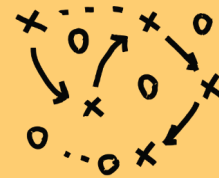


# Marketing & *Enrollment*



Helping Christian school leaders tell the right people the right stories in the right ways to meet their enrollment goals.



# *Target*

*The right people*

*Audience*  
*Personas*  
*Ideal Advocates*

# *Message*

*The right stories*

*Vision & Mission*  
*Graduate Profile*  
*Story Structure*  
*Differentiation*  
*Brand Narrative*

# *Tactics*

*The right ways*

*Enrollment Closing*

# How is this school doing?

“Our enrollment is good, but we’ve still got some empty seats to fill. When we are able to meet with families, they almost always enroll. Our retention rate is solid with most families re-enrolling, though sometimes it takes a little while for them to complete the process. Overall, our parents are very happy with the school and appreciate our academics, our Christian emphasis, and our sports programs. They are relieved not to be in the public schools anymore. And we have the most innovative technology program in our community.

We have great staff that love kids and love teaching, and even though we don’t pay them as much as I wish we could, they work at our school anyway because they believe in our mission.”

# How is this school doing?

- Net Promoter Score: 48
- Re-Enrollment Rate (three-year trend): 78%
- Capacity: 70%
- % of touring families who enroll: 65%
- Technology Program: Effectiveness - 4.7; Importance - 3.6
- Teacher Attrition Rate: 30% (three-year trend)

# The Pollyanna Principle

The tendency for people to remember pleasant items more accurately than unpleasant ones or to choose positivity over negative or realistic mindsets.



# **Understanding Parent Satisfaction**



**Parent Satisfaction is the key to both  
RETENTION and REFERRALS.**

# Satisfaction Question

“On a scale of 0-10, with 10 being the highest, how satisfied are you with [school]?”

10-8

Advocates

7-6

Apathetics

5-0

Assassins



# The Ultimate Question

“On a scale of 0-10, with 10 being the highest, how likely are you to refer [school] to others?”

10-9

Promoters

8-7

Passives

6-0

Detractors



- 90% of referrals
- Actively promoting
- Will pay price premium

10-9

Promoters



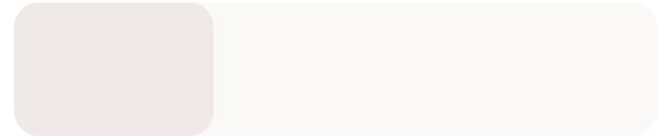


- 10% of referrals
- They are silent
- Price sensitive



8-7

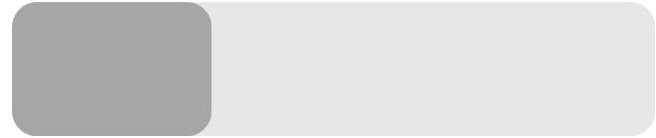
Passives



HF



- Negative WOM
- 5 times more vocal
- Think you're overpriced



6-0

Detractors

# Net Promoter Score

$\% \text{ of Promoters} - \% \text{ of Detractors} = \text{Net Promoter Score}$



# Net Promoter Score

% of Promoters - % of Detractors = **Net Promoter Score**

EX: Promoters - 72% | Passives - 18% | Detractors - 12%

# Net Promoter Score

% of Promoters - % of Detractors = **Net Promoter Score**

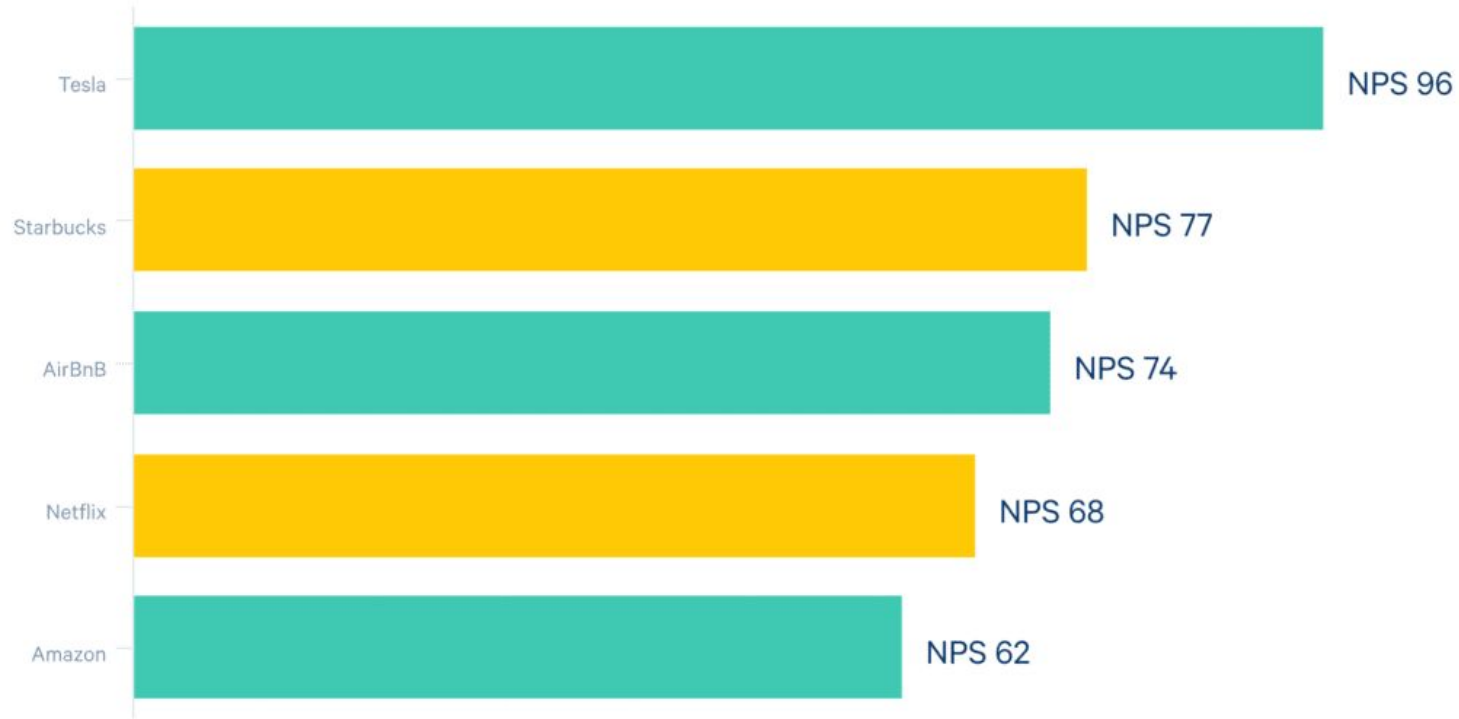
EX: Promoters - 72% | Passives - 18% | Detractors - 12%

72 (Promoters) - 12 (Detractors) = **60 (NPS)**

	Average Score	% Promoters	% Passives	% Detractors	Net Promotor Score
Architecture	8.21	50%	36%	14%	36%
B2B Software	8.38	56%	33%	11%	45%
Banking	8.36	54%	34%	12%	43%
Building Services	8.18	54%	34%	12%	35%
Commercial Construction	8.16	47%	38%	15%	33%
Commercial Printing	7.83	39%	46%	15%	23%
Commercial Real Estate	8.09	47%	36%	17%	30%
Design Services	8.71	67%	27%	7%	60%
Engineering (not technology related)	8.44	57%	31%	12%	46%
HR Services	8.22	49%	38%	13%	37%
Insurance	8.31	53%	36%	11%	42%
IT Service	8.32	57%	30%	13%	44%
Management Consulting	8.24	48%	41%	11%	37%
Manufacturing	8.49	58%	31%	11%	47%
Marketing/Creative Agency	8.39	51%	40%	9%	42%
Other B2B Services	8.30	52%	36%	12%	40%
Software Development	8.39	56%	33%	11%	46%



## NPS Scores of 5 Top-performing Brands



# Importance

“On a scale of 1-5, with 5 being the highest, how important is this to you?”



# Importance

“On a scale of 1-5, with 5 being the highest, how important is this to you?”

# Effectiveness

“On a scale of 1-5, with 5 being the highest, how effective is our school at this?”

# Importance

PROGRAM ELEMENT	IMP
Competency of Teachers	4.61
Engaging Teaching	4.60
Christian Formation	4.60
School Communications	4.48
Principal Leadership	4.43
Academic Program	4.41
Student Discipline	4.16
Admissions Standards	3.97
Co-Curriculars	3.84
Parent Involvement	3.83
Board Oversight	3.79
Tuition Schedule	3.56
Facilities	3.46
Use of Technology	3.37

# Effectiveness

# Importance

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> 4.25

# Effectiveness

# Importance

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> 4.25

# Effectiveness

PROGRAM ELEMENT	EFF
Christian Formation	4.05
Academic Program	3.79
Parent Involvement	3.73
Tuition Schedule	3.73
Competency of Teachers	3.68
Principal Leadership	3.62
Engaging Teaching	3.54
Student Discipline	3.54
Board Oversight	3.49
Co-Curriculars	3.44
Admissions Standards	3.30
School Communications	3.29
Facilities	3.06
Use of Technology	2.92

# Importance

PROGRAM ELEMENT	IMP
Competency of Teachers	4.61
Engaging Teaching	4.60
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> 4.25

# Effectiveness

PROGRAM ELEMENT	EFF
Christian Formation	4.05
Academic Program	3.79
Parent Involvement	3.73
Tuition Schedule	3.73
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Board Oversight	3.49
Co-Curriculars	3.44
Admissions Standards	3.30
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Use of Technology	2.92

> 4.25

# Quality Gap

PROGRAM ELEMENT	IMP	EFF	GAP
School Communications	4.48	3.29	-1.19
Engaging Teaching	4.60	3.54	-1.06
Competency of Teachers	4.61	3.68	-0.93
Principal Leadership	4.43	3.62	-0.81
Admissions Standards	3.97	3.30	-0.67
Student Discipline	4.16	3.54	-0.62
Academic Program	4.41	3.79	-0.62
Christian Formation	4.60	4.05	-0.55
Use of Technology	3.37	2.92	-0.45
Facilities	3.46	3.06	-0.40
Co-Curriculars	3.84	3.44	-0.40
Board Oversight	3.79	3.49	-0.30
Parent Involvement	3.83	3.73	-0.10
Tuition Schedule	3.56	3.73	0.17

< .40



**VERY IMPORTANT TO PARENTS**

**DONE POORLY (INEFFECTIVELY)**

**DONE WELL (EFFECTIVELY)**

**NOT IMPORTANT TO PARENTS**

VERY IMPORTANT TO PARENTS

DONE POORLY (INEFFECTIVELY)



**THRILL ME**

High Importance + High Effectiveness

DONE WELL (EFFECTIVELY)

NOT IMPORTANT TO PARENTS

VERY IMPORTANT TO PARENTS

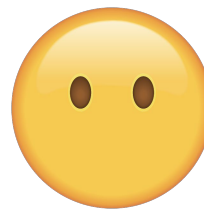
DONE POORLY (INEFFECTIVELY)



**THRILL ME**

High Importance + High Effectiveness

DONE WELL (EFFECTIVELY)



**FRILL ME**

Low Importance + High Effectiveness

NOT IMPORTANT TO PARENTS

VERY IMPORTANT TO PARENTS

DONE POORLY (INEFFECTIVELY)



**THRILL ME**

High Importance + High Effectiveness

DONE WELL (EFFECTIVELY)



**ANNOY ME**

Low Importance + Low Effectiveness



**FRILL ME**

Low Importance + High Effectiveness

NOT IMPORTANT TO PARENTS

VERY IMPORTANT TO PARENTS



**DISGUST ME**

High Importance + Low Effectiveness



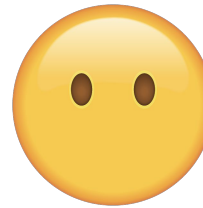
**THRILL ME**

High Importance + High Effectiveness



**ANNOY ME**

Low Importance + Low Effectiveness



**FRILL ME**

Low Importance + High Effectiveness

NOT IMPORTANT TO PARENTS

DONE POORLY (INEFFECTIVELY)

DONE WELL (EFFECTIVELY)

## VERY IMPORTANT TO PARENTS

DONE POORLY (INEFFECTIVELY)

Competency of Teachers (4.61, -0.93)  
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DONE WELL (EFFECTIVELY)

Student Discipline (4.16, -0.62)  
Admissions Standards (3.97, -0.67)  
Co-Curriculars (3.84, -0.40)  
Facilities (3.46, -0.40)  
Use of Technology (3.37, -0.45)

Parent Involvement (3.83, -0.10)  
Board Oversight (3.79, -0.30)  
Tuition Schedule (3.56, 0.17)

## NOT IMPORTANT TO PARENTS

2011

NPS:  
40

RANK:  
51%

Disgust Me <i>Fail to fix these and create <b>Detractors</b></i>		Thrill Me <i>Do well here to create <b>Promoters</b></i>	
Parent/Teacher communication	Academically competent teachers	Traditional values taught	Educational vision for school
Engaging teaching	Positive school climate	Safe learning environment	Religion curriculum
Reasonable tuition	High student behavioral standards	Teachers are Christian role models	Principal leadership
Individual attention provided for students	Students well-prepared for next educational level		
Educational objectives clear	Challenging educational curriculum		
Teacher qualifications	Facility allows for adequate learning environment		
Key life skills taught	Teachers up to date on teaching methodology		
Teachers work well with parents			
Annoy Me <i>Enough of these will turn perfectly good <b>Promoters</b> into <b>Passives</b></i>		Frill Me <i>Program elements you do more effectively than parents care ...and therefore are <b>not helping</b> you</i>	
Individual student differences accommodated	Communication with constituents	High school basketball	Standardized test results
Students feel accepted by peers	Parent involvement with school	Elementary sports program	School's use of resources
Student admission standards		High school volleyball	Board of Education oversight
		High school soccer	Financial stability of school
		Significant financial aid available	Elementary Music & Art
		Middle school art	Middle school sports

2014

NPS:  
77

RANK:  
94%

<p><b>Disgust Me</b> <i>Fail to fix these and create <b>Detractors</b></i></p>	<p><b>Thrill Me</b> <i>Do well here to create <b>Promoters</b></i></p> <p>Traditional values taught* (599, 0.02)</p> <p>Principal provides staff oversight and accountability (567, 0.06)</p> <p>Safe learning environment* (562, 0.17)</p> <p>Educational vision for the school (523, 0.14)</p> <p>Principal leadership* (511, -0.03)</p> <p>Financial stability of school* (399, 0.13)</p> <p>Teachers are Christian role models* (303, 0.1)</p>
<p><b>Annoy Me</b> <i>Enough of these will turn perfectly good Promoters into <b>Passives</b></i></p>	<p><b>Frill Me</b> <i>Program elements which you do well, but are not in the top 50% of Importance. These help less than Thrill Me's above.</i></p> <p>Principal addresses parent concerns (633, 0.09)</p> <p>Student admission standards (566, 0.05)</p> <p>School's use of resources (509, 0.01)</p> <p>Use of technology in instruction (452, -0.2)</p> <p>Staff is customer service oriented (418, 0)</p> <p>School Board oversight (325, -0.46)</p> <p>Results of standardized tests (313, -0.34)</p> <p>Significant financial aid is available (222, -0.17)</p>



# What Parents Want

- TOP TEN:
- BOTTOM TEN:
- 50-60% of parent satisfaction is tied directly to the

# What Parents Want

- TOP TEN: **Christian & Academics.**
- BOTTOM TEN:
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- TOP TEN: **Christian & Academics.**
- BOTTOM TEN: **Tuition, Technology, & Standardized Test Scores.**
- 50-60% of parent satisfaction is tied directly to the

# What Parents Want

- TOP TEN: **Christian & Academics.**
- BOTTOM TEN: **Tuition, Technology, & Standardized Test Scores.**
- 50-60% of parent satisfaction is tied directly to the **teacher.**

# Measuring our Mission

Top eight elements in order of importance to parents at this school:

1. Academically competent teachers
2. Teachers exhibit care and concern for students
3. Safe learning environment
4. Engaging teaching
5. Students are well-prepared for the next educational level
6. Facility allows for adequate learning environment
7. High academic standards for students
8. Curriculum up-to-date

# Measuring our Mission

The eight least important program elements at this Christian school:

**33. Teachers are Christian role models**

34. Staff is customer service oriented

**35. Christian environment**

36. Student admission standards

37. Results of standardized tests

**38. Bible / Religion curriculum**

39. School Board oversight

40. Significant financial aid is available

# Measuring our Mission

“[Our school], under God’s direction, is dedicated to the spiritual, academic, physical, social and emotional development of God’s children, equipping them to love God, love people and serve in God’s world.”

# Priorities for Parent Satisfaction

1. Promoters: Keep them **satisfied**!
2. Detractors: Fix the **problem** or let them **go**!
3. Win the **passives**.



# **CASE STUDY:** **Parent Satisfaction**

# Word-of-Mouth Marketing

# Why Word-of-Mouth?

1. Easiest lead to close.
2. Sales force beyond you.
3. Least expensive lead.
4. Works year-round.
5. More like your most valuable families.

Proactive WOM: Identify and train your **promoters**.



# Working with your Promoters

IDENTIFY PROMOTERS: use a **survey tool** or **brainstorm**.

# Working with your Promoters

IDENTIFY PROMOTERS: use a **survey tool** or **brainstorm**.

TRAIN PROMOTERS: Host a reception for your promoters **three** times per year and teach them:

1. What to **listen** for.
2. How to make a referral by asking for **name**, **number**, and **permission to call**.

# Working with your Promoters

REMIND PROMOTERS: Keep it **top-of-mind** and build a culture of **referrals** in your school. Report to your promoters **good news**.

*“The best new families come from your referrals.*

*Thank you for telling other families about [name of school.]”*

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*Thank you for telling other families about [name of school.]”*

THANK PROMOTERS: Send **notes**, make **calls**, and host **events**.

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*“The best new families come from your referrals.*

*Thank you for telling other families about [name of school.]”*

THANK PROMOTERS: Send **notes**, make **calls**, and host **events**.

What about financial incentives?





# *Target*

*The right people*

*Audience  
Personas  
Ideal Advocates*

# *Message*

*The right stories*

*Vision & Mission  
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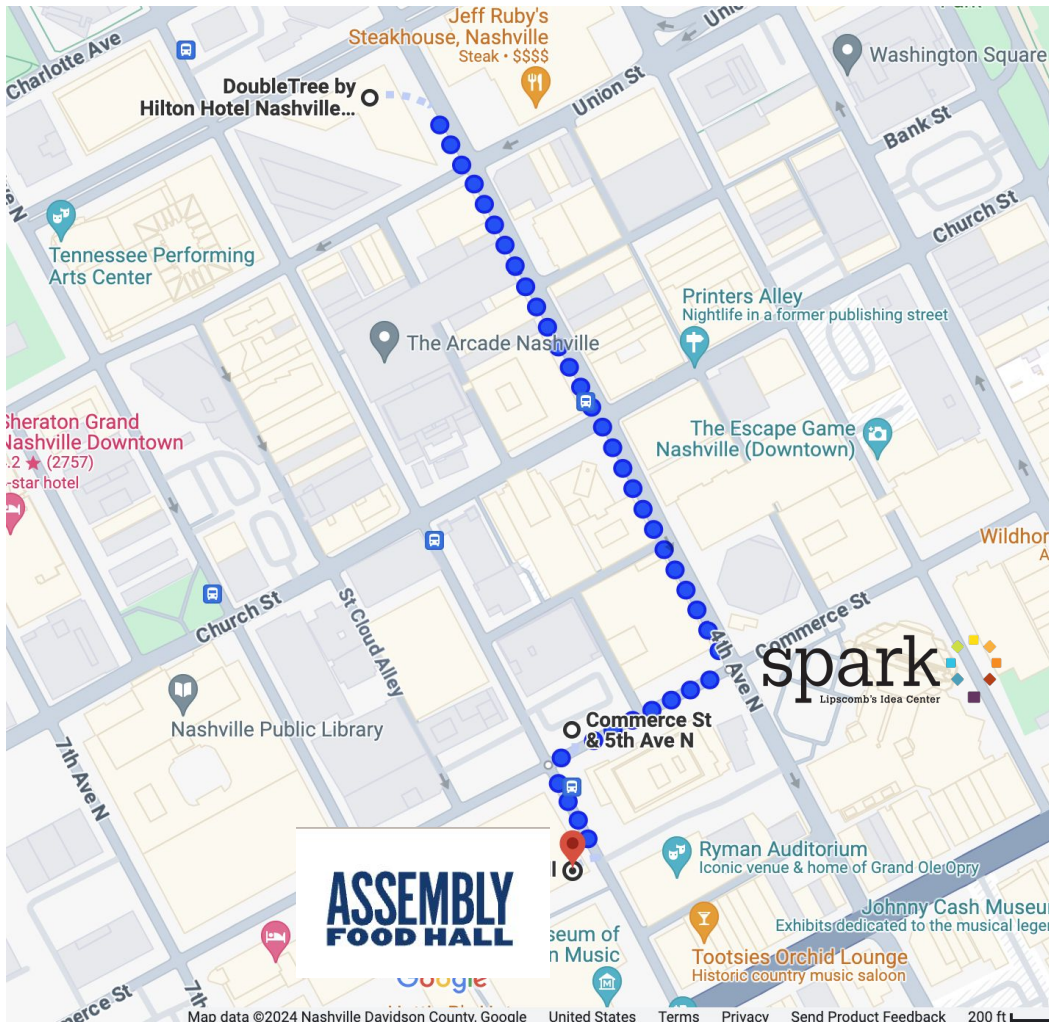


## COACHING REQUEST

Submit one form  
per school.

Select a coach  
only once.





# ASSEMBLY FOOD HALL

---

RETURN BY  
**1:00**



***Take a Break!***

**HF**

# Coaching Sessions

HF



# Marketing & *Enrollment*



Helping Christian school leaders tell the right people the right stories in the right ways to meet their enrollment goals.