

CENTRE FOR ARTS AND TECHNOLOGY (HALIFAX) - MARKETING PLAN

I. SUMMARY OF MARKETING OBJECTIVES AND STRATEGIES

Marketing Mission and Objectives:

The mission of CAT H's marketing team is to develop strategies and implement focused tactics aimed at:

- Recruitment
- Retention
- Relationships
- Referrals

Marketing will accomplish this mission by meeting and being guided by the following objectives:

1. Provide sufficient lead generation and program advisor support to generate the allocated intakes for FY2007-2008 and maintain an adequate level of activity flowing through the inquiry process by engaging in lead generation and relationship development.
2. Raise CAT regional brand recognition with a sustained communication and promotional effort.
3. Educate prospective students and parents of prospective students in the region about the CAT's offerings and the unique benefits and value of choosing CAT.
4. Expand CAT's visibility to identify and secure key strategic relationships (business partners, industry and government e associations) that will give referrals, market presence and credibility to CAT.

Strategies:

Referrals-

1. Student and staff relationship management
 - Create a welcoming, friendly and often fun environment for current students and staff; conducive to learning; fostering strong networking skills, personal relationships and collaboration
 - In cooperation with Student Services and the Program advisors establish and maintain a list of current students
2. Alumni relationship management
 - In cooperation with Student Services establish and maintain a list of graduates; including employment history after graduation
 - Leverage graduate success stories

- Lay the foundation for an alumni relations program
3. Industry relationship management
 - Organize industry activities for student employment opportunities
 - Partner for relevant industry players for events and sponsorship opportunities

Media –

4. Media Relations
 - Establish an ongoing relationship with elements of the media which reach the target markets
 - Provide media with relevant information on the industry and on CAT H, its people and program offerings. Such information includes news releases, graduate success stories, case studies, by-lined articles, and interviews with college experts and executives
5. Anchor advertising
 - Engage in committed, high frequency ad campaigns in media most closely matching the college's demographic
6. Event triggered advertising
 - Plan and implement a CAT H Grand Opening media campaign
 - Purchase ads coupled with targeted press, open houses, seminars, workshops, trade show/conference/webinar activity
 - Focus on individual programs as determined by enrolment and event type
 - Research and engage in events based web advertising
7. Collateral materials
 - Assist in the designing, writing, production and distribution of literature to market and support CAT H's program offering. This includes the print materials, ads, presentations, etc.

High School Recruitment –

8. Onsite High School Tours
 - Participate in the AARAO post-secondary school tour – Nova Scotia and Newfoundland
9. High School Visits
 - Follow-up the AARAO tour with visits to classes; provide targeted presentations describing the college, its advantages and key differentiators; provide a hands-on experience.
 - Participate in high school career days.

10. High School Events

- Provide a hands-on combination of education and work experience in the digital arts fields.

11. Career Fairs

- Participate in HRSDC, Digital Art industry and Education industry career fairs.

Events –

12. Open Houses

- Develop and implement a 'Program' targeted plan with Open Houses scheduled to maximize enrolment for each student intake and address various demographics
- Information sessions, presentations, exhibits, etc.
- Halifax Campus Grand Opening event

13. Industry Nights

- Organize 'Program' targeted evenings for graduates to meet with potential employers and show their work

14. Event sponsorship

- Sponsor high profile and demographically aligned sponsorship opportunities in the Atlantic region

Web –

15. Web site maintenance

- Working with the corporate web master, ensure Halifax Campus information is kept up-to-date and dynamic

16. Web directories

- Purchase "click-through" and "Info Request" contracts with various web-based directories to drive enquiries
- Research and create listings for CAT H on free web-based directory sites

17. Banner ads

- Event or value driven web-based advertising

II. STRATEGY FRAMEWORK

Target Demographic:

Primary:

- Males 18-25 years of age
- High school students and grads who have not decided on a career path
- High school grads, college and university students who are not happy with their current career choice
- Atlantic Canada with a focus on Halifax Regional Municipality and surrounding areas.

Secondary

- Parents
- Educators
- Peers, siblings
- Industry

Key Differentiators:

Focus – CAT's is focused on providing digital arts programs – we are not a business or management school and thus our curricula and delivery style are non-traditional, driven by specific industry needs and provides students with the skills necessary to get them into the industry.

Calibre of instructors - The Centre's instructors are all experienced in their fields of study, with both practical and theoretical knowledge of the digital entertainment and information technology industries. They are recognized industry professionals who sit on boards and associations to stay current on opportunities in the arts and entertainment technology industries

Guarantee - Students who graduate from the highest-level of a program area and who have not found work in a “related industry” within 12 months of graduation, may return to take any other program of equal or lesser value offered at a Centre Campus for free.

Class size – small, intimate classes provide students with more one-on-one attention and relevant content.

Condensed programs – Our programs run year round, without the summer break found at other schools, therefore allowing our students maintain an unbroken learning regime and, more importantly, get into the workforce faster.

Positioning:

Niche market leadership:

- Offering digital arts and entertainment industry expertise and experience
- Leveraging entertainment industry growth in the region
- Imparting innovative, industry driven program delivery
- Providing a comfortable and professional learning environment where people are doing what they love

Program Offering:

3D Animation
3D Game Animation
Audio Engineering
Digital Filmmaking
Graphic and Digital Media Design
Event and Talent Management
Digital Photography (Awaiting DOE approval)

Pricing:

Our programs are priced to reflect a prestigious and focused educational experience:

3D Animation	\$27,804.95
3D Game Animation	\$31,889.00
Audio Engineering	\$26,299.00
Digital Filmmaking	\$20,899.80
Graphic and Digital Media Design	\$22,289.95
Event and Talent Management	\$13,919.90
Digital Photography (Awaiting DOE approval)\$?	

III. STRATEGY AND IMPLEMENTATION

Marketing and communication activities will principally focus on building and maintaining a robust enquiry and prospect funnel and creating a niche leadership position in the market. Guerilla marketing strategy and tactics will be used wherever possible including leveraging all contacts, customers and partners, phone mannerisms, responsiveness, email tone, quality of all deliverables, presentation style, active inquiry, etc.

Referrals

1. Student and staff relationship management

- Create a welcoming, friendly and often fun environment for current students and staff; conducive to learning; fostering strong networking skills, personal relationships and collaboration
- In cooperation with Student Services and the Program advisors establish and maintain a list of current students

Staff Event Days

Once per quarter an event or activity to express appreciation for staff's contribution to the vitality and unique environment that makes CAT H a success. These events provide a casual forum for staff to connect with each other and build relationships. This can further enhance a collaborative team based workplace where ideas and knowledge are shared more freely. Activities could included pool, movie nights, pizza parties, jam sessions, bowling, holiday celebrations, etc.

Family Event Days

Twice per year an of campus event to celebrate the support our families provide us and which helps us achieve success at work and at home everyday.

Student Event Days

Once per month an event or activity to create positive morale and camaraderie within the student body. These events can revolve around holiday celebrations, special days (i.e. International Talk like a Pirate Day) or be simply gatherings where staff and new and senior students can mix on a social level for pizza, pool, bowling, etc.

2. Alumni relationship management

- In cooperation with Student Services establish and maintain a list of graduates; including employment history after graduation
- Leverage graduate success stories
- Lay the foundation for an alumni relations program

Alumni Database Development

Student Services will begin to collect and maintain a listing of graduate students and where they become employed. Graduates should be kept informed of campus events such as industry nights and open houses they may wish to become involved in and to maintain ties with their instructors and other industry related contacts at the school.

Success Stories

Graduates will be interviewed and profiled in articles which can be distributed to the media for potential coverage and added to our web site. Testimonials and career path learnings can be utilized to support our value proposition and differentiators in the market.

3. Industry relationship management

- Organize industry activities for student employment opportunities

- Partner for relevant industry players for events and sponsorship opportunities

Industry Nights

Industry Nights, focused on student employment opportunities, also connect local businesses with potential employees and allow the campus to display the results of its programs. Companies begin to learn about the college and build a positive perception of what we are offering the industry creating a fertile field for word-of-mouth marketing and promotion.

Industry Partnerships

The industry driven nature of our curricula and program delivery necessitates a close relationship with key industry associations and organizations, businesses and individuals. In-kind partnering on events with the offering of talent and skills from students and staff can provide our students with work experience in the field and position our staff as leaders in the industry.

Media

4. Media Relations

- Establish an ongoing relationship with elements of the media which reach the target markets
- Provide media with relevant information on the industry and on CAT H, its people and program offerings. Such information includes news releases, graduate success stories, case studies, by-lined articles, and interviews with college experts and executives

Media relations activities will focus on targeting appropriate editors and freelance writers writing for publications that serve our target markets.

A variety of media strategies will be used including:

- The creation and distribution of pitches, news releases, articles, and media advisories.
- On site media monitoring of local publications
- Establishing Spokespeople for specific areas of expertise
- Capturing student success stories and career path learnings
- Establishing relationships with key media editors

5. Anchor advertising

- Engage in committed, high frequency ad campaigns in media most closely matching the college's demographic
The key to advertising success is relentless repetition. After reviewing inquiry generation sources, the following advertising vehicles have

been selected to focus a committed, long-term effort over the next 12 months.

The Coast

Halifax's weekly arts and entertainment newspaper is edgy, widely distributed and well-read by our primary demographic. The back of the publication features a long-standing "Ask Anne Landers" type column (with a twist) – Savage Love. For the past year we have purchased bi-weekly, full-page, back-cover, colour ads opposite this extremely well read column with very good results and will continue to do so in the coming year.

Q104

Halifax's classic rock radio station reaches both our primary and secondary audience. For the past year we have had extensive coverage on the station. This year will mark some reduction but a continued focus on frequency and reach through dominating time islands and partnering on relevant events sponsored by the station.

Metro Transit Interior Ads

Bus travelers – a captive audience looking for something to read and capture their imaginations. We have had very good success with a 10 month, interior ad campaign across Halifax Metro Transit and will continue to place our ads. New graphics have been designed this year using the "Pursue Your Passion" messaging.

6. Event triggered advertising

- Plan and implement a CAT H Grand Opening media campaign
- Purchase ads coupled with targeted press, open houses, seminars, workshops, trade show/conference/webinar activity
- Focus on individual programs as determined by enrolment and event type
- Research and engage in events based web advertising

Advertising tied to events are short-term, high frequency campaigns to attract audiences and draw them into a closer relationship with the college. These ads present a call to action for an added value product or event. Advertising will announce and invite people to our new campus and other special events such as Information Sessions, Boot Camp, special speakers, etc. News releases should accompany these events wherever possible to garner additional coverage (free of charge). All forms of media should be utilized including print, radio, TV, and web.

Blanket advertising (meaning advertising all programs at once) will not achieve the awareness and lead generation we require. A slightly different demographic is attracted to each of our programs and therefore ads should be designed to target these groups and highlight individual programs.

7. Collateral materials

- Assist in the designing, writing, production and distribution of literature to market and support CAT H's program offering. This includes the print materials, ads, presentations, etc.

Development of collaterals includes corporate and regionally-based messaging/branding activities – print, electronic and verbal delivery.

Activities will include:

- Reviews and updates to print brochures
- Reviews and updates to web site content
- Reviews and updates to program calendars
- Creation and editing of documentation for Orientations, Industry Nights, Information Sessions, etc.
- Presentation materials
- Article development and reprints (third party and internal)

High School Recruitment

8. Onsite High School Tours

- Participate in the AARAO post-secondary school tour – Nova Scotia and Newfoundland

The AARAO Tour is by far our best marketing vehicle, garnering the largest number of inquiries and registrations. These events provide an opportunity to:

- Meet students face-to-face
- Build relationships with guidance counselors and teachers
- Set up return visit dates
- Market other events (i.e. Bootcamp)
- Gather contacts to invite to the Grand Opening
- Assess the competition

9. High School Visits

- Follow-up the AARAO tour with visits to classes; provide targeted presentations describing the college, its advantages and key differentiators; provide a hands-on experience.
- Participate in high school career days.

More focused presentations to classes in high school across Nova Scotia provide further opportunity to express our differentiators and advantage. More face time with students, teachers and guidance counselors. These presentations often zero-in on specific program topics. We will be exploring the possibility of adding an interactive component to these presentation by developing min-workshops with the assistance of CAT H staff and a teacher advisory group.

Additional career days offered at high schools should also be attended whenever possible.

10. High School Events

- Provide a hands-on combination of education and work experience in the digital arts fields.

Digital Bootcamp

The Centre for Arts and Technology Digital Bootcamp is a learning program for Grade 11 and 12 students (Grade 10 students may be accepted into the programs depending on availability). The program is a combination of education and work experience for students interested in arts and entertainment-related careers. Students have the option of choosing from a list of career paths by selecting a mission (aka project title). Each mission is lead by relevant industry professionals.

This event is both a revenue opportunity and lead generator for the Halifax Campus. Organization will include exploring industry partnership opportunities for covering the costs of program delivery and/or value add offerings provided by a partner organization such as a tour of their facilities, guest speakers, etc.

11. Career Fairs

- Participate in HRSDC, Digital Art industry and Education industry career fairs.

Career Fairs offer a chance to meet and qualify a large volume of potential students. We will participate in high impact, cost effective events, evaluating them as they become known.

We will begin exploring the development of an Arts and Entertainment Industry event which we could spear-head with organizations around the region.

Events

12. Open Houses

- Develop and implement a 'Program' targeted plan with Open Houses scheduled to maximize enrolment for each student intake and address various demographics
- Information sessions, presentations, exhibits, etc.
- Halifax Campus Grand Opening event

Open Houses and Information Sessions

Open Houses, Information Sessions, Campus tours – all great vehicles for connecting people with our people and facilities. Timing (aligned with

major intakes) and offerings for these events need to be carefully considered to bring in the right people at the right time.

Sessions can focus on a single or multiple programs depending on the planned presentation and exhibits. For example:

- a. A CD Release Party (using a student musician) could highlight most programs Audio Engineering (produce the CD), Graphic and Digital Media Design (design CD cover, promo materials), Digital Filmmaking and 3D Animation (produce the music video), Event and Talent Management (organize the event).
- b. Graphic and Digital Media Design could host a gallery of their work at a local art gallery or mall to promote the program.

13. Industry Nights

- Organize 'Program' targeted evenings for graduates to meet with potential employers and show their work

As above - Industry Nights allow for both students and the campus to make connections with local businesses.

14. Event sponsorship

- Sponsor high profile and demographically aligned sponsorship opportunities in the Atlantic region

Brand recognition, continues to be an importance aspect of marketing activities. Arts and entertainment related events across the region will be evaluated. Those with the highest value will be pursued for sponsorship options. We should look for opportunities outside the Halifax area (i.e. Cape Breton - to boost our visibility in those regions and furthering our reach to secondary regions.

Web

15. Web site maintenance

- Working with the corporate web master, ensure Halifax Campus information is kept up-to-date and dynamic

We are dealing with the wired generation. Web-based information out scores all other vehicles in our primary demographic as an information, as well as, an entertainment source. The web site is the principal location both primary and secondary audiences will turn to for information about the college and its campuses. It must be kept up-to-date with event and news information.

Most importantly the web site must represent the design and creative capabilities of the college. There have been some discussions around further work on the entire web site to make it more user-friendly and bring more of the information 'above-the-fold'.

16. Web directories and memberships

- Purchase "click-through" and "Info Request" contracts with various web-based directories to drive enquiries
- Research and create listings for CAT H on free web-based directory sites

Sites, such as Colleges411.com have produced cost-effective, qualified leads. Other such sites should be researched and pursued.

There are also numerous sites which offer free listings. We should secure membership with key organizations such as MIANS, Centre for Art Tapes, ECMA, Atlantic Film Festival, etc. and thus have a listing on their web site database.

17. Banner ads

- Event or value driven web-based advertising

Web-based advertising should be driven by a value added event or offering – driving individuals to our web site for more information and providing inquiry information to our Program Advisors.

Research will be done within the demographic and the student body to determine what sites are frequented and thus where ads would most effectively placed.

IV. RESOURCES

See attached Excel spreadsheet for budget.