

Back To The Future...
Marketing Our **Mission**
Fulfilling Our **Vision**

presented by:
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Our Focus:

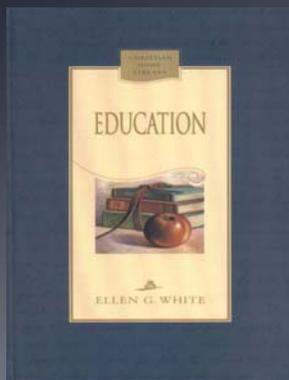
Moving Adventist education back to
the mission/vision that started it!





What is the **Mission** and **Vision** of Adventist Education?

...**Aim of Education**



Mission: “Prepares the student for the joy of *service* in this world

Vision: and for the higher joy of wider *service* in the world to come.”

Education, 13

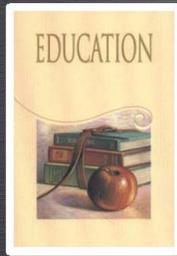
"To everyone who offers himself to God for service, withholding nothing, is given power for the attainment of measureless results."

Christian Service

"Think enthusiastically about everything; but especially about your job. If you do so, you'll put a touch of glory in your life. If you love your job with enthusiasm, you'll shake it to pieces."

-Norman Vincent Peale

Meaning of Education



“True education means more than the pursual of a certain course of study. It means more than a preparation for the life that now is. It has to do with the whole being, and with the whole period of existence possible to man. It is the harmonious development of the physical, the mental, and the spiritual powers.”

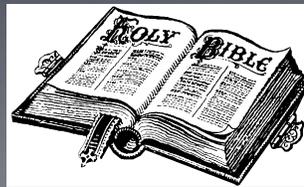
Education, 13

Our Objective

To be recognized as leaders:

- Spiritually
- Academically
- Socially
- Physically
- Financially
- Technologically

"And He gave some apostles, some prophets, some evangelists, some pastors, some teachers; for the perfecting of the saints for the work of ministry for the edifying of the body of Christ."



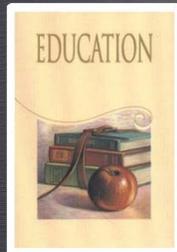
Ephesians 4: 11, 12

To be recognized as leaders

Spiritually

- FROM self-centered TO Christ-centered
- Integrating faith throughout the curriculum
- Personal relationship with God is exemplified by an emphasis in worship and devotional life and joyful service

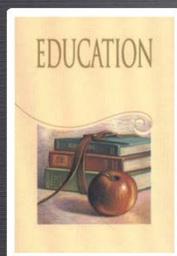
Spiritual Leaders



“Higher than the highest human thought can reach is God’s ideal for his children. Godliness—godlikeness—is the goal to be reached.”

Education, 18

Spiritual Leaders



“In fact, the teacher’s personal habits and spiritual experience should be considered of even greater importance than his literary qualifications.”

Education, 47

To be recognized as leaders

Academically

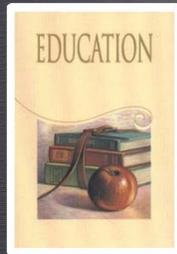
- FROM covering content and moving on
TO teaching for mastery
 - FROM out of context and textbook driven
TO authentic, relevant, meaningful
 - FROM assembly line, one-size fits-all
TO differentiated, honoring students
individual uniqueness
-

Physics Teacher: "Isaac Newton was sitting under a tree when an apple fell on his head and he discovered gravity. Isn't that wonderful?"

Student: "Yes sir, if he had been sitting in class looking at books like us, he wouldn't have discovered anything."

- Teacher: Does it count as differentiated instruction if I print their worksheets in different colors?
 - Kid comes home from 1st day at school. Mum asks, 'What did you learn today?' Kid replies, 'Not enough. I have to go back tomorrow.'
-

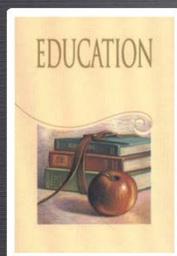
Academic Leaders



“True education is not the forcing of instruction on an unready and unreceptive mind. The mental powers must be awakened, the interest aroused.”

Education, 41

Academic Leaders



“The true teacher is not satisfied with second-rate work. He is not satisfied with directing his students to a standard lower than the highest which it is possible for them to attain.”

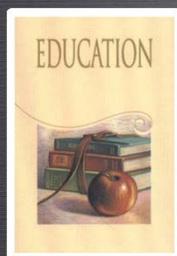
Education, 29

To be recognized as leaders

Socially

- FROM teacher-centered
TO student/parent-centered
 - FROM reaching out to the SDA community only
TO participating in community outreach projects
 - FROM customer satisfaction
TO customer loyalty
-

Social Leaders



“Through unselfish service we receive the highest culture of every faculty.”

Education, 16

Social Leaders



“Let the inquiring minds of the students be respected. Treat their inquiries with respect.”

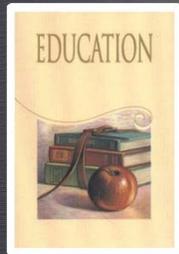
Fundamentals of Christian Education, 390

To be recognized as leaders

Physically

- **FROM** an embarrassment to the community
TO a physical plant that is clean, well-maintained, safe and attractive
 - **FROM** promoting the importance of living a healthy and physical lifestyle
TO implementing a healthy and physically active lifestyle
-

Physical Leaders



“Teach the pupils that a healthful sleeping room, a thoroughly clean kitchen, and a tastefully arranged, wholesomely supplied table, will go further to ward securing the happiness of the family and the regard of every sensible visitor than and amount of expensive furnishing in the drawing room.”

Education, 200

Physical Leaders



“Every youth should learn how to regulate his dietetic habits—what to eat, when to eat, and how to eat. He should learn how many hours to give to study and how much time to spend in physical exercise. . . . The proper regulation of his habits of eating, sleeping, study, and exercise, is a duty which every student owes to himself, to society, and to God.”

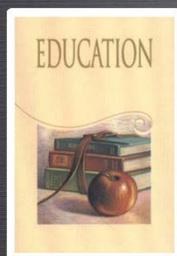
Fundamentals of Christian Education, 26

To be recognized as leaders

Financially

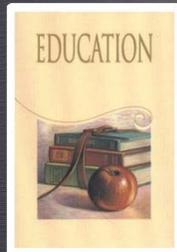
- **FROM** financial irresponsibility
TO faithful stewards of God's and man's money.
 - **FROM** high account receivables
TO a positive cash flow
-

Financial Leaders



“Religion and business are not two separate things; they are one.”
Education, 125

Financial Leaders



“Thus our business or calling is a part of God’s great plan, and, so long as it is conducted in accordance with His will, He Himself is responsible for the results.”

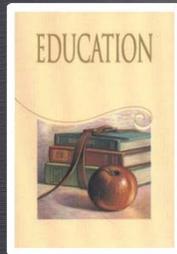
Education, 138

To be recognized as leaders

Technologically

- **FROM** outdated technology
 - **TO** current technology that is used in administration, curriculum and instruction on a regular basis
-

Technology Leaders



“Rightly understood, both the revelations of science and the experiences of life are in harmony with the testimony of Scripture...”
Education, 130

Assignment

List two things that can be done/enhanced at your school to become the leaders:

- Spiritually
- Academically
- Socially
- Physically
- Financially
- Technologically

The 4 “P’s” plus 1

Essentials for Marketing, Recruitment and Retention Success

- *Product*—What is your image?
- *Promotion*—Putting your best foot forward.
- *Place*—Location! Location! Location! A myth or reality?
- *Price*—Cost versus perceived value.
- *Plus*—Mission and Vision

What is your image



Your image should comprise all the visual, verbal, and behavioral elements that make up the organization.

The Visual?

The corporate identity/image:

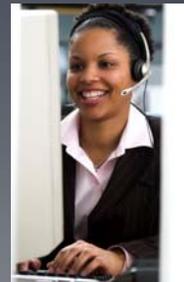
- Name
 - Logo
 - Tagline
 - School colors
 - Uniforms
 - Signage
 - Physical Plant
-

The Verbal?

Service starts with the first few seconds of the first contact. Greet your customers with a smile (even on the phone).

“It’s what you say, not where you say it that matters most.”

Doug Hall,
Jumpstart Your Business Brain



Assignment

1. Draft a picture that portrays your school.
2. Draft a tagline that conveys who you are.

The Behavioral?

By delivering *great customer service—with a positive “can do!” attitude.*



How you think about your customers, is how you will treat them.

“Our lives are not determined by what happens to us, but by how we react to what happens; not by what life brings to us, but by the attitude we bring to life. A positive attitude causes a chain reaction of positive thoughts, events, and outcomes. It is a catalyst, a spark that creates extraordinary results”

-Anonymous

What is the Purpose of a Mission and Vision Statement?

Mission Statement:

Why you exist today and what you are doing to pursue your vision of the future.

Vision Statement:

Describes the future, clarifies reasons to change, and motivates people to take action.

Together they provide direction for your school by focusing your attention on doing things day-to-day to accomplish your mission, while taking steps to pursue your vision of the future.

The Mission

Every Organization has a purpose, a reason for being. Often the mission is why the organization was first created—to meet a need identified years ago.

Remember why your organization exists:

To serve your customer/constituents



Mission Statement

The mission statement should be a clear purpose for existence, purpose, business and values. It can range from a simple sentence to a very complex set of ideas. A school mission statement can help you decide if what you offer and the way you provide it lines up with your educational goals.

In Other Words

- Why do you exist? (*Your Purpose*)
- What products or service do you offer? (*Your Business*)
- What principles or beliefs guide your day-to day work? (*Your Goals*)

Famous Mission Statements

- **3M:** "To solve unsolved problems innovatively"
 - **Mary Kay Cosmetics:** "To give unlimited opportunity to women."
 - **Wal-Mart:** "To give ordinary folk the chance to buy the same thing as rich people."
 - **Walt Disney:** "To make people happy."
 - **Starbucks:** "To inspire and nurture the human spirit— one person, one cup, and one neighborhood at a time."
-

Adventist EDGE Mission Statement

*Educators Delivering **GREAT** Education. . .*

GREAT Broken Down Is:

God-centered,

Results oriented, in an

Environment that nurtures,

Aligned with Adventist and National Standards, and

Team effort.

Assignment

Draft a new or enhance an existing Mission Statement:

- State a purpose.
- Make it easy to understand.
- Make it easy to recite by heart.
- Write it with the customer in mind.
- Make sure it be can used in the daily execution of the faculty and staffs' jobs.
- Make it memorable.

Your Mission Statement, Does it Pass The Test?

1. Does it state a purpose?
2. Is it easily understood?
3. Can it be easily recited by heart?
4. Is it written with the customer in mind?
5. Can it be used in the daily execution of the faculty and staffs' jobs?
6. Is it memorable?

Vision Statement

A picture of the future that is socially meaningful and is measurable.

Why Vision is Essential

1. It clarifies the general direction for change.
 2. It motivates people to take action in the right direction.
 3. It helps coordinate the actions of different people.
-

An Effective Vision Statement is...

Imaginable. Conveys a picture of what the future will look like.

Desirable. Appeals to the long-term interests of employees, donors, customers, stakeholders.

Feasible. Is clear enough to provide guidance in decision-making.

Communicable. Is easy to communicate and fully explain in a short period of time.

Your Vision Statement, Does it Pass The Test?

1. Does it convey a picture of what the future will look like?
 2. Does it appeal to the interests of all stakeholders?
 3. Does it comprise of realistic, attainable goals?
 4. Is it clear enough for decision making?
 5. Is it flexible enough to allow for individual initiative and changing conditions?
 6. Can it be easily communicated and explained?
-

Famous Vision Statements

Ford Motor Company (early 1900's) "Ford will democratize the automobile"

Sony (early 1950's) "Become the company most known for changing the worldwide poor-quality image of Japanese products"

Boeing (1950) "Become the dominant player in commercial aircraft and bring the world into the jet age"

Wal-Mart (1990) "Become a \$125 billion company by the year 2000"

Adventist Edge (2003) "To restore the Southern Union constituents' commitment and passion for Adventist Education, and increase student enrollment by delivering a great education..."

Assignment

Draft a new or enhance an existing Vision Statement:

- Convey a picture of what the future will look like.
- Appeal to the interests of all stakeholders.
- Comprise it of realistic, attainable goals.
- Make it clear enough for decision making.
- Make it flexible enough to allow for individual initiative and changing conditions.
- Make it easy to be communicated and explained.

"Think enthusiastically about everything; but especially about your job. If you do so, you'll put a touch of glory in your life. If you love your job with enthusiasm, you'll shake it to pieces."

-Norman Vincent Peale

What is Recruiting?

Getting Students.

What is Marketing?

Getting and Keeping Students.

Who's Responsibility is it to Market your School 100% of the Time?

Principal
Teachers
Recruiters
Staff
Administrators
Board Members
Pastors ???

who are our customers?

Internal and External Customers



Internal Customers

- Co-Workers
- Board Members
- Pastors

External Customers

- Students
 - Parents
 - Grandparents
 - Alumni
 - Friends and Neighbors
 - Acquaintances
 - Vendors
-

What Are The Marketing, Recruitment and Retention Challenges?

- Not enough funding (scholarships, worthy student funds, new/special need programs, etc.)
 - Not able to attract qualified/competent teachers/school board members
 - Not enough time or people to go out recruiting
 - No marketing materials available
 - Location/Transportation
 - Ethnic/demographic concerns
 - Poor physical plants
 - Other schools have better...
 - High accounts receivables/Low cash flow
-

Why do we need to market Adventist Education anyway? Isn't the SDA population large enough to support all our schools?

Church members have moved from being loyal, committed and dedicated stewards toward Adventist Education to becoming CONSUMERS.

If Marketing is to get and keep students, how do we get and keep students?

By building positive relationships and generating compelling experiences.

The "WOW" Factor.

Discussion

- List the internal and external target audiences for marketing Adventist schools.
- Who are the competition?
- List the selling points that set Adventist schools apart from the competition.
- List marketing and recruiting strategies to get and keep students.

How Do We Build Positive Relationships and compelling Experiences?

1. By Treating the Customer with respect:

Being...

- Courteous
- Kind
- Friendly
- Warm
- Caring
- Accepting
- Christ-like

All The Time.

How Do We Build Positive Relationships and Compelling Experiences?

2. By delivering a quality product/service:
 - integrated curriculum
 - creative instruction
 - current technology
 - co-curricular programs
 - safe, clean, and orderly environment
 - great customer service
-

How Do We Build Positive Relationships and Compelling Experiences?

3. By delivering *great customer service—with a positive attitude.*

“Our lives are not determined by what happens to us, but by how we react to what happens; not by what life brings to us, but by the attitude we bring to life. A positive attitude causes a chain reaction of positive thoughts, events, and outcomes. It is a catalyst, a spark that creates extraordinary results”

-Anonymous

Customer service is not an interruption of our work. It is the purpose of it! We are not doing a favor by serving the customer...
The customer is doing us a favor by serving them.



Customer Service Is A Team Effort

It takes a committed and loyal team working together to successfully fulfill our mission, our vision, our outreach, our touching lives, our getting the story out.

"Look for ways to make each other look good. In the end, everything ends up in front of the customer!"



Bob Farrell, Give 'Em the Pickle

Advantages of GREAT Service

- It's free
 - It builds goodwill
 - It creates memorable experiences
 - It leads to positive word-of-mouth advertising
 - It makes it harder for the competition to steal away customers
 - It builds customer loyalty, not just customer satisfaction
-

What Is A Satisfied Customer?

“One that felt OK about dealing with you. Their needs were met. The product was OK. The service was OK. The experience was OK. They may or may not talk about the experience. They may or may not refer someone to you. Their overall feeling about you is between neutral and positive, and their experiences with you have not been negative. Not bad—but not great.”

Jeff Gitomer,
Customer Satisfaction is Useless, Customer Loyalty is Priceless

A Loyal Customer is. . .

“One who feels GREAT about dealing with you. Their needs are met and/or exceeded. Your delivery was GREAT. The service was GREAT. The experience was GREAT. They will proactively talk about the experience. They will proactively refer someone to you. Their overall feeling about you is wonderful and their experiences with you have been memorable.”

Jeff Gitomer,
Customer Satisfaction is Useless, Customer Loyalty is Priceless

Remember, satisfied people will go anywhere. Loyal customers come back and tell others.

How Do You Make Customers Loyal?

You concentrate on loyalty instead of satisfaction. It's a daily executed set of philosophies, principles, and actions. Not the enforcement of a set of rules and regulations.

*You don't earn loyalty in a day;
You earn loyalty day-by-day.*



How to handle an Unhappy Customer?

Complaints are a gift!

They give you the opportunity to fix their problems and keep them as customers—instead of saying nothing and taking their business elsewhere

"Every act of life, however small, has its bearing for good or for evil...It is the little things that test the character."

Patriarchs and Prophets



"A well-handled problem usually breeds more loyalty than you had before the negative incident."

Thomas J. Peters, "Thriving on Chaos"

How to Handle an Unhappy Customer?

- Tell them you understand how they feel.
 - Comfort them.
 - Listen all the way through. Don't interrupt. Ask questions to better understand their problem.
 - Never argue or get angry.
 - Take notes in order to confirm what they said.
 - Tell them you will personally handle it and respond immediately.
 - Don't put the blame on others. "It's not my job to..."
-

How to Handle an Unhappy Customer?

- Find some common ground other than the problem.
 - Use humor, if possible.
 - Come up with a solution or resolution, even if it means bending the rules a little, and tell them what you are going to do.
 - Follow up after the situation has been solved or resolved.
 - Evaluate how you could prevent this from happening again and put it into motion.
-

What Happens to Unhappy Customers?

- 91% will never return.
 - 96% who leave will not tell you the real reason for leaving.
 - 80% will do business with you again if their problem is handled quickly.
 - They will tell anywhere from 4 to 33 people about their negative experience.
-

Universal Statement



Treat every customer in such a memorable way that when they deal with you, the customer is compelled to tell someone else how GREAT it was!"

Principles of Providing GREAT Customer Service

- Your customer is your paycheck.

"It's not the employer who pays the wages. Employers only handle the money. It's the customer who pays the wages." - Henry Ford

- Treat every customer as though they were your favorite celebrity, hero, friend, or your grandmother.
 - Every contact (even those who complain) is an opportunity.
 - Do your best on *every* contact interaction. Service is a feeling. You know what it is when you get it – so give back the same thing
-

Principles of Providing GREAT Customer Service

- Stay in touch with the prospective student throughout the recruitment process, and after they enroll. It is a process and a series of activities that involves the entire school.
 - Start with yes. "The best way to get this done is..." or "The easiest way to do that is..." or "Not a problem..." or "I think we can solve..."
-

Principles of Providing GREAT Customer Service

- Policies are written in terms of the institution, not the customer. When faced with a policy issue, start out by saying – “in order to be fair to everyone...”
 - The customer's perception of great or bad service is the measure of the organization's success.
 - Every time a parent calls or you call a parent, you have an opportunity to create frequent, lasting, memorable impressions.
-

So What Is The Customer Asking?

Just...

Get to know me

Understand me

Lead me

Help me

Serve me

the way I expect to be served...

NOW!

It's . . .

- being unusual where usual is expected
- becoming a resource even if it means losing the student now
- helping an angry customer *immediately*
- answering the phone and greeting the customer with a smile and helping in a memorable way
- Learning and using the customer's name immediately
- showing the direction instead of just pointing
- understanding the customers needs
- asking the customer for information
- listening to the customer
- maintaining eye contact
- living up to your commitments
- don't just meet the customers expectations, exceed them
- making it personal, getting involved, being creative, and communicating, communicating, communicating!

“The lack of communication creates a void that is quickly filled with doubt, fear, anxiety, poison and innuendo. Always be first to forgive. Always be willing to listen. Always be willing to make the call that everyone is afraid to make. You'll regret what you didn't say or do much more than the things you did.”

Steven Howard,
Corporate Image Management

School-Wide Ideas That Work!

Professional Planning

- Beginning of the year planning meetings and regular weekly staff meetings with principal and ALL staff with a written agenda and minutes
- Regularly scheduled Principal, BOT Chair, and Pastor(s) meetings. The school and church(s) have a written plan for systematic participation in church programs and Sabbath worship
- Develop a written financial aid application and methodology, and payment plan for all non full-pay students
- Teachers should take every opportunity to incorporate and intentionally integrate faith-based/spiritual topics and displays in the classroom
- Regionalize/allow non-constituent churches representatives to serve on the school board...potentially becoming constituent churches and receiving church subsidy

School-Wide Ideas That Work!

Professional Planning

- Develop a staff/policy handbook with input from all staff members
- Consistently uphold school policies. Remember, if it is in writing enforce it. If it is not in writing it doesn't exist.
- Develop job descriptions and conduct annual documented performance reviews and evaluations for all including board members
- Professional dress code for faculty and staff
- Mission statement professionally framed and placed on walls
- Provide faculty and staff a copy of the board minutes
- Put together a guiding coalition (a team that has the power, expertise, credibility, and leadership skills to fulfill the vision)
- BOT should consist of qualified finance, marketing and public relations, building, education, and spiritual life representatives

School-Wide Ideas That Work!

Recruitment and Retention

- A written strategic short and long range marketing, recruiting and retention plan and a budget to create a new and fresh visual identity system and custom promotional/advertising materials that will generate greater awareness, promote the strengths, value and recognition of the school
- Students recruiting, performing, and providing services at feeder schools
- Have a suggestion box(s) stationed in hallways or other systematic process for obtaining suggestions and feedback to be reviewed weekly and includes follow up
- School evaluations when students leave
- Student conducted week of prayers
- After school work programs/tutoring

School-Wide Ideas That Work!

Recruitment & Retention

- Home visitations, frequent open houses, regularly organized community activities/programs
- Campus tours
- Promote what the school is great at, not the whole menu
- Pre-registration far in advance with financial incentive
- School represented at churches on a weekly basis
- Student required community service projects
- Students recruiting other students with monetary incentive
- Communicate at least monthly with a newsletter, communiqué, email, etc. to all stakeholders
- Weekly report cards
- Each class adopts a church
- Q&A/Town Hall meetings
- Greeting students and parents in the mornings and after school

School-Wide Ideas That Work!

Marketing and Promotion

- Staff shirts with logo
- Logo and Tagline
- Letterhead, business cards/marketing collaterals for all staff and board members for distribution
- Custom photography
- School sign
- Student uniforms
- Posters
- Publication ads and articles
- School brochure/View Book
- Welcome folder (Principal's letter, applications, fact sheet, brochure, handbook, etc.)
- Informative web site/social media
- Bulletin inserts
- Postcards
- Paper and online weekly newsletter with intentional input from each teacher/classroom highlighting student achievements, events, stories, etc

School-Wide Ideas That Work!

Technology

- Develop a written master technology plan that includes introduction of new and maintaining current technology, internet access for students and teachers, online registration, internet safety software, technology is seamlessly integrated and utilized in the instruction on a daily basis, and proper licensing of all software
- A website that is updated and maintained that includes, but not limited to, a school logo and tagline, a clear mission and vision statement, links to the local church and a variety of educational resources, allow for monetary gift-giving, online admissions and procedures, faculty and staff photos and biographies, board of trustees and staff credentials

Personal Marketing Ideas that Work!

- Develop a database with names of prospective students
- Personal telephone calls, emails, letters
- Return calls within the same day
- Answer all emails within 24 hours
- Greeting cards/Handwritten notes
- Comments to students in church, on the playground or at the grocery store
- Self evaluations when student leaves
- Participation in church and community service activities
- Build a relationship and pray for pastors

“The Battlefield for marketing success is shifting from the minds of the consumers (where the perceptions are formed) to the emotions, hearts and souls of consumers (where relationships are formed).”

Zen Masters of Customer Service – Dennis Snow / Lessons from Disney

48 minute YouTube video:

<https://www.youtube.com/watch?v=uGuyR44liC4>

Acknowledgements

- Jeff Gitomer, *Customer Satisfaction is Useless, Customer Loyalty is Priceless*
 - Doug Hall, *Jumpstart Your Business Brain*
 - Steven Howard, *Corporate Image Management*
 - Southern Union, Office of Education, *Adventist Edge Handbook*
 - Ellen G. White, *Education; Fundamentals of Christian Education*
 - Eric Harvey, *180 Ways to Walk the Customer Service Talk*
-