

Table of Contents

1.0 Marketing Vision	1
1.1 Goals	1
1.2 Purpose	1
1.3 Picture	2
1.4 Gap Dashboard	2
Table: Gap Dashboard	2
2.0 Ideal Customer	2
2.1 Market Description	3
3.0 Remarkable Difference	3
3.1 Differentiators	3
4.0 Core Strategy	4
4.1 Core Branding Elements	4
5.0 Product/Service Innovation	4
5.1 Price Rationale	5
6.0 Marketing Materials	6
7.0 Web Plan	6
7.1 Social Media Plan	7
8.0 Lead Generation Plan	7
8.1 Advertising	7
8.2 Referrals	8
9.0 Lead Conversion Plan	8
10.0 Service Experience	9
10.1 Loyalty Product/Service Offerings	9
10.2 WOW Process	9
11.0 Marketing Calendar	10
11.1 Monthly	10
Table: Milestones	11
12.0 Critical Numbers	11
12.1 Sales Forecast	12
Table: Sales Forecast	12
Chart: Sales Monthly	13
Chart: Sales by Year	13
12.2 Marketing Expense Budget	14
Table: Marketing Expense Budget	14
Chart: Monthly Expense Budget	14
Chart: Annual Expense Budget	15
12.3 Key Marketing Metrics	15
Table: Key Marketing Metrics	16
13.0 Marketing Training Game	16
Table: Sales Forecast	1
Table: Marketing Expense Budget	2
Table: Key Marketing Metrics	3
Table: Gap Dashboard	4

Allendale Language School

1.0 Marketing Vision

The Allendale Language School marketing plan has been created at a crucial juncture for the business. Its past success has been with hundreds of students and a handful of teachers. Over the coming three years, the business can and will expand to reach thousands of students with dozens of teachers. It will do this through rebranding and redevelopment of some basic marketing materials, a systematic referral program for customers and businesses, care with customer satisfaction, and a focus on marketing training for all employees. Marketing will be a total activity and not just one area of what the company does.

1.1 Goals

Personal goals:

- CEO achieve 5 speaking engagements per year
- CEO attend 3 language learning conferences per year
- CEO devote more than 5 hours per workweek to marketing

Business goals:

- Total annual revenue to exceed \$2.2 million in 2012
- Total class enrollments to exceed 2,800 in 2012
- Lead conversion rate to reach 25% in 2012

Tactical goals:

- Achieve over 140 customer testimonials in 2012
- Achieve 75 PR mentions in 2012
- Hire total of 8 new full-time staff over next three years

Strategic goals:

- Maintain greater than 98% customer satisfaction with students completing classes
- Keep dropouts under 2%
- Raise \$500,000 capital funds in 2012 to fund expansion to two new areas in 2013

1.2 Purpose

The Allendale Language School marketing plan is designed to give focus to the CEO and the core staff (sales representative and customer service representative) as the company expands over the next three years. Its primary purpose is to enable the school to reach many more students with affordable language classes which set them up to achieve real breakthroughs in language learning. The business believes that communication through language learning is important for many to have successful, happy lives and careers, and to achieve their greatest potential, whether the student is an immigrant learning English or an American hoping to travel.

Allendale Language School

1.3 Picture

A student joining the Allendale Language School should hear of its remarkable promise - that he will achieve real breakthroughs in understanding and communication over a three month period taking classes after work for an affordable rate. Allendale Language School will deliver on this promise through its careful, systematic teaching process, careful qualification of students and checkpoints for student learning, and engaging, interactive classroom activities that transcend rote learning. The success that the school has achieved with its method in the past will be brought to a far greater number of students who will be happy to sing the praises of the company by recording video testimonials about their progress.

1.4 Gap Dashboard

The Gap Dashboard reflects the numerical representation of the company's primary personal goals for the CEO, business goals, tactical goals, and strategic goals over the next three years. On a monthly basis, the CEO will review the Gap Dashboard actual versus planned results and identify any shortfalls. With the full-time staff, he will devise a plan to rectify the shortfall.

Table: Gap Dashboard

Gap Dashboard	Year 1	Year 2	Year 3
Personal			
CEO Speaking Engagements	3	4	5
CEO language learning conferences	3	3	3
CEO hours on marketing	470	300	240
Business			
Total revenue	\$1,427,375	\$1,784,219	\$2,230,273
Class Enrollments	1,800	2,250	2,813
Lead Conversion Rate	20.00%	22.00%	25.00%
Tactical			
Customer Testimonials	0	113	141
PR Mentions	27	60	75
New Full-Time Staff	90	2	3
Strategic			
Customer Satisfaction Rate	98.00%	98.00%	98.00%
Dropout Rate	2.00%	2.00%	2.00%
Capital Raised	\$0	\$0	\$500,000

2.0 Ideal Customer

The ideal customer for the Allendale Language School's foreign language programs falls into one of two categories. The first is a middle class working person who feels the need to learn a foreign language either for a pressing work-related need, a desire to have more options in career, or a wish to travel to a foreign country and enjoy the experience more. These individuals, however, feel they cannot afford one-on-one tutoring, but are too social to be able

Allendale Language School

to be content with a book, online program, or software to learn the language. They desire a classroom experience both as a structured approach to force them to make a commitment to the language learning and as a means to have extensive social interaction through the process.

The ideal customer for Allendale Language School's ESL program is a low-income worker whose lack of English language skills reduces his or her earning potential. Again, this individual feels he or she cannot afford one-on-one tutoring, and may not have a computer to make use of language software or an online program.

2.1 Market Description

Allendale Language School targets customers with the following characteristics:

- 20 to 40 years of age
- Hoping to travel to foreign country OR facing work requirements for a foreign language
- Earn between \$30,000 and \$60,000 per year
- Very social - likes talking to others and being part of groups (member of local clubs and associations)
- Live within 5 miles of Allendale, NJ

For its ESL classes, Allendale Language School targets customers who are:

- Arrived in the United States in the last ten years
- Earn between \$15,000 and \$30,000 per year
- Works or wishes to work in a field requiring greater mastery of English
- Originally from Latin America
- Live within 5 miles of Allendale, NJ

3.0 Remarkable Difference

Allendale Language School's remarkable difference is its guarantee that students who apply themselves in any of its classes will complete it with a breakthrough in understanding or are entitled to repeat the class for 75% off. The School is certain that a student who attends all classes, completes all homework, and participates in class discussions and activities will be ready to "graduate" to the next class after 12 weeks because of the tested approach to language learning it takes, incorporating multiple modes of learning.

3.1 Differentiators

Allendale Language School differentiates itself through a combination of its unique method and unique guarantee.

The method uses a standard length of class (12 weeks, 3 class meetings per week of 2 hours each for 72 class hours), activity-based curriculum focused on group and whole class activities and discussion, and extensive homework requirements which will average to an additional 72 hours of work. The method has been tested to work with both visual and auditory learners. The goals of each class are a small breakthrough in understanding and

Allendale Language School

communication which will open up new options for the student.

The school's guarantee is that a student who misses no more than one class meeting, completes all homework, and actively participates in class activities and discussion will pass the end of class test and be ready to move up to the next class level should they choose to continue. If they do not, the student is entitled to repeat the class for a significantly reduced fee - only 25% of tuition. This guarantee is put into use less than 2% of the time (2 out of 100 students or fewer repeat a class).

4.0 Core Strategy

The positioning goal for Allendale Language School is to be the best language learning option for residents in the Allendale, New Jersey area who need both a social, structured atmosphere and an affordable price. The external marketing message stresses both the social, interactive aspect and the price of \$25 per class for foreign language learners and \$15 per class for English as a second language learners.

Measurable results from the marketing should include:

- Classes run at at least 75% capacity and an average of 90% capacity
- Expanding the number of classes per year by 25% each year over the next three years

4.1 Core Branding Elements

Core branding elements for Allendale Language School must be revisited to support this plan and move the language school into the future. The current marketing focuses only on the affordable cost of classes and does not speak of the social aspect of the school.

To accomplish this change will mean the redeveloping the following elements:

- Logo - to incorporate the idea of two people in conversation
- Colors - less garish and more professional and subdued than current colors (colors must support the idea of the school as a professional school with a history of excellence and not a fly-by-night operation)
- Images - should primarily use photos of actual students in discussion with each other and the teachers
- Slogan - current slogan of "Breakthroughs in language you can afford!" should be redeveloped to focus on the interactive aspect of class (i.e "Interact, Speak, and Succeed" or something along those lines)

With the redevelopment of these core branding elements, the company's printed materials, website, advertising, business cards, and more must be redesigned and reprinted over the next year. The school will also introduce a uniform requirement for teachers including a branded jacket and name tag which must be worn during all classes.

5.0 Product/Service Innovation

Allendale Language School

Allendale Language School offers the following classes:

Foreign Language Program:

(levels for each language include intro, basic 1, basic 2, intermediate 1, intermediate 2, advanced 1, advanced 2)

- French
- Spanish
- Italian
- German
- Japanese
- Cantonese
- Mandarin
- Portuguese

The cost of each class is \$900 per student. Classes are 20-25 students. Some classes are held three times per year or more, while others are only held once a year. Classes are held in three "seasons" - Spring (January - May), Summer (June - August), Fall (September - December) with appropriate breaks for holidays. Each class has 36 class meetings.

Periodically, special "For Travelers" and "For Business" classes will be held when there is the demand shown.

English Language Program:

(also offered in intro, basic 1, basic 2, intermediate 1, intermediate 2, advanced 1, and advanced 2 levels)

- English for Spanish Speakers
- English for Non-Spanish Speakers

The cost of ESL classes are \$540 per student. Classes are the same size and schedule as the foreign language program. English for Spanish Speakers is taught by an English-Spanish bilingual teacher.

Allendale Language School will offer the following services to encourage new students:

Suspects: Newsletter

Prospects: Open house class nights (where classes in session can be observed by a small number of visiting prospects) and Language Seminars (90 minute talks by a master teacher or the founder of Allendale Language School about language learning tips and the Allendale method). Open house nights are free to attend and Language Seminars are \$20 for foreign language program seminars and \$10 for ESL program seminars.

5.1 Price Rationale

The pricing for Allendale Language School is based both on competitive research and on the cost modeling of the school.

Competitors offering one-on-one and small class experiences cannot beat Allendale on price.

Allendale Language School

Spread over three months, the price is very affordable for most students.

However, the pricing allows Allendale to cover its costs and earn a profits after a certain volume. By hiring good (but not necessarily great) teachers and training them well with a strong method, Allendale reduces the cost of teacher wages. Allendale holds ESL classes in space provided by partnerships with area schools and businesses to maintain lower overhead and allow those classes to be priced lower.

The special language seminars are priced to be very affordable for anyone to get a taste of what Allendale Language School is all about. However, they are not provided for free as a means of qualifying prospects who are willing to spend money on improving their language skills.

6.0 Marketing Materials

Key marketing materials for Allendale Language School currently consist of:

- ESL program Spanish brochure
- Foreign language program brochure
- Business cards for Founder/CEO
- Newspaper ads
- Promotional flyers
- Website
- Pay-per-click ads

In addition to revising these marketing materials based on the company rebranding, new marketing materials will be developed, including:

- Generic business cards for teachers
- Business cards for sales representative
- Marketing kit for businesses focused on ESL program
- Marketing kit for businesses focused on foreign language program
- Direct mail pieces focused on area businesses
- Direct mail to students focused on customer referral program

7.0 Web Plan

The Allendale Language School website must be revised to reflect the rebranding and new marketing initiatives of the company. The purpose of the website is to provide the majority of information that potential students need to decide to enroll in a class by meeting the following objectives:

- Proving the expertise of Allendale Language School in the area of language training
- Displaying testimonial proof from past students and businesses of the quality of Allendale Language School's education
- Providing information on all upcoming scheduled classes, class requirements, and fees
- Providing class materials, times, locations, and details for enrolled students

To this end, the website includes the following pages:

- Homepage and school overview
- The School's Guarantee

Allendale Language School

- The School's Method
- Foreign language resources on the Web
- ESL resources on the Web
- Founder profile
- School History
- Testimonials of past students
- Testimonials of business partners
- Frequently Asked Questions (not answered elsewhere)
- Enrolled student portal with details on the class(es) the student is enrolled in, downloadable class materials, additional resources, class times and schedule, location, and announcements from the teacher
- Enrollment page (series of forms to complete to enroll and set up an account)
- Contact page for additional questions

All pages relevant to ESL courses also have a Spanish-language version.

The website's enrollment page and forms will be redesigned to be 3 simple steps. Also, a page describing the customer referral program and a page focused on the business referral program will be added.

7.1 Social Media Plan

In the next six months, a Facebook page for Allendale Language School will be launched to allow current students to interact with prospective students and further promote the school. The page will be a forum for questions and comments from past, current, and prospective students, as well as a discussion area based on discussion questions posed by the school and by users. The Facebook page will be monitored by the newly hired sales representative of the company.

8.0 Lead Generation Plan

Allendale Language School generates leads from the following sources:

- Customer referrals
- Business referrals
- Pay-per-click advertising on Google Adwords
- Print ads in the Bergen Record and New Jersey Star Ledger
- Strategically placed promotional flyers in area businesses serving prospects for ESL and foreign language programs (i.e. businesses serving the town's Hispanic population, immigration law offices, travel agencies, community centers, restaurants and stores with community information boards)

8.1 Advertising

Media Tracking Kits Requested

Allendale Language School

Advertising Medium	Contact Name	Contact #	Distribution	Cost/Ad	Total CPM
Google Adwords	removed	removed	removed	removed	removed
Bergen Record	removed	removed	removed	removed	removed
NJ Star Ledger	removed	removed	removed	removed	removed
Local Flyers	removed	removed	removed	removed	removed

8.2 Referrals

Allendale Language School will develop a systematic referral program to capitalize on the success it has had to date in earning referrals from its students. Approximately 30% of new students are currently referred by a current or past student.

To encourage student referrals, Allendale Language School will offer a discount on the next class taken by the referring student. The discount will be equal to 25% of the cost of the class taken by the referred student. A referring student who brings in multiple referrals can end up with a free class.

Allendale Language School will also seek out professional referrals from likely business contacts. These include the following:

- Locally-based businesses serving non-English speaking populations
- Locally-based businesses whose employees are largely foreign-born
- Locally-based businesses with an international element

To earn these referrals, Allendale Language School will market directly to these businesses with direct mail letters, focused marketing kits to those who express interest, and sales meetings to discuss details. The goal is for businesses to either offer to pay for these classes for their employees, offer to pay for part of the class, or promote the classes to their employees without paying.

9.0 Lead Conversion Plan

To convert the leads generated through marketing activities into customers, Allendale Language School implements the following:

- Print and e-mailed newsletter (both Spanish and English versions), sent every other month
- Improve online registration form so that it can be done in three easy steps (course selection, scheduling, payment).
- Provide frequently asked questions on the website to reduce the need to answer additional email questions.
- Hire a sales representative to answer questions by email and phone that go beyond information the website provides (currently, the company founder and CEO provides all sales service). The sales rep will be entitled to commissions based on sales generated by his or her sales efforts.

Allendale Language School

10.0 Service Experience

The Allendale Language School service experience rests on the teacher/student relationship at its base. However, systematic measures can and will be taken to improve the relationship.

A customer satisfaction database will be created to begin tracking customer satisfaction levels based on three checkpoints - 4 weeks into a class, 8 weeks into a class, and at the completion of a class. These checkpoints and the resulting tactics to work with students and teachers having trouble is the company's "WOW Process".

Loyal students will, in turn, become ambassadors for the company through testimonials and the company Facebook page.

10.1 Loyalty Product/Service Offerings

Loyal students of Allendale Language School can be an asset in helping to convert additional leads. In the past, the school has sought written testimonials by emailing past students. The school will seek to record video testimonials from satisfied students through video chat sessions or through videotaping their comments at class graduations. These graduations are held periodically - on the completion of Basic 2, Intermediate 2, and Advanced 2 classes. Graduations are parties featuring a short ceremony and food relevant to the language being studied. Each passing student receives a certificate of completion signed by their teacher and the school CEO.

Loyal and successful past students will be encouraged to become Fans of the company Facebook page and contribute to conversations there. The possible interaction between these successful students and prospective students will help to sell the company's classes.

10.2 WOW Process

Customer satisfaction is based on setting expectations carefully and then ensuring that those expectations are met.

To set expectations correctly, the website and teachers describe the intended results of each class in the same terms, emphasize the amount of homework required, and speak of the importance of classroom interaction, discussion, and attendance.

Student satisfaction is measured at three points:

- After 4 weeks, one third of the way through the class via a confidential survey which is sealed and delivered to the Allendale Language School office
- After 8 weeks, two thirds of the way through the class via another confidential survey
- After the class is completed with a follow-up survey via mail or email

Between the results of the survey and teacher observations, students who are having specific problems learning within the class are pinpointed at 4 weeks and 8 weeks so that additional attention can be paid, and alternate activities chosen. If the student simply does not seem a fit for an interactive mode of learning, the student is approached by the company's customer service representative to discuss this. If they are not enjoying the class or succeeding in