



What Institutional Researchers Need To Know About Marketing Research

*Presented by Liz Sanders
Enrollment & Marketing Research
DePaul University, Chicago IL*

What is **marketing**?

Informal Convenience Sample Survey of 5 (You know who you are)

Advertisement

Commercials

Sales

Spin

Slick

Manipulation

Research (followed closely by free beer)

Perceptions of **Marketing Research**?

Market /Marketing Research	Institutional Research
More spin than substance?	More facts than fiction?
Research <i>to</i> manipulate?	Research to inform?
Reports written to convince?	Reports written to lay out facts?
Contrary information deleted in pursuit of POV?	Data speak for themselves?

Today's Agenda

- What is marketing research?
- What questions do higher education marketing researchers ask?

What techniques do they use?

- How does this complement what IR does?

The DePaul Context

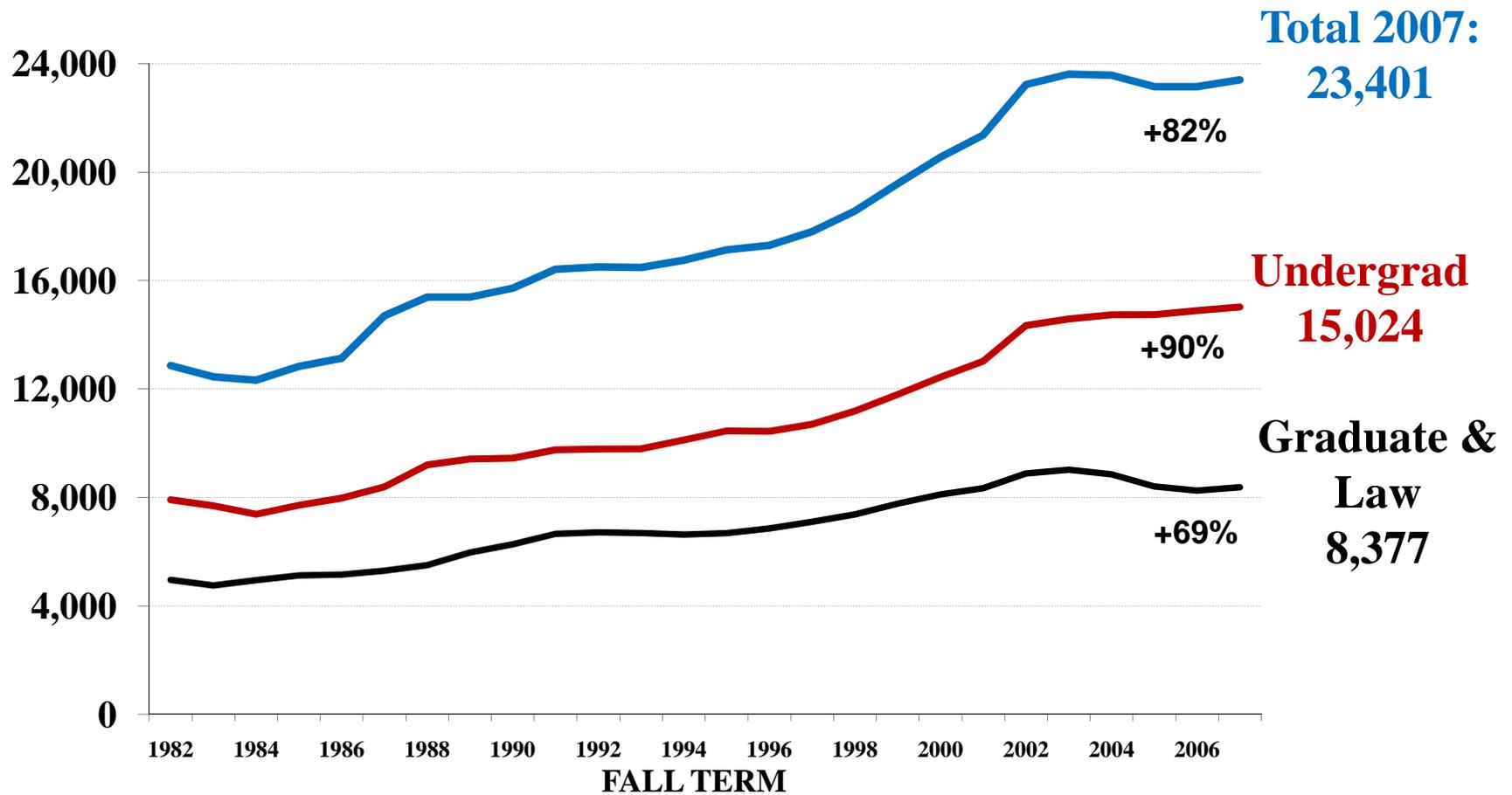
- 109 years of urban, Catholic, Vincentian tradition
- 9 colleges and 8 campuses in Chicagoland area
- Today, enrollment of 23,000 students;
- Largest Catholic university in U.S.
- 9th largest private not-for-profit university
- The largest provider of master's level graduate and professional education in Illinois

America's 10 Largest Private Universities (2007)

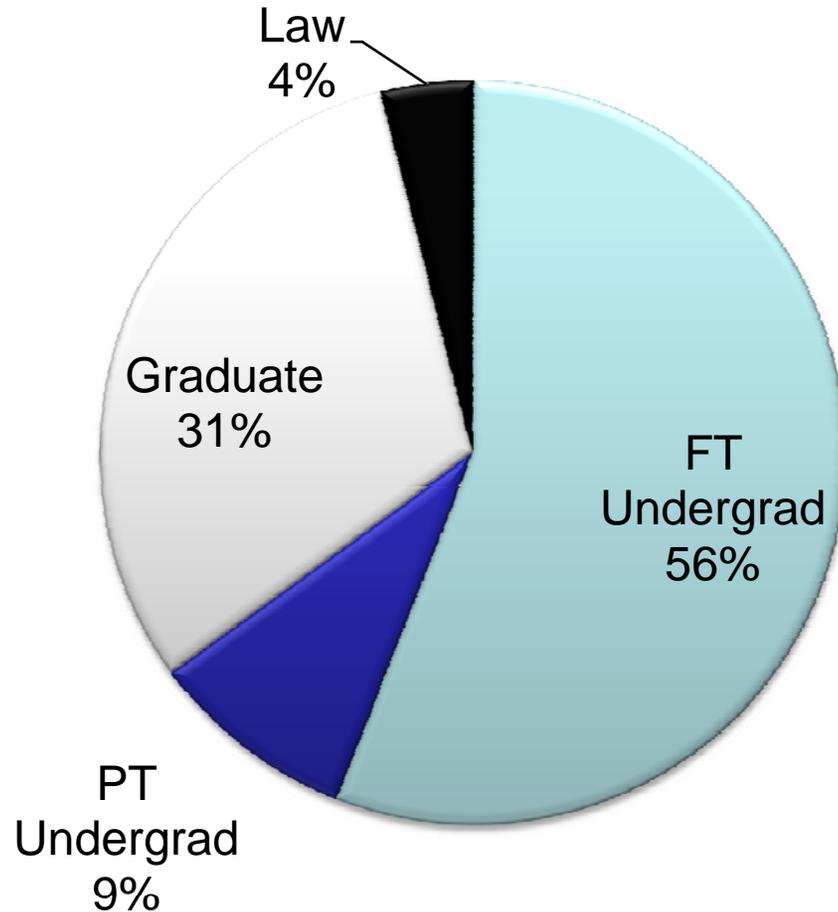
● New York University	41,783
● Brigham Young University	34,174
● University of Southern California	33,408
● Boston University	32,053
● Harvard University	25,778
● George Washington University	25,078
● Northeastern University	24,460
● University of Pennsylvania	23,980
● <i>DePaul University</i>	<i>23,401</i>
● Columbia University	22,656

Note: This list includes traditional, doctoral universities.

Two Decades of Enrollment Growth 1982-2007



DePaul Enrollment Profile Fall 2007



For DePaul University,
strategic enrollment management requires the
tight coupling of the two faces of SEM :

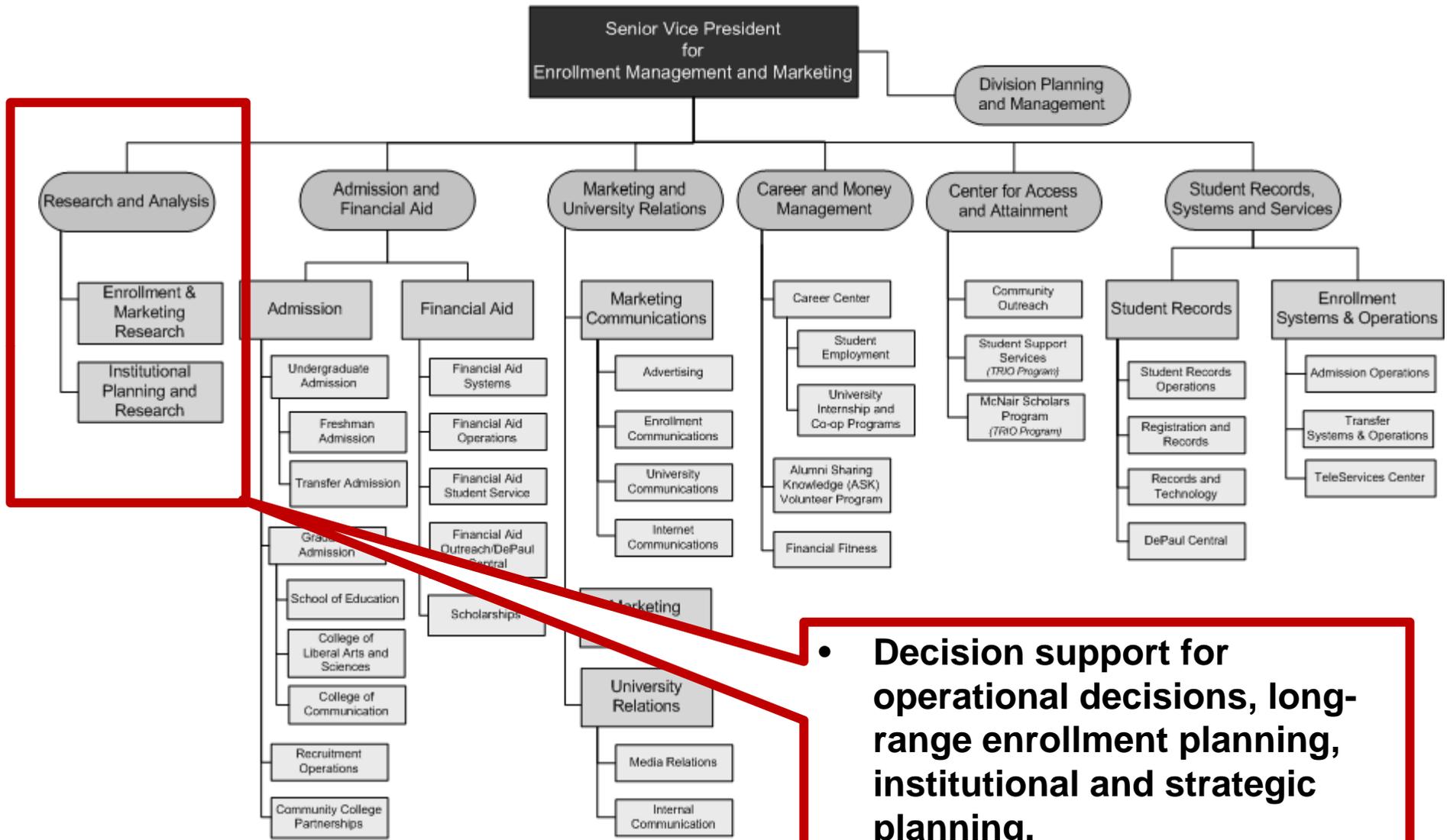
1st Face of SEM: as an administrative effort
decisions focus on
optimal resource allocation to achieve enrollment goals

2nd Face of SEM: as a planning process,
decisions focus on
long-range planning and institution-wide strategy development.

DePaul University

Division of Enrollment Management and Marketing

Functional Organizational Chart



- **Decision support for operational decisions, long-range enrollment planning, institutional and strategic planning.**

Today's Agenda

- What is marketing research?
- What questions do higher education marketing researchers ask?

What techniques do they use?

- How does this complement what IR does?

By the book, marketing research is ...

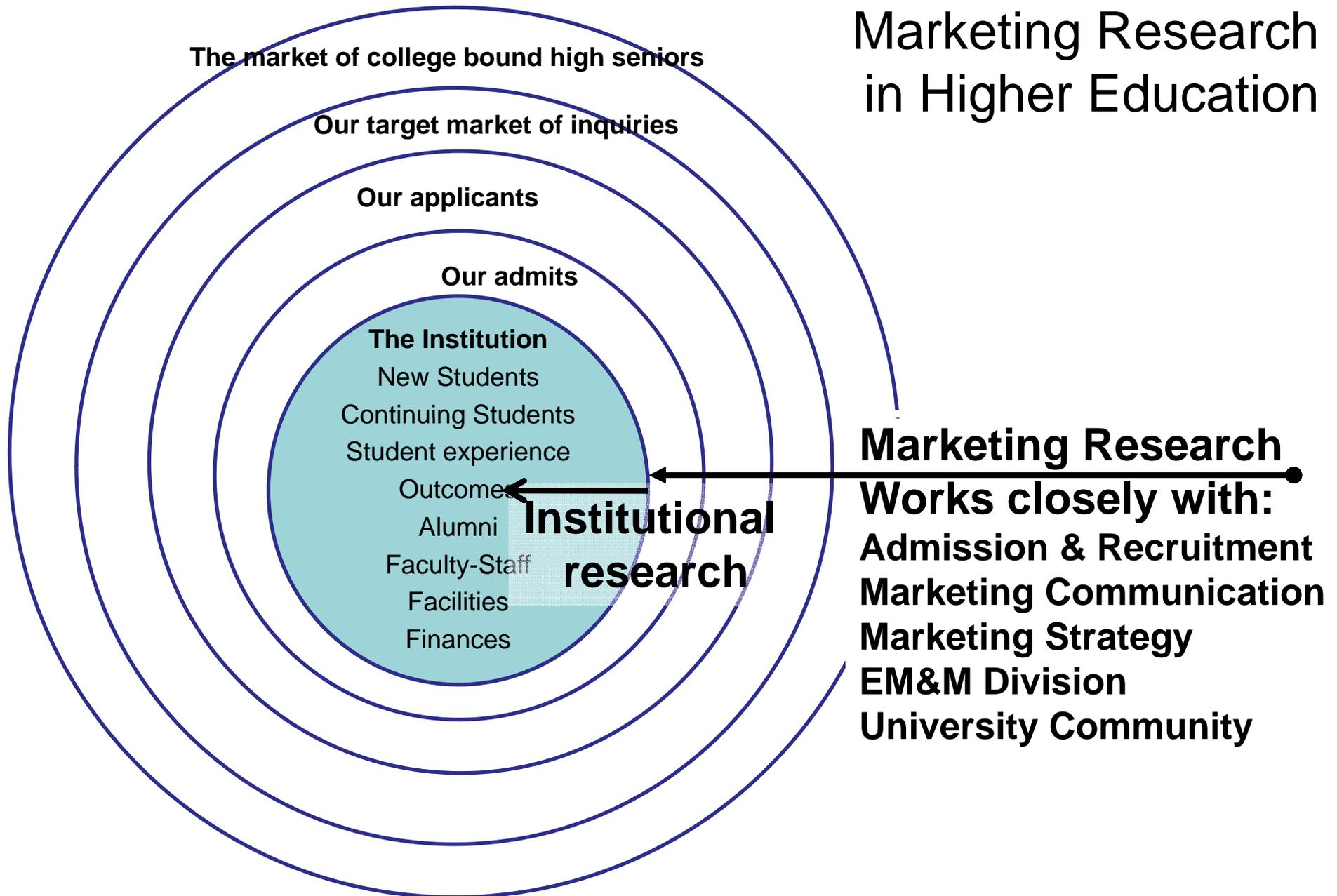
- **Marketing research** is the planning for, collection, and analysis of data relevant to marketing decision making and the communication of this analysis to management
- **Marketing Research (AMA)**: the function that links the consumer, customer and public to the marketer **through information**.

Information is used to identify and define marketing opportunities and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process.

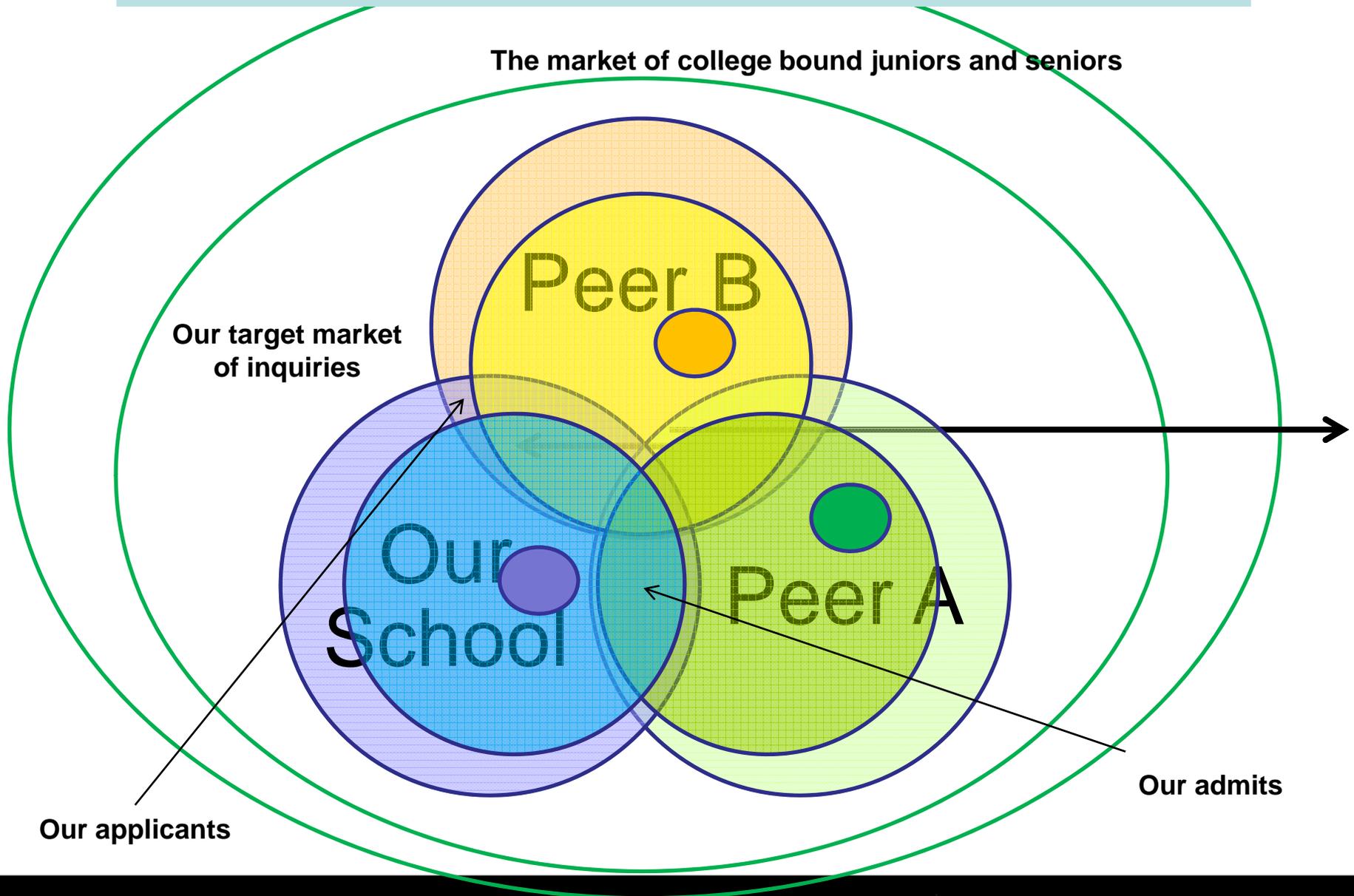
Marketing research specifies information to address these issues, designs methods, manages and implements data collection, analyzes results, and **communicates findings and their implications**.

- **Marketing** – the process of planning and executing the conception, pricing, and distribution of ideas, goods, services, organizations and events **to create and maintain relationships** that will satisfy individual and organizational objectives (AMA).

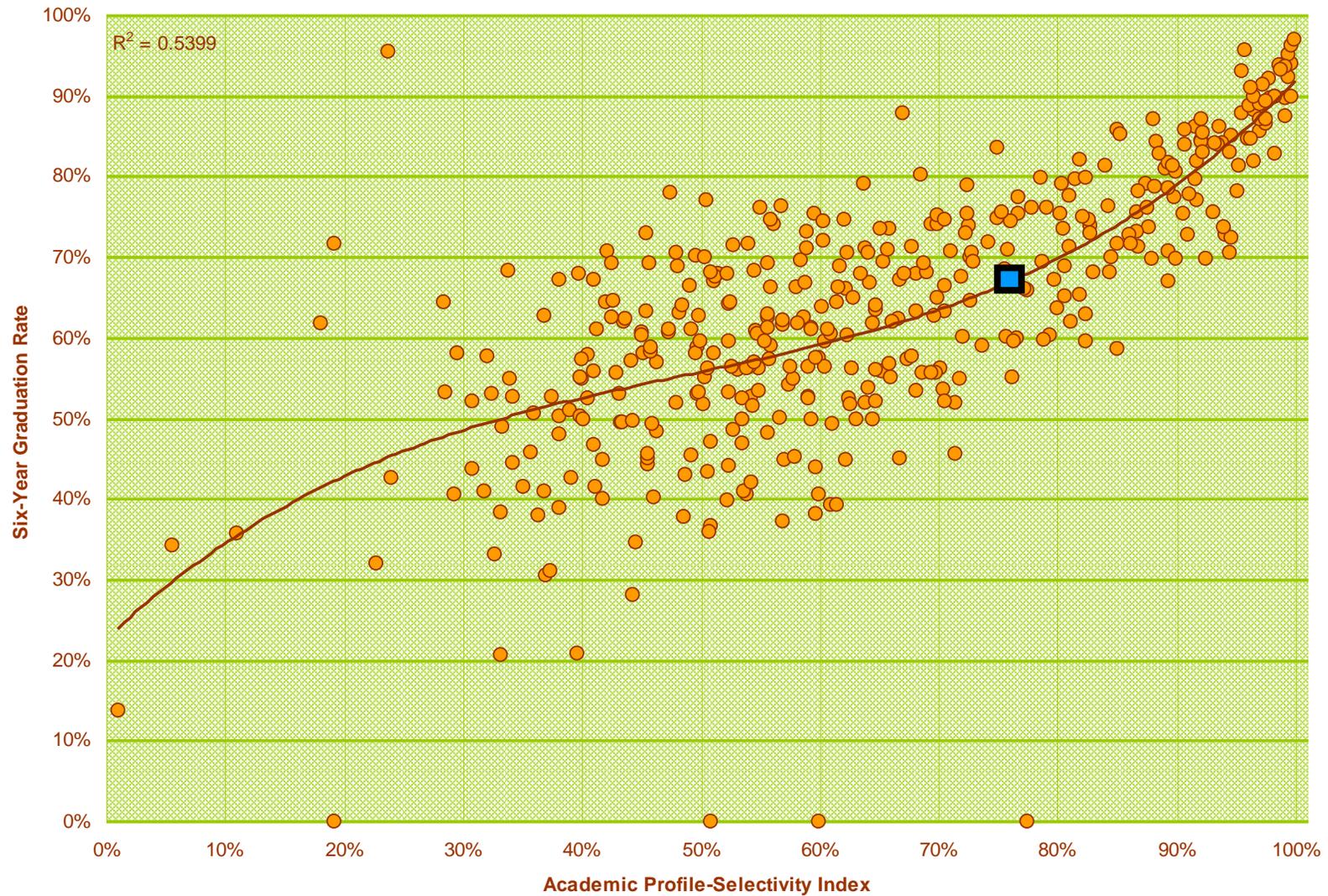
Marketing Research in Higher Education



Understanding overlapping relationships



Benchmarking Institutional Position Relative to Peer Sets



Today's Agenda

- What is marketing research?
- What questions do higher education marketing researchers ask?

What techniques do they use?
- How does this complement what IR does?

Are we communicating effectively with potential students? What is our relative position in the market?

- What are potential students looking for in a university?
- What are our potential students saying about us?
- What schools are our potential students looking at?
- How is our institution positioned against our competition?
In the larger higher education market?
- Who are the students we successfully attract and enroll?
- Do our students cluster into different segments?
- How can we find more of those who enroll?

Market Metrix™ arrays these questions in a conceptual framework: what is the question we want to answer and what information do we have to answer it?

		STUDENT LAYER						
		MARKET	INQUIRIES	APPS	ADMITS	NEW STUDENTS	ALL STUDENTS	ALUMNI AND OUTCOMES
EXTERNAL FOCUS	INDUSTRY							
	TARGET MARKET					What are the freshman enrollment trends in IL?		
	COMPETITION	How are we differentiated from our peers in the market?		What schools to aid apps submit FAFSAs to?		Who do we compete with for students?	Where do students go when they leave?	
	PROFILE	How does the current high school senior find out about colleges?	What kind of student is interested in us?	What is the profile of Honor's applicants?	Who are the admitted students who enroll?			
INTERNAL FOCUS	PERCEPTIONS				What do they think of us, compared to the other schools?			
	STRENGTHS							
	PERFORMANCE MEASURES							

What are college-bound seniors (and their parents) interested in, what do they need, what do they want out of a college experience (academic and otherwise)?

What are potential students looking for?

ASQ Important attributes in choosing a graduate program

Choice-based Conjoint Analysis

Traditional ASQ Research Provides Direction and Tracking Mechanisms

	2007 LOW (< 5.0)	2007 MID (>=5.0 <5.5)	2007 HIGH (>=5.5)
2001 HIGH		<ul style="list-style-type: none"> •Evening program (moved down) 	<ul style="list-style-type: none"> •Faculty on the forefront of technology •Cutting-edge programs in technology HIGH •Good value •Curriculum responsive to changing market •Faculty working in their field of study •Professional connections to business •State-of-the-art computer labs •FT faculty with past corporate experience •Accessible location; Affordable •Progressive; Customizable program
2001 MID	<ul style="list-style-type: none"> •Weekend program (moved down) •Accelerated format (moved own) 	<ul style="list-style-type: none"> •Fellow students with high professional status •Student diversity •Small classes <p style="text-align: center;">MID</p>	<ul style="list-style-type: none"> •Highly ranked in nat'l pubs •Research based curriculums •Assistance with financial planning •Faculty that is research oriented •Prestigious •Prestigious alumni •Credit for life experience •Safe areas around campus •Library/one of largest collections
2001 LOW	<ul style="list-style-type: none"> •Responds to community needs •FT day program; Partial online •Moderate entrance req •Strong athletic program •Multiple campuses; Accessible parking •Very difficult entrance req •Non-competitive entrance •Entire program online; Religious affiliation <p style="text-align: center;">LOW</p>	<ul style="list-style-type: none"> •Campus security •Elite 	

Using the ASQ: Consider #1 attribute when creating message points for marketing communications

College	Most Important attribute to college	What this really means to students	Translates to...
Business	University with professional connections to business	Networking opportunities for new or better job	Career advancement
Computer Science	Practical, hands-on learning	Marketability for new or better job	Career advancement
Education	Career placement	For aspiring teachers it means student teaching opportunities w/potential for job placement	Career change
		For current teachers it means increased pay scale	Career advancement
Liberal Arts	Full-time faculty with past experience in their field	Networking, knowing what's available regarding job opportunities	Career advancement

Alternative Approach: Market Attribute Analysis Using Conjoint

Law School: Perceptions and Opinions: Part 2

0% 100%

Please point the mouse cursor over the word or phrase for a better explanation of each.

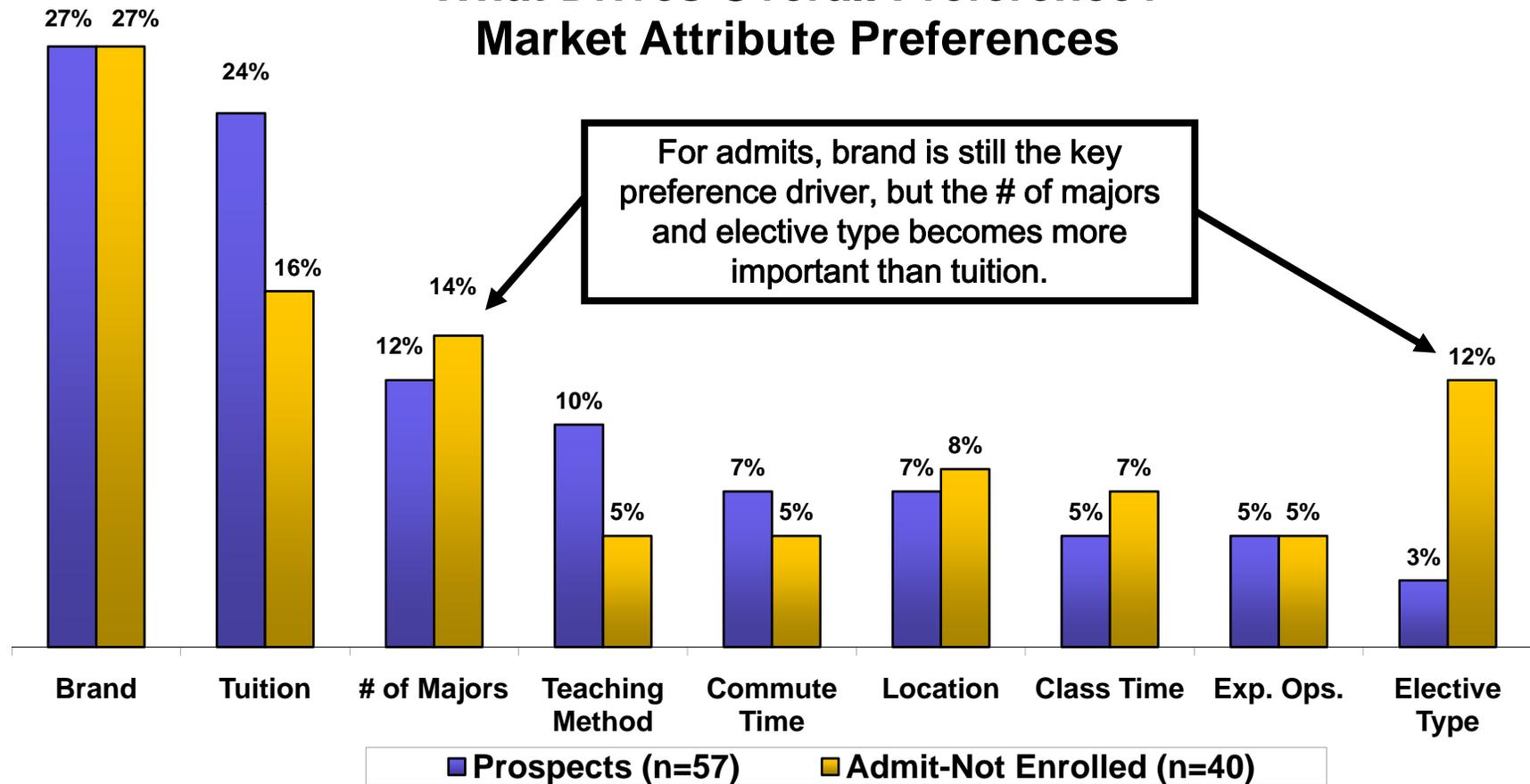
If these were your only options for law school, which one would you choose?
Choose by clicking one of the buttons below:

Chicago-Kent	Loyola	DePaul	
\$12,000/yr paid by scholarship/grant	No scholarship	\$18,000/yr paid by scholarship/grant	
Tier One ranking	Tier Three ranking	Tier Two ranking	
Institutes/Centers	Legal Clinics	Part-time Law Clerking Job	NONE: I wouldn't choose any of these.
85% bar pass rate	75% bar pass rate	90% bar pass rate	
159 median LSAT	157 median LSAT	153 median LSAT	
88% employed in professional position after 9 months	97% employed in professional position after 9 months	78% employed in professional position after 9 months	
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next

Conjoint analysis gives us relative importance of attributes in the college or program choice process.

What Drives Overall Preference? Market Attribute Preferences



What do potential students think about us? How do we compare to competition?

Brand Tracking Study

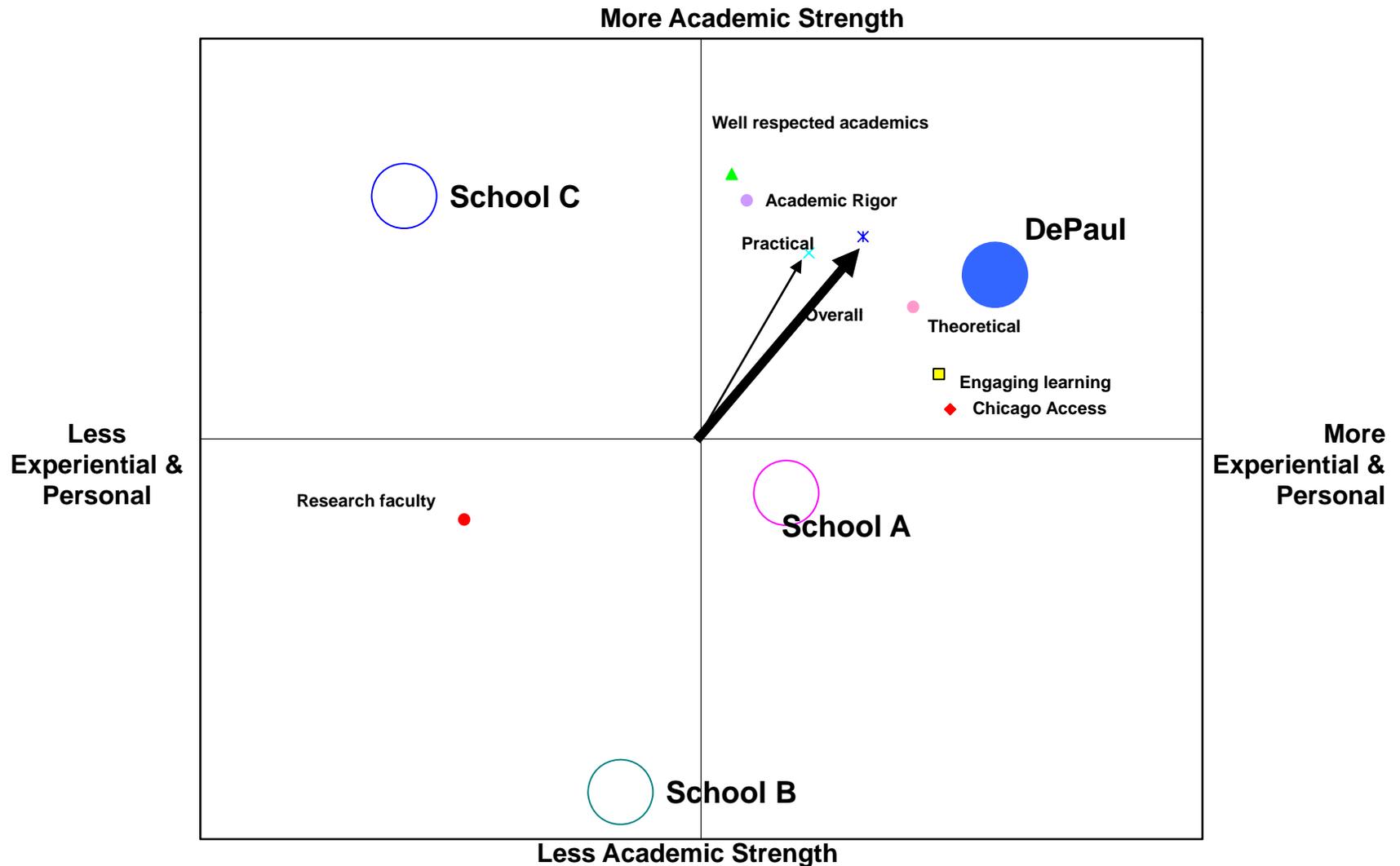
Competitive Analysis for New Programs

Brand Tracking Studies allow us to see how inquiries compare us to peers on characteristics of our brand.

Freshman Inquiry Average Ratings: Differences between DePaul and Peer School

Attributes	DePaul > School*	DePaul < School*	DePaul = School
Chicago access	X		
Engaged learning environment	X		
Well-respected academics	X		
Practical knowledge	X		
Theoretical education			X
Strong academic rigor			X
Faculty focused on research		X	
Overall Rating	X		

Perceptual maps help us understand our *relative* position and attribute strengths in a visual display.



Competitive analysis offers basic understanding of competition for new market.

Athletic Training Programs—Illinois

School Name	Location	Type of Degree	CIP Code	Size of 2005 Enrollment % of UG enrollment	Total Undergraduate Enrollment (2005 IMAT)	Sports Division	CAATE Accredited	Tuition (includes R&B)
Aurora University	Aurora, IL	BS in Recreation	31.0101	NA	1907	NCAA Division III	Yes	\$14,635
Concordia University	River Forest, IL	BA in Athletic Training & Sportsmedicine	51.0913	27/2.7%	1032	NCAA Division III	No	\$28,312
DePaul University	Chicago, IL	--	--	--	14,738	NCAA Division I	--	\$29,905
Eastern Illinois University	Charleston, IL	BS in Recreation Administration	31.0301	108/1.1%	10,375	NCAA Division I; NCAA Division IAA in Football	Yes	In \$17,388; Out \$27,758
Elmhurst College	Elmhurst, IL	BA and BS in Athletic Training	31.0504	69/2.6%	2691	NCAA Division III	No	\$29,922

Source: Athletic Training Program Analysis

Do our students cluster into meaningful groups?

Freshman Cluster Analysis

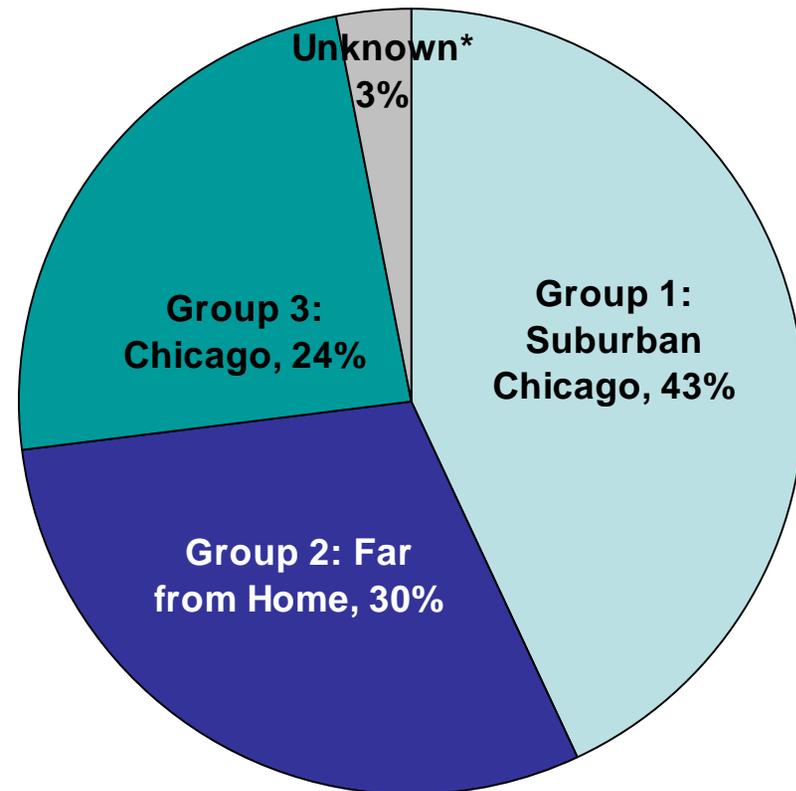
Cluster analysis offers framework to shape segmented marketing strategy and communications.

Important Variables in Cluster Analysis of 05-07 Enrolled Freshmen:

by Order of Importance

Region
Prizm Code
Ethnicity
Family Income
1st Generation
ACT
GPA
Initial Source Code

Percent of Enrolled Freshmen by Group



*Note: 3% of records did not cluster with any group, primarily due to unknown/blank input variables.

Summary of Groups	Group 1: Suburban (47%)	Group 2: Far from Home (32%)	Group 3: Chicago (21%)
Region	Suburban Chicago (Large Growth in S & S)	Far from Home	Chicago (Decrease across all areas)
Enrollment Trends	Largest segment, steady	Smallest segment, declining enrollment	Smallest segment, declining enrollment
Application Trends	Apply early, high % apply online	Apply later and are the least likely to apply online.	Apply later and are the least likely to apply online.
Decision to Attend DePaul	Make the decision to attend or at the point of acceptance. Confident once the decision is made.	Make the decision to attend before acceptance or after receiving FA. Confident once the decision is made.	Make the decision to attend before acceptance or after receiving FA. Confident once the decision is made.
Financial Aid	Of those who filed for FA, most likely to choose DPU as their first choice.	Least likely to file for FA, and confident about paying for freshman year and beyond.	Most likely to file for FA, least confident in ability to finance freshman year and beyond.
Communication Timing	Knowledge about DePaul is largely word-of-mouth prior to the recruitment process. Need to reach them early in the recruitment cycle because they make the decision on where to attend.	Most likely to have DPU website as their first contact. Communication prior to acceptance need to sell DePaul vs all the other schools they are applying to.	Need more communication early in recruitment process regarding deadlines, a step-by-step guide outlining what students need to do, more personal contact from admissions advisors before the decision is made. Faster response on financial aid letters.
Communication Message	Focus on comfort/safety close to home (near friends/family) while also having the professional career advantages of DePaul in Chicago.	Focus on the professional career advantages of DePaul in Chicago.	Communication should be practical based on facts about financial courses/programs - with an emphasis on how a DPU degree will impact long-term career success.

Knowledge about DePaul is largely word-of-mouth prior to the recruitment process. Need to reach them early in the recruitment cycle because they make the decision on where to attend early.

Need more communication early in recruitment process what student needs to do, and more personal contact from admissions advisors before the decision is made. Faster response on financial aid letters.

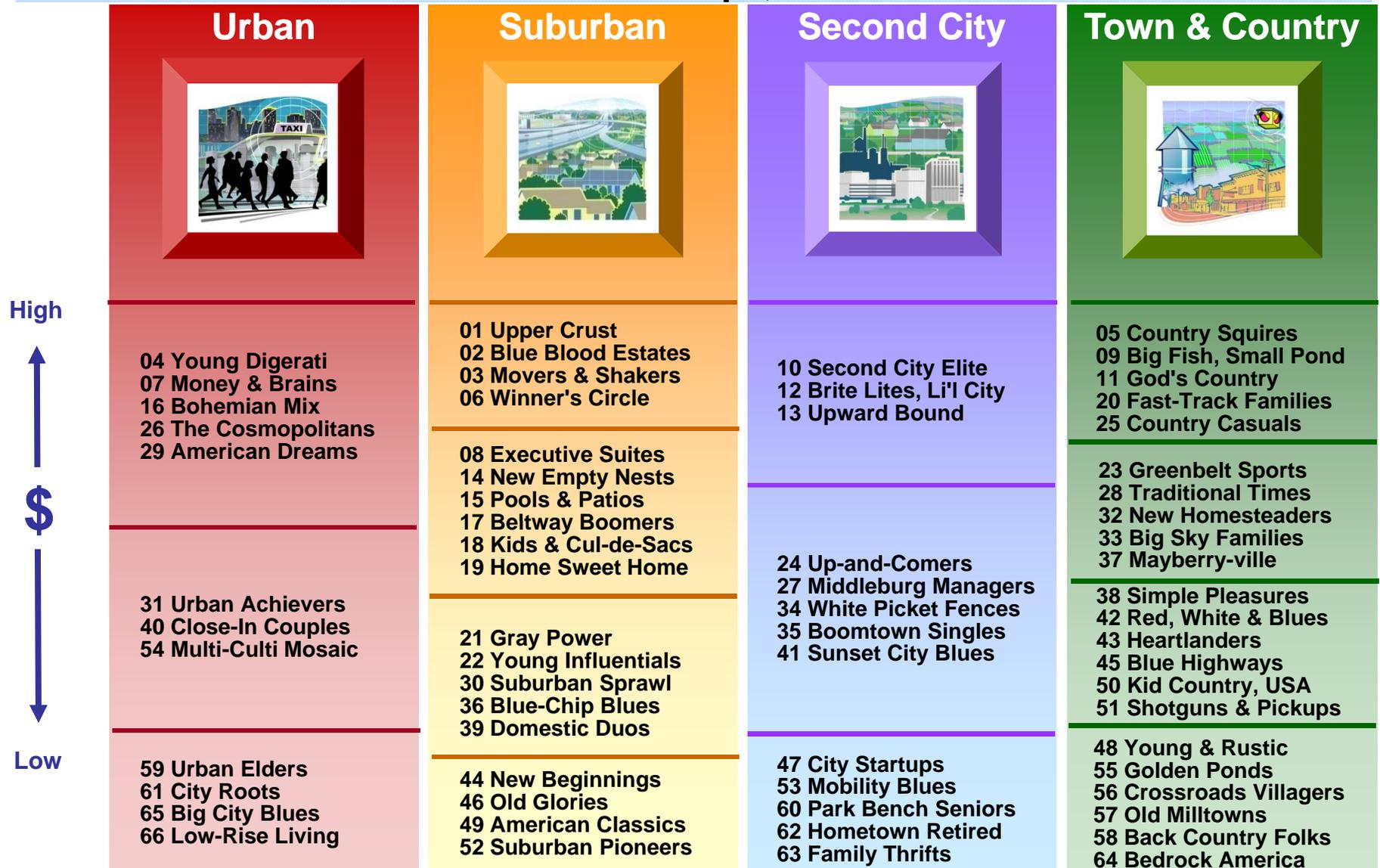
How can we get more of the students we have?

Geodemographic analysis using Claritas PRIZM data

Geodemographic analysis helps fine-tune the freshman SEARCH direct mail process.

- Are we buying the junior ACT and PSAT names that are most likely to respond and enroll, given our historical patterns of conversion?
- In managing our budget, are we mailing pieces to the group of students who are most likely to convert?

**66 Segments, and each U.S. zip code is assigned a PRIZM cluster
Clusters are in 14 Social Groups, 4 Urbanization Classes**



Source: Claritas PRIZM NE 2005

The personification of the cluster includes demographic, geographic and behavioral information.

#04

Young Digerati



Young Digerati are the nation's tech-savvy singles and couples living in fashionable neighborhoods on the urban fringe. Affluent, highly educated and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs, clothing boutiques, casual restaurants and all types of bars—from juice to coffee to microbrew.

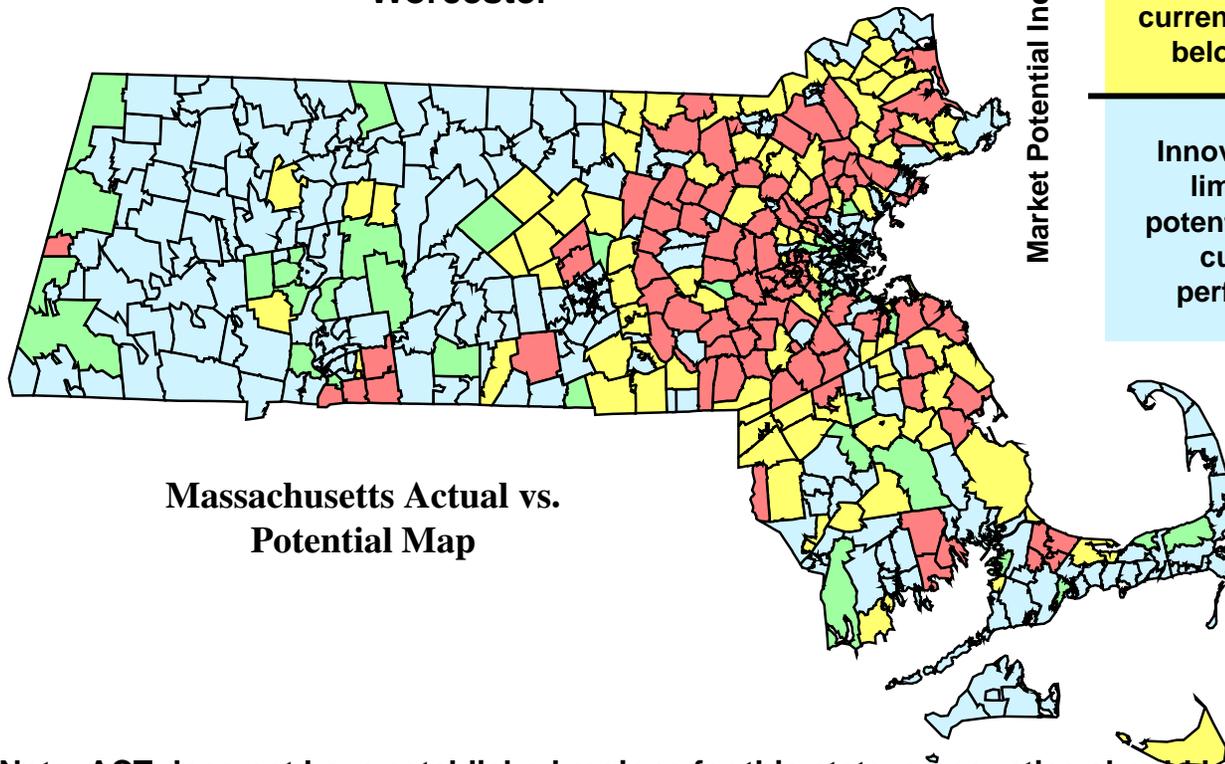
Source: Claritas PRIZM NE 2005

The state-level analysis identifies counties to focus on for direct mail campaign purchase.

Recommended ACT Purchase in

MA:

Bristol, Essex, Hampden
Middlesex, Norfolk, Plymouth
Worcester



Massachusetts Actual vs. Potential Map

Market Potential Index (MPI)

Actual Penetration Index (API)

<p>Invest – There is market potential, but we are currently performing below potential.</p>	<p>Dominate – There is market potential, and we are currently performing above potential.</p>
<p>Innovate – There is limited market potential, and we are currently not performing well.</p>	<p>Maintain – There is limited market potential, but we are performing better than expected.</p>

Note: ACT does not have established regions for this state, so counties should be used for the purchase.

Source: Claritas PRIZM NE 2005, Fall 2004-2007 Freshmen Applications.

What is marketing research?

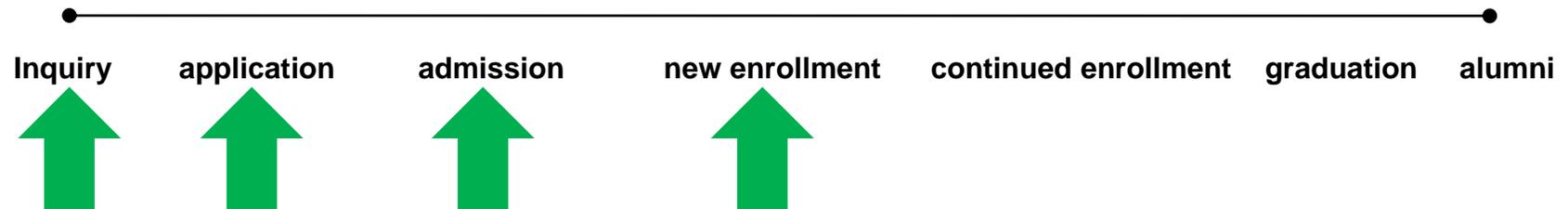
What is the content?

What are the techniques?

How does all this apply to what I do?

What is Marketing Research?

1st Face of SEM – Operational Support



What management level information can we provide to Support decision-making and operations for:

Recruitment & admission staff

Marketing Communications

Marketing Strategy and Graduate Recruitment Directors

Financial Aid

Questions focus on information to help us effectively communicate:

Who are the potential students? What do they need?

Who is the competition? What is our relative position?

Who are our student segments?

What is Marketing Research?

2nd Face of SEM – Planning Function



What information can we provide for university enrollment and strategic planning:

Academic Program Market Position

New Program Market Research

Student Profile and Market Segmentation Studies

Awareness and Perceptions of University Brand

University Market Position

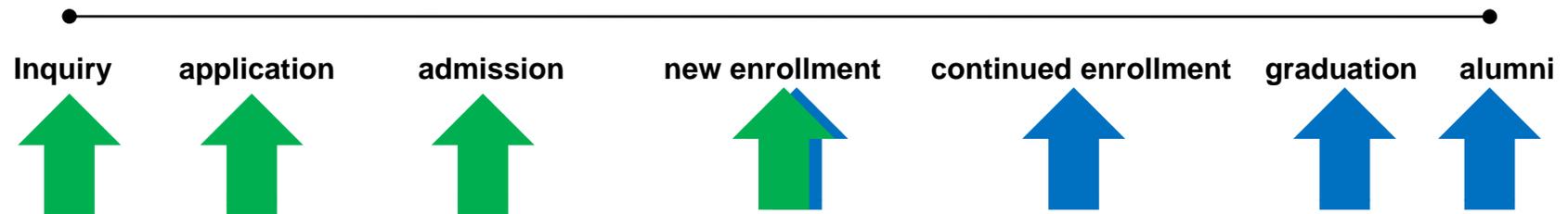
Questions focus on information to help us understand market position:

What is our student profile? Who are our student segments?

Who is the competition? What is our relative position?

How does this apply to what I do?

Broader Context, Expanded Student Flow, New Techniques



**What management level information can we provide for IR to
Support decision-making for:**

- Program's Position in the Market - Program Review
- New Program Market Research - Academic Planning
- Pre-College Indicators and Recruitment Factors - Retention Research
- New Student Profile, Wants and Needs - Student Life Program Development
- Alumni Segmentation - Alumni Research
- Market Position - Institutional Benchmarking
- Enrollment Projection Models from Applicant to Alumni

Thank You!

For comments or questions, contact

Liz Sanders
Asst VP, Enrollment & Marketing Research
DePaul University
Chicago, IL 60604
Ph: 312-362-5289
Email: lsander3@depaul.edu

**For additional information on using PRIZM,
see Karolynn Horan's table topic Tuesday**