Summary

This memo outlines key marketing questions, product considerations, and strategic planning needs to launch new Emerson College academic majors.

1. Key Product Level Questions

Target Audience and Program Alignment

- **Who is the audience?** Prospective students, influencers, and community stakeholders.
- **Student fit:** Programs should appeal to diverse learners, emphasizing student personas that align with Emerson's mission.
- **Interest potential:** Interest should be validated through enrollment marketing insights and benchmarking against competitor offerings.

Market and Industry Demand

- **Impacted industries:** Which industries will benefit from the program?
- **Growth potential:** Consideration of job, industry, and investment growth is crucial.
- **Career outcomes:** Programs should provide students with tangible post-graduate opportunities such as employment or industry-recognized projects.

Partnerships and Endorsements

- **Community & industry partners:** Programs should aim to secure endorsements and collaborations with external organizations.
- **Sponsors and funders:** Identifying funding opportunities or institutional supporters will help sustain and validate the program.

Program Value Proposition

- **Core strengths:** Emphasis on distinctive pedagogies, core skills, and unique learning experiences (including experiential learning).
- **Testimonials:** Leverage alumni stories, stories of great student work, or partner impact cases to build credibility and appeal.
- **Support structure:** Key elements include alumni networks, internship pipelines, industry ties, and extracurricular support.

Future Planning and Sustainability

- **Financial sustainability:** The program must be built to be self-sustaining and scalable over time.
- **Institutional expansion:** Evaluate the potential for scaling the program across other Emerson departments.

2. Launch Timeline

Demand Generation (24-month):

- Faculty Expertise Videos
- Sustainability Impact Stories
- Symposium/ Conferences

Lead Generation(18-month):

  a. Counselors? Emails? Consultation with Undergraduate Admissions Needed
  b. Announce the development of a new major to start acquiring leads (Justin's Suggestion)
  c. Pre-launch marketing to gain insights on marketing and marketing demands (Justin's Suggestion)

3. Financial Modeling & Marketing Investment

Go-to-Market Cost Planning

1. **Demand Generation Costs (24-month horizon):**

    a. These costs support long-term brand awareness and market readiness.
    b. Once yield and awareness reach critical mass, costs may taper off.

2. **Lead Generation Costs (18-month horizon):**

    a. Tied closely to the Undergraduate Admissions efforts.
    b. Heavy initial investment is expected; insights from the enrollment management team are critical.

Recurring Costs and Budgeting Models

- **Sustainability planning:** Programs need to plan for ongoing marketing and overhead once established.

- **Comparison examples:**

  - **HKU Model:** Includes 23–30% central overhead for graduate programs.
  - **Harvard:** Alternative cost-split methods were used.

- **Current gaps:** Emerson currently does not integrate annual marketing costs into its financial models—this represents an opportunity for refinement.

4. Questions for Further Consideration

- Where does the funding for the program launch and marketing come from? Is this coming from a grant, or is there a proposal for this? In our conversations, the faculty is aiming to apply for a grant to launch the program. In other institutions, go-to-market marketing is part of the launch funding.
- How does the program differ from competitor institutions' offerings?
- Does this offering take away from current offerings?