



# Delivering on Your Promises

Presented by Dr. Jim Black  
President & CEO of SEM WORKS



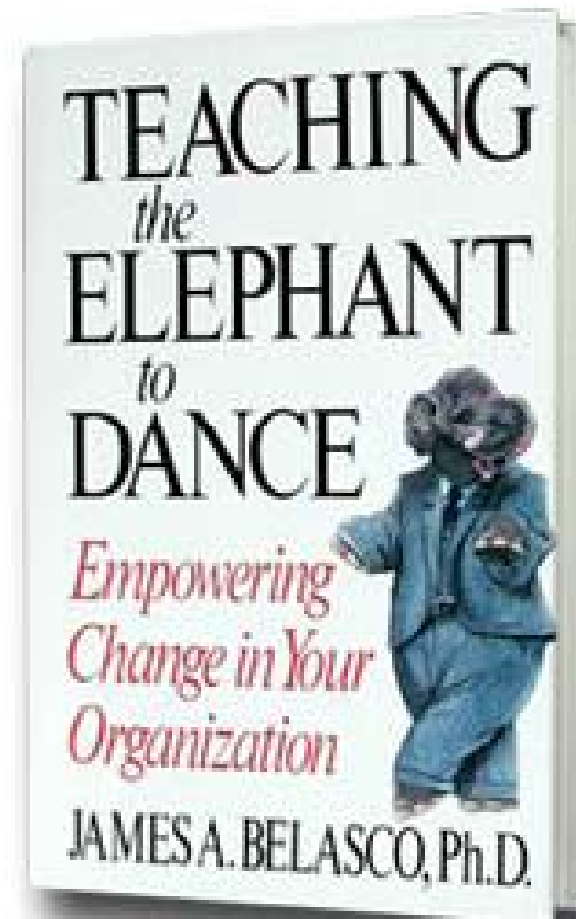
Market Segmentation	Brand Message	Communication Channels	Service Delivery	Relationship Cultivation
		Brand Tactics		
Brand Identity	Brand Positioning	Brand Management	Brand Promise	Brand Loyalty
		Brand Strategy		

Institutional Vision	Institutional Values	Institutional Personality	Customer Needs	Customer Relevance
Brand Foundation				

# Teach the Elephant to Dance



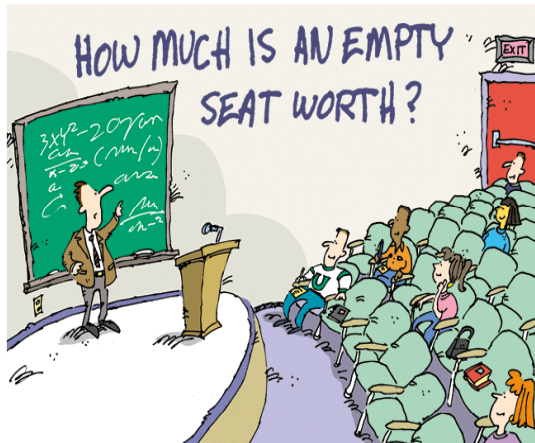
- Enrolment declines
- Capacity constraints
- Budget pressures
- Image problems
- Student attrition
- Service complaints
- Environmental shifts
- Emerging competitors
- Lagging behind peers and aspirants
- A new vision



# Promise Perspectives



## Administrative Perspective



Net revenue and  
public perception

## Academic Perspective



Teaching and  
student learning

## Learner Perspective



Student experience  
and desired  
outcomes

# Natural Tensions



## Academic Culture

## Promise Objectives

Autonomous ↔ Common good

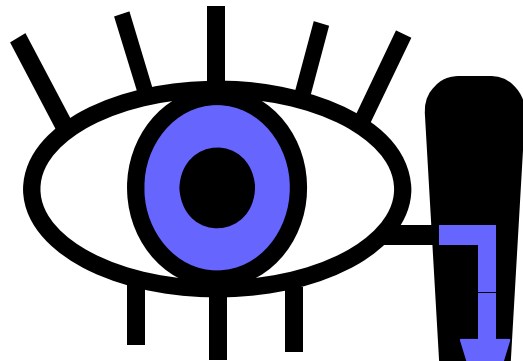
Unit-oriented ↔ Integration

Status quo ↔ Constant change

Cognitive dissonance ↔ Buy-in

Faculty-centred ↔ Student-centred





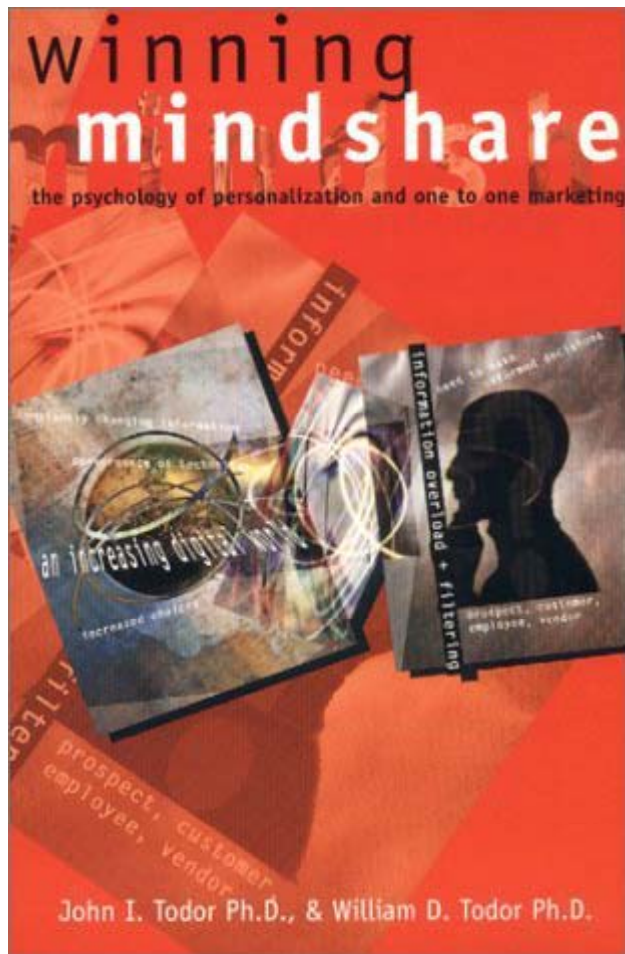
# The Student Experience

The student, not the institution, will define what learning is, how it is to happen, and when and where it occurs. Students with increased alternatives for learning will also have higher expectations for the level of individualized service provided by the non-teaching staff and regarding the services surrounding the learning.

*Source: Community College of Baltimore County*



# Mindshare vs. Market Share

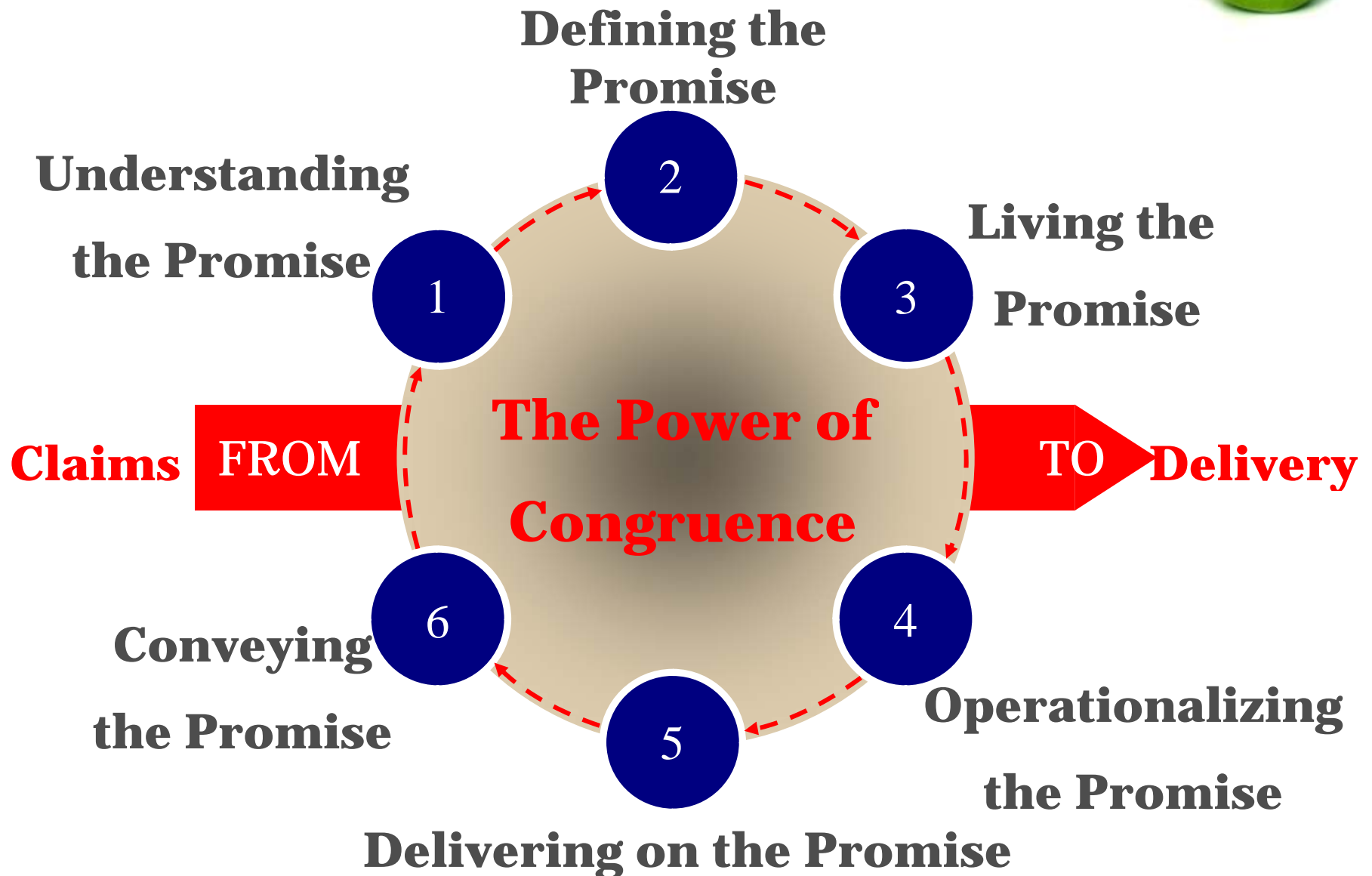


The most powerful recruitment tool you will EVER have is “word-of-mouth.”

Institutional image is your most valuable asset.



# Expectation = Reality



# Understanding the Promise



Transforming Lives!!!!!!

# Defining the Promise



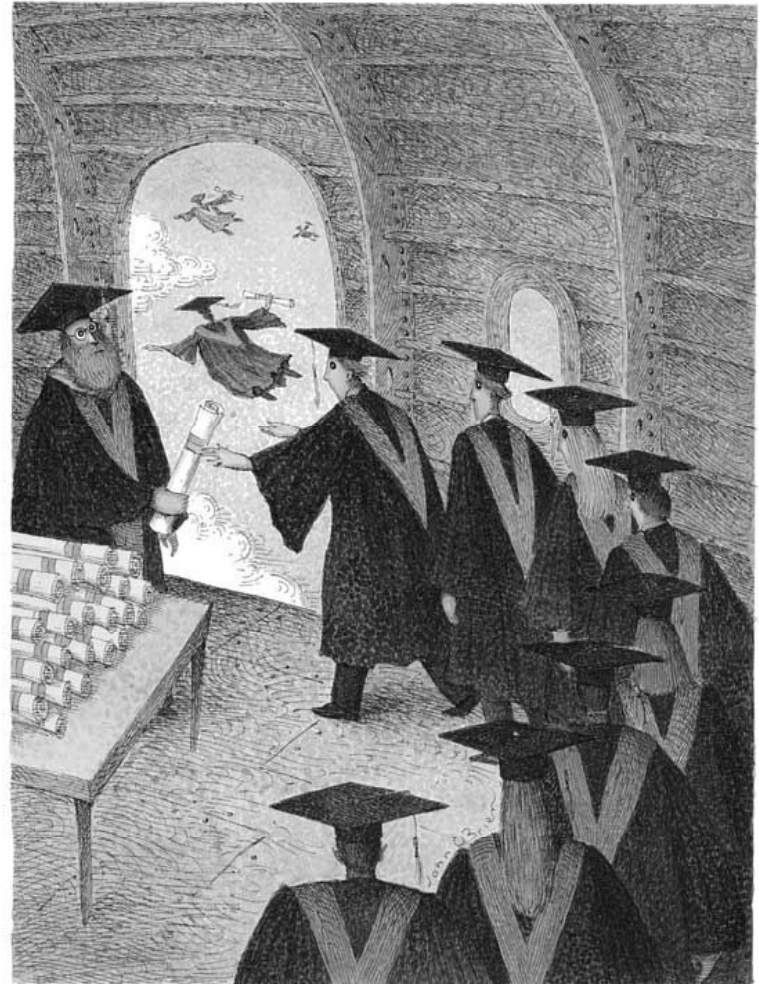
- Based on the institution's personality
- Value-focused
- Relevant to employees
- Relevant to students
- Malleable by unit and individual
- Clearly defined expectations and limits

# Living the Promise



**Employees become  
institutional trust  
agents.**

© Cartoonbank.com LEAP OF FAITH



# Build trust by...



- Providing accurate information
- Demonstrating competency
- Displaying empathy
- Looking out for their best interest
- Delivering on promises
- Treating them as individuals
- Listening
- Adding value to their experience

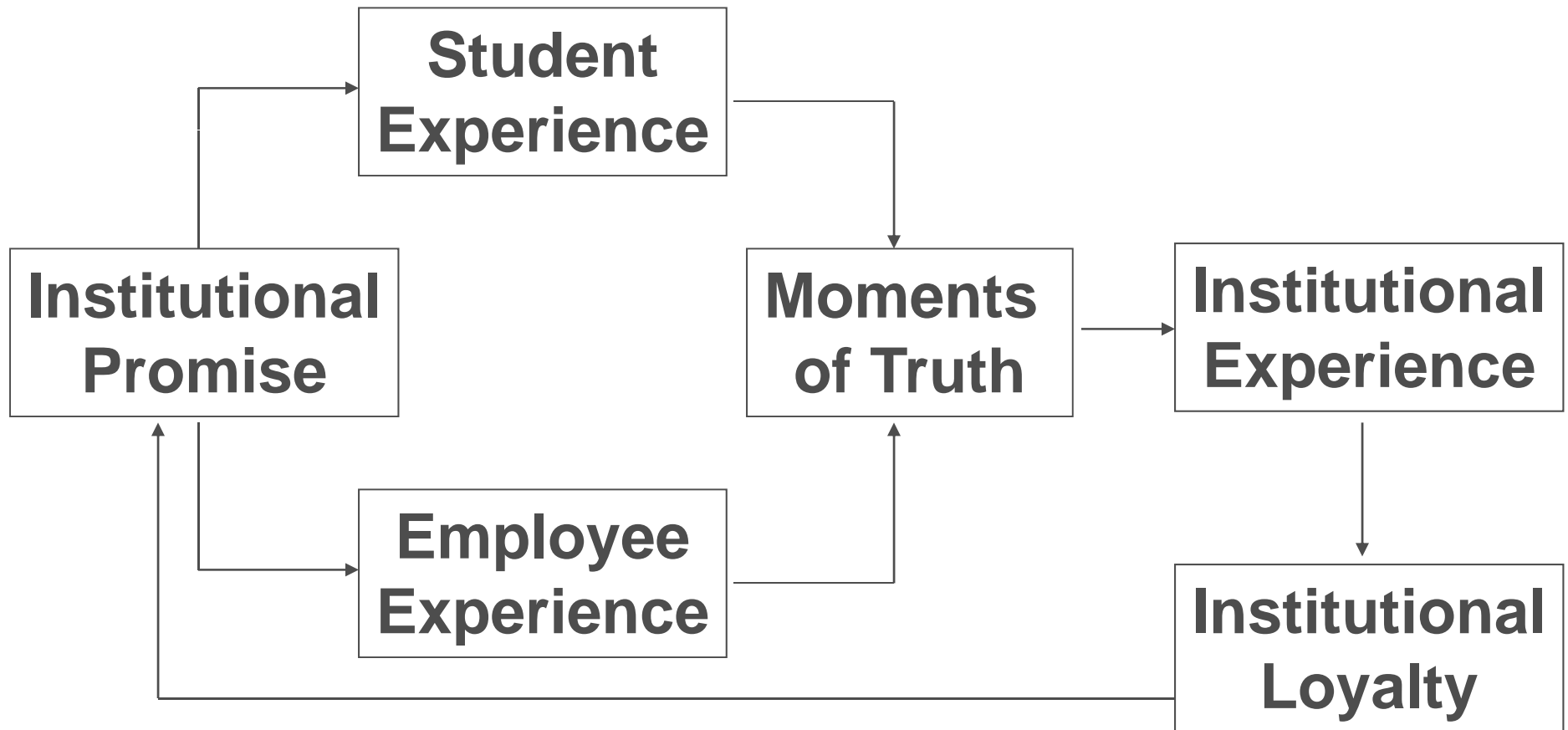
# Operationalizing the Promise



- Promise personified through services, business transactions, information delivery, human interactions, and learning experiences
- The service trifecta: people, processes, and information
- Identification and eradication of service gaps
- Embedded in the culture – the institution's DNA
- A covenant between the institution and the student
- A student expectation waiting to be fulfilled

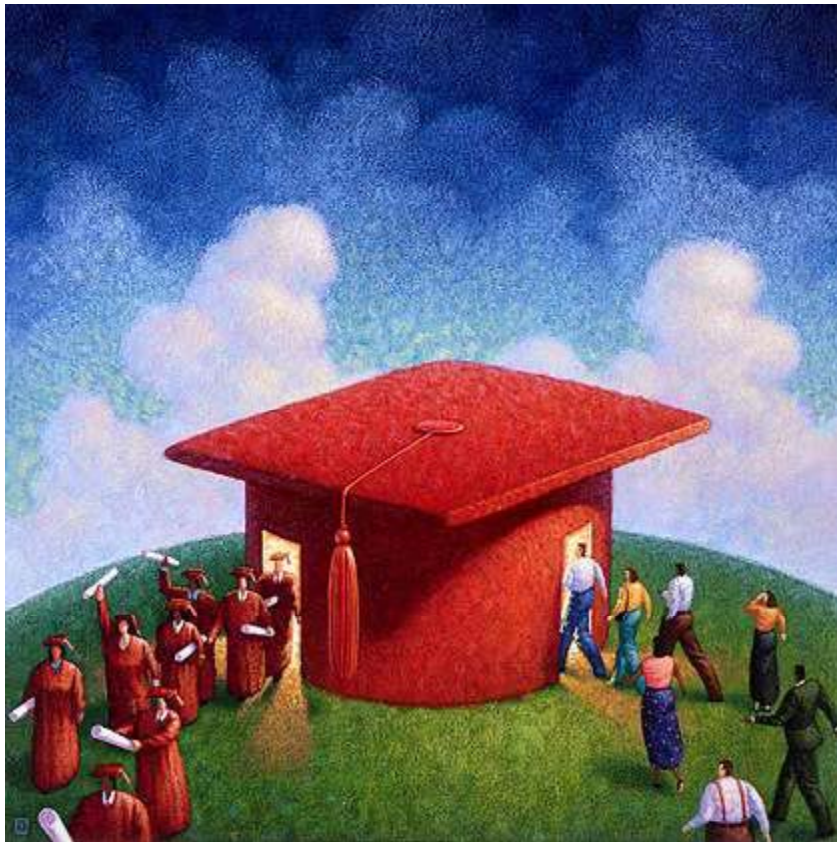
**BRAND PROMISE**

# Delivering on the Promise





# Institutional Loyalty



- competitive advantage
- student satisfaction
- “word of mouth” recruiting
- student retention
- student loyalty
- fundraising
- institutional image
- institutional vitality

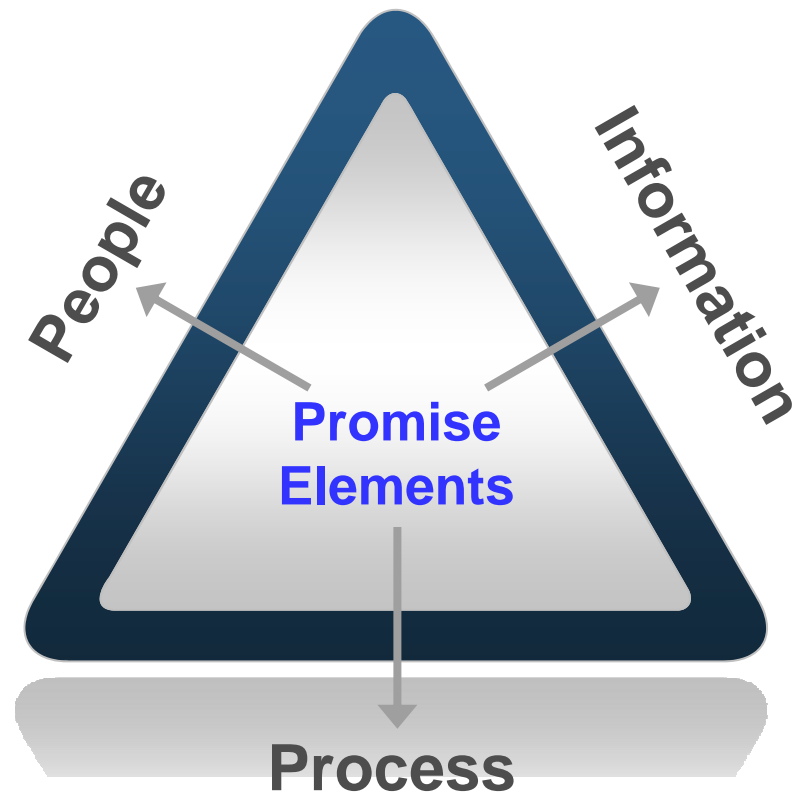
# Conveying the Promise



- Clearly and frequently articulating the promise... an internal branding campaign
- Managing expectations
- Promoting successes
- Building loyalty



# Keeping the Promise



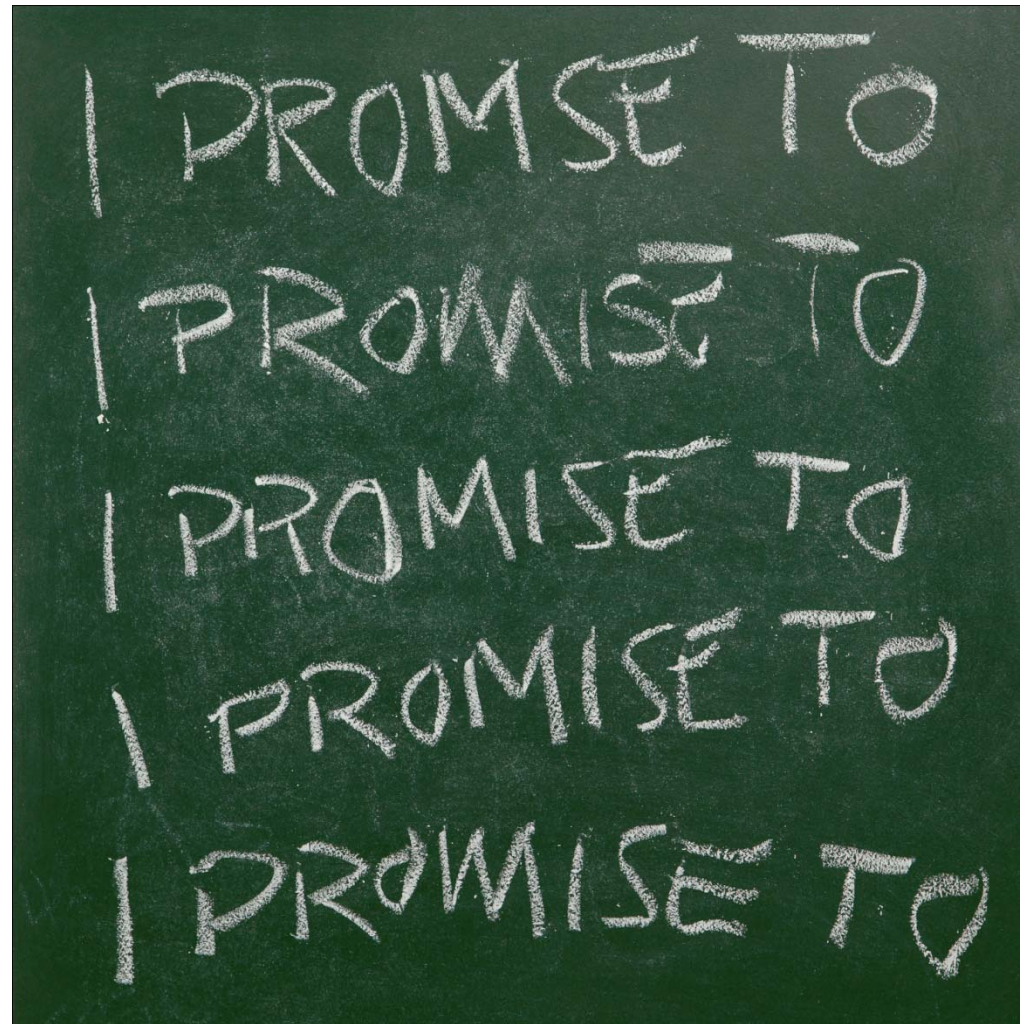


# Managing Moments of Truth



We have thousands  
of moments of truth  
every day.

How we manage  
them enhances or  
erodes school loyalty.



# Execution is Everything!



**People – the only sustainable competitive advantage that exists.**



# Motivation vs. Competencies



High

Motivation

<b>Positive attitude but frustrated</b>	<b>High performing</b>
<b>Unproductive, possibly counter-productive</b>	<b>Capable but frustrated</b>

Low

Low

Competencies

High





# Student Relationship Management



Learn from every  
service encounter.



# Student Relationship Management



- Preferences
- Goals
- Needs
- Expectations
- Service transactions



# Student Satisfaction Factors



- Faculty and staff attitudes
- Personalization of services and instruction
- Problem solving ability
- Information access and usability
- Information accuracy and reliability
- Service and instructional efficiency
- Responsiveness
- Message handling
- Student runaround

# Process Reengineering



# Process-Oriented Services



# Critical Processes



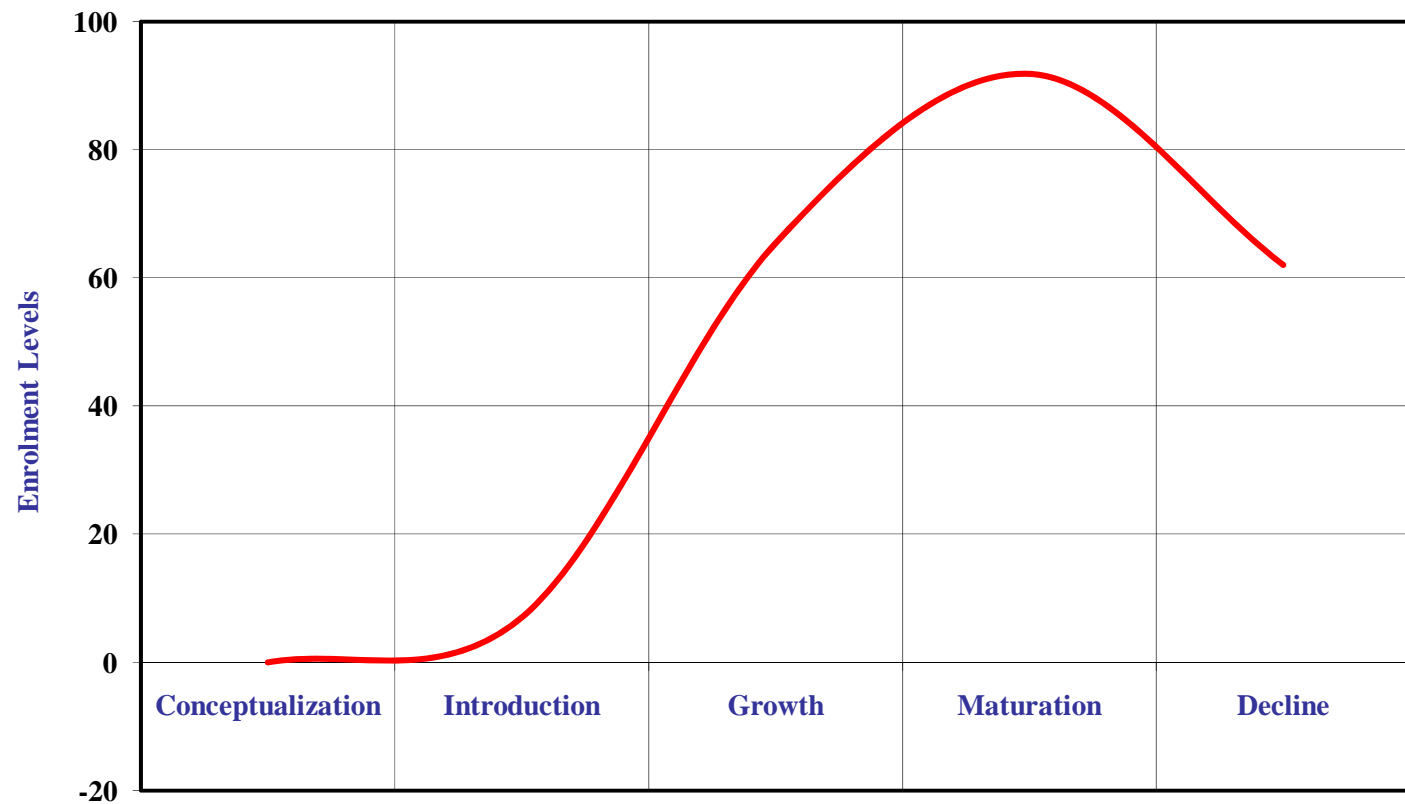
- Campus visits
- Student inquiries
- Admissions processing
- Communications flow
- Student enrolment
- Orientation
- Academic advising and registration
- Paying for college
- Class scheduling
- Degree planning



# Critical Processes



Academic Program Lifecycle





# Academic Program Innovation Matrix



	Student Demand	Industry Demand	School Capabilities	Institutional Capacity	Competitive Opportunity
Rating	What is the level of student demand for this program (interest and market size)?	What is the level of industry demand for this program (interest and projected job opportunities)?	What capabilities do we possess to effectively launch and sustain this program over time?	What available capacity can be dedicated to support this program?	What is the level of opportunity given the market presence and saturation by existing program competitors?
High					
Medium					
Low					

Mind-to-Market  
Program Viability

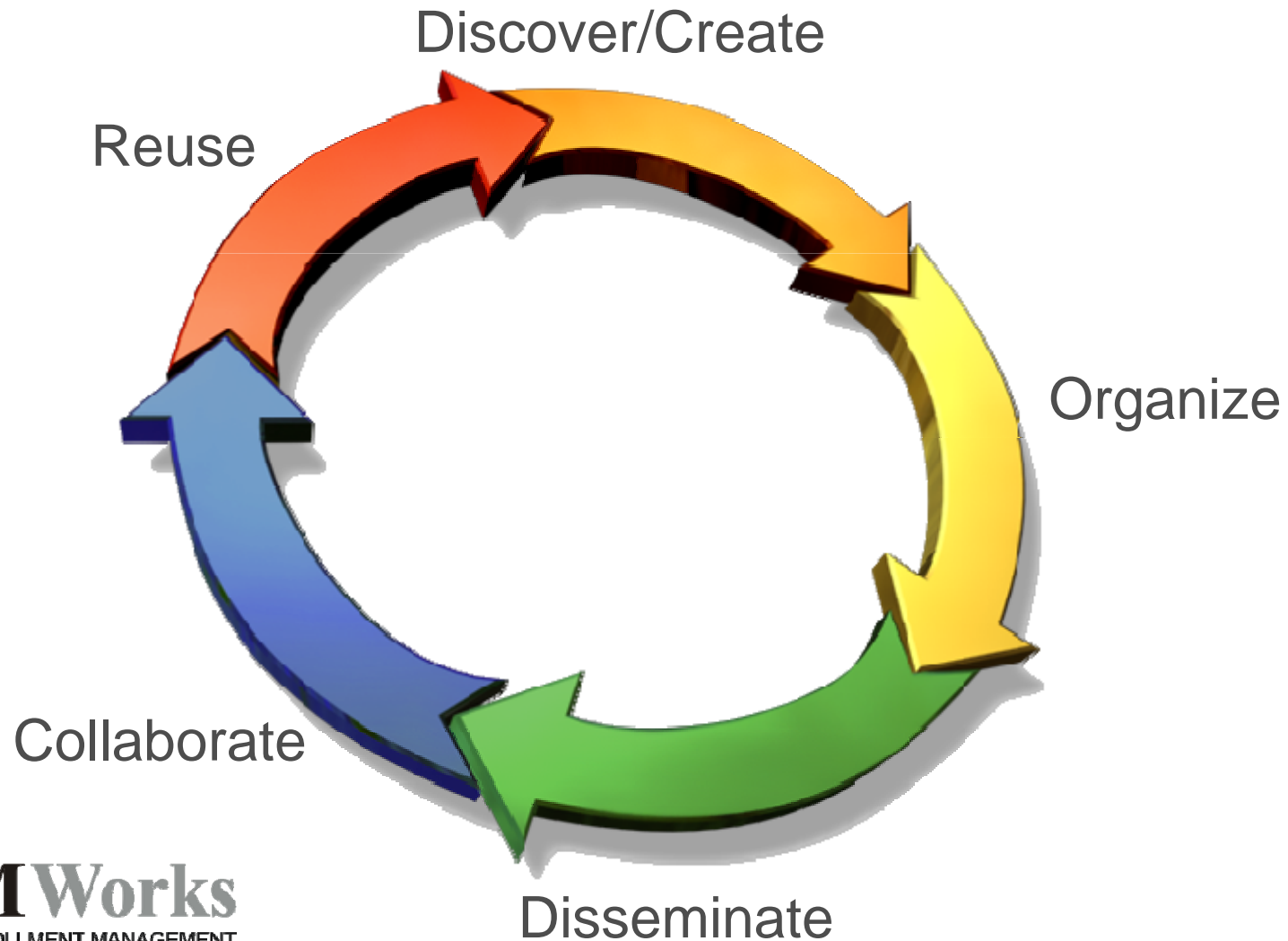
# Information is power...



And shared information is  
powerful.



# Information Sharing Model



# Information Sharing



- Knowledge management systems
- Integrated information systems
- Document imaging systems
- Communication technologies
  - Mail
  - Email
  - Web chats
  - Webinars
  - Screencasts
  - Social networks
  - Phone
  - Blogs
  - Wikis
  - Podcasts
  - Video
  - Web

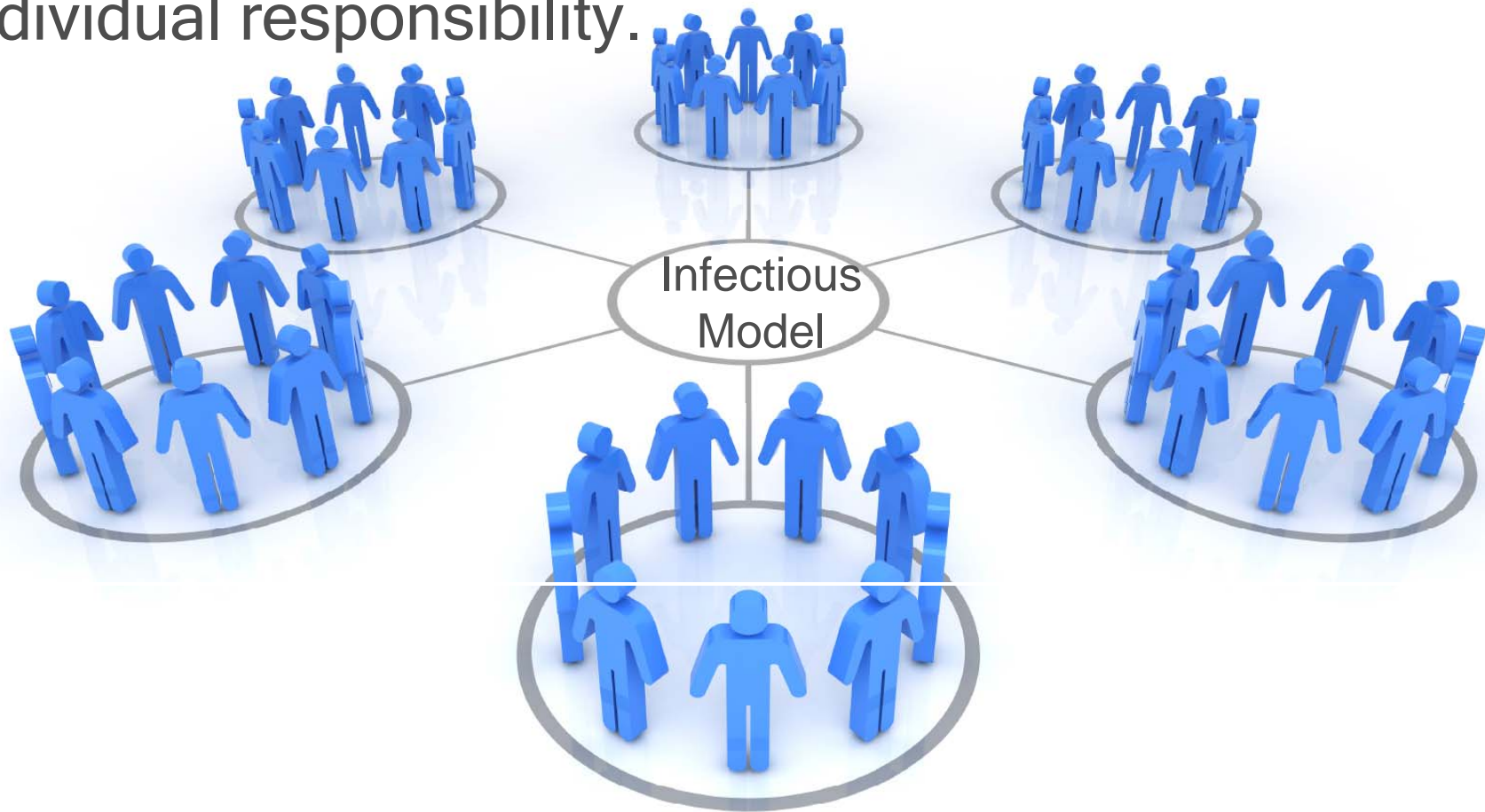
# Information Sharing



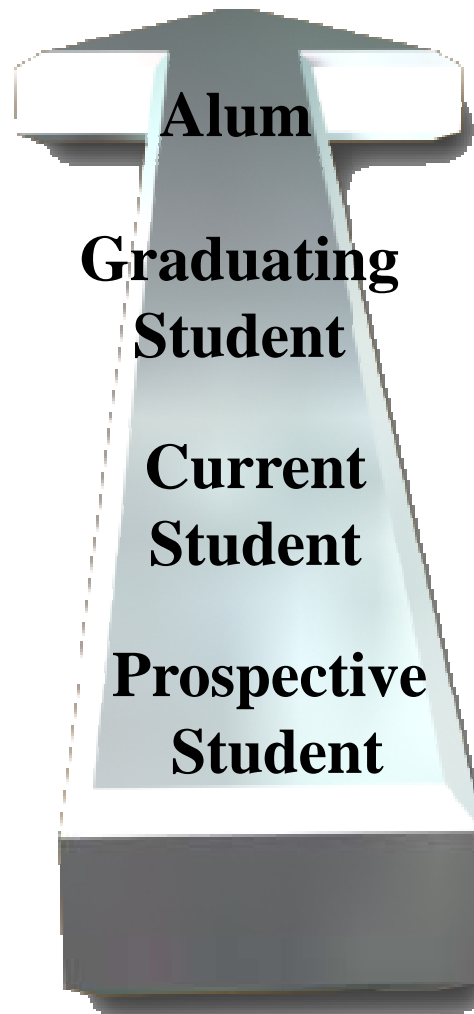
- Cross-training
- Cross-departmental/divisional meetings
- Cross-departmental/divisional activities
- Cross-departmental/divisional engagement
- Cross-functional teams
- Liaison relationships
- Internal conferences and workshops
- Routine updates
- White papers



Information sharing is an organizational and individual responsibility.



# The Institutional Experience





[www.semworks.net](http://www.semworks.net)

