FLETCHER

MARKETING COMMUNICATION STRATEGY

By: Alexander Shirley, Ana Machuca, and Ariana Pena Pena

Hult International Business School
MKT-B: Mastering Marketing Communications
Professor Niland Mortimer and Professor Charles Lawry
October 25, 2023

FLETCHER

THE FLETCHER GLOBAL AFFAIRS PROGRAM

Report

Enrollment Marketing Communication Strategy for the Master of Global Affairs Program at The Fletcher School of Law and Diplomacy

INTRODUCTION

The Fletcher School of Law and Diplomacy at Tufts University is recognized as an innovator in the study of global affairs. As the oldest graduate school of its kind in the United States, The Fletcher School celebrates its 90th anniversary this year and its legacy and commitment to fostering the next generation of leaders in international relations, law, and diplomacy is unmatched, making it an exceptional institution in the world of higher education.

Within the Fletcher School's diverse array of master's degree programs lies the Master in Global Affairs Program (MGA). This degree, along with its sister programs, embodies the institution's dedication to offering an interdisciplinary approach and specialization flexibility that is unparalleled in the field. This MGA program provides students with the knowledge and abilities to successfully navigate the expansive and multifaceted landscape of international affairs.

The following report presents an enrollment marketing communication strategy for the MGA program that articulates the program's value proposition and inspires the next generation of global affairs leaders to embark on their journey at The Fletcher School.

TARGET AUDIENCE

The Master in Global Affairs program at The Fletcher School caters to a diverse array of individuals, each with unique career aspirations and experiences. For this marketing strategy, the target audiences were broadly categorized into four distinct groups, taking into consideration the program's curriculum and requirement of two to four years of professional experience:

- **Early-Career Professionals:** These individuals often have some work experience or internship exposure related to international relations or global affairs and want to deepen their knowledge and skills in navigating the complexities of the global landscape.
- **Mid-Career Professionals:** Individuals with significant work experience in this field may pursue this program to advance their careers, transition to a new area within international affairs, or update their knowledge in response to the ever-evolving global dynamics.
- **NGO and International Organization Staff:** Individuals already engaged in non-governmental organizations or international organizations may enroll in this program to enhance their understanding of global challenges and solutions, preparing them for leadership roles within their organizations.
- **Government and Military Personnel:** Members of the military or government agencies may pursue this program to expertise in international relations and diplomacy, to assume roles that involve international security, foreign policy analysis, or related areas.

DIRECT COMPETITORS

In order to effectively promote The Fletcher School's Master in Global Affairs program to the target audience, it is necessary to evaluate similar programs offered by other prestigious institutions in order to comprehend the market and determine what advantages and differentiating features it has over its competitors.

FLETCHER'S MASTER OF GLOBAL AFFAIRS PROGRAM

- *Location*: Medford, MA, USA.
- *Time to Complete*: 16 months (full-time)
- *Professional Experience*: 2-4 years required
- *Tuition*: $55,424
- *Curriculum*: 42 credits.

KEY COMPETITORS FOR THE MGA PROGRAM

SCHOOL OF PROFESSIONAL STUDIES AT NEW YORK UNIVERSITY

- *Degree*: Master in Global Affairs.
- *Location*: New York City, NY, USA.
- *Time to Complete*: 16 months (full-time).
- *Professional Experience*: None required.
- *Tuition*: $50,966
- *Curriculum*: 42 credits.

FLETCHER

DIRECT COMPETITORS

SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS (SIPA) AT COLUMBIA UNIVERSITY

- *Degree*: Master in International Affairs.
- *Location*: New York City, NY, USA.
- *Time to Complete*: 21 months.
- *Professional Experience*: 3-5 years required.
- *Tuition*: $65,568
- *Curriculum*: 54 credits.

JOHN F. KENNEDY SCHOOL OF GOVERNMENT AT HARVARD UNIVERSITY

- *Degree*: Master in Public Policy with a focus in International and Global Affairs.
- *Location*: Cambridge, MA, USA.
- *Time to Complete*: 2 years.
- *Professional Experience*: None required, but at least 2 years encouraged.
- *Tuition*: $57,660
- *Curriculum*: 72 credits.

JACKSON SCHOOL OF GLOBAL AFFAIRS AT YALE UNIVERSITY

- *Degree*: Master in Public Policy in Global Affairs.
- *Location*: New Haven, CT, USA.
- *Time to Complete*: 2 years.
- *Professional Experience*: Not specified.
- *Tuition*: $58,400
- *Curriculum*: 16 credits and a summer internship or project.

**Tuition is based on rates for the year 2023-2024 and does not include fees*

FLETCHER

UNIQUE SELLING PROPOSITION

FLETCHER'S UNIQUE SELLING PROPOSITION AS A GRADUATE SCHOOL

While there are several schools with similar characteristics, there are specific aspects for which Fletcher is renowned. One of these distinctive features is its interdisciplinary approach. The institution emphasizes the importance of maintaining a well-balanced relationship between theory and practice, addressing real-world and global issues. Additionally, the school offers a wide array of programs and fields of study.

Another notable aspect is Fletcher's comprehensive understanding of global issues. The school is recognized for delivering an up-to-date curriculum with a strong international perspective. This ties into the school's commitment to fostering and expanding a diverse student body, naturally creating a global network for students. Furthermore, Fletcher University boasts a highly diverse alumni community, providing students with valuable contacts in influential positions around the world. Finally, its strategic proximity to diplomatic centers offers students unique opportunities for internships, networking, and practical experiences.

FLETCHER'S MGA UNIQUE VALUE PROPOSITION AS A DEGREE

The MGA degree is very similar to the MALD degree but there are several characteristics that make it special. According to Fletcher, the MALD degree primarily serves as an exploratory phase for students, while the MGA is tailored for those students who are career-focused along a pre-determined field of study. Having said the above; what sets them apart is the 16-month duration of the program (Other degrees last 2 years on average), naturally reducing the program's cost. This is because the program enables students to concentrate on a single field of study. It caters to individuals who have a clear career path and well-defined goals. As outlined by Fletcher, MGA students value the program's shorter duration as it allows them to return to their marketplace or current jobs enabling the immediate application of their acquired knowledge from the degree

FLETCHER

MARKETING OBJECTIVE

Increase applicants by 10% and obtain students from 5 new nationalities

Our overall goal is to boost the number of applicants, especially given that the degree program started in 2021 and has thus far only enrolled 12 students. Furthermore, during a Q&A session with Laurie Hurley the former director of admissions and current admissions advisor at Fletcher, it was mentioned the school is looking forward to increasing the number of applicants and enrollments from Africa. Similarly, it was also noted that there is a lack of students from Latin America.

MARKETING STRATEGY

We intend to reach the target applicant audience in three primary methods: Digital Marketing and Traditional Marketing. Digital marketing presents a significant opportunity to easily connect with a global audience through social media, search engines, email, and website optimization. We opted to prioritize website optimization based on the understanding that when we do reach potential applicants, their initial point of contact will likely be the school's website. By enhancing it, we can more effectively convey information and genuinely captivate our users. However, reaching our target applicants can be challenging, especially since they come from diverse workplaces. Consequently, we brainstormed potential common touch points to advertise through print ads.

FLETCHER

COMMUNICATION TACTICS

Digital Marketing (social media)

LINKEDIN

We will do sponsored content tailored to a specific audience, and to reach this audience. To reach this audience, we will target them based on the information displayed on their LinkedIn profiles, such as job title, company, industry, location, skills, and more. Examples that work are the following:

Job Titles:
1. Research Analyst
2. Policy Advisor
3. International Relations Specialist
4. Diplomat
5. Nonprofit Program Manager
6. Foreign Service Officer
7. Humanitarian Aid Worker
8. Peace & Conflict Resolution Specialist
9. Development Economist
10. Multilateral Organization Officer

Skills:
1.International Relations
2. Global Affairs
3. Policy Analysis
4. Conflict Resolution
5. Negotiation
6. Economics
7. Foreign Languages
8. Data Analysis
9. Cross-Cultural Communication
10. Leadership and Management

Companies and Industries:
1. Government and Diplomatic Services
2. Nonprofit Organizations
3. International Organizations (e.g., UN, World Bank)
4. Consulting Firms
5. Research and Think Tanks
6. Financial Institutions
7. NGOs (Non-Governmental Organizations)
8. Multinational Corporations
9. Defense and Security Organizations
10. Academic and Educational Institutions

Location:
Must be a global reach, however since there is a lack of applications from Latin America and Africa, those are our primary focus

Every ad must provide easy access to the website's MGA portal (links or QR codes)

COMMUNICATION TACTICS

Digital Marketing (social media)

INSTAGRAM ADS

We will do paid ads and just like LinkedIn they will be targeting a specific audience on this platform based on age, interests, and location. Regarding age, our target range spans from 25 to 30 years. Interests should align with topics related to education, higher education, international behaviors, political science, and study abroad. To fulfill our marketing objectives, we will focus on nationalities that are currently lacking within the program. This primarily includes Africa and countries in Latin America.

The optimal ad format will be Instagram Stories, as demonstrated by an experiment conducted by The Social Media Lab, which found that story ads had a 44% higher reach and 78% more clicks than feed ads (Ayres, 2021).

INSTAGRAM OPTIMAZATION

In addition to Instagram paid ads, we believe it's essential to optimize the current Instagram page. Users are highly likely to visit the profile after viewing an ad on Instagram that piqued their interest. This is why one thing that could improve their profile is verifying their account and focusing more on videos.

INTERNATIONAL

- Some things we believe should be more represented on their profile include the idea of an international community. This can be achieved by featuring students celebrating their diverse cultures in campus activities and sharing dedicated photos of various festivities. Likewise, they could use this as a way to connect better with users by creating a 'reels series' where students share about them and their culture.

POST-GRADUATION LIFE

- Another factor that should be highlighted is the student's achievements post graduations to motivate others to come

COMMUNICATION TACTICS

IN-CLASS

- Instagram provides an excellent platform to showcase students' problem-solving skills, which they acquire through their practical curriculum, gaining real-world experience in the process.
- Flectcher can post videos of students working on projects and delivering the final work.

Digital Marketing (email)

EMAIL MARKETING

Emails should be personalized since according to Business Adobe; "personalized emails have been shown to produce a 139% increase in click rates compared to static one-time sends" (Adobe Communications Team, 2023).
Emails should be to promote information sessions about the degree, inform about important headlines, and properly transmit the key message.

Digital Marketing (SEM and keywords)

SEARCH ENGINE MARKETING

Aligning our marketing initiatives with potential graduate students' declared interests will help us engage and effectively catch their attention. To do this, we suggest utilizing programmatic search engine marketing, a strategy that places our digital advertisements in front of individuals actively searching for topics (keywords) related to the Fletcher School's Master of Global Affairs program on Google and other search engines. As a result, we increase the possibility of attracting individuals who are truly interested in our program.

COMMUNICATION TACTICS

KEYWORDS

Examples of keywords that are relevant to the program, and that the target audience may be searching online when interested:

- Global Affairs degree
- International affairs degree
- Master in international relations
- Master of Global Affairs
- Master of International Affairs
- International relations degree
- Best international relations master

Digital Marketing (website)

WEBSITE OPTIMAZATION

The Master of Global Affairs landing page on Fletcher's website has to be optimized to attract potential applicants, improve user experience, and increase conversion rate. The current page is hard to navigate, making it difficult to find useful information that might attract individuals to apply. Therefore, we suggest the following:

IMPROVED NAVIGATION

Simplify the landing page's navigation structure to ensure that essential sections like program details, admissions, financial aid, and contact information are easily accessible from the homepage.

TESTIMONIALS AND ALUMNI STORIES

Feature testimonials from alumni as well as current students who offer insight into the program's value and impact.

COMMUNICATION TACTICS

VISUAL CONTENT

Showcase the school, the classrooms, and student life with high-quality photos and videos. Visual materials can aid applicants in visualizing their experience at Fletcher.

CALL-TO-ACTION (CTA) BUTTONS

Implement CTA buttons that are clear and compelling throughout the landing page. Use terms such as "Apply Now," "Request Information," or "Schedule a Visit" to encourage individuals to take action.

Traditional Marketing (print ads)

PRINT ADS

Implement billboards and posters in events that our target audience have in common. This events are along the lines of Model UN conferences and debates, Global development forums, International trade fairs, and NGO workshops.
Every ad should have easy access to the website, this can be accomplished through a QR code. This way we will be able to track better.

15% Of ads on Africa will be about scholarships and financial aid

- *Most tuition fees at these types of schools can exceed the average annual income of many families in the region*
- *Most low-income families lack information on how to apply for financial aid which can be a reason that stops people from applying*

FLETCHER

BUDGET ALLOCATION

Consider the following allocation to efficiently distribute the funds for the marketing strategies while aligning with the set objectives:

SOCIAL MEDIA ADVERTISING ON LINKEDIN AND INSTAGRAM

- *Budget Allocation*: $100,000 (28.6% of the total budget)
- *Rationale*: These channels are efficient in reaching professionals, particularly those in their early and mid-career stages. Given that these platforms enable precision targeting, the allocation should be substantial.

EMAIL MARKETING

- *Budget Allocation*: $50,000 (14.3% of the total budget)
- *Rationale*: Email marketing is cost-effective and allows for personalized communication with prospective applicants, making it essential for developing connections and encouraging application submissions.

PRINT ADS

- *Budget Allocation*: $25,000 (7.1% of the total budget)
- *Rationale*: While the budget for print advertisements may be lower, they can be used for targeted efforts in underrepresented regions, like Latin America.

FLETCHER

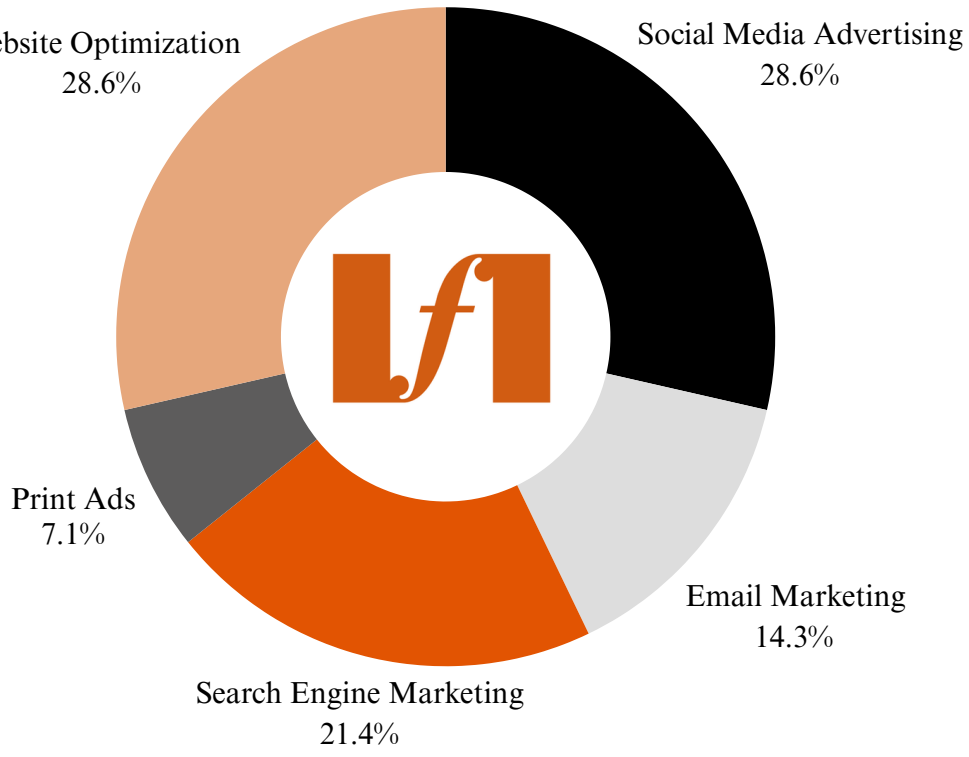
BUDGET ALLOCATION

SEARCH ENGINE MARKETING (SEM)

- *Budget Allocation*: $75,000 (21.4% of the total budget)
- *Rationale*: SEM is a vital tactic for reaching applicants who are actively looking for similar programs. Allocate a substantial budget to ensure prominent placement in search results and to concentrate on the African and Latin American regions.

WEBSITE OPTIMIZATION

- *Budget Allocation*: $100,000 (28.6% of the total budget)
- *Rationale*: To engage and convert visitors efficiently, the landing page must be well-optimized. This investment is necessary for providing an excellent user experience and encouraging applications.



BRAND STORY / KEY BENEFIT

The one single benefit communicated that will most likely persuade a potential applicant to apply is that its focus on one field of study, allowing completion in less than two years, which is below the average duration.
This allows students to return to their marketplace or current jobs enabling the immediate application of their acquired knowledge from the degree. This means the degree is for individuals who have a clear career path and well-defined goals.

EMOTIONAL/RATIONAL "BUTTONS"

Rational: Efficiency, Time saving
Emotional: Determination, Urgency, Motivation

EXISTING BRAND ELEMENTS

While we have already defined the primary message for the Fletcher's MGA degree, there are a few key brand elements that need to be consistently incorporated into all communications.

LEGACY

First and foremost, we must emphasize the legacy and reputation, as Fletcher is widely recognized for these qualities. In fact, this year marks their 90th anniversary, a testament to their enduring legacy.

INTERNATIONAL

Another vital element for Fletcher as a brand is the international community. It's crucial to convey that their global network serves as more than just a network; it's a robust support system

FLETCHER

FOR THOSE WHO KNOW THEIR GOALS EVERY MOMENT COUNTS

Tagline for MGA

FLETCHER

DEGREE'S PERSONALITY

Professionals with a clear career path



THE FLETCHER GLOBAL AFFAIRS PROGRAM

Purpose-driven *Passion* *Determination*



Deep Dive on One Single Field of Study

FOR THOSE WHO KNOW THEIR GOALS EVERY MOMENT COUNTS

RE-ENTER THE MARKETPLACE AND APPLY THE KNOWLEDGE



FLETCHER

REFERENCES

Adobe Communications Team. (2023). *Use email marketing personalization to improve customer engagement*. Adobe. https://business.adobe.com/blog/basics/personalized-email

Ayres, S. (2021, February 2). *Instagram Stories Ads or Feed Ads: Which is Better?* Social Media Lab Powered by Agorapulse. https://www.agorapulse.com/social-media-lab/instagram-stories-ads-or-feed-ads-which-is-better/#:~:text=In%20February%202018%2C%20the%20Social,78%25%20more%20clicks

Chiles, N. (2021, July 29). *Five things American colleges need to do to help black and Latino students*. The Hechinger Report. https://hechingerreport.org/five-things-american-colleges-need-help-black-latino-students/

Courses and Curriculum. (2023, July 19). Yale Jackson School of Global Affairs. https://jackson.yale.edu/academics/mpp/courses-and-curriculum/

Curriculum: MS in Global Affairs. (2022). NYU School of Professional Studies. https://www.sps.nyu.edu/homepage/academics/masters-degrees/ms-in-global-affairs/curriculum.html

Degree Requirements. (2023). Harvard Kennedy School. https://www.hks.harvard.edu/educational-programs/masters-programs/master-public-policy/degree-requirements

Graduate Application Requirements and Deadlines. (2023). NYU School of Professional Studies. https://www.sps.nyu.edu/homepage/admissions/admissions-criteria-and-deadlines/graduate-programs.html

Hoory, L. (2022, August 18). The Ultimate Guide To Search Engine Marketing (SEM) In 2023. *Forbes*. https://www.forbes.com/advisor/business/search-engine-marketing-sem/

International & Global Affairs Concentration. (2023). Harvard Kennedy School. https://www.hks.harvard.edu/educational-programs/masters-programs/master-public-policy/curriculum/areas-focus/international

FLETCHER

REFERENCES

Master in Global Affairs. (2022). The Fletcher School at Tufts University. https://fletcher.tufts.edu/programs/masters/MGA

Master of International Affairs. (2022). Columbia School of International and Public Affairs. https://www.sipa.columbia.edu/sipa-education/masters-programs/master-international-affairs

Tuition. (2023). NYU School of Professional Studies. https://www.sps.nyu.edu/homepage/admissions/tuition-and-fees.html

Tuition & Fees. (2023). Harvard Kennedy School. https://www.hks.harvard.edu/admissions-aid/funding-your-education/funding-your-masters-education/tuition-fees#master-in-public-policy

Tuition and Fees. (2023). Columbia School of International and Public Affairs. https://www.sipa.columbia.edu/office-financial-aid/tuition-and-fees

Tuition & Funding. (2023, July 20). Yale Jackson School of Global Affairs. https://jackson.yale.edu/admissions/mpp/tuition-funding/

Outreach strategies key to boost black student enrollment in college, Research says. (2019, April 29). The University of Kansas. https://news.ku.edu/2019/02/28/outreach-communities-schools-collaboration-among-universities-key-boost-african-americans

APPENDIX

APPENDIX A

EXAMPLES OF PAID ADS





