

# Marketing Plan: Student Resilience Project



**By: Rachel, Sarah, Adam, Madison**

## Stakeholder Engagement

What is your vision for how FSU should bring the Student Resilience Project to other entities?

We believe the Student Resilience Project would be able to bring their product to other entities through a multi-pronged approach. This approach would revolve around our three goals of increasing awareness, obtaining foundation assistance, and hiring sales consultants. Our research found that large portions of the current student population have never heard of the Student Resilience Project. By focusing on raising awareness on our own campus, we can hope to increase general positive word of mouth throughout the community. This increase in positive word of mouth would lead to a greater amount of data and general information that could be used to the project's advantage when selling to outside organizations. As the creators of the project have stated many times, a lack of funds prohibit them from developing new technologies that could improve the project's overall effectiveness. By obtaining more funds through foundations or grants, the project's leaders would be able to improve the project in ways that would lead directly to increased product effectiveness and sales. Sales would also increase if this practice was adopted by the universities and businesses who the project would be working with. Finally, with the money acquired through obtaining foundation assistance, the project's leaders would be able to hire a consulting firm. This consulting firm would help the project transition from its current "one school" research based mindset, to the selling based mindset needed to make this venture successful. Using this three pronged approach, we believe the Student Resilience Project would be able to successfully bring their product to other entities while growing and improving along the way.

*At which level of the university or corporation do you propose that we market this?*

This product should be marketed at both the individual and organization wide levels. By marketing this product as something that could greatly improve the lives of individual users, the project would be able to grow as a trusted resource across the entire student population. By marketing this product as something that could help meet the bottom financial and legal line of schools and businesses, the project would be able to sell their services to a larger customer base.

*What specific steps could we take to attract, initiate, and develop this partnership?*

Creating a strengthened partnership with the university and its students could be done in several ways. This partnership would lead to increased awareness around campus through the mediums of flyers, Market Wednesday tabling, utilizing Greek life, and other public relations opportunities. By continuing to build a relationship with the university, the project would be able to more easily place themselves into the direct path of every student, thus becoming a staple during a student's time at FSU. Further suggestions of public relations opportunities would include integrating the project into already well established organizations and activities around campus like Pow Wow, Dance Marathon, Student Government, or the Marching Chiefs. Connecting with these groups and events would be relatively easy and would provide a further amount of "home field advantage" needed for students to fully accept the program as their own. Partnerships with possible buyers would be made by the hired consulting firm.

*What recommendations do you have for the following elements of the marketing plan?*

- Product (what should the customizable product include)
  - Mobile app version of the program.
  - Customizable videos that could be edited by any given school to fit their own school colors/sights.
- Promotion (how, and by whom, should awareness and interest in the product be generated)
  - To FSU: Through established channels, integrating the project as a staple to receiving an education at FSU.
  - To outside organizations: To be done by the hired consulting firm. The consulting firm will promote and sell in a way that protects the integrity of the product while also moving beyond the single school and research mindset.
- Place (who should be involved in sales activities, and from which channels should it be sold)
  - The consulting firm would be involved in the selling of the product. It would be sold through direct transactions, with the firm's agents going to possible customers to see if the product could help fulfill the customer's needs.

- Price (what pricing structure do you recommend that maximizes license sales and revenue to FSU)
  - Since many universities are not thrilled about the technical assistance that is provided with license of the Student Resilience project, we recommend that the pricing be split into three different tiers. The first tier would be a generic version of the Student Resilience Project with no customizability and no technical assistance provided and could cost \$17,500. The second tier would provide the customizability feature but with no technical assistance provided and would cost \$20,000. The third tier would provide the technical assistance and the customizability feature and would cost \$25,000.
- People (who, and how many people should be involved in the sales and training at new installations)
  - The amount of funds obtained through any grants received would determine how many salesmen the consulting firm would be able to assign to this job.
  - Training could be completed by the leadership of the project.
  - As the project grows, interns or students could be trained to conduct any installation procedures.

*Do you have a financial plan or budget? If so, what does that look like?*

Our financial plan rests on the premise of the project and/or universities and businesses obtaining the aforementioned grants and financial assistance. Without this financial assistance, the ability to further improve the product and sell it effectively would be greatly hindered. With it, however, the chance for further success across other universities and organizations increases exponentially.

**Company Description:**

The Student Resilience Project was Created by the College of Social Work at FSU. Funding for this project was provided by the FSU Provost and through the GAP Grant. The Student Resilience Project is a newer product, therefore data is still being collected. They are currently trying to sell licensing of their customizable tool kit and required technical assistance to other universities.

**Strategic Focus and Plan:**

In order to both provide a stronger value for students and create a stronger value for possible consumers, we recommend the Student Resilience Project focus on elevating their marketability on the FSU campus while also establishing funds to allow for the selling of the product on a professional level. We are suggesting that through an improved marketing strategy undertaken on our home campus, the overall value of the product will increase. This will bring the brand name from general obscurity to the forefront of campus mental health discussions. We are then suggesting that establishing more funds would lead to an improved product and sales force, setting the project up for future success. The project currently has created a product that is extremely useful for its users at Florida State. By implementing this plan, we foresee the project reaching new heights and being self-sustaining for years to come. Further, as the Student Resilience Project continues to succeed through these suggested measures, it will continue to improve the campus of Florida State University, helping the university as a whole.

**Key Issues or Opportunities:**

1. Limited Financial resources
2. Weak Promotion on campus and to other universities
3. Improve sales strategy

**Situational Analysis:**

**External:**

**PESTEL (Figure 2)**

Factors across the industry are heavily affecting the way in which the Student Resilience Project is able to survive. The political landscape continues to show how prevalent the issue of mental health has become in our everyday society. Direct debates over student mental health have led to increased attention to the issue from politicians across the board. Even the debate over gun control continues to include factors of mental health. As the issue of mental health continues to take a larger foothold in the political spotlight, the need for products like the Student Resilience Project will continue to gain traction. When considering the environment, it can be seen that this project is ahead of the curve by being entirely online.

Social factors such as student stress levels continuing to rise play a large role. As these student stress levels rise, so does university spending on stress management services. It is because of this that universities and businesses look for the cheapest ways to manage these issues. This indicates a prime market that project could break out into. As far as technology is concerned, consumers continue to desire more technologically advanced products. The more advanced the project can make their software and services, the more likely students and users are to enjoy using the product. Economic issues continue to point to the fact that all schools and businesses need to save as much money as possible. If there is any way that a business or university can save money, it is very likely that they will take that option. This same concept continues onto legal issues, where businesses and universities want to cover all their bases to be legally sound. This desire to cover all bases can lead a company or university to look for the bare minimum of these situations to save as much money as possible.

#### Industry/ Porter's 5 Forces (Figure 3)

Within the industry there are several factors that are directly assisting as well as harming the Student Resilience Project's ability to be successful. The threat of new entry itself is low. This is a result of the amount of capital and research needed to put together any similar product. This serves as a direct deterrent for others trying to enter the market. The threat for substitutes, however, is high. Consumers are able to use other means to relieve stress. This lack of power leads directly to the power of suppliers being low. As the project is not able to lower their selling price beyond a relatively high amount of \$19,000, consumers have more power in deciding what options would deliver the greatest output. The threat of competitors is high. This is a direct result of the project's main competitor, YOU at College. YOU at College continues to have a firm grip on the market share as a result of not requiring customers to meet as many requirements to use the product. The power of buyers is also high. This is a result of many alternatives existing that a university or business can use to do everything that is legally required of them. Overall, the Student Resilience Project is currently working in a tricky industry that will require strong navigation and planning skills to be successful.

#### Competitive analysis/ Strategy canvas (Figure 4)

We compared the Student resilience project to their main competitor You at College over five different variables: accessibility, variety, functionality, price and research. The Student Resilience Project scored higher on every variable besides accessibility since You at College has an app and the Student Resilience Project does not. See figure

#### **Internal:**

##### Resources (Figure 5)

The resilience project consists of interactive videos and audio resources for students. The audio and video are recorded by expert staff from across the university. The site offers self-evaluation surveys and resources for students based on their specific needs. There are tips for stress management, anxiety and college adjustment as well as audio for students with sleep disorders. The resilience project has required an extensive amount of background research from FSU students which has been compiled into massive amounts of data for research and design. The institute has a partnership with the college of communications who runs program evaluations. The toolkit has also developed a trauma program which targets students with prior trauma. The institute for family violence as well as the FSU college of social work are involved in the development and research process as well. The toolkit has been transformed into a customizable format that allows other colleges to change components of the site to fit their students' needs.

##### Swot Analysis (Figure 7 )

After quantifying our SWOT analysis, we determined that we should take a turnaround strategic approach due to the significant amount of weaknesses and opportunities that are in the firm. The turnaround approach suggests that the firm has too many internal weaknesses to focus on external opportunities leading them to an approach that forces them to fix their internal problems and turn them into strengths first and foremost before focusing on opportunities to grow the Student Resilience project.

##### Competitive advantage/ Core competencies (Figure 6)

The core competencies of the resilience project are its ability to provide students with resources that can assist with a multitude of mental health issues. The background research used to develop this tool is in depth and specific to the campus for which it is being used, making it accurate and reliable. This resource is free to students, accessible 24/7 and available at any location which makes it easy and comfortable to use. The organization has three competitive advantages:



its customizability, its research capabilities, and the trauma resource. The customizability makes it easy to update and cater to students. The research capabilities from a large student body and research experts make it accurate and extensive. We believe this is a sustainable advantage because the creation of this website was very detailed and the customizability makes it up to date and useful. The background research comes directly from student surveys from the specific campus and the institute for family violence studies from the college of social work which makes it very reliable. This is a sustainable advantage as well. Lastly, the trauma resource is sustainable as well because it is something that is not very common. It is specifically catered to trauma victims and is designed to be non-triggering and easy to watch.

#### Triple Bottom Line (Figure 9)

In terms of sustainability, the resilience project is mainly online and paper used for marketing purposes is minimal. The resilience project is extremely ethical because its aim is to enrich the lives of students and make students feel comfortable seeking advice and resources. This can occur because all of the student data gathered is protected and private. Lastly, the project is socially responsible because its core purpose is to help students live better lives. It is open to any student with any sort of problem and allows everyone to feel like they have support. The group of creators behind the project are well respected individuals with a background in mental health which allows this project to be targeted perfectly to students' needs.

#### Firm Value Chain

The value chain for the resilience project begins with the universities' core values and strategies. The college of social work and the developers of the resilience project then develop specific goals and strategic plans. The value carries on to university students and faculty as well. This program improves the mental health of students and faculty who use it which improves the university moral as a whole. Improved mental health in students benefits their relationships with family, friends and loved ones. By marketing this program in a way that highlights the benefits that it can create for all parties involved, it can entice people to use it or encourage others to use it.

#### Culture

The culture among people who use this resource is very communal. People feel accepted and safe because this resource allows people to remain private but still find support where they need it. Students feel pride in a university that cares about its students and provides support for them. This resource allows people to feel that they are not alone in their struggles. The culture among the resilience project is very accepting and open.

#### Product Market Focus:

##### Customer

According to the National Alliance on Mental Health, 50% of college students rated their mental health below average or poor, 80% of college students feel overwhelmed by the responsibilities of a student, and suicide is the third leading cause of death in college students. These are just a few statistics surrounding the growing concern of mental health in college students and while the concerns continue to rise, the university counseling centers are stagnant in growth. According to the Association for University and College Counseling Center Directors Annual Survey, the mean ratio of the students to counseling staff is 1,737:1 meaning students can't get an appointment at most universities for weeks when mental health usually needs help immediately.

##### Target Market

The customers we are mainly targeting are students because students will be using the online tool the most and finding it the most valuable to themselves; furthermore, the more students who find it valuable and useful the more universities will find it valuable to them to help their students. However, students are not the only target market that we should focus on. Since universities and colleges will be the buyers the Student Resilience toolkit must also appeal to them.

##### Value Proposition

Due to the growing concern of mental health in college students and the limited counseling staff offered at most universities, the Student Resilience Project provides both students and universities an alternative, in a way, to the overcrowded counseling centers. The Student Resilience Project is not intended to replace professional help however it could deter students from seeking help from the counseling centers because the toolkit helped with whatever they were struggling with opening up spaces for students with more serious issues to seek professional help on campus.

#### Marketing Program: (Figure 8)

### Product

The Student Resilience Project is a trauma-informed, evidence-based online mental health resource for students to use as a compliment to their universities' established mental health resources. After receiving nationwide attention from the FSU Student Resilience Project, the Institute for Family Violence Studies at the FSU College of Social Work created the customizable toolkit intended for other universities to buy the license for two years including technical assistance, and implement this project on their campus to help more students in need.

The Customizable toolkit provides schools the option of completely customizing the toolkit to fit their school's colors, values, and goals. The toolkit includes multimedia, interactive audio, video, animated resilience and coping content, positive student stories demonstrating student resilience, belonging and purpose, exercises helping students discover their strengths, exercises to help students practice their resilience skills, and many campus and community resources arranged by topic. The customizable toolkit is still in the testing phase.

### Promotion

The FSU Student Resilience Project has a student ambassador program called the Resilient noles that help get the word out around the FSU campus. Along with the ambassador program, Ms. Lyndi Bradley attends conferences to promote the Student Resilience Project.

### People

The Student Resilience project was created by a team of 12 people from FSU's College of Social Work. Lyndi Bradley manages the Student Resilience Project on Florida State's campus and would provide technical assistance to the schools who purchase the license to the Student Resilience Project.

### Place

The customizable toolkit can be sold to any university. It is accessible online only twenty-four hours a day and seven days a week.

### Price

The Student Resilience customizable toolkit is currently in the process of being sold to two schools at the price of \$25,000 and \$24,000. Once the project is fully developed and out of the testing phase, the price should be increased to \$50,000.

### Implementation

For the first recommendation to increase funding after researching what organizations may help with funding we will need to reach out to foundations and apply for grants. Once contact has been made we will need to negotiate any funding they might provide and what we can do to continue to get funding from these organizations, and continue to apply for grants until we receive a sufficient amount to continue working on the project. In order to implement our second recommendation of increasing awareness of the Student Resilience Project on FSU's campus, we must first start with increasing promotional materials on campus by having the resilient noles put flyers around campus strategically so that students are forced to pay attention to them, such as a bathroom door. Next, we can collaborate with mental health awareness clubs on campus such as NAMI, RENEW, and CESA to help get the word out in their clubs community by having volunteers table on Landis and attend mental health awareness events to grab an even larger portion of the FSU community. Once we have that in motion, we can start collaborating with the panhellenic board to incorporate the Student Resilience Project into the greek life community; furthermore, since the greek life is such a huge part of the campus culture, this strategy will be very impactful on the awareness of the Student Resilience Project. The last effort we could make to increase awareness would be to send out a student wide email promoting the Student Resilience Project and how it can help students cope with stress and trauma. For our final recommendation the goal is to make work for the student resilience project as easy as possible by making the sales of the customizable tool kit the responsibility of a hired marketing consulting company. Once the company is hired we will have to work with them at first to get the best sales strategy but the ultimate goal is for them to be responsible for getting our sales.

### Financial Data & Projections: (See figure 12 for qualitative projections)

Our financial data can be seen in two categories: Tiered prices for the product and services being sold, and the grant funds needed to pay for professional consultants. The tiered prices would include a generic option for \$17,500 with no customizability, a middle option for \$20,000 that would provide customizability, and a high end option for \$25,000 that

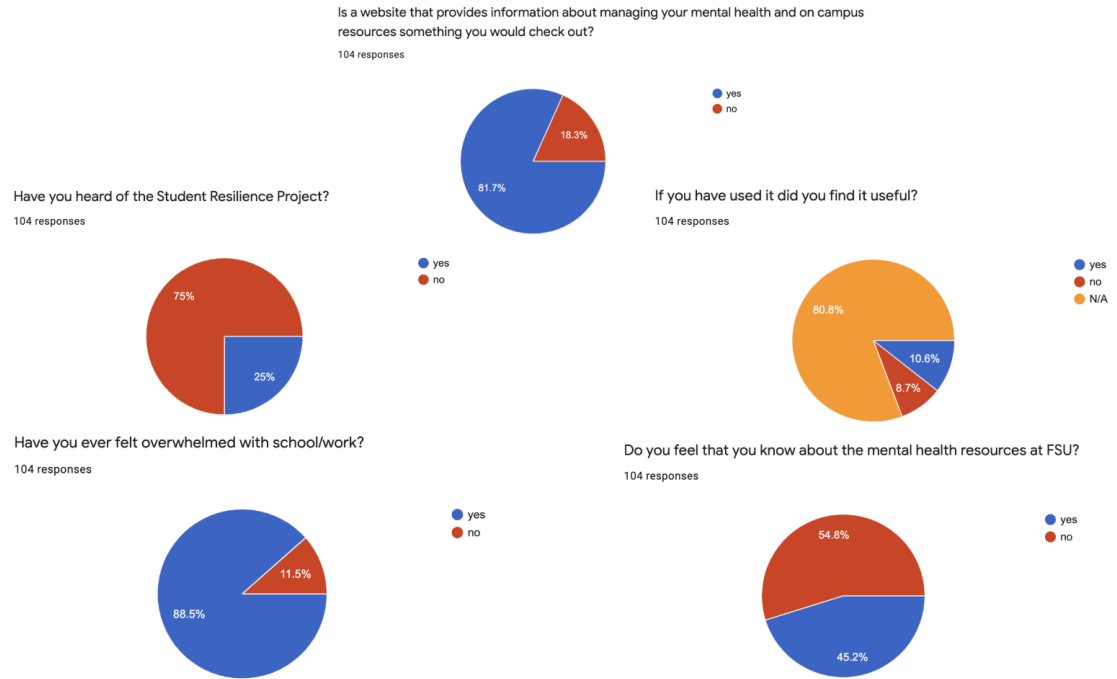
would provide both customizability and technical assistance. The amount of funds received from grants would vary depending on the grant and how much is awarded. This would directly affect the amount of money spent on professional consultants. Any improvement of the project would directly hinge on the ability to obtain more funds.

### **Evaluation & Control**

In order to evaluate awareness of the Student Resilience Project a University wide survey to measure awareness on campus should be sent out to all students to compare awareness of the project to previous semester, to gauge awareness of on campus resources, and to see what students find most helpful about the project. To evaluate the funding of the project compare the current amount of funding to previous quarters. Lastly to evaluate the improvement in sales the current sales numbers can be compared to last quarters and adjust accordingly to improve sales and maximize profit.

## Figures

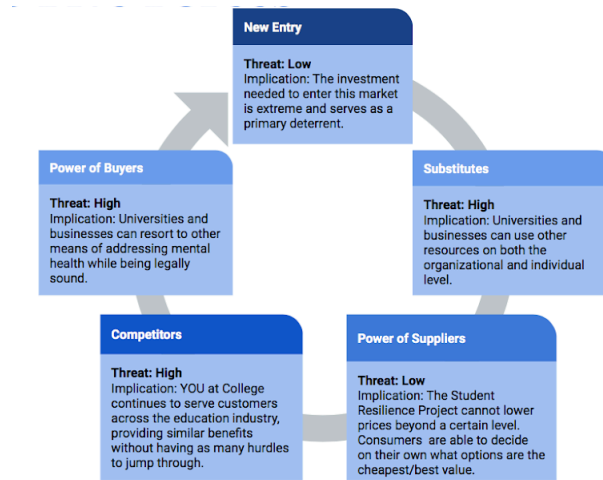
**Figure 1: Survey Results**



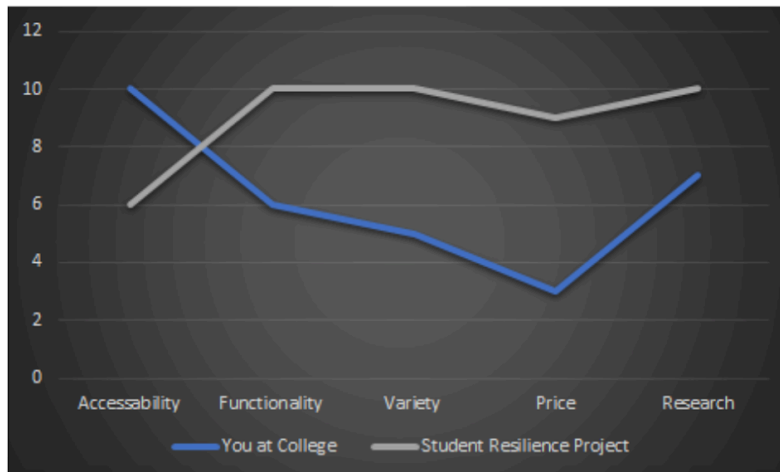
**Figure 2: PESTEL**

<b>Political</b>	Increasing concern over mental health <ul style="list-style-type: none"> <li>Gun control debate</li> <li>Student mental health debate</li> </ul>
<b>Environmental</b>	Need to be more environmentally conscious <ul style="list-style-type: none"> <li>Using online platform for delivery</li> </ul>
<b>Social</b>	Students stress levels continuing to rise <ul style="list-style-type: none"> <li>Increased spending on mental health resources</li> </ul>
<b>Technology</b>	Continued demand for more technologically advanced products <ul style="list-style-type: none"> <li>Continued research into further platform adaptability</li> </ul>
<b>Economic</b>	Universities and businesses continue to strive to save money through any means possible <ul style="list-style-type: none"> <li>Cheaper products being purchased</li> <li>Lowest bidder typically wins the contract</li> </ul>
<b>Legal</b>	Universities and businesses wish to meet all legal expectations <ul style="list-style-type: none"> <li>Products that meet all legal requirements are the ones chosen</li> </ul>

**Figure 3: Porter's Five Forces**



**Figure 4: Strategy Canvas**



**Figure 5: Resources**

<u>Product</u> <ul style="list-style-type: none"> <li>• Interactive audio and video</li> <li>• Trauma Program</li> <li>• Stress, anxiety and college adjustment tips</li> <li>• Student survey research</li> </ul>	<u>Physical</u> <ul style="list-style-type: none"> <li>• 24/7 accessibility</li> <li>• Available at any location</li> </ul>
<u>Human</u> <ul style="list-style-type: none"> <li>• Expert design team</li> <li>• University institute for family violence</li> <li>• College of communications partnership</li> <li>• College of social work faculty</li> </ul>	<u>Financial</u> <ul style="list-style-type: none"> <li>• Half a million donated from the FSU Provost</li> <li>• Received \$40,000 from the gap grant</li> </ul>

**Figure 6: Internal Analysis**

<u>Core Competencies</u> <ul style="list-style-type: none"> <li>• Ability to provide students with resources for multiple mental health issues</li> <li>• Extensive background research and data allows for accurate and specific tools</li> <li>• The program is free and available at any time/place</li> <li>• Expert staff and college of social work faculty allow for reliable information</li> </ul>	<u>Capabilities</u> <ul style="list-style-type: none"> <li>• Expansion to other colleges</li> <li>• More customizability</li> </ul>
<u>Culture</u> <ul style="list-style-type: none"> <li>• Sense of community</li> <li>• Supportive and open</li> <li>• Gives students pride in their school</li> <li>• Normalizing mental health</li> </ul>	<u>Competitive Advantages</u> <ol style="list-style-type: none"> <li>1. Customizability</li> <li>2. Universal Approach</li> <li>3. Trauma Program</li> </ol>

**Figure 7: SWOT Analysis**

<p><u><b>Strengths (+33)</b></u></p> <ul style="list-style-type: none"> <li>● Trauma Education (3*3=9)</li> <li>● Nationally recognized (3*2=6)</li> <li>● Published papers (2*3=6)</li> <li>● Heavily researched (1*3=3)</li> <li>● Excellent resource to help students in need immediately - universal approach (3*3=9)</li> </ul>	<p><u><b>Weaknesses (-39)</b></u></p> <ul style="list-style-type: none"> <li>● Not accessible through an App (-3*2=-6)</li> <li>● Unable to customize the videos (-2*3=-6)</li> <li>● Weak promotion on FSU campus and other universities (-3*3=9)</li> <li>● Lacking long-term data to show how much of value it is to other Universities (-3*3=9)</li> <li>● Limited financial resources (-3*3=-9)</li> </ul>
<p><u><b>Opportunities (+24)</b></u></p> <ul style="list-style-type: none"> <li>● Smaller college campuses looking to provide mental health resources to students (2*3=6)</li> <li>● Slow growth of Universities' mental health clinics with an increase demand of mental health resources (3*3=9)</li> <li>● Increased importance of mental health in society - growing need for mental health resources (3*3=9)</li> </ul>	<p><u><b>Threats (-19)</b></u></p> <ul style="list-style-type: none"> <li>● You at College (-2*3=-6)</li> <li>● Dependency on university budget (-3*3=-9)</li> <li>● Potential increase use of Universities' limited mental health clinics (-3*3=-9)</li> </ul>

**Figure 8: Marketing Mix**

<b>Product</b>	<ul style="list-style-type: none"> <li>● Online, evidence-informed trauma resilience training tool developed by the Institute for Family Violence Studies at the FSU College of Social Work.</li> <li>● Universal approach</li> <li>● Not fully developed yet</li> <li>● Two year license with technical assistance provided</li> </ul>
<b>Place</b>	<ul style="list-style-type: none"> <li>● Accessible online only - 24/7</li> </ul>
<b>Price</b>	<ul style="list-style-type: none"> <li>● The Goal price - \$50,000</li> <li>● Minimum price - \$19,000</li> <li>● Since the customizable toolkit is not fully developed yet, the price should reflect that at \$23,500</li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>● Multiple published papers</li> <li>● Attending conferences</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>● Technical assistance will be provided with the product to help the schools set up the program</li> <li>● The university will need to provide someone from their staff to manage the toolkit on campus.</li> </ul>

**Figure 9: Triple Bottom Line**

Sustainability

- Online
- Minimal paper usage for marketing

Ethics

- All data is private
- Support system for students

Social Responsibility

- Helps students better their lives
- Suggests resources to fit students' needs
- Provides a feeling of support
- Environmentally friendly



**Figure 10: VRIO**

	<u>Valuable</u>	<u>Rare</u>	<u>Imitable</u>	<u>Organized</u>
<u>Customizability</u>	Yes	Yes	Yes	Yes
<u>Universal Approach</u>	Yes	Yes	Yes	Yes
<u>Trauma program</u>	Yes	Yes	No	Yes

Customizability = Temporary advantage

Universal Approach = Temporary advantage

Trauma Program = Sustained advantage



**Figure 11: Implementation**

Implementation Timeline	2020	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
	Find grants to apply for				
	Apply for grants				
	Find foundations that have a similar goal to the student resilience project				
	Reach out to foundations for funding				
	Receive funding/grants				
	Post informational flyers about the FSU Student Resilience Project strategically around campus				
	Collaborate with mental health clubs to get volunteers to spread the word around campus by tabling on Landis and Market Wednesday.				
	Send a mass email to all the students advertising the Student Resilience project				
	Collaborate with Greek life leaders to spread the word around the Greek life community				
	Research Marketing consulting companies				
	Hire consulting company				
	Begin new sales method with company				

**Figure 12: Financial Data and Projections**

