Training Your Team To Be Effective In Academic Sales
• Private, Christian University in Montgomery, AL
• Founded in 1942
• About 3300 students overall - 1100 traditional

• Headquartered in Boston, MA
• Known for CAS systems
• EMP division in Poughkeepsie, NY
• Campaign creation/deployment
• CRM
Step 1
Take a look at yourself

Leadership

decision strategy
ethic vision integrity
contribution communication
motivation influence
Your Leadership Style

Transaction
Laser focused on performance

Coach
Recognize strengths/weaknesses
Time intensive

Laissez-faire
Leave ‘em alone!

Transformational
Organizational objectives
Leaders are responsible for creating an environment in which people feel they can be their best.

Simon Sinek
Get the Right People on Board

Focus on those who major in Admissions Counseling

Focus on those who’ve always dreamed of being an Admissions Counselor

Five of us intend to leave within 3 years
Goal Oriented
Focused
Relator/Interpersonal
Competitive
Belief in the Mission
High energy
Empathetic
Goal Oriented
Can sell the Invisible
Comfortable with Ambiguity and Indecision
Do you know your counselors?

* Gary Smalley Personality Test
Step 3

Develop the Right People
## Academic Sales…

<table>
<thead>
<tr>
<th>Isn’t</th>
<th>Is</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selling a commodity</td>
<td>Selling an experience</td>
</tr>
<tr>
<td>A temp transaction</td>
<td>A ‘permanent’ sale</td>
</tr>
<tr>
<td>Analytical</td>
<td>Emotional</td>
</tr>
<tr>
<td>Quick</td>
<td>A long sales cycle</td>
</tr>
<tr>
<td>In a vacuum</td>
<td>Inclusive of all decision makers</td>
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Aspects of Academic Sales - Know the Difference!

- Managing the prospect pool
  - Moving prospects through the funnel
  - Macro operations (viewing students as groups at stages)
- Recruiting
  - One-to-one comms with prospects/applicants
  - Relationships with parents and students
- Promotions
  - Partnerships
  - Outreach
  - Organizations
We are truly selling the invisible

NOT a commodity

It takes a different approach to be successful

Their training must be ongoing

Most successful when outside experts are utilized
They are brand managers

A Hero

Has a problem

And finds a guide

Who gives him a plan

To avoid catastrophe

And end in triumph

Tell your story with clarity
Listen and Learn….
We don’t understand
We use jargon
We use the wrong channels

Listen and Learn…. It’s foundational to everything else
We must listen to discern two vital elements

• Primary Interest
  • What the student wants

• Dominant Motive
  • Why they want it

Wow! That’s easy!
Approaching student interactions (calls)

All calls should have:

1. An Objective
   - Open house invitation
   - Invite to apply for admission
   - To gauge the student’s interest
Approaching student interactions (calls)

All calls should have:

1. An Objective

2. A Reason
   - This is something that the student initiated
   - It disarms the student/parent
Approaching student interactions (calls)

All calls should have:

1. An Objective

2. A Reason

3. A Purpose
   - This is what you want to accomplish
Approaching student interactions (calls)

All calls should have:

1. An Objective
2. A Reason
3. A Purpose
4. Fact-Finding Questions
   - Open ended and aimed at discovering PI and DM
Approaching student interactions (calls)

All calls should have:

1. An Objective
2. A Reason
3. A Purpose
4. Fact-Finding Questions
5. An Agreement

• This way, we keep from being a ‘used car salesman’

Don’t be afraid to script your calls to an extent
Caution: Emotional content!

You don’t recruit students because they understand the college, but because they feel that you understand them.

-JML
Help the students understand themselves and the process

Help and Lead....

Our actions make the difference
Categorical Student Motivators

- Love or Friendship
- Convenience and Comfort
- Enhanced Quality of Life (in and out of college)
- Increasing their Earning Potential
- Being Cool
Thematic problems faced by students

- Figuring out what they want to do/goals
- Accurately assessing their own capabilities
- Recognizing the benefits
  - Features
    - Benefits
    - Proofs
Thematic problems faced by students

• Figuring out what they want to do/goals
• Accurately assessing their own capabilities
• Recognizing the benefits
• Distinguishing among the various options
• Reducing risks in making a choice
  • There is a risk associated with each choice
Thematic problems faced by students

- Figuring out what they want to do/goals
- Accurately assessing their own capabilities
- Recognizing the benefits
- Distinguishing among the various options
- Reducing risks in making a choice
- Assessing Cost vs. Value
The Value Proposition

Value > Benefit - Cost

What does the student truly value and why? (PI+DM)

What do they perceive to be the benefits of attending?

What are the costs?

- Financial
- Opportunity (convenience)
- Law of exclusion (FMI)
- Are all decision makers present?
It’s all about the Relationship

Relationship
Trumps
Transaction

It’s not transactional
Your Relationship with the Student

- What do I know about them
  - Favorite school subjects
  - What they do in free time
  - Hobbies and interests
  - Aspirations
  - Challenges
- Do I know PI and DM
- Do I really care?
- Have I heard the unasked questions?
Your Relationship with the Student’s Circle of Influence

• Friends
• Family
• Guidance counselor
• Minster/Pastor
Connecting the Student

- With other students (incoming and current)
- With applicable faculty and staff
- With coaches
- With alumni
It’s incremental… Enjoy the small wins
Is a need established?

Yes → Does this college meet our needs?
No → Stop!

Yes → Is this the best college for me?
No → Look elsewhere

Yes → Is the cost reasonable?
No → Delay

Yes → Is the time right to apply/enroll?
No → Look elsewhere

Yes → Apply or Deposit

No → Apply or Deposit
Think through the stages....

- Inquiry
- Application
- Acceptance
- Financial Aid
- Deposit
Time To The Task

There is no substitute
To conclude.....

Step 1: Look at yourself

Step 2: Get the right people on board

Step 3: Train them!

Listen and Learn - It’s foundational to everything else

Help and Lead - Our actions make the difference

It’s all about Relationship - It’s not transactional

It’s Incremental - work on the small wins
Thanks for coming!

Please clap and don’t ask hard questions

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