

New Zealand Generic International Education Marketing Proposed Annual Plan FY 04/05

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1 Introduction

In line with Goal 3 (Marketing a world class study experience) of the Pan industry strategy, this plan describes how available central Government funds, industry (Levy) funds and brand revenues can be most effectively combined and applied to the continued centrally coordinated international marketing of New Zealand education. The plan covers three main areas:

- What Government funded coordinated international marketing of New Zealand education has occurred to date and what outputs and outcomes have been achieved that can be built upon.
- What an appropriate strategic context should be within which to lay future generic international marketing plans.
- What the recommended uses of available industry levy funds in FY 2004/05 should be, relative to the coordinated international marketing of New Zealand education, given approved Government funds allocated to this for FY 2004/05.

2 What Has Happened To Date

2.1 The Brand and funding

In 2000 it was established that the direct fees and economic flow on benefits from international students studying in New Zealand amounted to approximately \$500 million. This was growing at a rate exceeding 20% and today, amounts to an estimated \$2 billion or more.

But the international market had also become increasingly competitive and New Zealand is a very small player. Realising and sustaining full growth potential could not happen if international marketing continued to be undertaken in a fragmented manner by the New Zealand education industry.

Therefore the New Zealand International Education Marketing Network (NZIEMN) was established to enhance the co-ordination of New Zealand education's international marketing efforts. Based upon a whole of government strategy, the Government approved \$3.5 million (inclusive GST) funding for generic international marketing of New Zealand education. The funding was allocated, through Trade NZ (and more recently NZ Trade and Enterprise), to the NZIEMN. Funding commenced in July 2000 and allocated, on a "sinking lid" basis, over 5 years. Since August 2001 funding has been bolstered by brand revenues and, since July 2003, by centrally collected industry (Levy) funds.

2.2 Brand project outputs

In brief, the funds have been used for the development of a selection of international marketing tools for the New Zealand education sector. Principally, the tools are:

- Consumer and industry research (Aside from providing the project team with clear guidelines about how the brand should be developed, the research also reinforced the fundamental need for a unified "NZ Inc" approach to international marketing. A clear finding was that most international students choose destination of study first, before moving on to consider which city and institution at which to study).
- A cross sector, international New Zealand Education brand (The 'Educated in New Zealand' brand), supporting user kit (<http://industry.mynzed.com>) and associated marketing collateral.
- A New Zealand education website (www.mynzed.com) and supporting collateral.
- Selected market development promotional initiatives in partnership with industry.

2.3 Brand project outcomes

Although branding, by its very nature, is a long term undertaking that is difficult to tie directly and solely to specific outcomes (especially when the entity being branded is the sector for an entire country), there is a range of measures being used to define if valuable outcomes are being achieved. From this, we know that significant progress towards realisation of the original vision for the NZIEMN is being made.

Key outcomes are briefly summarised below:

- In August 2003 the findings of fresh international market research examining the impact of the 'Educated in NZ' brand in a range of key markets became available. In a nut shell, the findings endorsed the 'Educated in New Zealand' brand strategy and confirmed that the brand message is being received positively and as intended.
- The New Zealand industry is largely behind the 'Educated in New Zealand' brand. This is evidenced by:
 - Growing brand licensee and mynzed.com listing bases, now both approaching 300.
 - Escalating use of brand elements within brand licensed institution marketing materials.
 - Widespread use and support of the brand by NZTE international teams.
 - Widespread use and support of the brand within the Education NZ / NZTE coordinated Five Steps Forward international marketing programme.
 - Complete integration of the brand in the Study in New Zealand printed series of directories published by Education NZ.
- The official branded website, mynzed.com, is performing strongly across a basket of measures including:
 - Visitor traffic.
 - Interactions between visitors and listed institutions.
 - Search engine rankings.

2.4 A still rapidly changing environment

Aside from experiencing spectacular growth over the past few years, the New Zealand education industry has undergone some other important changes:

- An increased receptiveness to work in a cooperative capacity, evidenced by 'Educated in New Zealand' brand and website uptake, the growth of industry marketing clusters such as the Indian and Russian export groups and the recent traction around development of a pan-industry strategy.
- An increased awareness of and, in some cases, appreciation for the need to develop business on a high quality/yield platform rather than simply on a volume growth basis. Recent high profile business failures (Modern Age and Carich) and the associated financial and market fallout have accentuated this. They have also accentuated both the need for an effective international brand and the need to protect its credibility through improved quality assurance.
- An increased level of international competitiveness from education destinations such as Australia, evidenced by the launch in December 2002 of the 'Study in Australia' brand and associated website.

3 An Overall Strategic Context

The Government investment in international education marketing since 2000 has provided a solid foundation for future growth of the industry. The funding has established a robust framework for strategic industry marketing activities, and seeded a range of specific resources that are strongly supported by the industry.

However, the recent introduction of the Education Export Levy has given the industry the ability to also collectively fund some coordinated generic marketing activity. In this context, the following principles are now being used by the Government to guide funding investments in partnership with the industry. By working in an integrated way, both Government and Industry enhance their efforts and stretch the growth potential of the industry.

3.1 Principles

In seeking to integrate Government investment with industry investments to enhance generic marketing, the Government is using the following broad set of principles which this Marketing Plan reflects:

- That the generic marketing component of the industry levy be used to fund collective industry good activities, where there are direct and tangible institutional or sectoral benefits. Such activities include, for example, desk research, and definitive generic content in directories.
- That the industry levy should also be used to fund the maintenance of the specific marketing resources that were created since 2000 through the investment of Government expenditure. These activities include maintenance of the mynzed website that has been constructed over the last few years.
- That the Government fund a range of activities that add to, develop and extend the current range of generic marketing resources in areas not currently covered by the industry. Such activities include further expansion/development of the mynzed website.
- That the Government fund a range of activities which fall into the broad category of 'market failure'. This refers to activities that have high levels of public and/or industry good, but are not funded by industry because the rate of return is either very long term or is risky. An example of the former is marketing support for diversification of geographic markets, with an example of the latter being marketing support for diversification of mode of supply/delivery.

Using this set of principles, the following section outlines an integrated marketing mix involving funding from both industry and government.

3.2 2004 Industry Strategy

While the above principles offer a guide for the relationship *between* the domains of Government and Industry investment, the Industry has also developed an overarching strategy that guides investments *within* the Industry domain. This Strategy was collectively developed by a pan industry grouping during the latter half of 2003 and early 2004. The strategy gives the industry a collective vision and a series of eight goals for achievement of this vision. Specifically, the Industry vision is:

***"New Zealand is an international educator of choice;
this benefits New Zealand and is valued by New Zealanders"***

To move towards to the achievement of the industry vision, a set of Goals has been developed.

These are:

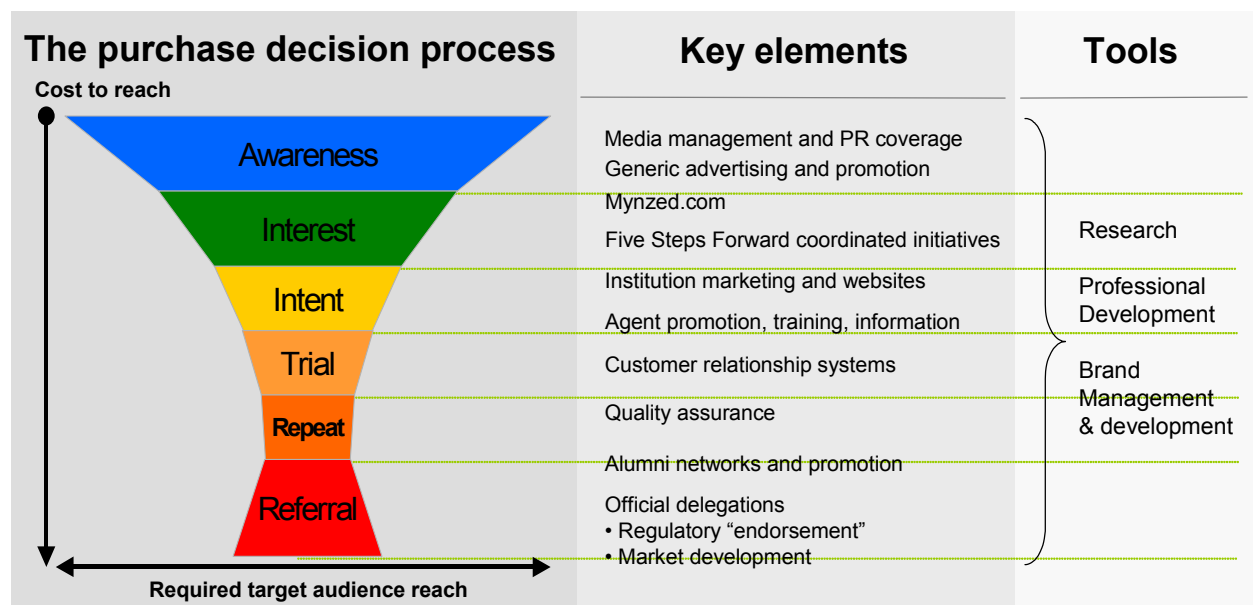
- Goal 1: Delivering a World Class Study Experience
- Goal 2: Managing a World Class Study Experience
- Goal 3: Marketing a World Class Study Experience
- Goal 4: Strengthening the financial sustainability of the industry
- Goal 5: Increasing internationalisation
- Goal 6: Increasing diversification
- Goal 7: Achieving strategic alignment and cooperation within the industry and between industry and government
- Goal 8: Ensuring all New Zealanders, including regional and national opinion influencers, understand and actively support international education

Sitting below these broad Goals is a set of Objectives and an Action Plan has also been documented. These Actions will shape and determine future Industry Levy investments and this Marketing plan has been designed to accommodate the marketing requirements specified within the Industry Strategy Action Plan.

3.3 The consumer purchase process

In addition to the broad strategic directions contained in the 2004 Industry Strategy, industry marketing investments also need to be grounded in a robust marketing framework. The agreed marketing framework that has been used by the Industry and Government is based on a Consumer Purchase Process which is outlined as follows.

In order to enrol an international student on a New Zealand programme (what ever mode of delivery this might be) requires to firstly get included on their education consideration set; then to move from just an option to a preference; then to convert preference into intent and action. The simplified list of key elements shown below is placed in the context of the role each plays in this process. To the right of the diagram are some essential tools that can be applied across the key elements to enhance their effectiveness.

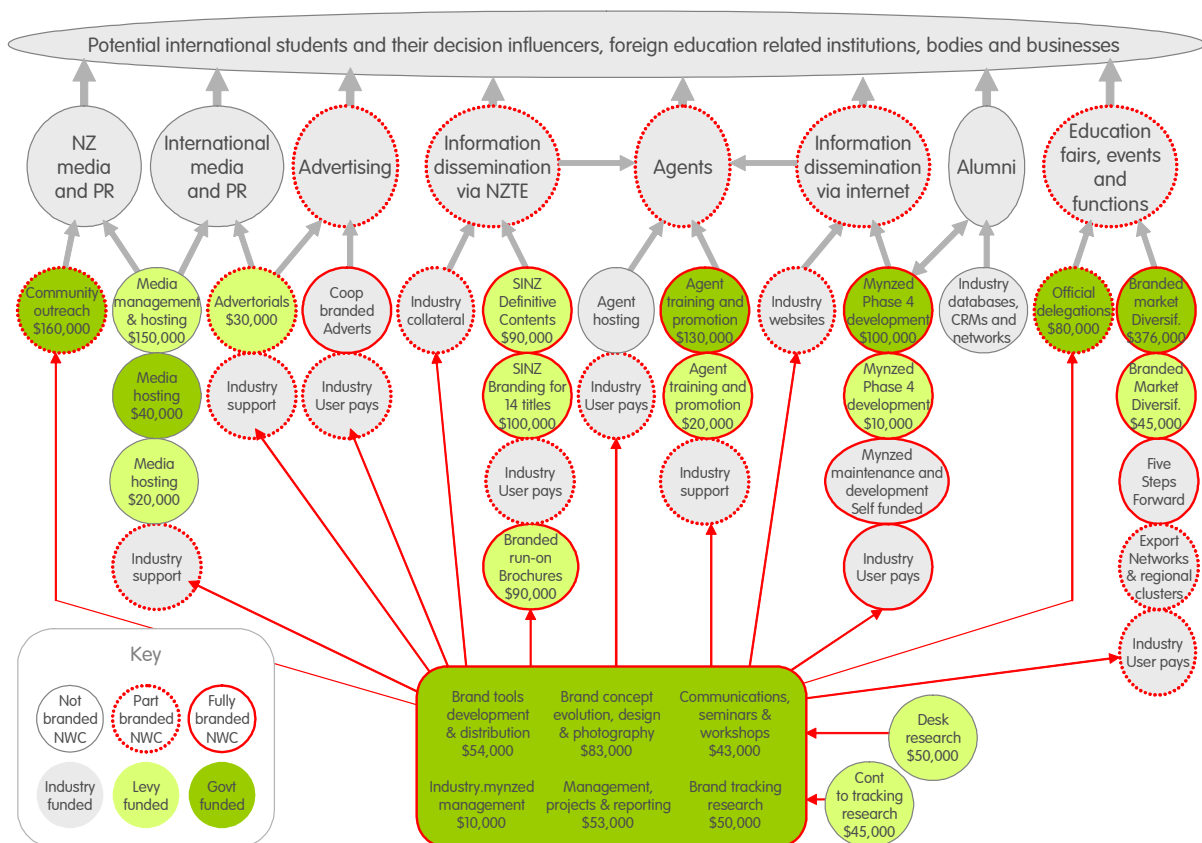


Some of the key elements and tools shown above are already partially or fully funded by the industry, either directly, or via the levy. Other elements have, until now, been funded by central Government via the NZIEMN. Most of the elements are covered within the FY 04/05 plan. However, it should be noted that:

- It is not proposed to mount generic advertising campaigns in core international markets, in the way that Tourism New Zealand does, because it is understood that the level of funding required to do this effectively (extending into the millions per market) will not be available. However, in the absence of such campaigns, there is still much that can be done to elevate the profile of New Zealand education and services internationally, if each element of the mix is employed in an integrated way.
- Although there is significant work to be done in order to realise a fully effective quality assurance mechanism within the education sector and it is essential that this occurs as soon as possible so that quality issues do not undermine New Zealand's reputation (further) internationally, it is not proposed that central Government marketing funding be used to achieve this. This acknowledges that levy funds have been made available to help the MoE and NZQA to address quality assurance and a separate funding under the GIF is also focused on quality assurance.

3.4 An integrated marketing mix

The following diagram demonstrates visually how all the elements and their associated delivery mechanisms sit in the overall context of an integrated New Zealand education international marketing mix. Funding categories are colour coded (Government – dark green, Levy – light green and brand revenue - grey) with estimated amounts for each delivery mechanism. It is also shown, by the dotted (for partial) and solid (for complete) red lines, how the 'Educated in NZ' brand permeates across the mix (see the Key, bottom left of the diagram). This diagrammatical picture is also represented in financial tabular format in Section 4.



4 A Financial Framework That Reflects The Strategy

Funds available for a generic international education marketing programme between July 1st 2004 and June 30th 2005 will be:

- Government funding - \$1,000,000 + GST, via MoE.
- Industry (Levy) funding - \$800,000 + GST, via Education NZ.
- Brand revenues - \$169,000 + GST, via Education NZ (as ENZ will take over guardianship of the 'Educated in New Zealand' brand and mynzed.com from 1st July 2004).

Given the overall strategic context described above, it is recommended that available funds be applied as per the summary table below. These numbers correspond to those presented to in order to secure Government funding. Section 5 provides greater details to support these numbers. The numbers are exclusive of GST.

Marketing project component	Total	Govt	Levy	Brand revenue
Brand management	\$ 96,000	\$ 96,000	\$ -	\$ -
Brand evolution - market diversification	\$ 128,000	\$ 128,000	\$ -	\$ -
Concept	\$ 63,000	\$ 63,000	\$ -	\$ -
Brand standards upgrade	\$ 20,000	\$ 20,000	\$ -	\$ -
Brand templates upgrade	\$ 4,500	\$ 4,500	\$ -	\$ -
Brand video upgrade	\$ 37,500	\$ 37,500	\$ -	\$ -
Other brand item upgrades	\$ 3,000	\$ 3,000	\$ -	\$ -
Mynzed development	\$ 160,000	\$ 100,000	\$ 10,000	\$ 50,000
Mynzed maintenance	\$ 119,000	\$ -	\$ -	\$ 119,000
Industry.mynzed maintenance	\$ 10,000	\$ -	\$ 10,000	\$ -
Brand tracking research	\$ 95,000	\$ 50,000	\$ 45,000	\$ -
Study in NZ	\$ 280,000	\$ -	\$ 280,000	\$ -
Market diversification - Five Steps forward	\$ 421,000	\$ 376,000	\$ 45,000	\$ -
Community outreach	\$ 160,000	\$ -	\$ 160,000	\$ -
Media management	\$ 130,000	\$ -	\$ 130,000	\$ -
Advertorials	\$ 30,000	\$ -	\$ 30,000	\$ -
International media visits	\$ 60,000	\$ 40,000	\$ 20,000	\$ -
Agent training and promotion	\$ 150,000	\$ 130,000	\$ 20,000	\$ -
Official delegations	\$ 80,000	\$ 80,000	\$ -	\$ -
Desk research	\$ 50,000	\$ -	\$ 50,000	\$ -
Grand total	\$ 1,969,000	\$ 1,000,000	\$ 800,000	\$ 169,000

5 Individual Elements Of The Plan

Each element of the plan is discussed within this section in terms of the overall rationale for inclusion. Each element that requires industry levy funding is also covered in terms of key project components and funding requirements. All elements are also presented in a funding table at the end of this section.

5.1 Dedicated 'Educated in New Zealand' brand management

Addresses Goal 3, Objective 1, Action 1 – Pan industry strategy

- Continuation of the current Government funding for the 'Educated in New Zealand' Brand Manager and overheads.
- The dedicated resource for brand management is considered critical as the Brand gains momentum. The additional developmental work in evolving the Brand adds to this argument.
- This element of the plan is entirely funded by Government.

5.2 Diversification of modes of supply: Brand evolution

Addresses Goal 3, Objective 1, Action 2 and 3 – Pan industry strategy

- At an industry level there is now an increasing emphasis being placed upon service delivery beyond New Zealand. New modes of delivery and supply are playing a bigger part in the global educational services mix and New Zealand must be a part of this shift if it is to remain competitive. Three years ago, when the brand was being conceived, the emphasis was still squarely on delivery within New Zealand. The brand reflects this and it is now timely to consider how it should be evolved to reflect the recent increased emphasis on offshore delivery.
- Down at the individual institution level, where the brand's future is ultimately decided, there are now brand licensees who have been using the brand in its current format for two years or more. Even though it is widely accepted in the branding world that consistency is an important part of strong brands, it is also a natural tendency, when people are involved, for boredom to set in if nothing changes. Anecdotal evidence already exists that this is occurring relative to some 'Educated in New Zealand' brand licensees. Although it has not been identified that the same boredom factor is present at the consumer level, it would be very unwise to ignore brand boredom within the New Zealand industry given their crucial "piggy backing" role.
- The implications of evolving the brand have wide ranging impacts. Any refinements must ultimately be reflected in all branded materials – standards, websites, printed, video and digital collateral. In this context, the following is proposed: (i) Concept evolution, photoshoot and brand standards; (ii) Upgrading of brand templates and items; (iii) Upgrading of the brand video/CDs.
- This element of the plan is entirely funded by Government.

5.3 Mynzed.com development

Addresses Goal 3, Objective 1, Action 1 – Pan industry strategy

- Within international education, the internet provides an increasingly important marketing channel. For generic/centrally coordinated purposes, a high priority should continue to be placed on the internet and mynzed.com specifically. This is because:
 - The internet continues to rise in importance as a source of information for international students.
 - The internet is an affordable channel for New Zealand to participate effectively within, but it is a highly dynamic channel that requires ongoing investment to optimise.
 - Mynzed.com has already had significant Government and industry funds invested and is performing strongly. This should not be left to dwindle.
- Mynzed.com currently receives some levy funding, but has predominantly been funded by Government via the NZIEMN until now. In future it is anticipated that the site will be self sustaining at a maintenance level, but will require Government/Levy funds for major new developments. To date the site has undergone three phases of annual development. A fourth phase is due in the second half of 2004.
- More specifically Phase four development will introduce additional language versions of the general contents (German TBC); expansion of foreign language coverage in areas of the site beyond general contents – such as the brand story and possibly institution profiling; a dynamic section covering in-country education events; an enhanced user experience generally through the introduction of moving footage and improved graphics in parts of the site (rich internet contents); further improvements to site performance monitoring; investment in upgraded hardware and software; and a host of other possible enhancements subject to budget.
- Government funds cover the vast majority of this work.
- **Industry levy funds required - \$10,000 + GST.**

- It is proposed that funding be used to scope, and possibly fund the development of a call centre to support mynzed.com. While the current website contains a vast array of information to guide consumer choices, a backup consumer advisory service for nationally branded websites has proven successful in overseas jurisdictions (eg: Australia) and could be a significant enhancement to the current mynzed website.
- **Industry levy funds required - TBC.**

5.4 Mynzed.com site maintenance

Addresses Goal 3, Objective 1, Action 1 – Pan industry strategy

- Site maintenance (management, hosting, search engine optimisation, URL re-registration, contents management and updating and marketing) will be self funded.

5.5 Industry.mynzed.com management

Addresses Goal 3, Objective 1, Action 1 – Pan industry strategy

- This is the online brand tool kit for the industry and online brand management database for the project. Like any website, it needs to be monitored, maintained, managed and developed to reflect changing conditions and stakeholder needs.
- **Industry levy funds required - \$10,000 + GST.**

5.6 Brand tracking research

Addresses Goal 3, Objective 2, Action 1 – Pan industry strategy

- The research project requiring further funding in FY 04/05 is the second round of brand tracking. It is this research that provides key brand performance monitoring data and guidance for future brand developments.
- Government funds cover \$50,000 of this element.
- **Industry levy funds required - \$45,000 + GST.**

5.7 Study in New Zealand (SINZ) printed publications

Addresses Goal 3, Objective 1, Action 1 – Pan industry strategy

- Although the internet has become a major information and marketing channel, printed information still remains an important part of the mix because internet penetration and user uptake varies across geographic markets and demographic segments.
- Owned jointly by Education NZ and APN, the SINZ publications have now become the official, definitive, branded, printed sources of information about studying in New Zealand. They cover general information about studying and living in New Zealand, as well as the full list of Code of Practice signatories and many institution profiles. SINZ is published in 13 foreign languages and this continues to expand.
- Much of the contents published in the SINZ publications is aligned with that contained within mynzed.com.
- SINZ has to date received Levy funding to feature a definitive Code of Practice compliant institution list, an 'Educated in NZ' brand story and to produce and distribute run-on, light-weight, generic, brand brochures. It is proposed that this will continue in FY 04/05.
- **Industry levy funds required - \$280,000 + GST.**

5.8 Diversification of markets: market development projects

Addresses Goal 3, Objective 1, Action 2 and Goal 6, Objective 1, Actions 1, 2 and 3 – Pan industry strategy

- In-market generic promotion is co-ordinated primarily by Education NZ and NZ Trade and Enterprise, through their 5 Steps Forward programme. Other industry cluster initiatives also contribute, as do individual institution efforts. This 'commercial' approach works well in established markets, where institutions are prepared to invest marketing capital because of the high likelihood of return on that investment.
- However, in other markets that are either emerging or currently untapped by New Zealand providers, there is a degree of market failure around generic promotion. Government funding can be used in these instances as a catalyst and an incentive for institutions and clusters to venture into diverse geographical and cultural markets. For those institutions and clusters that are already venturing into such markets, Government funding would be used to enhance these efforts through ensuring that quality (professional and highly visual) 'Educated in New Zealand' branding is a prominent feature of in-market promotions. Typically, such generic promotion at 5 Steps Forward and commercial fairs costs approximately \$40,000. Funding in this area will be used to achieve approximately nine quality branded stands at offshore fairs. The target markets, and the fairs within those markets, will be determined jointly by NZTE Trade Commissioners and the industry peak body, Education New Zealand (the latter in consultation with the wider Industry).
- Government funds cover the majority of this element of the plan - \$376,000 + GST.
- **Industry levy funds required - \$45,000 + GST.**

5.9 New Zealand community outreach

Addresses all Objectives and associated actions under Goal 8 – Pan industry strategy

- The internationalisation of New Zealand is something that New Zealanders are coming to terms with. It is not always covered positively in the media and a significant degree of ignorance still exists about it. The internationalisation of New Zealand education is a natural component of the bigger process.
- For New Zealand to sustainably deliver the promise we are making via the 'Educated in New Zealand' brand, it is essential that New Zealanders positively embrace internationalisation and international students. This has been identified as a high priority, key strategic issue by industry. A public awareness/community outreach programme, driven via Education NZ as the industry peak body, could significantly contribute to achieving this. It's key components will be:
 - A domestic media manager and management programme (**\$130,000 + GST previously approved**).
 - An advertorial placement capability (**\$30,000 previously approved**).
 - Funding for community outreach projects. The flagship community outreach project will be funding activities associated with the International Education Week.
 - **Industry levy funds required - \$160,000 + GST.**

5.10 International media/PR coverage

Addresses Goal 3, Objective 1, Actions 1 and 2 – Pan industry strategy

- Market failure also exists in the area of hosting overseas journalists to New Zealand. This strand of generic promotion is widely used in other services sectors, in particular the Tourism sector. However, funding such initiatives using the commercial model (which works well for hosting education agents) does not work for journalists because specific institutions do not always reap a tangible direct benefit.

- It is recommended that funding be used to bring a series of overseas journalists to New Zealand to promote to 'home' audiences the education services on offer in this country. Particular attention will be given to journalists in new/emerging markets, thus linking with the diversification of geographic/cultural market initiative.
- This resource will prove valuable in cases where negative international media messages have impacted on the industry. New Zealand could rebalance such negative images through informing international media of the facts about New Zealand's education and training services. The recent experience with China has demonstrated that this resource is necessary.
- Governments funds cover the majority of this element of the plan - \$40,000 + GST.
- **Industry levy funds required - \$20,000 + GST.**

5.11 Agent Training and Promotion

Addresses Goal 3, Objective 1, Action 1 – Pan industry strategy

- Although agents continue to be a major promotion and distribution channel for international education marketers, until now centrally coordinated efforts have not focused on them because higher priority issues have needed addressing and individual institutions naturally work with agents as a high priority.
- Agent hosting has been undertaken successfully on a "user pays" basis and it is intended that this approach will continue. Institutions usually have no difficulty in paying to host international agents because they can see the potential for a direct return on their investment. Indeed, this view may be intensified if steps can be taken to further improve the effectiveness of education agents who promote New Zealand.
- Now that a national brand and website have been successfully established, it is timely to place some centrally coordinated focus on international agents, given their important impact on the effectiveness of our international marketing.
- To this end and, as the competition continues to intensify and, with the advent of the 'Educated in NZ' brand, the compulsory Code of Practise and other industry wide developments, it is becoming increasingly important to engage with international agents in a more focused, strategic manner. For example:
 - More formalised "about New Zealand education" training is needed so that agents take away more than just specific institution knowledge. Issues such as regional and programme diversification now need greater emphasis. Such issues could be addressed via targeted agent training programmes.
 - Recent market research has identified that international agents have little awareness of the 'Educated in NZ' brand. When presented with it, some expressed keen interest in using it. There has also been NZ institution feedback that it is time to engage international education agents more directly with the brand.
 - In country agent support and incentivisation programmes for "Kiwi specialist agents" have been used to good effect in the tourism sector by Tourism NZ. This approach is equally applicable in the education market.
- If implemented in a strategically focused and integrated way, additional in country training and incentivisation initiatives could significantly enhance the effectiveness of the current agent hosting programme by making it more targeted and extending emphasis on agent knowledge, skills and motivation beyond just what they receive during point-in-time familiarisation visits.
- Key elements of this programme (TBC) could be:
 - Education NZ and NZTE prepare a "specialist agent" in country training and loyalty programme that can enhance the agent hosting work that already occurs.
 - Agents will be encouraged to participate on the basis that they operate in a key market, have in the past demonstrated support for New Zealand and are willing to devote

- resources to promoting “strategic areas” within the New Zealand education mix in future. Key markets and strategic areas will be identified by the industry strategy.
- NZTE will coordinate in country aspects of the programme and Education NZ will coordinate within NZ support.
 - Future agent hosting will be aligned with this programme to increase strategic focus.
 - Government funds cover the vast majority of this element of the plan - \$120,000 + GST.
 - **Industry levy funds required - \$20,000 + GST.**

5.12 Official delegations

Addresses Goal 3, Objective 1, Actions 2 and 3 – Pan industry strategy

- Official delegations, although not specifically intended as international marketing initiatives, can indirectly have significant positive international marketing outcomes in terms of improved regulatory environments, increased media profile and enhanced international and bi/multi-lateral linkages. As such, it is a distinct advantage to have the industry peak body, Education New Zealand, in attendance to ensure that key education specific strategic issues are addressed and profiling opportunities are not missed.
- This funding will also be used to enhance ad-hoc industry events/promotions associated with Ministerial offshore travel (promotion meetings with agents, etc).
- This element of the plan is entirely funded by Government.

5.13 Desk research

Addresses Goal 3, Objective 2, Actions 1, 2 and 3 – Pan industry strategy

- A wide range of market intelligence sources, within New Zealand and internationally, exist that are not always being effectively used by the NZ education industry.
- Acknowledging this, in 2004 Education NZ established a Levy funded desk research capability that “harvests” and disseminates this information to industry. This information can also be combined with more specific in-country information to provide more powerful market intelligence.
- This desk research capability should be maintained and enhanced in FY 2004/05.
- **Industry levy funds required - \$50,000 + GST.**

Marketing project component	Total	Govt	Levy	Brand revenue
Brand management and communications				
Planning, monitoring, reporting	\$ 27,000	\$ 27,000	\$ -	\$ -
Meetings	\$ 8,000	\$ 8,000	\$ -	\$ -
Other projects	\$ 15,000	\$ 15,000	\$ -	\$ -
Legal costs	\$ 3,000	\$ 3,000	\$ -	\$ -
Communications	\$ 13,000	\$ 13,000	\$ -	\$ -
Promotion	\$ 15,000	\$ 15,000	\$ -	\$ -
Seminars	\$ 15,000	\$ 15,000	\$ -	\$ -
Subtotal	\$ 96,000	\$ 96,000	\$ -	\$ -
Brand concept diversification/evolution				
Concept refinement - strategy (no workshops)	\$ 8,000	\$ 8,000	\$ -	\$ -
Concept refinement - design	\$ 25,000	\$ 25,000	\$ -	\$ -
Photoshoot	\$ 30,000	\$ 30,000	\$ -	\$ -
Brand standards upgrade	\$ 20,000	\$ 20,000	\$ -	\$ -
Subtotal	\$ 83,000	\$ 83,000	\$ -	\$ -
Brand templates upgrade (diversification)				
Advertising	\$ 2,000	\$ 2,000	\$ -	\$ -
Full/double page inserts	\$ 400	\$ 400	\$ -	\$ -
Double page fliers	\$ 600	\$ 600	\$ -	\$ -
Folder and 3/4 page fold-over	\$ 300	\$ 300	\$ -	\$ -
Powerpoint presentation	\$ 600	\$ 600	\$ -	\$ -
Stickers, envelopes, T shirts, carry bags	\$ 600	\$ 600	\$ -	\$ -
Subtotal	\$ 4,500	\$ 4,500	\$ -	\$ -
Brand video upgrade (market diversification)				
Production	\$ 28,500	\$ 28,500	\$ -	\$ -
Packaging	\$ 4,000	\$ 4,000	\$ -	\$ -
Duplication	\$ 5,000	\$ 5,000	\$ -	\$ -
Subtotal	\$ 37,500	\$ 37,500	\$ -	\$ -
Other brand item upgrades (diversification)				
Poster	\$ 1,500	\$ 1,500	\$ -	\$ -
Post cards	\$ 1,100	\$ 1,100	\$ -	\$ -
Business cards	\$ 400	\$ 400	\$ -	\$ -
Subtotal	\$ 3,000	\$ 3,000	\$ -	\$ -
Mynzed development				
Brand upgrade - market diversification	\$ 50,000	\$ 50,000	\$ -	\$ -
Other developments	\$ 95,000	\$ 50,000	\$ 10,000	\$ 35,000
Management	\$ 15,000	\$ -	\$ -	\$ 15,000
Subtotal	\$ 160,000	\$ 100,000	\$ 10,000	\$ 50,000
Mynzed maintenance				
Management	\$ 5,000	\$ -	\$ -	\$ 5,000
Hosting	\$ 30,000	\$ -	\$ -	\$ 30,000
Search engines	\$ 9,000	\$ -	\$ -	\$ 9,000
URLs	\$ 1,000	\$ -	\$ -	\$ 1,000
Content management	\$ 40,000	\$ -	\$ -	\$ 40,000
Annual content update	\$ 24,000	\$ -	\$ -	\$ 24,000
Marketing	\$ 10,000	\$ -	\$ -	\$ 10,000
Subtotal	\$ 119,000	\$ -	\$ -	\$ 119,000
Industry.mynzed maintenance				
Hosting	\$ 4,000	\$ -	\$ 4,000	\$ -
Admin - database, order processing	\$ 6,000	\$ -	\$ 6,000	\$ -
Subtotal	\$ 10,000	\$ -	\$ 10,000	\$ -
Brand tracking research	\$ 95,000	\$ 50,000	\$ 45,000	\$ -
Study in NZ				
Management	\$ 5,000	\$ -	\$ 5,000	\$ -
Brand contents in directories (x14)	\$ 100,000	\$ -	\$ 100,000	\$ -
Code list in directories (x12)	\$ 90,000	\$ -	\$ 90,000	\$ -
Run-on brochures (x6) - print	\$ 50,000	\$ -	\$ 50,000	\$ -
Run-on brochures - freight	\$ 30,000	\$ -	\$ 30,000	\$ -
NWC profile management	\$ 5,000	\$ -	\$ 5,000	\$ -
Subtotal	\$ 280,000	\$ -	\$ 280,000	\$ -
Market diversification - Five Steps Forward	\$ 421,000	\$ 376,000	\$ 45,000	\$ -
Community outreach	\$ 160,000	\$ -	\$ 160,000	\$ -
Media management	\$ 130,000	\$ -	\$ 130,000	\$ -
Advertorials	\$ 30,000	\$ -	\$ 30,000	\$ -
International media visits	\$ 60,000	\$ 40,000	\$ 20,000	\$ -
Agent training and promotion	\$ 150,000	\$ 130,000	\$ 20,000	\$ -
Official delegations	\$ 80,000	\$ 80,000	\$ -	\$ -
Desk research	\$ 50,000	\$ -	\$ 50,000	\$ -
Grand total	\$ 1,969,000	\$ 1,000,000	\$ 800,000	\$ 169,000