

STAFFORD HOUSE BOSTON

Marketing Plan

Attracting new students to the Part-Time Program

Chia-Hsiang Chang

Emi Sasaki

Letícia Ronche Alves dos Santos

Professional Certificate - Marketing and Advertising

Katy Goldman

2017

TABLE OF CONTENT

1. Service description.....	2
2. Target Audience.....	3
3. Competitive Landscape.....	4
4. Positioning.....	5
5. Marketing Goals and Success Metrics.....	5
6. Strategy, Communication Channels and Distribution.....	7
7. Obstacles.....	11
8. Specific Budget.....	12
9. Appendix.....	14

1. Service description

Stafford House's Part-Time Program consists of offering the same English course of the Full-Time Program, but in less time at a more affordable price. Classes occur on Tuesdays and Thursday evenings, from 6:15 pm to 8:30 pm or Saturdays from 9:15 am to 1:30 pm. At each week, students complete four hours of study and they are able to cover a whole chapter of the book level they are working on. The prices are available on the table below:

Package	Hours	Weeks	Price
1 session	24	6-8*	\$ 350
2 sessions	48	12-14*	\$ 600
3 sessions	72	18-20*	\$ 750

*Actual session length might vary due to national holidays.

Part-Time Program is sold focusing on Au Pair students as well. The only difference is that in their flyer, they can check how many sessions they should take to achieve the minimum credits required for their J1 Visa. When joining on an Au Pair Program, participants must complete six credits of English classes, which is done after three sessions of the Part-Time Program.

The present Marketing Plan has as goal to attract more students to the evening classes at Part-Time Program. Today Stafford House has an average of 23 students in this period. Because of that, the school cannot open all English levels, only from three to five, once they need at least eleven students per teacher to start a new class and level.

2. Target Audience

Au Pair students represent 90% of all Part-Time students in the school at the moment. The other 10% are people who already live in Boston and need to improve their English skill for work, for studies, or just live better in the United States of America.

This Marketing Plan was made to attract more the rest of 10% people who are not here for an Au Pair Program. The main target audience here is people of every age, new immigrants, on middle and lower-income levels who are busy all day and want to improve their English skills. This also aspires to achieve foreign University students who already speak English but wants to improve it to perform better in their studies.

2.1. Immigrants as potential customers

According to *“Massachusetts Immigrants by the Numbers, Second Edition”* (2012), a research made by professors of Northeastern University and University of Massachusetts Boston, with information from The Immigrant Center, Inc., over 14% of Massachusetts’ population are immigrants. Besides that information, Immigrants in Boston account for 25.1% of all persons and 26.7% of households in the city.

This study also revealed that among the immigrants that live here for more than five years, 54.8% speak only English or speak it very well. However, this is not real among recent immigrants. Between them, 29.2% do not speak English well or do not speak it at all.

2.2. Income level of the audience

Another research, led by Rappaport Public Policy Fellow Massachusetts Office for Refugees and Immigrants in 2010 (*“In the Aftermath of Question 2: Students with Limited English Proficiency in Massachusetts”*), concluded that more than 75% of the limited English-proficient (LEP) students studying in Massachusetts are low-income. “LEP students have significantly higher low-income rates than English-proficient students - for the state as a whole and for all school districts except Lawrence”, stated Antoniya Owens, author of this study.

3. Competitive Landscape

The strongest competitors of Stafford House in general conditions are ELS, EC, and Bunker Hill. Besides all the English schools in Boston. Although, only three of them offer similar courses, with some special characteristics.

ELS, for example, does not have a part-time course. There is one semi-intensive, but classes are during the day. There are no evening or weekend classes. The same happens with EC and most of the English schools.

However, Bunker Hill, located in Charlestown, does have weekend classes focused on Au Pair students. Their program consists of a 3-day Weekend Course, completing 25 hours. It differs from Stafford House's Part-Time Program because it is an intensive plan which the goal is to complete Au Pair credits as soon as possible. Their price for 45 hours for a 3-day weekend course is \$295 + \$50 materials/activity fee + \$10 registration fee.

Another school that offers a similar program is ASC English, in Brookline. Their evening course is daily, from Monday to Thursday from 5:30 pm to 9 pm and Friday from 4:30 pm to 8 pm. In total, students have 18 hours of class per week. Prices depend on Visa status. Studying five days a week for 1 month is \$700, and for 3 months, it is \$1850, which gets almost 12% discount. It is possible to study fewer days a week for a lower price. The least is for two days a week and it is \$ 320 per month.

A similar plan is also offered at The Boston Language Institute, in Kenmore, their Part-Time Program is focused on pronunciation, stress, and intonation. Classes occur on Tuesdays and Thursdays from 6:30 pm to 8 pm or on Saturdays from 1:30 pm to 4:30 pm. The price for 8 weeks is \$ 400 and a registration fee of \$ 35.

4. Positioning

The Part-Time Program stands as “ideal for students who have a tight schedule or budget”. For the same program, but advertised for Au Pair, it is “ideal for Au Pair students to complete their academic requirements and improve their English language skills at the same time”. This Marketing Plan will keep both positionings; first, because the target audience is the same as before; also, because both approaches are very successful in their niches. By positioning that way, we are emphasizing attributes, price, value and product user.

5. Marketing Goals and Success Metrics

The main objective of this Marketing Plan is to attract new students to the Part-Time Program, so the school can offer all levels and increase its profits. To get there, some goals were settled.

5.1. Grow click-through rate 50% by July of 2018

Boston Academy of English website already has four times more views than Stafford House website. However 20% of the evening students have never seen the website, and among the other 80%, some have declared that the website was not part of the final decision. The goal is to increase the number of people visiting the website by the Facebook Advertisement. By increasing the click-through rate, people will get to know about the program in a different and new way, and consequently, the school will have more students. This number is measured by analytics tools, such as Google Analytics, that show us how many people entered on the website by an advertisement and how long they have stayed online.

5.2. Increase the amount of non-Au Pair students to 40% by October of 2018

Today they represent only 10% of all Part-Time students. There are more Au Pair students for two main reasons: possibility to complete all credits required in three

sessions of course, and promotion at Au Pair agencies with flyers. Besides that, students from the agency Au Pair Care have 15% discount in the program.

It is important to increase the number of other students in the target audience because it is more difficult for Au Pair students to join the evening classes. That is the reason why Stafford House does not have the same problem with the Saturday classes.

This will be accomplished by advertising focused on the immigrants who do not have English as the first language, and the Boston population who simply want to improve their English. General students are the ones that can fulfill the evening schedules.

We will evaluate this number by every contact this population has with us. It can be an e-mail, a visit to the school, and, of course, enrollments. Thinking of the strategy, on every contact they have they will be asked how they got to know about the school.

5.3. Increase 3-session takers by 30% by November of 2018

The majority of students for Part-time classes are Au Pairs who need to take at least three sessions to complete the required sessions for their Visa. However, other students are not so worried about it and do not make a commitment of 72 hours. Actually, some of them even quit the course before they have completed the course. The goal is to grow the number of students that contract three sessions at once. They already have a discount by doing it, but we want more people hiring this long-term service to keep them in school for a longer time. To reach this goal, we will advertise this 3-session plan on Facebook and make it more visible and attractive on the flyer. We can measure the efficiency by the number of new enrollments in three sessions at once.

5.4. Offer all the levels by January of 2019

It is necessary to have at least eleven students per teacher to have a new level class. The goal is to increase the number of students. If the school wants to attend every level, the number of students must double. Which will take us some time.

The group made a survey with the evening students using Google Forms and it

concluded that 55.6% of them knew about the course by a recommendation. And 50% decided for taking the English course at Stafford House because it was recommended by someone they trust.

It is inferred then that people like the course and the school and they are the main source of new students for the school. Actually, in this survey, current students are satisfied. There is no need of changing the program.

The main problem is that it is not possible to reach all the potential customers only by recommendation. So the next step is to improve advertising to reach that goal.

To measure the success of this goal we are keeping up with the new students to open a new level class in an average of four months. It is also necessary to create a plan to embrace every new student until they have a class to study, like a waiting list.

6. Strategy and Communication Channels

In this section will be shown how the goal is going to be achieved. The plan is to have two bases: online and offline, which will be described in the following lines.

6.1. Attracting new people

The first step is letting people know this course exists. This objective leads to the first strategy of this Marketing Plan: delivering flyers. First, informations such as contact and school address should be included. Then start the leaflet strategy. This is a way to make people who are not looking for an English course getting to know it exists. It will be done in two strategic places:

- **Neighborhood**

27% of the students said the decision for Stafford House because of the location. The school is at downtown, and a lot of people work nearby. Having someone spreading flyers to immigrants who work around is a way to make them know they have a possibility of studying English in the evenings and improve their lives in Boston.

Strategic places would be Chinatown, Quincy Market and subway stations (Park Street and Downtown Crossing). This job will be done once a week for two hours during six months. Each week we are going to test a different spot and different day of the

week to see which one is more effective.

- **Colleges and Universities**

Part of the target audience is foreigners who are here studying for a higher degree, like an undergraduate program, master or doctorate. Making alliances with institutions that encourage people from other countries to study there is a way to let them know about the program. For them, we will only have the flyers at their international students center.

6.2. Facebook Ad

There is a reason for Stafford House Facebook fan page is focused on Full-Time students. Its content is more attractable and generates more profits for school. Making promoted posts will reach more different people than the ones that would join the Full-Time program. After facing ad, they will get to know the school and their program, be led to the Facebook page, and then to the website.

Facebook offers different types of advertising, like video, image, collection, canvas, carrousel and multimedia presentation. For that specific need, the most useful would be image, video, and carousel.

Another advantage of using this social media is the possibility to reach the exact potential customers. Two billions of people in the world use Facebook monthly. It is possible to orientate the ad to specific audiences using demographic data, interests, and behavior.

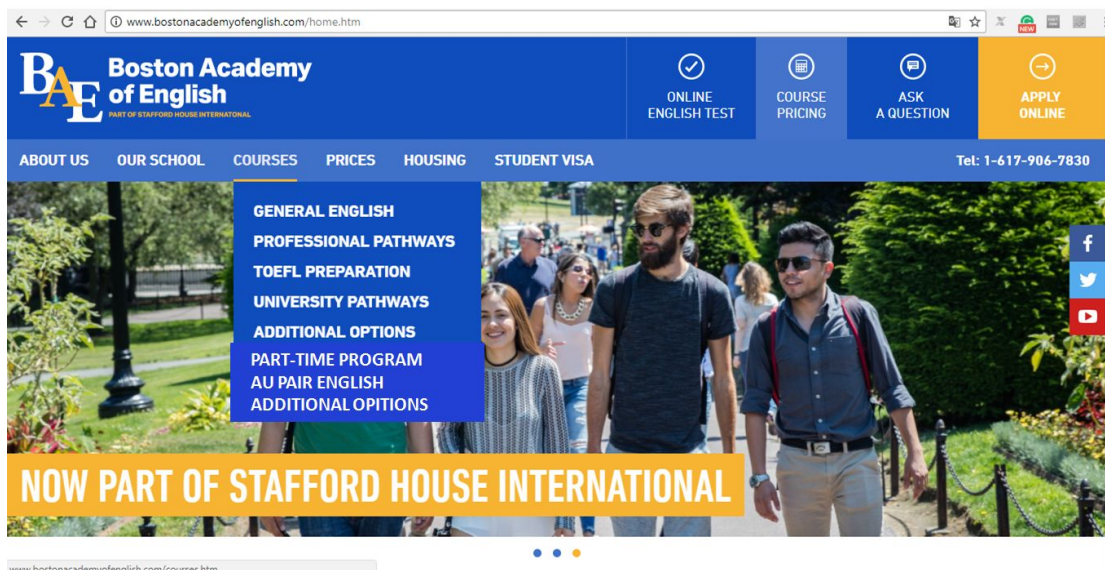
The plan is to start with a campaign promoting the Part-Time Program. Facebook has its own Analytic tool. Using it, it is possible to evaluate the efficiency of making this approach. Depending on results, it is valid to consider investing more or not.

6.3. Improving website

- **Making these options more visible**

Now Part-Time Program is hidden on the website under a tab called “Additional options” in “Courses” at Menu bar. The first thing to do is to make this option more

visible. Instead of “Additional options”, “Part-time Program” and “Au Pair English”. By doing this, the main URL will not change and the ranking position at the organic search will not be lost. Another step to be taken is to make Stafford House name bigger. It would look like this:



- **Creating more content**

The Part-Time Program should be better explained on the website, so the new customer will not have doubts after reading for the first time. Also, producing multimedia content makes it easier to understand. So in this new format, the website would provide videos of current students, infographics explaining the educational plan and text itself.

Not only about the course, but valuable information to help with our consumer needs. It is a way to attract potential customers in the first stage of the consumer process: identifying a problem. Also, this tool is very helpful on the next stage, which is “search”. This can be provided by a blog on the website. A good frequency for blog posts is once or twice a week, considering the audience. Examples of content would be:

- Key sentences to survive in the US
- How to learn English by watching movies and listening to music

- 7 reasons to improve your English skill by this year
- Well Said: monthly pronunciation tips

- **Content available in other languages**

As the school wants to have level 1 students, this people should be able to find information in their native language. The survey showed us that the most popular languages are Spanish (50%), Portuguese (25%), and all the others only have one student each (German, Thai, and Russian).

Also, the research from The Immigrant Center, Inc. stated that the large proportion of immigrants in Massachusetts originated from Latin America (34.8%) followed by Asia (27.6%) and Europe (26.1%). And, in terms of country of birth, the dozen most frequent countries of origin for immigrants are, in order, Brazil, China, Dominican Republic, Portugal, India, Haiti, Vietnam, Canada, El Salvador, Guatemala, Cape Verde and Russia. With this information, it is possible to infer that would be a nice idea to have content in Portuguese, Spanish, Chinese, Vietnamese and Russian.

6.4. Facilitating first purchase

Part of the audience are lower-income people, making this kind of purchase decision is a high-involvement one. To make them more comfortable with the contract, a suggestion would be to give the level-test and first class for free. By doing it, new customers would feel more welcomed and more confident one spending money here. It would be tested for three months. Depending on the response, the tactic can be extended.

6.5. Current students as advertisers

This method is already used in the Full-Time program. When a student brings someone who purchases the course, they get a discount. So, the plan is every student who brings someone for the evening class get a discount. It can be morning or Saturday students as well. The discount can be available for other classes, like a module, private

classes or even at a paid activity.

6.6. Group enrollment

The plan here is to offer a discount for groups enrollment. Every group of five people coming and purchasing the course together will get 10% discount on the final price. It is a way to encourage more people to sign up and achieving our goals faster.

7. Obstacles

7.1. Website

The website is not well used. The Part-Time Program is hidden on a tab and the name Stafford House is too small to be read. These two aspects have to be corrected as soon as possible. When it is done, we expect to have more people visiting it and getting to know about the course and school through it.

There are some strengths with the website too. The URL is strong and very well ranked on the organic search. That is why we should not change it for “Stafford House”. A way to manage it is by making the subtitle “part of Stafford House International” bigger.

7.2. Less popular

Boston is the only Stafford House unit with Part-Time Program. That is why it can not be so advertised and the main website and on Instagram. Also, people do not know this program exists. Something that we are overcoming with this Marketing Plan.

7.31. Content available in other languages

One of the biggest obstacles is also an obstacle. Make the content available in other languages can be technically complex, considering coding, and also very expensive. It will need money and time. A way to solve this is instead of providing the same text in different languages, we make clear on every page that we can help in other languages, like what is already done in the e-mails: “We can help in português, español,

中文, 日本語, русский, Tiếng Việt, Deutsche and ไทย”.

7.4. Prices

Comparing to competitors, Stafford House’s prices are more expensive or similar. If we increase the number of students as the expected on our goals, it will be possible to make it cheaper. When we reach all levels (on November, 2019), and at least 55 students, we can make a calculation to decrease the prices.

7.5. Everything is new

Stafford House has never done advertisement before, so we do not know how this plan is going to behave. We are learning as we apply the plan. Nothing is guaranteed. So some of the investments might fail.

8. Specific Budget

8.1. Leaflet

Delivering flyers is part of the strategy to attract more people. The prices for it are on the following lines:

- **Printing**

To print 5000 flyers on 8.5”x11”, side and back print, it is \$169.71. This is exactly what we are going to need for six months, the time we want to invest in this approach.

Size	8.5”x11”
Paper	100 lb
Printed side	Front and back
Quantity	5000
Turn around	9 business day
Price	\$ 169.71

- **Part-Time jobs**

For the person spreading the flyers, the price is \$ 18 per hour.

- **Total to distribute leaflets**

The plan is to have one person working for two hours for six months.

Person for two hours a week	\$ 36
5000 flyers	\$ 169.71
Six months	25 weeks
Price per week (person + flyers)	\$ 42.78
Total	\$ 1069.50

8.4. Facebook Ads

Facebook does not reveal an average price for advertisement. It depends on the target, on how many followers a page already has, how many people we want to reach, etc. But it is possible to set a budget and we will not spend more than that. What is stated on the orientations for creating an ad is that “if you want to spend \$5 a week, you can. If you want to spend \$50,000 a week, you can do that too”. All the money left will be designated to this. Starting with a hundred-dollar investment and measuring results.

8.5. Employee time to apply plan

- To create content for the blog posts once a week, it is necessary two hours of work a week.
- Developing layout and content of Facebook Ad and new flyer, an average of 4 hours. But it will be done only once.

- Improving website will take a three-hour investment, but also it has to be done only once.

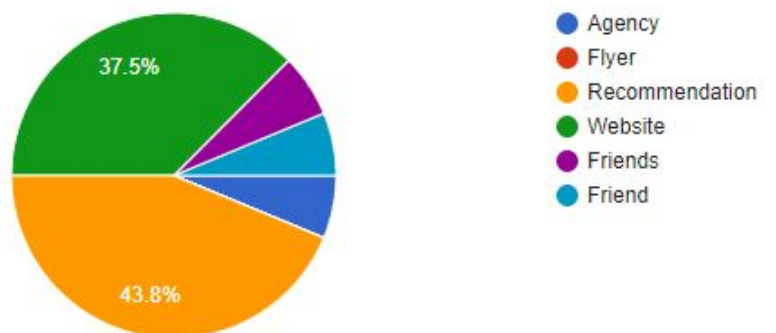
9. Appendix

The group did a survey using Google Form with another group where we had interviewed 16 of the evening students. Here are the results:

For this question, only 12 of the 16 students answered.

How did you know about the course?

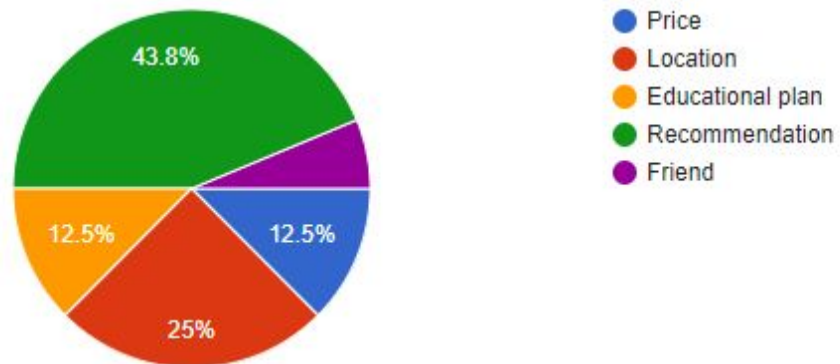
16 responses





Why did you choose Stafford House?

16 responses



What brought you to Boston?

16 responses

