

Marketing Procedure

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Responsible Officer:	Chief Marketing Officer
Functional Owner:	Head of Course Marketing
QCI Owner:	Quality Manager
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Version:	<p>Following the annual review of Open Colleges' policies and procedures in 2013-14 it was determined that an additional procedure relating to the activities of the Marketing and Communication Division, specifically the development of course pages and course brochures, would be a valuable extension of PR1.1. This procedure is approved by the ETAB.</p> <p>Version 2: 1 April 2015 - minor amendments were made to PR1.3 to reflect the current organisational structure and processes. This version did not require ETAB approval.</p>

Scope:	Course Type	Nationally Recognised Training
	RTOs:	Open Colleges Pty Ltd IC&M Training Pty Ltd College of Fashion Design Pty Ltd
	Partner RTOs	Yes

Communication:

All Policies, Procedures, Forms and Guidelines are loaded into the Quality Management System (QMS) in Firefly. This will automatically update documents in OCTiVE and OpenSpace. Updates are communicated to staff through Firefly Chatter, Trainers and Assessors through OCTiVE News and students through the Student Lounge in OpenSpace.

Background

The Chief Marketing Officer is responsible for ensuring that all marketing and promotions activities are accurate and align with the principles outlined in the Recruitment, Admissions and Enrolment Policy (PO1). This procedure outlines the Marketing and Communication Division's processes and how they ensure compliance against the Policy and the requirements of *Standards for RTOs (4, 5)*.

To attract prospective students Open Colleges undertakes a range of marketing activities. The Marketing and Communications Division undertakes five core activities:

1. Brand Management
2. Digital Performance
3. Business Intelligence and Analytics
4. Web Development & Technology
5. Course Marketing

1. Brand Management

The aim of the Brand Management Team is to increase brand awareness among potential students and to maintain the brand profile of Open Colleges.

The mission of Open Colleges is to empower people to improve their lives through learning. Open Colleges is passionate about removing barriers to learning.

The Executive Team is responsible for the development and articulation of the institution's brand values, consistent with the organisations mission and strategic direction. This is undertaken in consultation with the Board of Directors, Education and Training Advisory Board and Leadership Team.

The Brand Management Team is responsible for the development and promotion of the Open Colleges' brand to prospective students, stakeholders and the general public.

The Open Colleges brand is promoted and managed through various activities, including:

- Television advertising and other broadcast media
- Public relations campaigns
- Online banner advertising and video campaigns
- Social media management.

Specifically:

- Campaigns are planned by the Head of Brand and Communication
- Campaigns aim to improve the visibility of the Open Colleges brand
- Campaigns are implemented in house within Brand Management Team
- Creative assets for these campaigns are developed by the Web Development and Technology Team through the internal briefing process
- Campaigns are checked and reviewed by Head of Brand and Communication and Chief Marketing Officer prior to publication
- Any campaign promoting a single course or Faculty is checked reviewed by Head of Brand and Communication, Chief Marketing Officer and Head of Faculty prior to publication
- Results are reviewed post campaign by the Digital Intelligence Manager and the Head of Brand and Communication using brand awareness benchmarks for continuous improvement.

2. Digital Performance

The aim of the Digital Performance Team is to encourage prospective students to visit the Open Colleges website to learn more about studying with Open Colleges. This is managed through various digital marketing campaigns, including:

- Direct 'pay per click' advertising on major search engines; and
- Organic search engine optimisation.

Specifically:

- Campaigns are developed and implemented by the Digital Performance Manager
- Campaigns involve fee-for-service arrangements with digital media vendors
- Campaigns are checked and reviewed by the Chief Marketing Officer prior to publication
- Any campaigns directly related to a course or Faculty are checked by the Chief Marketing Officer and Head of Faculty prior to publication
- Results are reviewed and optimised on an on-going basis by the Business Intelligence Manager and the Digital Performance Manager using performance benchmarks for continuous improvement.

3. Business Intelligence

The Business Intelligence Manager is responsible for analysing and interpreting data and information to inform decisions within the Marketing and Communication Division and throughout the wider organisation.

The Business Intelligence Manager provides reports and analysis on:

- Student demographics (such as age, gender, location)
- Enrolment numbers and trends
- Website performance
- Campaign performance

This information is used to inform operational decisions, and allows the Marketing and Communication Division to understand student audience, build functional and informative websites and develop relevant marketing campaigns.

Specifically:

- Student demographic data is used to develop specific audience segments and allows the Brand Management Team to develop specific messaging strategies to communicate with target student audience groups.
- Student enrolment data is used to identify trends within specific course areas or Faculties, and then helps to inform priorities for new course development or to prioritise marketing campaigns by course area
- Website performance analytics is used to measure how potential students access information on the Open Colleges website. This allows the Web Development and Technology Team to develop more efficient ways to gain access to the information they want (e.g., specific website designs for mobile phones or tablets)

Data is sourced from Firefly and other website analytics tools.

4. Web Development and Design

This team is responsible for building and maintaining the Open Colleges websites, and developing the creative assets used in marketing communications campaigns.

Specifically the Web Development and Design team are responsible for:

- Maintenance of the Open Colleges group websites;
- Creative assets such as banner advertising, videos and email templates; and
- Production of course brochures.

Producing course brochures and updating the website with new/updated courses is covered in 6 and 7 below, respectively.

5. Course Marketing

The Head of Course Marketing is responsible for managing the marketing of the Open Colleges' course portfolio. This is undertaken in consultation with the Faculties and includes:

Positioning and messaging strategies:

- Identifying appropriate positioning and unique selling points for courses
- Identifying appropriate target audience segments for courses
- Developing messaging strategies to appeal to these target audience segments

Market and competitor insights

- Research of the VET industry
- Understanding of current macro-environment trends
- Maintaining knowledge of competitor course and service offerings
- Comparing competitor courses with Open Colleges

Training of the Student Recruitment Division (SRD)

- Providing training to new employees as part of the SRD induction process
- Providing training to current employees on new courses
- Development of training resources for new courses

Contributing to new course development

- Researching potential market opportunities
- Development of the Business Case and Course Gross Profit Analysis (see *PR2.1 Course Design and Planning Procedure* and *PR2.2 Course Development and Release Procedure*).
- Development of the course brochure and course website material for new courses (see section 6 below)

Contributing to new course development

- Facilitating feedback from the Student Recruitment Division to the appropriate Faculty relating to course improvements
- Market and competitor analysis to identify potential course improvement areas
- Amendment of the course brochure and course website material for course improvements, as necessary (see Section 6 and 7 below).

6. Website Development – creating a new course page:

A new course webpage is developed in the following five steps

- 6.1 Create webpage content
 - 6.1.1 The source document for the course web page is the finalised (signed) Learning and Assessment Strategy (LAS) which is loaded by the Learning Designer within Course Development 20 days prior to course release
 - 6.1.2 The LAS is sourced from the Quality Management System (QMS) in Firefly – an email alert is sent to the Product Marketing Manager when a new LAS is loaded
 - 6.1.3 The Learning Designer creates a job in JIRA with details of the course, including the LAS. JIRA automatically assigned the job to the Course Marketing Manager.
 - 6.1.4 The Digital Copywriter drafts the webpage content in word format, based on information in the LAS
 - 6.1.5 The Course Marketing Manager reviews the word document and edits the content if necessary
 - 6.1.6 The Course Marketing Manager briefs the Design team on sourcing a web page image for the course.
- 6.2 Load content to pre-production website
 - 6.2.1 The Course Marketing Manager creates a new course page through the Content Management System (CMS) on the pre-production website <http://preprod.opencolleges.edu.au/admin/>
- 6.3 Review content on the pre-production website
 - 6.3.1 The Course Marketing Manager reviews the content on the pre-production site against the LAS and makes any edits using the CMS as necessary
 - 6.3.2 The Design team supplies the Course Marketing Manager with a selection of images for use on the course web page
 - 6.3.3 The Course Marketing Manager uploads the selected image to the pre-production course page
 - 6.3.4 The Course Marketing Manager sends the pre-production URL to the following stakeholders for review 14 days prior to course release:
 - Head of Course Marketing
 - Head of Portfolio (or representative)
 - Learning Designer
 - Manager Academic Governance (or representative)
 - 6.3.5 Each stakeholder reviews the pre-production website against the LAS and makes suggests changes to the Course Marketing Manager through the JIRA system
 - 6.3.6 The Course Marketing Manager compiles and reviews the suggested changes and applies the agreed changes to the pre-production course page.
- 6.4 Approval of content on the pre-production website
 - 6.4.1 The Course Marketing Manager sends the revised pre-production course webpage to the following:
 - Head of Portfolio (or representative)
 - Head of Course Marketing
 - Learning Designer
 - Manager Academic Governance (or representative)

- 6.4.2 Each stakeholder reviews the revised pre-production webpage. If they need to compile further edits, they send suggested changes to the Course Marketing Manager as a comment in the JIRA job
- 6.4.3 If there are no further changes, each stakeholder gives their final approval to the Course Marketing Manager.
- 6.5 Publish content on the production website
 - 6.5.1 The Course Marketing Manager transfers the content and image from the pre-production course page to a new course page through the CMS on the production website
 - 6.5.2 The Course Marketing Manager publishes the course web page on the production site by setting the 'available from' date to a past date
 - 6.5.3 The Course Marketing Manager advises the following stakeholders that the course web page has been published to the production website:
 - Head of Portfolio (or representative)
 - Head of Course Marketing
 - Learning Designer
 - Manager Academic Governance (or representative)
 - 6.5.4 If the course is an existing course, the existing webpage is archived within the website Content Management System.

7. Brochure Development:

A new course brochure is developed in five steps:

7.1 Content Creation

- 7.1.1 The source document for the course brochure is the finalised (signed) Learning and Assessment Strategy (LAS) which is loaded to the Quality Management System (QMS) by the Learning Designer within Course Development 20 days prior to course release
- 7.1.2 The LAS is sourced from the Quality Management System (QMS) in Firefly – an email alert is sent to the Course Marketing Manager when a new LAS it is loaded to the Quality Management System (QMS)
- 7.1.3 The Learning Designer creates a job in JIRA with details of the course, including the LAS. JIRA automatically assigned the job to the Course Marketing Manager.
- 7.1.4 The Digital Copywriter drafts the brochure content in word format, based on information in the LAS
- 7.1.4 The Course Marketing Manager reviews the word document and edits the content if necessary.

7.2 Design Brochure

- 7.2.1 The Course Marketing Manager sends the brochure text in word document format to the Graphic Designer
- 7.2.2 If necessary, the brochure template files and a brief on images required are also sent to the Graphic Designer. The InDesign files of other brochures and templates are stored on the Z drive.
- 7.2.3 The Graphic Designer designs the brochure using the template and text required and sends the PDF draft version of the brochure to the Course Marketing Manager

7.3 Review Brochure

- 7.3.1 The Course Marketing Manager reviews the PDF against the word document text originally supplied and the LAS. If any changes are to be made, the Course Marketing Manager marks them up electronically in the PDF
- 7.3.2 The Digital Copywriter then sends this marked up PDF to the following stakeholders for review 14 days prior to course release:
 - Head of Course Marketing
 - Head of Portfolio (or representative)
 - Learning Designer
 - Manager Quality and Compliance (educational division)
- 7.3.3 Each stakeholder reviews the PDF against the LAS and marks up any suggested changes electronically in the PDF document and sends them to the Course Marketing Manager.
- 7.3.4 The Course Marketing Manager compiles and reviews the suggested changes and applies the agreed changes to the marked up PDF
- 7.3.5 The Course Marketing Manager sends the final marked up PDF file to the Graphic Designer
- 7.3.6 The Graphic Designer makes the required changes and sends the updated PDF to the Course Marketing Manager.

7.4 Approval

- 7.4.1 The Course Marketing Manager sends the revised course brochure PDF to the following stakeholders:
 - Head of Course Marketing
 - Head of Faculty (or representative)
 - Instructional Designer
 - Manager Quality and Compliance (educational division)
- 7.4.2 Each stakeholder reviews the revised course brochure PDF. If they need to compile further edits, they mark them up electronically in the PDF and send to the Course Marketing Manager, who actions the changes with the Graphic Designer
- 7.4.3 If there are no further changes, each stakeholder gives their final approval.

7.5 Publication

- 7.5.1 The Course Marketing Manager uploads the approved course brochure PDF to the 'Product Sheets' section of the Documents folder in Firefly for Course and Career Advisors to access.
- 7.5.2 The Course Marketing Manager uploads the approved course brochure PDF to the Amazon Web Services server so that potential students can access the brochure through the website
- 7.5.3 The Course Marketing Manager advises the following stakeholders that the brochure has been successfully published:
 - Head of Course Marketing
 - Head of Portfolio (or representative)
 - Learning Designer
 - Manager Quality and Compliance (educational division)
- 7.5.4 The Digital Copywriter loads the finalised InDesign files and PDF to the Z drive.

- 7.5.5 The Course Marketing Manager advises social media, campaigns etc – see Brand Management and Digital Performance above
- 7.5.6 If the course is an existing course, the existing brochure is archived on the Z drive

8. Changes or Improvements to Course Information

See PR3.1 Course Continuous Improvement Procedure.

9. Use of the Nationally Recognised Training Logo

The Chief Marketing Officer is responsible for ensuring that the Nationally Recognised Training logo is used in accordance with its conditions of use.

Specifically, the Chief Marketing Officer will ensure Open Colleges:

- Will only use the Nationally Recognised Training Logo in association with the Nationally Recognised Training courses delivered by Open Colleges;
- Will not use the Nationally Recognised Training Logo in association with any unaccredited courses delivered by Open Colleges; and
- Ensure very new member of the Marketing and Communication Division is trained on the use of the NRT logo by the Course Marketing Manager and Chief Marketing Officer during their induction and orientation period. (See QMS).

10. Audit of Marketing Information

See PR11.Pre-Enrolment Information Procedure

Related Forms and Documents

	Location		
	OpenSpace	Website	QMS
Policies			
PO1 Recruitment, Enrolment & Admissions Policy	X	X	X
PO2 Course Design and Development Policy	X	X	X
Procedures			
PR1.1 Pre-Enrolment Information Procedure	X	X	X
PR2.1 Course Planning and Design Procedure	X	X	X
PR2.2 Course Development and Release Procedure	X	X	X
Forms			
FR2.7 Go-Live Checklist			X

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