

Contents

Preface ix

PART I

Understanding Marketing 1

1 The Education Marketplace 3

What is marketing? What is a marketing orientation?
Meeting customers' wants and needs The evolution of
marketing by educational institutions Turmoil in the
education marketplace The sphere of marketing influence
What benefits can marketing provide? The plan of this
book Summary

2 Providing Quality Service, Value, and Customer Satisfaction 31

Establish a climate of responsiveness Focus on customer
satisfaction Enhance customer value Create a quality-
delivery system in the institution Measure service quality
Benchmark with excellent organizations Improve service
quality Aim for continuous improvement Summary

PART II

Planning Marketing 63

3 Identifying and Researching Marketing Issues 65

Identifying marketing issues Using the institution's
existing records Gathering marketing intelligence
Conducting marketing research Analyzing marketing
research data Summary

4 The Marketing Planning Process 93

Strategic marketing planning *Steps in strategic marketing*
The format of a marketing plan *Marketing planning*
systems *Monitoring the marketing process* *Summary*

5 Analyzing and Adapting to the Environment 118

Understanding the institution's macroenvironment
Scanning the environment *The nature of environmental*
forecasting *Methods for identifying trends and events*
Assessing trends and events *Products of environmental*
scanning/forecasting *Adapting to the changing*
environment *Summary*

6 Defining Institutional Resources and Direction 141

Assessing institutional resources *Formulating goals*
and objectives *Summary*

7 Formulating Marketing Strategy 162

Evaluating current offerings *Identifying opportunities*
Analyzing competition *Positioning the institution*
An example of strategy formulation *Summary*

PART III

Understanding Markets 189

8 Measuring and Forecasting Market Size 191

Defining the market *Measuring current market demand*
Estimating total market demand *Forecasting future*
market demand *Summary*

9 Segmenting, Selecting, and Appealing to Markets 210

Segment the market *Target selected segments*
Develop and implement a positioning strategy *Summary*

10 Understanding Consumers 241

Choice, selectivity, and capacity *Individual consumer*
behavior: the school-choice process *Organizational*
buyer behavior *Summary*

PART IV**Designing Marketing Programs 273**

11 Designing Educational Programs 275

*The nature of educational offerings The alignment
of current programs and services The program/service
life cycle The steps in new-program development
Adding or modifying other services Summary*

12 Pricing Educational Programs 306

*Pricing and institutional mission and goals
How customers look at price Institutional responses
on price and value Maximizing net tuition revenue
Determining cost-recovery prices for educational programs
Summary*

13 Delivering Educational Programs and Services 329

*The meaning of location What should be the institution's
delivery-system objectives? Should new facilities or
delivery systems be established? What are alternative ways
to expand geographically? Where should new facilities be
located? How can distance education and new technologies
be used? How should facilities function and "feel"?
How can intermediaries be used? Summary*

14 Communicating with Markets 349

*Steps in planning effective communications Public
relations Marketing publications Advertising
The effective communications program Summary*

PART V**Applying Marketing 389**

15 Attracting and Retaining Students 391

*The student-recruitment process Improving retention
Enrollment management Summary*

16 Attracting Financial Resources 432

*Laying the groundwork for fund raising Setting
fund-raising goals Organizing for fund raising
Researching and approaching donor markets
Coordinating fund-raising activities Evaluating
fund-raising effectiveness Summary*

PART VI

Evaluating Marketing Activities 463

17 Evaluating Marketplace Performance 465

*Marketing-effectiveness rating review The marketing audit
Summary*

Index 475