Madison Avenue Comes to Campus
Higher Education Challenge

• The entire business model of higher education is changing

• Traditional sources of income are being challenged by the economy:
  – Endowments shrinking
  – Donations/philanthropic funding down
  – Fed & State governments cutting funding

• Reaching a cap on how much colleges can charge for tuition & fees
Higher Education Key Performance Indicators

- Admission acceptance and yield rates
- Financial aid policies
- Graduation rates
- Rankings in third party influencer publications
- Endowment size
- Staff and faculty recruitment
- Faculty student ratio
- Average class size
- Alumni giving amount and participation rates
- Higher Education Brand Equity
What is branding really about?

“a brand is a **promise** we make to our stakeholders – and to ourselves; **a brand is shaped by each experience** our stakeholders have with us”
How do schools compare to brands?

Most Friendly
- Florida State University
- North Carolina State University
- University of Maryland
- University of California-San Diego
- University of Texas at Austin

Most Upper Class
- Princeton University
- Harvard University
- Yale University
- Cornell University
- Dartmouth University

Most Intelligent
- Princeton University
- Yale University
- Harvard University
- Cornell University
- Johns Hopkins University

BrandAsset® Consulting: 12 months ending September 2010 All Adults
BrandAsset® Valuator:
Brand insights on an unparalleled level

**The Largest Study of Brands**
- 710k consumers
- 44k brands
- 276 studies
- 51 countries
- $130+ million invested
- Consistent approach across time and markets

**United States BAV**
- Conducted quarterly since 1993
- Brandscape of 3,500 brands
- Panel of 16k consumers
- Custom data can be anchored back to database to get depth and breadth

**Three Key Differentiators**
- Category agnostic
- Tied to financial performance
- Brand building not product selling

**A Comprehensive Set of Measures**
- Brand health
- Brand imagery/ personality
- Consumer funnel: Usage, Preference, Consideration, Loyalty

**Continually Developing**
- Bob Jacobsen and Natalie Mizik
  *Tie compustat valuation and brand metrics*
- Kevin Keller
  *Brand resonators and funnels*
- David and Jennifer Aaker
  *Leading emotional Attributes*
- Rajeev Batra
  *Power of a global brand*
Essential Brand Dimensions: The Four Pillars

- **ENERGIZED DIFFERENTIATION**: The brand’s point of difference.
- **RELEVANCE**: How appropriate the brand is to you.
- **ESTEEM**: How well regarded the brand is.
- **KNOWLEDGE**: An intimate understanding of the brand.

**Percentile rank compared to all other brands in the BrandScape**

- **Brand Strength**: Leading Indicator (Future Growth Value)
- **Brand Stature**: Current Indicator (Current Operating Value)
PowerGrid of Brand Lifecycle

Brand Strength
(Energized Differentiation & Relevance)

Brand Stature
(Esteem & Knowledge)

Niche or Unrealized Potential

Leadership

Mass Market

New, Unfocused or Unknown

Commodity or Eroded

[Diagram with brand logos and metrics]
Traditional marketing metrics failed to capture fundamental weaknesses in AOL’s brand.
What are the benefits of a strong brand in higher education?
Schools with stronger brands have larger endowments

\[ y = 1.89x + 6.0348 \]

\[ R^2 = 0.46 \]

BrandAsset® Consulting: 12 months ending September 2010 All Adults; Endowment and BrandAsset Score are logged.
Schools with stronger brands have higher enrollment rates

\[ y = 0.3691x - 0.1972 \]

\[ R^2 = 0.34 \]

BrandAsset® Consulting: 12 months ending September 2010 All Adults; BrandAsset Score is logged.
Brand Dimensions for Higher Ed

DIFFERENTIATION
The brand’s point of difference.

ENERGY
The brand’s sense of direction.

RELEVANCE
How appropriate the brand is to you.

ESTEEM
How well regarded the brand is.

KNOWLEDGE
An intimate understanding of the brand.

Brand Strength
Leading Indicator
Future Growth Value

Brand Stature
Current Indicator
Current Operating Value

Percentile rank compared to all other brands in the BrandScape

- Relates to uniqueness and premium worth.
- Relates to community identity, attachment and momentum.
- Relates to accessibility and connection to school.
- Relates to prestige, selectivity and endowment size.
- Relates to depth of experience with the school.

- Relates to accessibility and connection to school.
Grid of Educational Equity Pillars: Private Sector Brands

BrandAsset® Consulting: 12 months ending September 2010 All Adults
Corporate best practices to unlock your brand

Finding your North Star

Appealing to all Stakeholders

Cultivating Brand Resonators
Finding your North Star
Green Mountain’s Challenge

The coffee category was overcrowded with many “me too” players. Green Mountain redefined the meaning of relevance, attracting new consumers with an inspired perspective on coffee.
Green Mountain found an ownable space to create a new coffee experience.
Green Mountain: Solution

Brand Idea
Inspiring Coffee

Total Communications Idea:
A revelation in every cup

Campaign Idea:
A transformative experience (drinking coffee) that helps consumers regain perspective to focus on the things that matter

Channel Idea:
Unique and unexpected media placements, and utilized technology to allow consumers to share their revelations and eventually make them known to all of Boston
Fresh packaging to support brand idea
Drawing consumer in with bus shelter & transit cards

“I REALIZED
AN HOUR IN TRAFFIC IS AN HOUR OUT OF THE OFFICE.”

“I REALIZED
THAT FUEL FOR THE ROAD DOESN’T MEAN GASOLINE.”

“I REALIZED
GOOD COFFEE SHOULD BE GOOD FOR THE WORLD.”

“I REALIZED
MY BEST WORK ISN’T ALWAYS DONE AT MY DESK.”
Delivering the “Revelation” campaign using out-of-home advertising
Traditional media placements, such as op-ed newspaper section
Through its differentiated positioning, Green Mountain is gaining equity with coffee drinkers nationally.
Lesson 1:
An ownable position is key to standing out

BrandAsset® Consulting: 12 months ending September 2010 Adults with Knowledge 5-7 of the 48 Educational Institutions: X-axis (31.34%); Y-axis (8.07%)
Appealing to all Stakeholders
LG’s Challenge

LG targeted many consumer segments, but needed to find a unifying center of gravity that was different and relevant for all. It captured its essence in the simple phrase: Life’s Good.
Life’s Good pulled LG’s brand benefits together into an authentic, engaging idea

LG links core brand benefits with the brand’s foundation to give rational & emotional meaning to Life’s Good:

Enriching lives through technology by creating breakthrough innovation
LG targeted young adults by demonstrating how Life’s Good puts entertainment in your pocket.
LG’s home appliances for moms

LG targeted moms by demonstrating how Life’s Good makes daily chores a breeze.

- 8 Motion Washer
- Steam Washer
- 4D Fridge Banquet
LG’s home electronics for men

LG targeted men by demonstrating how Life’s Good when you have a great picture.
Targeted applications of Life’s Good helped LG gain equity with all stakeholders.
Lesson 2: A brand is shaped by all stakeholders

Prospective Students and their Families
Current Students and their Families
High School Teachers and Counselors
Facility and Staff
Alumni
Donors

Attracting the right student
Curriculum decisions
Community building
Information to decision influencers
Media and educational opinion leaders
Recruit and retain faculty & staff
Academic publishing and conferences
Shared friendships and experiences
Reunion and continued engagement
Motivate donors
Inspire foundations and philanthropists
Strategic partnerships
Higher education brands must appeal to all stakeholders to drive supply of donations and applications.

Ivy institutions have more Energy with older individuals, while Liberal Arts resonate more with younger adults.

Liberal Arts have more Energy with older individuals, while Ivy institutions resonate more with younger adults.
Cultivating Brand Resonators
Burt’s Bees Challenge

Burt’s Bees was a niche product with an extremely passionate yet small consumer following. Harnessing the voice of advocates was key to increasing sales in the most cost-effective way.
Burt’s Bees: Solution

Brand Idea
The Greater Good

Total Communications Idea:
Naturally Irreverent

Campaign Idea:
Use the bees as the spokesperson and give the bees a personality to let them be the voice of the brand

Channel Idea:
Be irreverent and effective in reaching masses through a mix of traditional (even in non-traditional ways) and viral efforts to give brand zealots tools to pass along the message
Print Advertising to deliver the message

“Bee to Bee”

What you put on your skin gets absorbed, so why use chemicals? At Burt’s Bees, we scour the good earth for the most natural and effective ingredients to put in all of our people-care products.

We’re not just natural, we’re seriously natural.

Our bees work hard to collect the pollen that becomes the beeswax in our natural Hand Salve. It’s also packed with botanical oils, herbs and vitamins. To try Burt’s Bees natural products, make a beeline to a store near you or visit burtsbees.com.

To try Burt’s Bees natural products, make a beeline to a store near you or visit burtsbees.com.

This Burt’s Bees ad is printed on paper made with recycled material.
Website redesign to support the brand

New Design
Content
Navigation and Structure
Functionality
Interactivity
Creating online community & advocacy groups – The Hive

The Hive section of the website was created to allow like-minded consumers to interact and talk about the product.

It also created another distribution vehicle.
Strategically placed online creative

Burt’s Bees offers a whole line of products that are every bit as natural and effective as our world famous lip balm.

For everything from your head to your toes, visit burtsbees.com

InStyle

REAL SIMPLE

iVillage
By leveraging the voice of core resonators, Burt’s Bees expanded its audience, increasing equity and usage.
Lesson 3:
Alumni are a powerful resource!

Alumni equity of own school compared with other schools

2.7X
ENERGY
Community identity
Attachment Momentum

2.1X
DIFFERENTIATION
Uniqueness
Premium worth

1.7X
RELEVANCE
Accessibility
Connection to school

1.3X
ESTEEM
Prestige
Selectivity Endowment

1.3X
KNOWLEDGE
Depth of experience

Alumni equity of own school compared with other schools

Community identity
Attachment Momentum

Uniqueness
Premium worth

Accessibility
Connection to school

Prestige
Selectivity Endowment

Depth of experience
Harnessing the power of your brand will drive new donations and applications
Lessons in higher education branding

Finding your North Star

An ownable position is key to standing out

Appealing to all Stakeholders

A brand is shaped by all stakeholders

Cultivating Brand Resonators

Alumni are a powerful resource!
Y&R.Edu – Targeted Practice

BrandAsset Consulting helps education and business marketers assess and drive the strategic direction of their brand asset, using the world’s most comprehensive study of brands.

Brand Buzz is a small user-friendly Agency within a large global network that provides strategically driven integrated marketing solutions.
Y&R.Edu Team

285 Madison Avenue
New York, NY 10017

www.brandassetconsulting.com  www.brandbuzz.com

<table>
<thead>
<tr>
<th>Tim McGowan</th>
<th>Rachel Parkin</th>
<th>Anne Rivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Partner</td>
<td>VP, Account Director</td>
<td>SVP, Director of Brand Strategy</td>
</tr>
<tr>
<td>Y&amp;R Education Group / BrandBuzz</td>
<td>BrandAsset® Consulting</td>
<td>BrandAsset® Consulting</td>
</tr>
<tr>
<td><a href="mailto:tim.mcgowan@yr.com">tim.mcgowan@yr.com</a></td>
<td><a href="mailto:rachel.parkin@brandassetconsulting.com">rachel.parkin@brandassetconsulting.com</a></td>
<td><a href="mailto:anne.rivers@brandassetconsulting.com">anne.rivers@brandassetconsulting.com</a></td>
</tr>
</tbody>
</table>
Tim McGowan
Tim McGowan is a Senior Partner of Y&R Education Group. For the past seven years, he has led Y&R’s Sanford Brands (Sharpie, Paper Mate etc.) and Pella Windows accounts. Currently, he leads its LG Electronics and Y&R Education Group efforts. Tim holds a BS in Public Relations/Journalism from Utica College of Syracuse University. He is the parent of two current college students — a son at Tufts University and a daughter at NYU.

Rachel Parkin
Rachel is VP, Account Director at BrandAsset® Consulting. Rachel has ten years of experience in empirical analysis applying statistical techniques and econometric methods. She has worked across a number of industries including media, telecommunications, consumer products, non-profits, and apparel. Prior to joining BAC, Rachel was a Senior Associate at CRA International. In her work at CRA, Rachel developed analytical methods and econometric models to evaluate the competitive effects of proposed mergers. Rachel earned her Ph.D. in Business Economics from Harvard University where she studied organizational economics, strategy, and industrial organization. Rachel received a B.A. in Economics from the University of Virginia.

Anne Rivers
Anne is SVP, Director of Brand Strategy at BrandAsset® Consulting, where she focuses on Retail, Apparel, Financial Services, Consumer Packaged Goods and Travel brands. Anne’s prior experience includes leading the strategy, business development and corporate finance efforts at Broder Bros., Co., drugstore.com, inc. and GiftCertificates.com. Anne was also a Vice President in Investment Banking at Bear, Stearns & Co. Inc. in the Global Industries Group focusing on retail and consumer companies, and she held several marketing and finance positions at Fidelity Investments. Anne has an M.B.A. from the NYU Stern School of Business and an A.B. in Economics from The University of Chicago.