

The “Martech” Mashup

Marketing technology and how/why/when to support it

The purchase and use of marketing technology tools (chatbots, preference centers, texting & chat, social listening, one-stop contact centers, CRM, lead conversion) at our institutions is rapidly growing in spend and number and complexity of tools. New marketing tools are data hungry, deeply integrated, and used in critical business processes. The landscape at institutions is often fragmented, poorly governed, and managed. Where is the role for IT? How can we partner with marketing across the business?

Carrie Shumaker, shumakr@umich.edu

Rebecca Joffrey, rj283@cornell.edu

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Business-Technology Context

Does technology under the umbrella of “academics” have different pressures and needs than technology under the more traditional administrative infrastructure?

	TRADITIONAL	EMERGING
Premise	CIT owns and maintains critical systems that support the organization's infrastructure	Business systems that used to be run in the units are becoming more robust and require an enterprise approach
Focus	Administrative	Academic
Examples	Facilities, student records, desktop support, email system, file storage systems, printing, room scheduling	Exec ed enrollment, global operations, student wellness, alumni fundraising, corporate partnerships, technology commercialization
Priorization	Infrastructure needs as defined by projects	Business needs as defined by strategic roadmaps
Business role	Guidance	Ownership
Funding	Annual	Incremental
What matters	Efficiency, cost cutting, reliability	ROI, pace, business outcomes

The technology foundation we have can't support the future we need

1. Pressure to increase revenue requires new tools
2. IT is viewed as a cost to be reduced, not increased
3. Units buy their own tools
 - uncoordinated spend with no collective value
 - problem of rich units vs. poor units
4. New tech places increased burden on existing technology foundation
5. Operational demands that IT cannot support

WHAT IS MARKETING?

from “How to Market a University”

The analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary and satisfying exchanges of values with target markets for the purpose of achieving organizational objectives.

Philip Kotler,
Northwestern’s Kellogg School of Management

Challenges



There's the technology:

- advancing digital age
- demand for new types of engagement and digital assumptions
- doing more with less

But also...

- Falling college enrollment, particularly for lower-resourced students
- Covid-era public health dilemmas
- Doubts on the value of a degree
- Declining financial support for public institutions
- The student loan crisis
- Concerns about free speech / cancel culture
- Divergent viewpoints on equity, inclusion, and discrimination
- Sexual harassment and assault

Religion, morality, and knowledge, being necessary to good government and the happiness of mankind, schools and the means of education shall forever be encouraged. --1787 / 1925

Half of American adults think colleges and universities are having a positive effect on the way things are going in the country these days.

About four-in-ten (38%) say they are having a negative impact – up from 26% in 2012.

Between 2015 and 2018, the share of Americans saying they had a great deal or quite a lot of confidence in higher education dropped from 57% to 48%.

Statistics



Table 1. Collaborative Teams Transform Traditional Communication Tools into Digital Capabilities

Traditional Component	Transformational Component
Local department call center and front desk	One-stop service with a single front door for a constituent
Email newsletters	Personalized targeted content delivered at the right moment depending on what the constituent needs
Listservs	Dynamic lists that automatically update based on defined criteria
Sending email or snail mail to a purchased list	Lead nurturing to make sure no one who wants something falls through the cracks
Social media posts	Social listening and sentiment analysis
Websites	Communities for support from staff, faculty, and peers
Data visualization	Data activation
FAQs	Conversation design and chatbots
Checklists	Journeys and "nudge technology"

Sharing Poll Results

Attendees are now viewing poll results

1. Where are you with the CRM topic at this point? (Multiple Choice)

What are you talking about? (1/21) 5%



It's not an IT thing. (4/21) 19%



We have Salesforce smallpox. (11/21) 52%



How do we get started? (1/21) 5%



Now what? (9/21) 43%



Other (please specify) (2/21) 10%



Stop Sharing

How Enterprise Architecture can help with this

- Consider **business architecture** (not solution architecture)
- Data! Data governance, quality, creating a solid data platform
- Help avoid CRM/Salesforce "smallpox" by ensuring duplicative tools aren't bought
- Thinking about what business processes fit in which tool
- Thinking about how the project management process changes
- Others?