Cornell College of Engineering

Background and Initial Information for Marketing Strategy Task Force

March 12, 2019

The Vision

A future where Cornell Engineering is broadly recognized as one of the greatest engineering colleges in the world.

Siegelvision is assisting the Dean and COE marketing team with a plan to elevate the College's reputation among key audiences that has:

- Clearly defined and aligned upon success metrics.

- A grounding in strategy, not reactive/tactical.

- Informed decision making based on input from key stakeholders/data.

- An articulation of the resources (budget, staff, timelines) necessary to execute recommendations.

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BREAKING THE RULES to DO GREAT THINGS

Siegelvision's Current Assignment

Measurement and Evaluation Program for COE Marketing Strategy

- Guidance on metrics prioritization
- M&E framework and vendor options

Brand Voice Refresh

- Brand positioning
- Narrative
- Key messaging
- Visual identity system
- Social and digital recommendations

Industry Engagement Program

Provide preliminary findings and recommendations on

- Target audiences
- Channels and tactics

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Siegelvision's Current Assignment cont.

Implementation Plan

Timelines, resources, and budgets necessary to execute recommendations.

Siegelvision Current Assignment: Work to Date

Siegelvision has executed a **robust initial discovery** process and developed **preliminary recommendations,** which we will review today.

ECC Marketing Strategy Task Force

Purpose:

Provide input to Dean Collins and the Cornell College of Engineering on marketing strategy to improve reputation among corporate stakeholders on par with Stanford, MIT and other best-in-class universities.

The Path Forward

Siegelvision and the COE marketing/leadership team will move forward to validate and expand on the initial finding.

ECC Task Force will provide guidance and expertise on industry engagement key considerations, messaging, strategies and tactics.

Measurement & Evaluation

Discovery Process

Siegelvision has completed a comprehensive audit of the COE marketing measurement and evaluation system including:

- **Internal marketing metrics sources**
- **Reporting from external partners**
- **Current measurement and evaluation processes**

Key takeaway: Begin with the end in mind

There is an opportunity to advance COE marketing's measurement approach beginning with an alignment of priority goals and objectives for the COE marketing team.

Proposed Measurement & Evaluation Framework Development Process

Objectives Prioritization

Marketing Plan Development

Set Baselines	Set Growth Targets

COE Dashboard Development

Update Dashboard (quarterly – yearly)

What could you be measuring?

Brand tracking study: A quantitative study of awareness, perceptions and likelihood to support COE, segmented by key audiences and ideally by those who have and have not been exposed to promotional campaigns.

Internal quantitative measures: i.e. funding and yield, etc.

Qualitative measures: These capture intangibles that can't be quantified. How do students describe the COE experience, etc.?

KPIs: Marketing tactics should have KPIs and goals set against them. This allows you to determine the success/failure of tactics and allows you to make informed decisions about future funding levels.

What objectives should be prioritized?

Based on our preliminary discovery we recommend prioritizing the following metrics.

While not inclusive of the entire universe of objectives you will measure, these would receive the most attention and resources if identified as top priorities.

Brand health among key audiences (not gen pop)
- Brand tracking study, segmented by audience and promotional campaign exposure.

Industry & foundation support
- Number of partnerships, total research funding, etc..

Student body quality
- Applications, acceptance rate, **yield** and diversity.

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DRAFT Marketing Plan Framework

A future where Cornell Engineering is **broadly recognized** as one of the **greatest engineering colleges in the world.**

Vision

Territories

Key External Audiences	Students (Current and Prospective)	Educational Community (Internal and External)
• Alumni • Industry leaders in key areas • VC/Finance community • Others?	• Current students • Prospective students • Parents/Families	• COE faculty and staff • Cornell University System - Ithaca, Cornell Tech, Weill • Peer engineering schools
• Brand health • Alumni giving • Industry partnerships • Research funding	• Brand health • Applications • Yield • Diversity of student body	• Brand health • University partnerships • Publications

Audiences

Objectives

Discussion:

- **What questions or feedback do you have on the measurement and marketing plan frameworks?**

Brand Voice Refresh

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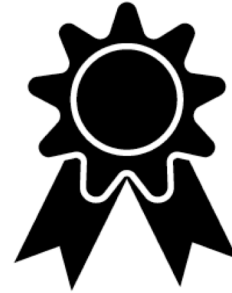
Discovery to date (more to come)

Spoke with
50+ Stakeholders

Recruiters
Administrators
Faculty
Students

Reviewed
200+ Documents

Websites
Brochures
Articles

Analyzed
10 Competitors

Marketing
Communications
and Thought
Leadership

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Key takeaway: Breaking down "breaking the rules"

"Breaking the rules" is an ethos not a slogan.

Align the College's positioning of unconventional thinking with its other core attributes and provide more guidance and flexibility to express the brand identity.

Cornell Engineering is for rule breakers and difference makers.

It's a place of **intellectual diversity, experiential learning** and unusually **strong collaboration**. It was engineered for those with an **entrepreneurial spirit**, a **multi-disciplinary bent** and a singular focus on **solving the world's greatest problems.**

Messaging Testing

As a next step we propose testing the refreshed positioning and messaging with key audiences via:

Survey Validation (with existing lists)
- Alumni, peers, students, industry

Message Testing with Unaffiliated Industry Audiences
- As part of a broader industry audience study

Preliminary Recommendation: Channels and Tactics

We recommend a number of potential new channels and tactics to elevate the brand and deliver results against your key objectives:

Some examples include:

COE Website: Develop landing pages with messaging and content optimized against key audiences with clear conversation goals, supported by paid media.

Social Media Toolkits: An ultra low cost way to activate students, alumni, faculty and other audiences who want to support the College.

Internship Programs: Partner with the design school, photography etc. as a low cost, high impact way to unlock resources to help develop marketing content.

Discussion:

- **What high impact channels, tactics or partners should we consider as we develop the implementation plan?**

Industry Engagement

Discovery Process

Siegelvision has completed over a dozen interviews with COE faculty and staff including:

- **Faculty engaged in successful industry partnerships**
- **Vice Provost for Research Emmanuel Giannelis**
- **Staff from the Office of Sponsored Research and Center for Technology Licensing**

We have also conducted an external audit of academic/industry partner programs

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Discovery Process

NOTE:

Our preliminary findings represent feedback mainly informed by internal COE audiences and require validation with external industry audiences.

Potential Challenges

The Previous IP policy was perceived as a disincentive for partnership
- From our internal discovery, there appears to be a perception among industry that Cornell is not open for business (needs validation).

Location
- There is a perception among faculty that Ithaca is a barrier to partnership.

Coordination across COE and Cornell University
- There is an opportunity to better leverage connections and touchpoints across COE administrative functions and with Cornell University.

Areas of Opportunity

Huge network of alumni in senior positions across industry
- They have not been activated around research partnerships yet and present a significant opportunity.

World class facilities and expertise in high demand research areas
- Data science, advanced materials, bioengineering, energy and environment.

Leverage points with Cornell Tech and Weill Cornell Medicine
- Leaders in bioengineering and applied engineering in the the heart of NYC.

ECC Task Force Work Activities

Taskforce Charter: College Assessment

1. Define criteria most important to corporations in selecting University sponsored research.
2. Develop public view of Cornell image by evaluating what is said and written by credible third parties.
3. Identify metrics to allow measurement of criteria and answer the question "how do we know when we have achieved the desired end state?"
4. Complete a Gap Assessment of Cornell versus Stanford, MIT and other best in class universities to define potential areas for improvement.
5. Identify areas of strength unique to Cornell (experiential learning, entrepreneurship, etc.) and their importance to this segment.

Taskforce Charter: Roadmap

Propose actions to close gaps between current and future state, priorities and timeframe.

Taskforce Charter: College Messaging with Industry

Develop key messages for the college (elevator speech) that should be incorporated in targeted communications and promotional materials.

Taskforce Charter: Marketing Communications

1. Evaluate existing communications accessible by corporations for fit with messaging and recommend prioritized set of modifications as necessary.
2. Develop creative ideas for how the ECC members and alumni can help to "Get the Message Out." (For example, ECC member Op-Eds, ECC engagement with ratings agencies, etc.)
3. Document all ideas on how to promote Cornell among potential corporate sponsors
4. Act as a focus group to test communications developed by Siegelvision

Discussion:

- What inputs do you have for the Task Force as they get started?

Next Steps

Formation of ECC Marketing Strategy Task Force.

Additional discovery conversations/focus groups with alumni/faculty/staff/industry.

Survey testing of positioning and messaging.

Solicit proposals from partners and investigate internal resources options and costs.

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