,250 a year per child (if the family is active in one of the 23 supporting Catholic parishes), can be managed through a variety of options and can be reduced through SCRIP and/or financial aid. Let us talk with you about how we can partner to make this investment work for your child. You might be pleasantly surprised. Private school vouchers are also an option for you.

**Technology Equipped:** The GRACE Schools have placed added importance on technology integration in recent years and it shows. Today's classrooms are equipped with overhead projectors, Smart Boards and other tools for teaching and learning. A state-approved GRACE Technology Plan guides the improvements made to each GRACE school.

In addition, the GRACE schools provide support services necessary for a wide range of learning needs. Our personal attention, paired with our ability to provide special services, often makes us the best option for individualized education. Talk with us about your child's specific needs. We will partner with you to develop a unique plan and approach that is just right.

**Enrolling or transferring into a GRACE School is simple and exciting.** The GRACE schools provide a simple online enrollment process that allows you the flexibility of enrolling at home or at the office. No matter the grade level or school, you can register and make a financial aid application online. Your family will find that principals, teachers, students and parents will embrace you to help you quickly settle into your new educational community.

# 2014-2017 GRACE Marketing Plan

	Phase 1	Phase 2	Indiv. School Budgets
<b>1 - Evaluate and Expand GRACE Website and Coordinated Web Presence for all 9 GRACE Schools</b>			
Create new GRACE website to better explain purpose, values, and benefits - create/program	17,000 - 20,000		
Create a "Why GRACE" video with Fr. Dane - shoot/edit	5,000		
Create a new GRACE school template that can be individualized for each school - multi-site	50,00 - 70,000		
Create a welcome video for each school to sell the experience			4,000 - 5,000
<b>2 - Utilize Consistent Key Messages and Graphic Standards for GRACE Communications</b>			
Group schools into zip codes and create GRACE mailer to promote "Shadow Days"			
Create	10,000		
Print/Mail	5,000 - 6,000		
Create a tool kit to explain process/marketing/follow-up to each school	500 - 1,500		
Create GRACE "Shadow Days" landing page with a video and sign up			
Landing Page	5,000		
Multi-site video shoot	5,000 - 7,000		
Create GRACE collateral/folder for "Shadow Day" Participants	2,000 - 3,000		
<b>3 - Develop and Execute a GRACE-Wide Pre-K/K Enrollment Campaign</b>			
Create a GRACE TV spot to run on kids/mom cable - production/media		35,000 - 50,000	
Create a mailer by zip code to target parents			
Creative	10,000		
Print/Mail	5,000 - 6,000		
Create a GRACE landing page for Pre-K/K - part of GRACE web cost			
Create fun play date events for moms/kids	500		
<b>4 - Expand General Awareness and Understanding of GRACE</b>			
Paid TV media campaign for brand awareness (creative/media)		50,000	
Create outdoor boards campaign. 3 months, 15 boards creative/media		10,000 - 15,000	
*Enhance Facebook page, develop calendar and coordinate weekly posts			
- Set Up	1,500		
- Per Month	750		
- News Releases			
<b>Low Estimate</b>	<b>\$117,250</b>	<b>\$95,000</b>	<b>\$4,000</b>
<b>High Estimate</b>	<b>\$146,250</b>	<b>\$115,000</b>	<b>\$5,000</b>