



YMCA **Wales** Community College



Marketing Strategy 2009-2012





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YMCA Wales Community College's first priority is its learners. In order not only to meet, but to exceed learner needs, the College must build on the distinct competencies that it has achieved, and which have established its reputation for meeting customer expectations. It is vital that strategic management supports this aim, in order to ensure that the College provides and achieves high quality learning opportunities and standards. The College's Marketing Strategy is a critical component in successfully addressing the College's strategic aims.

1. YMCA Wales Community College's Marketing Strategy Themes

1.1. Market and Learner Research

The College will undertake ongoing research, analysis and review of learner preferences, competitors and market opportunities in order to inform strategic planning.

1.2. Curriculum / Service Development

Through market research and customer evaluation, the College will develop its provision to meet the needs of all its targeted market segments including individuals, employers and the community. The Marketing Strategy encompasses all of the College's provision for the youth work sector, offender management services and community development partnerships.

1.3. Informed Pricing Policies

The College recognises the importance of making learning accessible by all and aims to balance this requirement with the need to meet funding and financial targets, and maximize contribution.

1.4. Effective Marketing Communications

The College recognises the need to use a wide range of tools including new media options, to communicate effectively with both new and existing learners, and other stakeholders. This will involve communications across internal and external networks, particularly to maximize repeat and additional business, and through strategic partnerships. The use of the Welsh language in this context will be as specified in the College's Welsh Language Policy.

1.5. Branding

The College is committed to producing clear, complete and easy-to-understand information materials that are accessible by all. The identity of YMCA Wales Community College will be included on all internal and external publicity materials, on learning materials and forms, and on other physical resources such as College buildings.

The Marketing Strategy supports and underpins the development of the YMCA Wales Community College learning brand identity for our learners, tutors and partners. A strong feature of the brand identity is the College's strap-line 'learning to build better communities' and the College's Mission Statement:

YMCA Wales Community College will:

- support organisations to provide learning opportunities that enable people to positively affect their own lives and actively participate in their own communities;
- provide a range of specially designed educational opportunities for people who are engaged in learning through the Offender Management programme
- support voluntary and statutory Youth Work organisations to develop workforce capacity to work with young people

1.6. A Learner Centred Culture

To ensure a learner centred focus is embedded within the organisation, the College will take all necessary measures to develop staff awareness of, and commitment to, marketing strategies in order to improve service delivery. This is supported through ongoing internal communications across the organisation.

1.7. Customer Relationship Marketing

In order to maximize customer service levels, repeat business and to attract new partners / learners, the College recognises the need to develop close links and two-way communication with partners / learners from the initial point of contact through the learning process to the learner's progression beyond YMCA Wales Community College.

1.8. Corporate Social Responsibility

The College's Marketing Strategy reflects the importance of Corporate Social Responsibility and the need to work with local communities to strengthen communication and mutual understanding. A variety of marketing activities take place with our networks and partnerships, promoting the ESDGC agenda through newsletter articles, publicising charitable or fund-raising events where appropriate, and highlighting relevant services and facilities.

1.9. Annual Marketing Operational Plan

The annual Marketing Operational Plan details the actions required to implement the Marketing Strategy. All activities are regularly monitored and reviewed by the Senior Management Team to ensure maximum effectiveness, throughout the year.

2. Outline of College Promotional Activities

2.1. External promotional activities

The College has a marketing budget to facilitate targeted promotional activities.

The College does not engage in direct recruitment of learners; all promotion is undertaken in collaboration with the College's partners. A wide range of promotional tools are used, including:

- Promotional materials, e.g. pens, post-it notes, contact cards
- College website
- Attendance at geographical, curriculum-related and partnership networks
- Provision Development Managers' regular visits to partner organisations
- Leaflets produced for specific promotional purposes
- All workbooks, PowerPoint presentations and learning materials produced by the College feature the College name and logo
- The College responds positively to requests to support partners' promotional events
- Press releases are used occasionally to promote major events

All promotional materials are evaluated to ensure they comply with accessibility requirements of the Disability Discrimination Act. Readability tests are also undertaken periodically, to ensure they are accessible to all ability levels.

2.2. Internal promotional activities

No individual member of staff has responsibility for marketing activities. Marketing is viewed as a cross-college function and the Senior Management Team discusses and evaluates marketing activities.

2.2.1. Communication with students:

- College newsletter accessible to students via College website
- Induction activities
- Course / site visits by Provision Development Managers

2.2.2. Communication with staff:

- College newsletters accessible to staff via College website
- Tutor meetings
- Course / site visits by Provision Development Managers

2.2.3. Communication with partners:

- College newsletters accessible to partners via College website
- Partnership meetings
- Course / site visits by Provision Development Managers

3. Outline of College Research Activities

A termly Management Information Systems report outlining student profile data (age, postcode, employment status etc) is presented to the College's Curriculum and Quality Standards Committee. The report is used to support strategic and curriculum planning and development.

The College conducts informal research activities to identify market opportunities within the youth work sector, offender management services and community development. The information gleaned from sectoral and partnership network meetings provide useful intelligence about learner needs and activities of other training providers. The information gathered is shared at Senior Management Team meetings.

Learner surveys are carried out with students on a course basis and the results are reported termly to the College's Curriculum and Quality Standards Committee. Annual satisfaction surveys are also conducted with partners and tutors and the results are reported to the July meeting of the College's Curriculum and Quality Standards Committee.

Suggestions / complaints opportunities are available via the College website.

A termly report is provided to the Curriculum and Quality Standards Committee on outcomes of follow-up activities for students who have withdrawn from their course early.

4. Evaluation Activity

The Senior Management Team informally evaluates the College's promotional activities.

5. Collaborative Marketing with Other Providers

Links through networking groups assist with 'word of mouth' marketing activities for all areas of provision.

5.1. Youth Work

- Development of the Youth Work e-library with Trinity College, Carmarthen. This initiative will promote and raise the profile of YMCA Wales Community College across the youth work sector
- Youth work training telephone and website enquiries received by YMCA Wales Community College are forwarded to the relevant local authority youth work services or to training providers such as Youth Cymru and Clubs for Young People.
- The Youth Work NOCN Consortium (YMCA Wales Community College, OCN Wales, DCELLS, Youth Cymru, statutory and voluntary youth work representatives) shares expertise in the promotion and delivery of NOCN Youth Work qualifications.
- The College has developed a joint leaflet with Trinity College, Carmarthen to promote progression opportunities for youth workers qualifying with the NOCN Level 3 Youth Work.
- The Council of Wales Voluntary Youth Services promotes learning opportunities, including those supported by YMCA Wales Community College, to its members.

5.2. Community Development

- All community learning partners assist in the promotion of community development courses funded by YMCA Wales Community College
- The Powys Adult and Community Learning Partnership (PACLP) adopt a partnership approach to the publication of ACL provider information for the communities across Powys.

5.3. Offender Management

- The College supports the promotion of awards events for Dyfed Powys Probation Service.

6. YMCA Wales Community College Marketing Operational Plan 2010 – 2011

Issue	Objective	Action	Resource / Cost	Person Responsible	Person Monitoring	Interim Date	Completion Date
Learners have insufficient information to make informed decisions about course choice. SAR KQ2 - 2.3.2	85% of learners completing the College evaluation form in 2010/11, grade pre-course information as 'good' or 'very good'.	Write detailed course descriptions for all qualification courses	£100 £100	PDM-YW QM	HOC	N/A	Aug 2010
		Place course descriptions on College website	£50	DPAO	SMT	N/A	Aug 2010
		Provide partner organisations with course descriptions and unit outlines	£200 £125 £100	PDMs HOC QM	SMT	Aug 2010	Sept 2010
The College identity is not sufficiently well marketed to new learners SAR KQ2 - 2.3.2	85% of learners attending a College focus group in 2010/11, consider the College identity to be well marketed	Produce a College learner leaflet	£50	DPAO	SMT	N/A	Aug 2010
		Distribute College learner leaflet with publicity materials (pens, post-its)	£200 £125 £100	PDMs HOC QM	SMT	Dec 2010	June 2011
		Develop a script for OM facilitators to explain College learner status to offender learners	£100 £100	PDM-OM PDM-YW	SMT	Aug 2010	Sept 2010
		Include College identity as a focus group discussion topic	£100	QM	SMT	Jan 2011	May 2011

PDM- Provision Development Manager
YW – Youth Work
QM Quality Manager
DPAO Data Processor / Administrative
Officer

PDM- Provision Development Manager –
OM Offender Management
HOC Head of College
SMT Senior Management Team

Adopted 2009

Amended August 2010

