



UNIVERSITY OF DALLAS

Marketing Automation Software
Education Usage Analysis Report

Updated 1/21/2015

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I. Executive Summary

According to Entrepreneur.com, 65% of all businesses have not any processes to nurture leads. Companies that are nurturing leads are benefiting with 47% higher profit margins than those who do not. Managing a client base using marketing automation software yields tremendous opportunities in today's world where there is a lack of corporate culture to follow up and turn Internet leads into purchasing customers. Today, thousands of prospective students browse University websites on the hunt for quality higher education. Turning a curious, prospective student into an enrolled, active member of a University's student body through the lead nurturing process is just one area of opportunity that this report uncovers.

II. Introduction

The University of Dallas (UD) collaboratively worked closely with Lead Liaison during the twelve (12) week Capstone Experience to provide services/deliverables to aid in Lead Liaison's real world business quest to improve awareness in their industry's target market and usage of their product.

Analysts define Lead Liaison's market as **marketing automation**. The total market size was approximately \$750M last year (2013) which represents an astounding growth of 50% year over year for the past several years. By the end of 2014, the market is expected to grow to \$1.2B, 60% year over year. According to IDC, marketing automation will be growing faster than any other CRM segment over the next three years. Gartner finds marketing automation will lead CRM application segment growth with a 10.7% compound annual growth (CAGR) through 2016, reaching a total market value of \$4.6B.

What is Marketing Automation?

At a time, marketing automation was thought of just sending email to land leads. Now a day's marketing automation is so much more. Marketing automation includes templates to send email, social media, and assessment of customers' behaviors. It takes care of the repetitive tasks and at the same time provides the analytics to better understand customers.

The basics

There are basic traits that marketing automation software includes in their packages.

These are:

- Email engine
- Landing pages
- Score leads
- Analyze results

Small to midsize businesses seem to have different needs and to be successful they need to take advantage of software and resources that are broader. This is because they lack the personnel to dedicate to marketing as well as the structure of a larger organization.

Automation software that target small to midsize businesses will include features such as:

- Email
- Social media
- SEO – search engine optimization
- Blogging tools
- Basic CRM capabilities and integration

In a contextual approach, marketing automation can cover the following features:

- Ability to send emails and customize templates plus dynamic response and content.
- Monitor websites to assess intent to purchase and follow-up.

- Social media integration by the use of social media sign in.
- Lead capture through online forms that deliver free content.
- Campaign management where you can schedule all the steps of a campaign.
- Sales workflow prioritizes the prospect information to the likelihood to become a customer.
- Integration with CRM systems to correlate customer data to analyze interactions and create better targets.

There are several aspects that need to be considered prior to or during the process of implementing marketing automation.

- **Know your organization** – How structured is your organization? How well are your employees to embrace change? Who are your vendors? Outline what are the needs of specific business units such as sales, product management. How aligned are your sales and marketing teams? And what are the goals of the organization?
- **Update your CRM data** – Marketing automation software will integrate with your CRM. Updating customer data makes it easier to analyze. Individuals in organizations come and go, and contacts need to be clean and up-to-date to increase the chances of success.
- **Dedicate time for training and develop process**– Investments in time for training will allow your employees to be more effective and reduce the amount of errors that may enter the system. Tailor your training to the different needs of the business. You may have employees that only do data entry or others that only analyze information or generate reports. The better these individuals feel towards the process, the more comfortable they will feel towards working with the products.
- **Provide content to customer** – Customer education is always important to ensure understanding of your product or service. Having libraries of information allows for an entry of customer data that could increase the number of contacts and possible leads.
- **Understand how others have done it** – Ask and understand what others have done to implement a solution and what pitfalls they have encountered. Ask why they chose a particular solution and about the experiences they have had with the vendor.

III. Methodology - Usage Analyses

In addition to a competitive market analysis, The University of Dallas (UD) completed a marketing automation usage analysis of three U.S. universities and get a perspective of each university solution's roadmap for growth within the university's business organization. The University of Dallas (UD) interviewed three universities to determine why and how each used the respective marketing automation software package to benefit their business.

Contacts to several other additional universities were made, but interviews were not conducted due to the contacts' schedules and ultimate lack of availability. The objective of the interviews

was to understand each university's selection process, review implementation challenges, how they use their chosen marketing automation product, understand successes achieved from their implementation, and to obtain other valuable "voice of the customer" information.

The University of Dallas (UD) obtained interview data from Rasmussen College, University of Nevada Reno, and the Florida Institute of Technology. The results of those interviews are as follows.

Usage Analysis Rasmussen College (rasmussen.edu)

Reference contacts:

- Maria Jacobsen, VP Marketing
- Brad Franck, former VP marketing,

Software used – Eloqua

Maria Jacobsen was recently promoted to the VP of marketing for Rasmussen, replacing Brad Franck who is remaining associated with the university in a consulting role.

Rasmussen University is a college with about 14,000 students located in the Minneapolis / St. Paul area. In discussion with Ms. Jacobsen, the school is currently using Eloqua software and has used the software for about three years. The school went with Eloqua due to its feature set and its ability to interface with Salesforce.com software, which the school is currently using for its CRM function. Eloqua was integrated fully with Salesforce in early 2013.

As far as scope of adoption within Rasmussen, currently the entire university uses it, but the marketing group is the heaviest user. As stated previously it is integrated with Salesforce in which the school's marketing, student services, and admissions departments use the solution. Per the interviewed team, there are no further current plans to expand further with Eloqua. Per Mr. Franck, "Eloqua is a very powerful tool, but we don't come close to using its full potential." A software solution called CampusView is used for internal student email communications rather than Eloqua.

Rasmussen's current yearly licensing feed with Eloqua is approximately \$10,000. The pricing model is based on integration levels and contact volume based on installed users in the university's Salesforce database. Usage price increases as Rasmussen's usage increases.

Currently the school's marketing organization owns the initiative and management of the tool. Feedback from Maria and Brad were that it takes a technically strong Marketing organization to implement the tool; otherwise a university will need to have its IT group own the installation, setup, and administration of the software. The integration's complexity is also determinant on the level of Eloqua integration required. Currently the school's web design team underneath the marketing group supports the platform.

Noted benefits of the Eloqua system were that the visual interface is very intuitive to use on a day-to-day basis, it has a very "intuitive system."

The school heavily utilized the resources of Minneapolis based consulting firm RelationshipOne (<http://www.relationshipone.com>), an Eloqua integrator, to do their initial implementation in 2011.

The use case / benefits currently being derived from Rasmussen's current Eloqua implementation are:

- 1) High School student solicitation, the school monitors and reaches out to prospective high school students in their junior and senior years.
- 2) For the school's online program, it is used heavily for prospecting new students. The software uses touch point management to measure the number of times that the students use the web site for information and direction.
- 3) Lead generation – once a lead comes into SalesForce, the admissions team then creates custom campaigns based on various criteria that the school determines. This use case was deemed the most valuable asset of the Eloqua integration.
- 4) A final use case for the school was the use of the platform for keeping Alumni attached to the school for postgraduate activities. Activities that keep the Alumni involved and provide a small revenue stream for the school for seminars, classes, and workshops that keep Alumni current in their profession.

It was also mentioned that Western Governor's University also used integrator RelationshipOne as their consultant for setting up Eloqua software for their school as well.

In conclusion, Eloqua is very integrated into Rasmussen College's standard work and business flow. There is currently no compelling reason to look at alternatives. Per our investigation, it was the combination of the software's feature set, usability, and the consulting relationship of RelationshipOne.com, which provided the success and guidance for a very satisfactory solution for Rasmussen.

Usage Analysis University of Nevada Reno (unr.edu)

Reference contacts:

- Todd McGregor, Director Web Marketing
- Brandon Stuart, UNR Marketing Research

Software Used – Act-On

The University of Nevada Reno is a brand new user to marketing automation software. In a unique consequence, on the day of the usage interview with Mr. McGregor, the university had put Act-On software on line for the very first time. Mr. McGregor has been associated with the school for about seven years, but he disclosed he is leaving the university soon for other opportunities; however, he is staying on to complete the onboarding of the Act-On solution.

The current scope of adoption in the initial phase will be confined to the admissions organization. Currently the school's graduate programs are the target market. The school's graduate

admissions had been declining over the past few semesters, whereas the undergraduate program was “roof busting.” The school wanted to initiate a kick-start on its graduate programs by implementing Act-On for solicitation. Currently the school uses a Salesforce package called targetX for mass emailing within the university.

The main driver for the decision to use Act-On was its short implementation time. The school needed a short implementation time that could be used for lead generation for the school’s 2015-spring semester. Competitor Marketo required a 12 week installation time, whereas Act-On implementation time was half that at six weeks.

Act-On is being use to host landing pages, tracking user activity to produce lead scoring. Once the user has hit a certain score, the admission team then pursues the candidate. The initial estimates are that the numbers of initial prospects will be approximately 2500 students per month, or in other words, 2500 unique users in UNR’s database.

Along with the fast implementation time, another compelling factor was “good pricing.” Marketo and Hubspot priced their offering based on billing by the number of contacts that are in the recruiting database, whereas Act-On based its pricing based on known active prospects. Currently five graduate programs and five customer-landing pages were initially being put into production, each with a different lead generation form. One documented problem with competitor Hubspot’s pricing model was that high schools students might sit in the database for a couple of years before being actioned. UNR saw this as a significant negative.

Unlike the Rasmussen Eloqua case, UNR did not need a consulting team to implement Act-On. The current campaign will start in 3 to 4 months and plans to target the fall 2015 semester.

The schools budget for marketing automation was stated to be approximately \$10,000 annually and Hubspot cost was quoted at \$2400 monthly with an additional \$10 for every 1000 contacts in the database. Act-On price to UNR is \$630 monthly for 2500 active contacts (not dependent on numbers in the database). Act-On would allow e-mail to these 2500 active contacts (qualified) monthly.

The Act-On user interface was claimed to be just “okay,” where McGregor said that Hubspot’s user interface was better. The plans for further adoption were unclear as the university was also utilizing Google analytics to see the number of web hits. The implementation team was unclear on whether to keep Google analytics or integrate Act-On's capability here. Additionally the team was looking at launching Google AdWords to pair up with the Act-On functionality to advertise real-time back to the leads looking at the UNR web site.

McGregor further disseminated UNRs ultimate three-prong use-case strategy, which will consist of:

- 1) Analytics – how one can measure web traffic on UNR’s site, determine what the calls for action are, i.e. set up campus tours for prospects, etc.
- 2) Implementing marketing automation for lead generation and qualification.
- 3) Implement real-time on-line advertising using Google AdWords.

The current decision maker going forward at UNR will be Thomas White, executive director.

The ultimate goal is to increase graduate admissions. The implementation team plans for the three prong approach above to segment prospects, utilize engagement metrics, and take that data and fold back into social media, such as Facebook, and lastly, set up dedicated advertising channels for those users segments.

Per McGregor, “The web site is the university to the on-line prospect” therefore it is necessary to gather and manage that data as intelligently as possible.

Usage Analysis Florida Institute of Technology (FIT.edu)

Reference contacts:

- Gary Hamme, VP enrollment
- Andy McIlwraith, Director University Marketing

Software used – Hubspot

The Florida Institute of Technology (FIT) has been using HubSpot marketing automation software for over four years. A Hubspot subject matter expert was hired by the university in 2010 to initiate the implementation. Hubspot is primarily used for inbound marketing built around landing pages. FIT uses the Banner platform (same as used at the University of Dallas), for other student data management within the university. Students enter a profile into Banner for future internal email broadcasting and communications while an active student at the university.

For FIT, the current scope of Hubspot’s integration and adoption is in marketing/enrollment. It is implemented to benefit enrollment management. Per McIlwraith, colleges are not great at points of entry other than for a prospect to call the admissions office. A high school prospect prior to their HubSpot implementation did not have a point of entry for additional information about the school other than going through admissions.

The expense for Hubspot is currently about \$10,000 yearly, approximately \$800 monthly. It is the marketing group’s largest yearly expenditure. Hubspot was initially singled out from a CRM conference trade show. Their usage is in the “low end” of Hubspot capability, as there is the ability to go more enterprise wide but at a higher cost. McIlwraith did not elaborate on the enterprise solutions further. It was mentioned that Hubspot would give a trial license to review the basic functionalities for a period of time to show one how to build inbound marketing, start an initial database, and implement webpage automation.

Currently a team of seven people within the FIT marketing organization utilize the Hubspot application, and there is one subject matter expert who manages the software. Gary Hamme, VP enrollment is a key stakeholder of the Hubspot sponsorship. The implementation of HubSpot has been “revolutionary”; the school has simply seen its effectiveness “grow.” Andy felt that they still have not used it to its full capacity. Hubspot is hosting over 200 pages, and it is so entrenched (thousands of hours invested) that they do not ever expect to remove or decommission it.

One of the primary uses for FIT is to measure the viability of their web site construction and its content to rank the popularity of on-line and on-campus programs - from a marketing perspective. For example, if FIT created a new marine biology program, they would create a download fact sheet (white paper) and then measure the number of accesses. FIT can then market geographic locations / users via new syllabus and or a dean's letter, etc. to the prospects. The school has a contest every semester for professors to create new and exciting syllabi and submit them for a "best syllabus award." The winning syllabus is posted online for prospective students to see – an effort to draw the inquisitive high school senior to request further information.

Hundreds of students may be willing to supply an email address to get information rather than calling admissions. The current implementation tracks everything each user does and how long they are on each page. Per McIlwraith, web users can be willing to fill out a form to get data, "instant gratification," rather than go through admissions and not knowing when they will get the desired information (postal mail).

The prime benefit FIT is seeing from marketing automation usage is what one can learn from the data, metrics, and analytics of external user traffic. A school can learn its most popular majors from admissions numbers, but a school will not know the effectiveness or ineffectiveness of its on-line marketing until one measures the web traffic to the university's majors and program information. FIT measures its marketing success when the prospect applies to admissions, and admissions' success milestone is when that same student enrolls.

Furthermore, McIlwraith mentioned, marketing automation reaches out to segments that schools have forgotten about. Take the 16 or 17 year-old, who, for example, is interested in a meteorology degree, he will give an email address to get information about the degree from the web. Per McIlwraith, "that high school student is not interested yet in the nuts and bolts of admission. An email address is the new currency on the web today."

One new area FIT is looking into is better understanding "ghost" applicants. Ghost applicants are those that never filled an online form or an application, but simply called and applied for admission. Having Hubspot will give marketing and admission feedback on what that applicant may have looked at on the web site, perhaps it was student housing for example. A second new initiative under consideration is a call to action, an admissions marketing bar that floats on every page where the applicant if so desiring, can immediately get in contact with an admissions representative.

In conclusion, FIT was the most heavily integrated of the three universities reviewed.

The noted Florida Institute of Technology use cases were:

- 1) Hubspot is used to measure web site productivity, what areas are effective or not
- 2) Measure major and program popularities, what are prospects looking at?
- 3) Measure lead generation
- 4) Nurture long-term high school prospects

- 5) Create campaigns internally to keep site content exciting and fresh for outside viewers (e.g. the syllabus contest, etc.).

The Florida Institute of Technology has indeed established a mature and well-integrated usage of marketing automation software that provides key metrics and performance indicators that are used for monitoring / improvements - improvements in key areas of the university's marketing, admission, and IT management organizations.

The following is a summary matrix of the data obtained from the three universities, showing comparisons in the areas of background information, adoption, financial budget, usage data, and networking information.

Comparison Matrix	Rasmussen College	University of Nevada Reno	Florida Institute of Technology
Background			
MA Software	Eloqua	Act-On	Hubspot
Time Using MA software	3 years	< 1 month	4 years
Reason for Current Vendor	Recommended through integrator consultant. System is seen as very intuitive.	Short implementation time. Competitor SW was 2X the time to install and integrate.	SME hired which has previous Hubspot experience. SME integrated it at FIT.
Adoption			
Used within a group or entire university?	Admissions, student services, marketing	Admissions only	Enrollment and Marketing
Plans to grow investment in the technology	No further plans, SW is very well entrenched	Yes, timeline unknown	No further plans, SW is very well entrenched
Financials			
Cost of MA licensing	~\$10K / annually	\$630 / month	\$800 / month

Budget details of MA expenditures	~\$10K / annually	~\$10K / annually	Not disclosed
Decision Makers			
Titles of those responsible for MA decision process	VP marketing	Director Web Marketing	VP Enrollment and Director of Marketing
Usage			
Biggest Benefit Achieve from SW usage	High school solicitation Custom campaigns. Alumni engagement creating revenue stream	Fastest implementation time. Production benefits not yet benchmarked	Implemented to benefit enrollment mgmt. Measures web site effectiveness. New lead nurturing. The implementation has been “revolutionary”
Expansion plans	No current plans for expansion	Future expansion into undergraduate solicitation	No current plans for expansion
Dislikes of currently used SW product	Complexity of integration	User Interface is not the best in class. Hubspot was mentioned as better	None mentioned
What is missing from the implementation that would be desired	None mentioned	Google AdWords like functionality not included	None mentioned
Support required and provided from SW Vendor	Installation integration and APIs for other Rasmussen DB support Required help from third party integrator	Software easy to install Good support from SW vendor	No vendor support required. Hubspot is fully maintained internally by staff of seven lead by Hubspot SME
Network			
Willing to look at competing SW?	No compelling reason	No compelling reason	No compelling reason
Compelling reason(s) to switch to competing SW	None mentioned	Better UI Google AdWords capability	None mentioned

Table 2 – Usage Analysis Results Matrix

Usage Summary and Conclusions

In conclusion, from the usage interviews The University of Dallas (UD) observed the following findings and feedback from the universities interviewed.

- Software “Ease of Use” was as just important as the size of the package’s features set.
- Universities see implementation and setting up use case strategies as the very top priority. Don’t show how the GUI works, that’s a given that can be learned, *but show how it can generate revenue and measure web marketing performance and identify gaps.* What is the return that can be expected on the investment?
- Universities indicated a key role in their vendor decision was the availability and involvement of a strong software integration influence.
 - By definition, a software integration consultant works to help businesses implement new software installations and educate employees as to their proper use.
 - Rasmussen College and Western Governors university both utilized <http://www.relationshipone.com/> as their Act-On integration consultant
- Salesforce.com is a common CRM used by schools. The marketing automation packages are layered on top and integrated through customer middleware. This is where the software integrator shows its muscle and power.
- MA software is used at different levels of integration. Other software packages such as Banner software by Ellucian Company L.P. are used for student management once students are admitted.
- Voice of the customer – A universities web site “/s the university to the prospective student.” A successful implementation of marketing automation software is a difference maker in the effectiveness of increasing admissions and generating continuing student and alumni interest.