



# **Marketing & Recruitment Plan**

**Emerging Leader's Guide to Global  
Impact: E-Learning Course  
Fall 2016**

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## Executive Summary

The following Marketing and Recruiting plan is designed to help Dayton Hughes, founder of Dayton Hughes Consulting (DHC) to market the dynamic online course, *Emerging Leaders Guide to Global Impact*, with the goal of recruiting 12-15 participants to take part in an “Inner-Circle Launch.” Afterwards, Dayton Hughes will market to and recruit 12-15 participants for the subsequently named “Tribal Launches.” DHC will achieve this goal through engaging its target markets through personal selling, drawing on its strengths, as well as other promotion recommendations highlighted in this marketing plan.

The *Broad Market* is defined by DHC as: businesses which are socially responsible and globally connected. The *Target Markets* are HR Managers within these businesses, who are seeking professional training for employees within their companies, and Individuals within these same companies, with access to professional development funds, who are seeking further leadership training. We are specifically focusing on companies in California with ties to Japan, as Dayton has a great deal of professional connections in Japan.

The competitor analysis compares other online e-learning platforms which also offer leadership training courses, such as Dale Carnegie and Coursera. Combined with the SWOT/TOWS analysis, it is apparent that DHC’s *Emerging Leader’s Guide to Global Impact* has immense value in the personalization of the course, and the one-on-one coaching with Dayton. However, DHC is not a highly recognized name in leadership training, so potential participants of the course may be hesitant to sign up for a \$2,197 course. This is why it is highly recommended that Dayton Hughes use personal selling to reassure potential clients, and to access his already existing network of business contacts and MIIS alumni who will already be familiar with the value of his work.

The final promotion plan details how best to market the strengths and novelty of the e-learning course. It also makes recommendations on the best practices appropriate to the size of DHC. The top four promotional strategies are: 1) Outreach to Young Professional Networks 2) Email outreach to the MIIS alumni network and existing professional contacts 3) Redesign of the DHC website, and creating an easy sign-up and payment platform for the course. 4) Implementation of the recommended pricing promotions outlined in the Marketing and Recruiting plan.

If DHC implements this marketing plan, they will be able to recruit 12-15 students for its Inner-Circle launch of the *Emerging Leaders Guide to Global Impact*, in March of 2017.

## Introduction

The seeds of Dayton Hughes Consulting (DHC) were planted in 2006 in Monterey, California with business partner, Rose Pucan-Meagor. Together, DHC partners built the foundation of leadership programs that continue to resonate with clients from all over the world. DHC is a professional development training organization that focuses primarily on leadership-coaching that promotes healthy personal practices in order to “get its clients in shape.”

DHC partners are competent coaches with a common passion for inspiring growth. Dayton Hughes, the primary consultant, has extensive experience leading groups of all ages both domestically and abroad and has a particular background working with professionals from Japanese companies.

*“Together we develop smart plans to grow with their authentic self.”*

DHC is launching a Global Academy from an online platform complete with individual coaching sessions, named: *The Emerging Leader’s Guide to Global Impact*. This course prepares emerging leaders for success from the outset by helping to equip them with personalized leadership strategies and refines their leadership skills that serve as a foundation for their careers.



Leadership development programs are designed with the end in mind. By creating customized, engaging curriculum, *The Emerging Leader’s Guide to Global Impact* is a program that includes trust-building, EQ and mindfulness exercises, and emphasizes the importance of making newly learned skills habitual practice.

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# Value Proposition

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**DHC Global Academy** combines a flexible and comprehensive curriculum with personalized professional development for those looking to advance their careers or for promising employees.

**The Emerging Leader's Guide to Global Impact** is a 5-week, interactive, online leadership training course for *young professionals who are seeking to take-on management roles in their chosen fields.*

# Target Market Brief

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This online program launch is looking specifically for those young professionals within the first 5 years of their career or those who are set to or have recently accepted a leadership position in the workplace who feel the need to hone leadership skills, want self-paced learning, and personal leadership coaching.

## *Segmentation Structure:*

- **Company Human Resource Managers:** A direct line of communication between the employees themselves and those who manage the funds with which to participate in a program like this, DHC plans to promote itself as a new way for young employees to get one-on-one advice and training in a way that is self-driven and easy to manage online. While not necessarily wanting to operate in a “corporate” setting, the thought is that “emerging professionals” will need the financial backing to participate and in which case, making DHC known to individuals who coordinate company training via conference attendance and digital promotion makes sense.
- **“Emerging Professionals”:** More specifically, DHC is likely looking for those who have completed a degree and are *working professionals* in mid-entry level positions who have the disposable income to invest in personal development. These include but aren’t limited to recent graduates, new employees, persons who have or will soon experience a career change, and aspiring trainers themselves.

**Segments:** *MIIS-affiliated and non-MIIS affiliated participants* will be considered differently in the marketing process but their needs and priorities are the same.

## **Target Market Needs & Priorities**

When assessing the needs and priorities of the target market and in talks with the learning partner, it became evident that each target market would have to be directly marketed to with specific strategies and there wouldn’t be much carry over. To elaborate, even down to the adjectives used to describe the product in the value proposition stage, it was discovered that the end user of the product and the initial purchaser of the program will more often than be different people all together. The following is a visual breakdown of the segmented target markets:

# DHC Global Academy Target Market Needs & Priorities

	Needs	Priorities
Human Resource Managers	Established Curriculum Progress Monitoring Certifiable Backing Competitive Program Cost	Time-Sensitive Programming Ease of Implementation Measurable & Marketable Skill Outcomes
Emerging Professionals (MIIS affiliated & Non-MIIS affiliated)	Financing Options Final Deliverable (Certificate) Professional Networking Opportunities	User-Friendly Platform Program Reputation Relative Time Investment Favorable Foreseen R.O.I.

## Market Segment Dimensions



# SWOT Analysis

The following SWOT analysis depicts the aforementioned program's *Strengths, Weaknesses, Opportunities, and Threats*. Furthermore, the analysis includes strategies for overcoming innate weaknesses as well as an outline of potential threats. Recommendations are also provided for capitalizing on the strengths of the program and using them to take advantage of future opportunities.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Customization/Personalization</li><li>• Real-time Interaction with Classmates</li><li>• One-on-One Coaching</li><li>• Ease of Use &amp; Program Accessibility</li></ul>	<ul style="list-style-type: none"><li>• Prestige is still developing</li><li>• Certificate of Completion currently unrecognized</li><li>• High Direct Cost Precludes Individual Students without Funding Alternatives</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Growing Social Appeal for Online Format</li><li>• MIIS Alumni Network</li><li>• High-Cost of Company Employee Turnover</li><li>• Social-Impact Professionalisation</li></ul>	<ul style="list-style-type: none"><li>• Established Competitors</li><li>• Low/No-Cost Alternatives</li><li>• Economic Fluctuations</li></ul>

## TOWS Analysis:

### S+O (Using Strengths to Maximize Opportunities)

- ❖ The accessibility and ease of use of this program takes advantage of the growing social appeal for programs in an E-learning online format. Participants receive the feel of an in-person coaching session from virtually anywhere in the world.

- ❖ As such, the program's online learning format makes accessing the MIIS Alumni Network as a potential participant-base feasible, given that many MIIS alumni conduct business worldwide.
- ❖ The customization and relative ease-of-implementation make this program ideal for companies who are concerned about the high-cost of employee turnover and wish to invest in their employees' professional development in hopes of better retention.

### **S+T (Using Strengths to Minimize Threats)**

- ❖ Comparable direct competitors' programs exclude one-on-one training, and further differentiates the DHC E-Learning program from its competition.
- ❖ DHC Global Academy's novelty as new program and personalization options are an advantage. If marketed to potential participants who value the opportunity to be in a new and "up-and-coming" program, threats from established competitors could be minimized.
- ❖ While other more established programs may have comparably more alumni due to their longer operating time, DHC Global participants will enjoy the advantages of deeper professional connections through a smaller, selective cohort.

### **W+O (Overcoming Weaknesses by Taking Advantage of Opportunities)**

- ❖ DHC is still building its prestige, but Dayton is connected to MIIS which has established prestige.
- ❖ Due to the high cost and risk of employee turnover, companies have been known to be more willing to invest in the professional development of their employees, therefore mitigating the precluding high direct-cost to potential participants.



## **W+T (Minimize Weaknesses to Avoid Threats)**

- ❖ DHC's program-price is markedly lower than several other more established online courses. By actively and intentionally comparing the program to the higher-cost alternatives, it has the potential to be seen as a more cost-effective solution to the same need.

Rather than marketing directly to individuals who may not have funding themselves, the program's cost requires DHC to target the employees of companies with a known history of professional development funds at their disposal.

## **Conclusions:**

Based on the analysis outlined above, the Emerging Leader's Guide to Global Impact is a high-value online course. Our greatest liabilities are the comparably high price and developing prestige among our Target Market. However, this can be counteracted by the novelty and customizability of the course.





































# Competitor Survey & Analysis

Three branches of competitors can be distinguished within the target market for online leadership courses:

1. **Free competitors: offering courses at no monetary cost to participants**
2. **Universities or Institutions of Higher Education**
3. **Private Companies & Consultancies**

The table below compares DHC to it's most direct competitors along several factors:

- The clock denotes less than one week of commitment.

	DHC	IMD	Coursera	eCornell	Dale Carnegie
<i>Price</i>					
<i>Customization Personalization</i>					
<i>Global Component</i>					
<i>Time Commitment &amp; Opportunity-Cost</i>					
<i>Certificate &amp; Deliverable</i>					
<i>Perception of Prestige &amp; Reputation</i>					
<i>Online</i>					
<i>Funding Availability &amp; Discounts</i>					
<i>Networking Component</i>					

Below is a more detailed competitor analysis:

	DHC	IMD	Coursera	eCornell	Dale Carnegie
<b>Price</b>	\$2000 initial flat fee	\$4000	Courses are free  Certification Payment: \$49-\$79/course.	\$3,600 (\$650 a month)	\$200- \$1,700
<b>Customization Personalization</b>	Personal coaching sessions	Individualized project-based coaching	No	No	Group-Setting & One-on-One
<b>Global Component</b>	The curriculum has an ICC component. Coach will incorporate his global experiences	Mentioned, Unsure of the extent of global" included in the curriculum	Some "globally focused" leadership courses offered	10 various leadership certificate courses  No obvious global component	"Live online" format allows people from all over the world to participate, but a global component is not necessarily part of the curriculum
<b>Time Commitment &amp; Opportunity-Cost</b>	5 weeks, 2 hours a week plus 3 hours of private coaching	8 weeks  4-6 hours a week	5 weeks  5-7 hours a week	3 months  (6) 2-week courses: each course takes 5-7 hours to complete	Either 1 hour webinars, 2-3 hour workshops, or multi session workshops
<b>Certificate &amp; Deliverable</b>	Yes*	Yes / Company Accredited	Yes / Linkedin	Yes / University	Yes / Linkedin
<b>Perception of Prestige &amp; Reputation</b>	Low  (Still developing)	High  (Ranked by the Financial Times)	Moderate  (Courses and partnerships with partner universities such as Yale)	High  Ivy League University	High  Well-known success
<b>Location</b>	Online (and) in-person	Online Only	Online Only	Online Only	Online (or) in person

<b><i>Funding Availability &amp; Discounts</i></b>	<b>Anticipated discount of \$200 for each participant</b>	\$400 discount for IMD Alumni	Financial aid Available  10% off certifications if bundled courses are bought up-front.	Financial Aid or Federal Pell Grants NOT offered  30% discount to veterans  25% to Cornell/eCornell alumni  25% to Cornell staff  Pay as you go option	Discounted rates available for groups and certain organizations
<b><i>Networking Component</i></b>	<b>“Leadership Labs” Social media Access coach’s network</b>	Virtual group-work  Peer-review	Peer-review	No interaction with other students	Work alongside peers in real time

## Analysis Points of Note:

- ❖ Initially thought to be higher than average in regards to overall price, further analysis found that several other factors in DHC’s program makes the price a competitive one, such as its customizability, and the one-on-one coaching factor.
- ❖ DHC does not currently offer discounts and/or financial aid. However, some of DHC’s competitors do. Therefore, it would be beneficial to offer some a promotional price and/or discount to new participants.
- ❖ While the program is still developing its name-recognition, DHC might find an advantage in specifically targeting MIIS alumni.
- ❖ DHC should seek to differentiate itself from its competitors by emphasizing one-on-one coaching, as this is not usually offered through other courses.

# Pricing Sensitivities & Structure

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## Overview

Dayton Hughes Consulting online course Emerging Leaders Guide to Global Impact is searching for 10-15 participants for its tribal launch. The full price for each launch participant is \$2,197. After the tribal launch, the price gradually lowers as the number of participants increases the price for subsequent participants.

## Fiscal & Opportunity Costs of the Project

In addition to the course's sticker price, the following are possible opportunity costs:

- Time
- Access to compatible software or equipment (the course requires a webcam)
- The cost of a reliable internet connection

## Pricing Sensitivities

The sticker price has the potential to deter customers, especially since several of DHC's competitors offer similar products for free or at much lower price-points. In addition to the that, the following are pricing sensitivities of the target markets for consideration:

### *Individuals:*

#### **Advantages**

- *Time:* Whether or not the employee is allowed to complete this course at work or during their personal time depends on the company's policies. However, the course represents a relatively low-time commitment of only 13 hours spread over 5 weeks.
- *Certification:* Participants will get a certificate in global leadership once they complete the course which can then be used to build up their resumes.
- *Networking:* Participants will be able to expand their professional connections through close interaction with the 14 other participants in the class.
- *Personalization:* A unique feature of this product is that it offers participants one-on-one coaching sessions and the opportunity to customize the course's curriculum to their individual needs.
- *Global component:* This course incorporates global communication strategies into the curriculum to prepare participants for leadership in international settings.

#### **Deterrents**

- *Applying for professional development funds:* Individuals will likely go to their company's HR department and to request professional development funds to cover the cost of the course. However, applying for these funds can potentially be a tedious process, especially since there are "free" alternatives such as Coursera, that wouldn't require asking for funds.



**\*Note about MIIS alumni:** While MIIS alumni will share many of the same price sensitivities as other individuals working in international companies, the advantage of targeting them is that Dayton Hughes and the alumni share the same network. The alumni should already be familiar with the value of Dayton's consulting and leadership coaching, and thus be more likely to use their professional development funds to pay for that value, or even encourage others to take the course.

#### **HR Department Managers:**

##### **Advantages**

- *Customization:* The curriculum can be customized to the needs of the company.
- *Low opportunity costs:* Because of the online format, there are no travel costs associated with this product. Also, employees will not have to miss work.
- *Global component:* Due to globalization, more and more companies need employees who are able to work successfully in international settings.

##### **Deterrents**

- *Prestige:* DHC is a young company, and it is possible that HR departments will not have prior knowledge of it. Therefore, it may be difficult for HR managers to encourage their company to invest in a course that they have no prior knowledge of.

#### **Pricing Recommendations:**

Low time commitment, low opportunity costs, certification at the end of the course, the opportunity for participants to network, personalization and customization, and a global component built into the curriculum all help justify the \$2,000 price tag to customers. However, if a student can access a less expensive online course with a prestigious name, they may choose that option. We recommend finding ways to make the price more affordable using group discounts and referral discounts. These strategies would attract new customers to DHC and build up the company's brand and loyal customer base:

- *Group discounts:* If 2 or more employees from the same company sign up for the course, they are both given a \$200 discount. This would encourage HR departments to sign up multiple employees at once.
- *Referral discounts:* If a participant refers another colleague or friend to the program, they are given a \$200 discount. This encourages participants to talk about the course with other people, thus spreading DHC's reputation through word of mouth.

# Promotion Strategy

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## Recruitment Goals

- ❖ To effectively Market DHC Global Academy's *Emerging Leaders Guide to Global Impact* online course to 12-15 clients for its Inner Circle Launch in March 2017, and expand marketing and recruiting for the subsequent Tribal Launches, beginning in May 2017.
- ❖ To promote the course to the mass market over time so that it eventually goes "Evergreen"--meaning that the course is offered in a cheaper, streamlined format, consisting of only the online modules, which students complete independently and at their own pace, without interacting directly with a cohort.

**Promotion Budget:** \$ 2,000

## Strategy Summary

There are four key promotional strategies: **personal selling**, **mass selling**, **publicity**, and **sales promotion**. The first development of this marketing strategy focuses on personal selling. At this initial stage, DHC is concentrated on finding cohorts of 12-15 participants for the *Inner-Circle* launch, and subsequent *Tribal Launches*. Due to the relatively small scope of each launch, as well DHC's marketing budget, personal selling is the most cost and time-effective method, as it allows personal interaction with specific target markets.

### Limitations

DHC Global Academy currently consists of its founder Dayton Hughes and one temporary assistant. In addition, Dayton Hughes is only operating DHC on a part-time basis. Due to the size and organization of DHC, the marketing strategy needs to be appropriate and flexible to fit the resources and time which is dedicated to its operation.

### **Young Professional Networks (YPNs) Outreach:**

*Goal: 4-5 leads per month*

DHC's ideal client for this course is an individual in a lower-management position looking to take on more responsibilities in their career. It's likely that such individuals would already belong to a Young Professional Network (YPN). These are groups vital to DHC's Global Academy's promotional strategy. Local (Bay Area) YPNs provide personal development leadership and recognition opportunities for young professionals between the ages of 21-39 years old.

Recommended YPN(s):

*Monterey County Young Professionals Network (Monterey County Young Professional Group 1188 Padre Drive, Suite 101, Salinas, CA 93901) Can also be contacted through their website [www.mcypg.org](http://www.mcypg.org)*

*Young Professional Networks of San Jose (Silicon Valley Young Professionals: 1850 Warburton Avenue Santa Clara, CA 95050 Phone: 408-244-8244 Fax: 408-244-7830) Can also be contacted through their website [www.siliconvalleyyp.com](http://www.siliconvalleyyp.com)*

*Young Professionals Networking Group of San Luis Obispo (Young Professionals Networking Group (YPNG) PO Box 13643 San Luis Obispo, CA 93406) Can also be contacted through their website [www.ypng.org](http://www.ypng.org)*

YPN Personal Selling Strategies:

- ❖ **Attending YPN events as a guest-speaker:** To encourage the professional development of their members, YPNs occasionally host presentations or guest speakers at events. It's recommended that Dayton reach out to YPN leadership to see if he could present a leadership seminar and take that opportunity to publicize his course directly to potential clients.

**No-cost attendance, limited transportation costs, time-cost needed to reach out, plan, present, and follow-up with leads**

YPN Publicity Strategies:

- ❖ **Related Articles in YPN Newsletters:** YPNs publish weekly or monthly newsletters that highlight professional development opportunities to their members. DHC could ask to be featured in these newsletters or ask to contribute a relevant article.

**No fiscal costs excluding opportunity (time) costs.**

**Partnership with Japan Business Association of Southern California (JBASC):**

*Goal: 2-3 leads a month*

JBASC Contact Info:

**Japan Business Association of Southern California 1411 W. 190th St., Suite 220 Gardena, CA 90248 Tel: (310) 515-9522 Fax: (310) 515-9722**

**Email: [jba@jba.org](mailto:jba@jba.org)**

Due to its past experience, DHC has expressed a specific interest in marketing their training to companies in and/or from Japan. JBASC is made up over 700 Japanese companies located in Southern California, which is home to the highest concentration of Japanese companies outside of Japan.

Due to the high cost of the course, individuals who are dependent on their own funding may be hesitant to enroll. Rather, they will make use of their company's HR department, and subsequent professional development funds. Therefore, DHC's marketing strategy also directly targets companies and their HR department managers. While DHC does not qualify to become a member of JBASC, it has the ability to interact with the companies that belong to JBASC in the following ways:

#### JBASC Personal-Sales Strategies:

##### ❖ **Offering to Speak and Present at Business Seminars & Educational Events:**

Many of JBASC's members are Japanese citizens who transferred to America for their companies. JBASC regularly holds business seminars and educational events to help them adjust to American work culture. DHC could lead a leadership seminar as a "teaser" to promote the new course. It would help build DHC's credibility among the target market. It's possible that DHC could be paid for this service, however, offering free-of-charge services might be better received as general PR & goodwill.

**No fiscal costs excluding opportunity (time) costs.**

#### JBASC Publicity Strategies:

##### ❖ **Appearing in the Monthly Newsletter:** JBASC publishes a monthly newsletter that is sent out to all members. In the same fashion, DHC has the opportunity to request to feature an article in the publication (e.g. "Comparing the Leadership Culture in Japan & the US") **No fiscal costs excluding opportunity (time) costs.**

#### **E-mail Campaign:**

*Goal: 2-7 leads per month*

It is in DHC Global's best interest to personalize emails for predetermined/preselected individuals and company leaders and/or human resource employees in order to showcase how DHC Global Academy's online format can help emerging leaders reach their potential with additional coaching even with a busy work schedule. Emails will be sent out at pre-specified intervals (*see Lead Flow Plan*), and should include a call to action that funnels leads to the DHC Global academy website complete with a request for more information form. Website analytics would then be necessary to track traffic (*see appendices for model e-mail*). DHC is already utilizing an automated email system to facilitate this. **No fiscal cost. Opportunity (time) costs**

#### Email Personal-Selling Campaign Recommendations:

##### ❖ Advertise through email the launch of DHC Global Academy to previous business contacts and former-client business owners. This avenue is recommended because these contacts will already be familiar with the value Dayton Hughes' leadership coaching. Through these emails, it is recommended that a sales promotion group-discount be applied for participants from the same company/group.

- ❖ Contact *Leah Gowron* in *MIIS Alumni Relations*, (email: [lgowron@miis.edu](mailto:lgowron@miis.edu), phone: 831-647-3558) and request to use the alumni network email database to send emails advertising DHC Global Academy to MIIS alumni. This will potentially reach both individuals and business leaders. Through these emails, a sales promotion MIIS alumni discount should be emphasized.

### **Leverage the Inner Circle Alumni for a Tribal Launch:**

*Goal: 1-2 leads for every 2 individuals who participated in the first Inner Circle Launch of DHC Global Academy.*

After the first *Inner Circle Launch* of the course, it begins to have a history which its past-participants can testify to. Hearing testimonials from former students will establish trust and prestige for the DHC Global Academy brand.

**No fiscal costs excluding opportunity (time) costs.**

#### **Inner Circle Alumni Recommendations:**

- ❖ Following the 5-week *Inner Circle Launch* course, word-of-mouth and incentives for referrals are essential! Course alumni are also encouraged to inform colleagues about the *Referral Discount* in order to encourage enrollment.
- ❖ It is recommended that course alumni fill out **course evaluations (to be developed)** and write testimonials which can be used in future advertisements, promotions, and on the webpage for DHC Global Academy.

### **Leverage Pre-existing Business Contacts:**

*Goal: 1-2 leads for every business contact.*

Consultant Dayton Hughes has built a network of former clients and coworkers who can testify to the quality of his leadership coaching.

**No fiscal costs excluding opportunity (time) costs.**

#### **Business Contact Recommendations:**

- ❖ Reach out to former clients/business-owners in promotion of DHC Global Academy. Emphasize the value of investing in their employees (**"Elevator Pitch/Value Proposition"**) while receiving quality training in an online format that fits into their work schedule (see appendices for model e-mails).



- ❖ It is recommended that Dayton request that his former clients/contacts pass information about DHC Global Academy to other contacts/business leaders, who may be interested. These contacts may also connect Dayton Hughes to business associations that could become involved.
- ❖ It is also recommended to identify business contacts to feature Dayton Hughes or DHC Global Academy on their website, or through social-media platform **LinkedIn**. Business would benefit from this arrangement due to the positive prestige generated by the course, and by having access to the diverse network of course participants.

### **Conferences:**

*Goal: 5-6 leads per conference attended*

Although expensive to attend, conferences offer an invaluable opportunity to meet hundreds of potential clients. There are limited opportunities to become a conference speaker or to have a table in a showroom.

The following conferences are related to either **Japanese businesses or leadership development** and have the potential to connect DHC to potential clients from its two designated target-markets:

#### Conferences Personal Selling Strategies:

- ❖ **2017 U.S.-Japan Council Annual Conference (November 2017 (3 days long), location TBD)Website**  
[http://www.usjapancouncil.org/2016\\_us\\_japan\\_council\\_annual\\_conference](http://www.usjapancouncil.org/2016_us_japan_council_annual_conference) :  
This annual conference is sponsored by the U.S.-Japan Council. Hundreds of representatives from both Japanese and American companies are expected to attend, providing a unique opportunity for networking.



#### **PRIORITY RECOMMENDATION:**

The conference mentioned above would expose the DHC Global's target market *specifically*. If the consultant chooses to attend *any* conferences, it is recommended that this one takes precedent.

**Cost: \$425 registration fee +  
transportation + opportunity (time)**

❖ **2017 Northern California Diversity & Leadership Conference (May 23, 2017 San Francisco) Website**

**<http://www.cadiversityconference.com/2016/norcal/registration.php>:**

This annual conference is organized by the National Diversity Council, which emphasizes employee leadership training in its mission statement. **Cost: \$399 registration fee + transportation + opportunity (time)**

**“Google Adwords” Mass-Sales Strategy**

*Goal: Generate 5-6 leads per month, increase online presence and credibility among target-market*

Google Adwords allows businesses to display ads on Google and its advertising network. Ads only appear when people use key search words, and DHC would only pay if someone clicks on their ads. Also, ads can be tailored to reach customers in specific regions. We recommend DHC to target customers in California at first. Google Analytics should be used to confirm this is an effective promotional method.

**Cost: Recommended initial investment of \$200. Further buy-in if proven successful.**

*\* Before DHC begins to focus more on mass selling tactics, concentrating on building a loyal customer-base with credibility as a leadership expert is crucial. Mass selling is not particularly emphasized within the 18 month strategy but should be explored once replicated successful enrollment cycles make DHC's course more financially sustainable.*

**Dedicate a Page on the DHC Website for the Course:**

*Goal: To establish a strong online presence→ The website is also an important step in our marketing funnel!*

The Emerging Leader's Guide to Global Leadership course does not have a website, and some information about the course can be found on DCH Global's page. Potential participants are directed to a general contact form, or are asked to contact Dayton directly. To make sure that interested parties have access to course information, it is recommended that one tab/page is dedicated to the course on the DHC Global's website. The page should outline the curriculum and components of the course, such as the leadership lab, modules, and training sessions. The cost for these changes will vary widely depending on what type of consultant Dayton hires. For example, we recommend that Dayton hires a student/intern to do the work as a cost saving measure. It will also vary based on how sophisticated he would like the new applications to be. We recommend that he use free applications such as google forms.

### Website Publicity Strategies:

#### **Webpage Recommendations:**

- ❖ **Online Application and payment platforms:** Add a platform where potential students can sign up and pay for the course.
- ❖ **“Request More Information” & Contact form:** Part of the web page should also include a clear call to action, or next step for interested students to take, such as a contact form. The call to action should initiate contact between the consultant and interested parties, as well as gather contact information.
- ❖ **Embed Visuals:** Including Dayton’s TV interview with the Monterey Chamber of Commerce publicity and memorable visuals will increase site traffic. DHC would benefit from highlighting Dayton’s own personality and leadership style via audiovisuals.
- ❖ **Utilize Google Analytics:** Google analytics will allow Dayton to measure the effectiveness of Google Ad words. If DHC does not see a 5-6 click increase in leads, he should pursue other avenues to increase publicity.

### **Social Media:**

*Goal: Measurably increase DHC Global Online Presence*

### Social Media Publicity Strategies:

Due to the fact that Dayton is still building his team, DHC will need assistance in building a consistent, long-term, personal social-media presence. However, such assistance has a cost, and we therefore recommend that DHC utilize online tools, such as Hootsuite, to manage the timing of posts made to social media platforms such as LinkedIn. However, it is not advised to include platforms such as Facebook and Instagram in the marketing mix, as this is projected to yield limited leads. **No fiscal costs excluding opportunity (time) costs.**

### **Appearances in Newsletters and Publications:**

*Goal: Measurably establish more credibility*

### Newsletters and Publications Publicity Strategies:

- ❖ DHC would benefit from Dayton writing articles for a publication(s), in a periodical relevant to the field of professional training. This can include LinkedIn posts. Although not always directly highlight professional development opportunities like DHC’s course, targeted publicity is beneficial. **Fiscal costs vary by publication excluding opportunity (time) costs.**

- ❖ MIIS and Peace Boat Alumni are a large part of the target market due to the weight these names carry. It is worth noting that these alumni groups often receive newsletters that often report and keep a catalogue of what alumni are up to, and do not charge the alumni who wish to be featured in them. By writing a short article about his mission, his take on leadership and the course for these alumni newsletters, Dayton could tap into a desired market for minimal cost.

### **Recommended Discounts & Sales Promotion Strategies:**

As mentioned in the Price Sensitivities section, we recommend several types of discounts to encourage enrollment. These discounts should be alluded to on the DHC website and interested parties at set to email the consultant directly for more information.

- ❖ **Group Discounts for HR Managers:** HR departments that sign up more than one participant will receive a discount. The discount directly corresponds to the number of an HR manager's registered participants. For example, in the case of two participants each will receive a discount of \$200 (a total discount of \$400 for the department).
- ❖ **Referral Bonuses:** Participants will receive \$200 off for every person they refer for the course.
- ❖ **Scholarship for MIIS alumni:** MIIS alumni participating in the course will receive a discount of \$200 off of the total price.

### **Additional Recommendations:**

- ❖ It is recommended that an outside party be contracted to manage the DHC Global website so that pages can be created, updated, and optimized as needed.
- ❖ In addition, the website should include a recognized system of payment (e.g. PayPal) to process tuition payments, as well as an online form to collect data on prospective participants.
- ❖ To further legitimize DHC Global and the course itself, it is highly recommended that the consultant seek accreditation from the Better Business Bureau (BBB). This would ensure prestige, and establish customer trust. In an effort to continue build trustworthiness and prestige among its target market(s), an accreditation from the BBB would add an additional layer of legitimacy, especially since online payment forms may not be immediately possible.
- ❖ Leadership consulting is dependant on one-on-one interaction. Therefore, videos of Dayton on the website so that potential clients will be able to become further acquainted with Dayton. This could also help make the website more engaging.

# 18-Month Timeline

## January 2017-June 2018

\* The following suggested plan is written under the assumption that the course curriculum has been completed by the start of the timeline (January 2017)

	Tactic	Cost	Responsibility	Goal	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Personal Selling	Outreach to YPNs	Free	Dayton	4-5 Leads/Month																		
	Partnership w/ JBASC	Free	Dayton	2-3 Leads/Month																		
	E-mail Campaign	Free	Dayton	2-7 Leads/Month																		
	Leverage Business Contacts	Free	Dayton	1-2 Leads/Contact																		
	Leverage Alumni	Free	Dayton	1-2 Leads/Contact																		
	Conferences	~\$800	Dayton	5-6 Leads					?													
Mass Selling	Google AdWords	Initial Investment of \$200	Assistant	Increase Online Presence and Credibility					?			?			?				?			?
Publicity	Update and Re-format Website	~\$500-\$1,000	Hired Tech Support	Establish a Strong Online Presence																		
	LinkedIn and other Social Media	Free	Assistant	Establish Social Media Presence and Credibility																		
Sales Promotion	Group Discounts for HR Departments	\$500+ off	Dayton																			
	Referral Discount	\$250 off	Dayton																			
	MIIS Alumni Discount	\$500 off	Dayton																			

"?" => denotes the strategy is optional and is contingent on both remaining funds and past effectiveness for the particular tactic.



# Appendices

## Appendix A: Sample Recruitment Material

For more information about the application process, visit  
[www.dhcglobalacademy.com](http://www.dhcglobalacademy.com)



*Invest in your company's emerging talent!*

Give promising workers the training they need to lead with the  
Emerging Leader's Guide to Global Impact online course!



 This 6 week course is conveniently accessed online

 Selected candidates learn alongside 14 other elite professionals

 Candidates receive individual mentoring from an experienced coach



*"Leadership is the capacity to transform vision into reality"*



STRONG.

RESILIENT.


UNRESTRAINED.



Global  
Impact  
Leadership  
Program

"Developing Human Capacity"  
[dhc-global.com](http://dhc-global.com)





GIVE YOUR EMPLOYEES  
THE SKILLS TO BECOME  
LEADERS

## EMERGING LEADER'S GUIDE TO GLOBAL IMPACT

- 5 WEEK ONLINE COURSE
- PERSONALIZED ATTENTION
- INTERNATIONAL FOCUS
- SELECTIVE APPLICATION PROCESS

Help the emerging leaders in your company build an international network. Working closely with students from around the world, participants will discover their personal leadership style and finish the course prepared to move into a management position.



DAYTON HUGHES  
DHC PRESIDENT AND FOUNDER

DAYTON@DHC-GLOBAL.COM  
WWW.DHC-GLOBAL.COM



## EMERGING LEADERS GUIDE TO GLOBAL IMPACT



**Our 5-week online course offers a dynamic approach to leadership.**

Our lessons flexibly fit into a busy work schedule, and students receive personal coaching from our founder, Dayton Hughes, through weekly leadership labs.

## OUTCOMES

Our clients emerge as leaders who are:

Positive  
Proactive  
Peaceful



**Begin making your Global Impact!**

**Contact us:**

Phone: 831-233-2321  
Email: [dayton@dhc-global.com](mailto:dayton@dhc-global.com)



## Appendix B: Sample Outreach Emails

### Individual Participants (MIIS Alumni) Draft Email:

**Subject:** Offer: Inner Circle Leadership Training

Hello [name],

MIIS Alumni are some of the most hardworking, and innovate people around. I would know, because I graduated from MIIS in '87.

As the founder of DHC Global Consulting, I am committed to helping hard working, change making people like you reach their leadership goals. That's why I would like to take the time to extend to you this exclusive MIIS-only alumnus offer to join the Inner Circle of the Emerging Leaders Guide to Global Impact Course.

The Emerging Leader's Guide to Global Impact is a five-week, personalized online course designed to help you develop and utilize your own unique leadership style. As a member of the inner circle, you get:

- Lifetime access to the full five weeks' worth of online course modules- easy to use on your own time!
- Access to weekly, live, Leadership Labs, where you can interact with your cohort of like-minded leaders in real time.
- Three private coaching sessions with me, Dayton, where I use over 10 years of experience to guide your further on your leadership journey.

All this, for only [price]. That's a savings of [savings percentage], just for being a MIIS Alumni!

I'm confident that the Emerging Leader's Guide to Global Impact course will help you reach your fullest potential as a leader. I look forward to the opportunity to help you on your journey.

Namaste,

Dayton Hughes

CEO, DHC Global Consulting  
[dayton@dhc-global.com](mailto:dayton@dhc-global.com)

## **Human Resource Manager(s) & Pre-Existing Business Contacts Draft Email:**

**Subject:** Offer: Inner Circle Leadership Training

Hello [name],

Congratulations on starting [name of business]! It's wonderful to see all the determination and hard work you've done over the years pay off.

I've built DHC Global Consulting from the ground up. DHC Global Consulting committed to helping hard working business owners like develop their employees to the fullest potential. That's why I would like to take the time to extend to you this exclusive offer for you and your staff to join the Inner Circle of the Emerging Leaders Guide to Global Impact Course.

The Emerging Leader's Guide to Global Impact is a five-week, personalized online course designed to fit [name of organization]'s employees you develop and utilize your own unique leadership style. As a member of the inner circle, you get:

Lifetime access to the full five weeks' worth of online course modules- easy to use on your own time!

Access to weekly, live, Leadership Labs, where you can interact with your cohort of like-minded leaders in real time.

Three private coaching sessions with me, Dayton, where I use over 10 years of experience to guide your further on your leadership journey.

Bring the whole team, and you can get all this for only [price] per person. That's a savings of [savings percentage]!

I'm confident that the Emerging Leader's Guide to Global Impact course will help your team reach its fullest leadership potential. I look forward to the opportunity to help you on your journey.

Namaste,

Dayton Hughes

CEO, DHC Global Consulting  
[dayton@dhc-global.com](mailto:dayton@dhc-global.com)

## **Request to HR Managers for Development Funding Draft Email:**

**Subject:** Request for Development Funding

Dear [name of HR Manager],

I am writing to ask for development funds for an online leadership course I would like to participate in. The course is specifically designed for young professionals like me who are hoping to move into a management position in the near future. It will help me find my personal leadership style and help me build up my professional network (and therefore that of this company). The instructor of the course (Dayton Hughes of Dayton Hughes Consulting) has years of international consulting experience and he incorporates lessons and insight from that experience into the curriculum. He can also work with you to make sure that the deliverables for the course align with my work here.

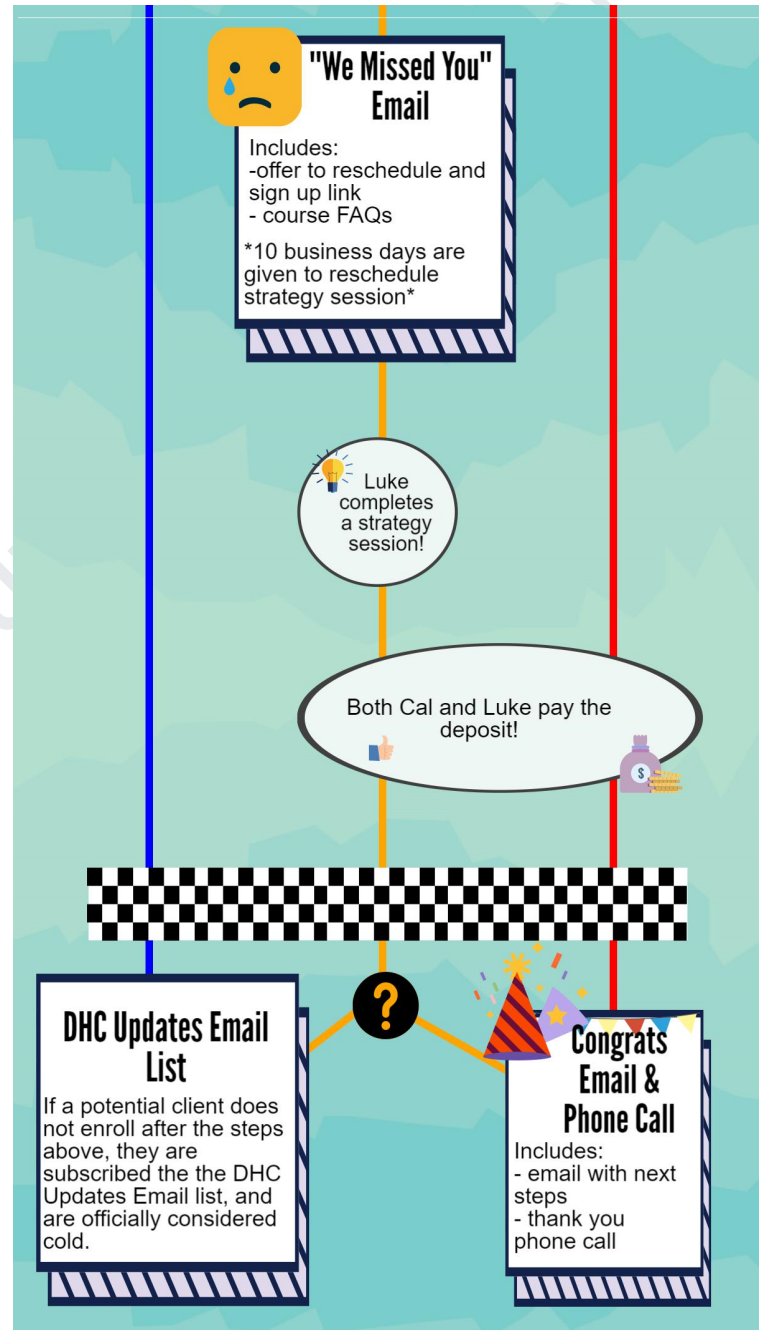
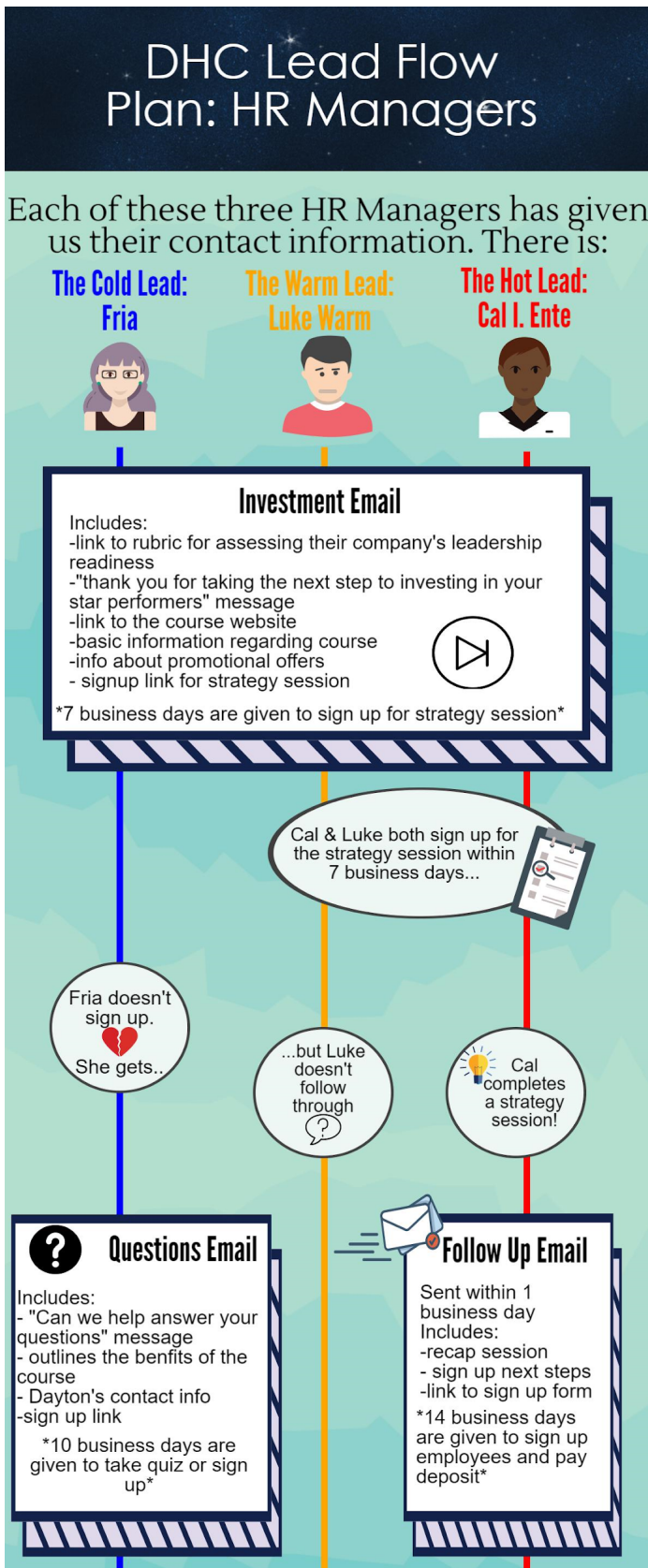
There is limited opportunity cost as the course is online and involves a very manageable time commitment (only thirteen hours over five weeks). But I will have multiple one-on-one sessions with Dayton as well as weekly interaction with others in the course.

Please consider funding my participation in the course. The price is \$2,197 but Dayton has assured me that there are discounts available.

Thank you,



## Appendix C: Lead Flow Plans



# DHC Lead Flow Plan

Each of these three people has given us their contact information. There is:

**The Cold Lead:**  
Fria



**The Warm Lead:**  
Luke Warm



**The Hot Lead:**  
Cal I. Ente



## Welcome Email

- Includes:
- link to the leadership readiness quiz, which they are asked to take
  - "thank you for your interest" message
  - link to the course website
  - basic information regarding course
  - info about the referral program
- \*2 business days are given to complete quiz\*



Fria doesn't take the quiz.  
She gets...

Cal & Luke both take the quiz within 2 business days. As soon as they submit, they receive...



## Results Email

- Includes:
- personalized results that fit them into the course
  - promotional offers (if they apply)
  - referral program info
  - sign up link
- \*2 business days are given to sign up\*



## Quiz Reminder Email

- Includes:
- quiz link
  - video of Dayton talking about the quiz and its relationship to the course
  - sign up link
- \*7 business days are given to take quiz\*



Luke doesn't sign up...



Cal signs up and pays tuition!



## Video Sample Email



- Includes:
- video of sample lesson
  - link to FAQ page
  - sign up link
- \*10 business days are given to sign up\*

## Questions Email

- Includes:
- "Can we help answer your questions" message
  - outlines the benefits of the course
  - Dayton's contact info
  - sign up link
- \*10 business days are given to take quiz or sign up\*

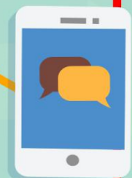


## DHC Updates Email List

If a potential student does not enroll after the steps above, they are subscribed to the DHC Updates Email list, and are officially considered cold.

## Congrats Email

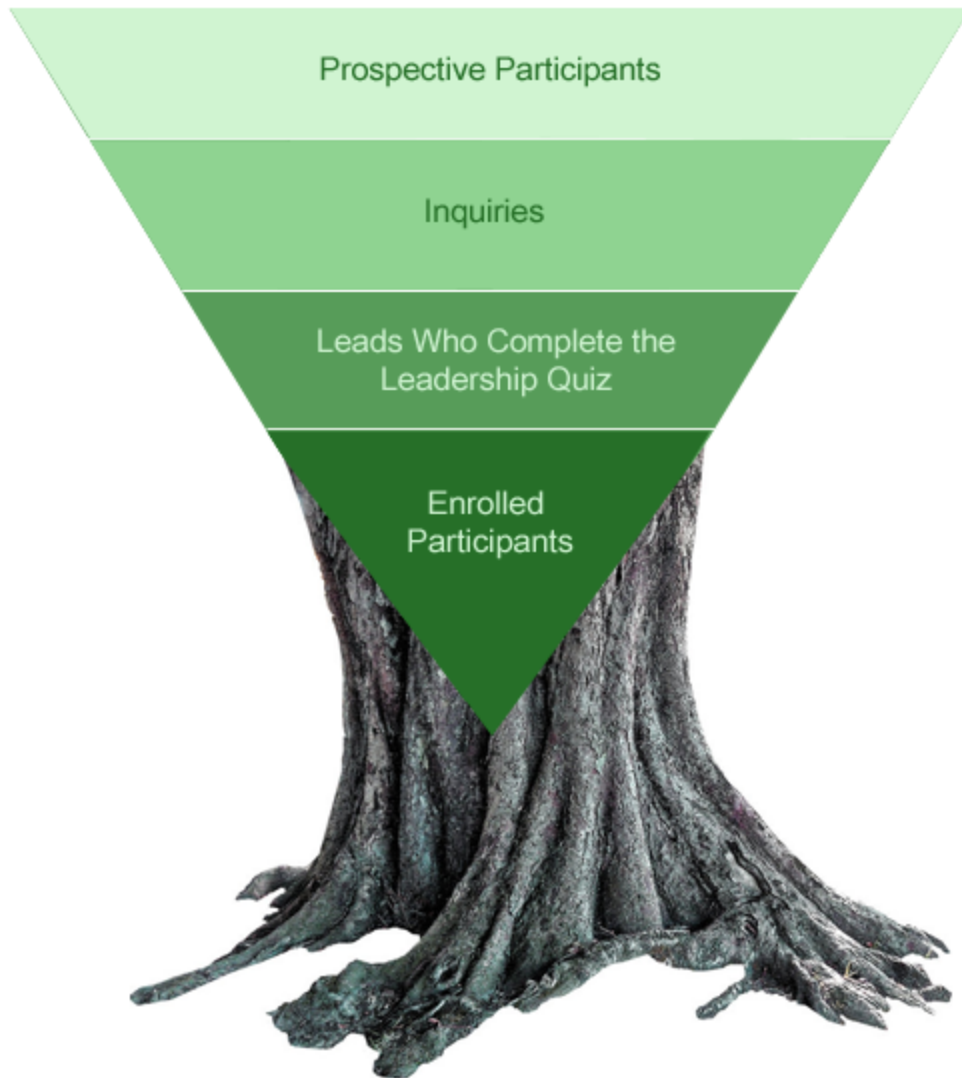
- Includes:
- thank you message
  - next steps
  - link to sign up for strategy session phone call with Dayton



**Strategy Session with Dayton!**

## Appendix D: Lead-Flow Funnels

### Individual Participants:



## Human Resource/Professional Development Fund Managers:

