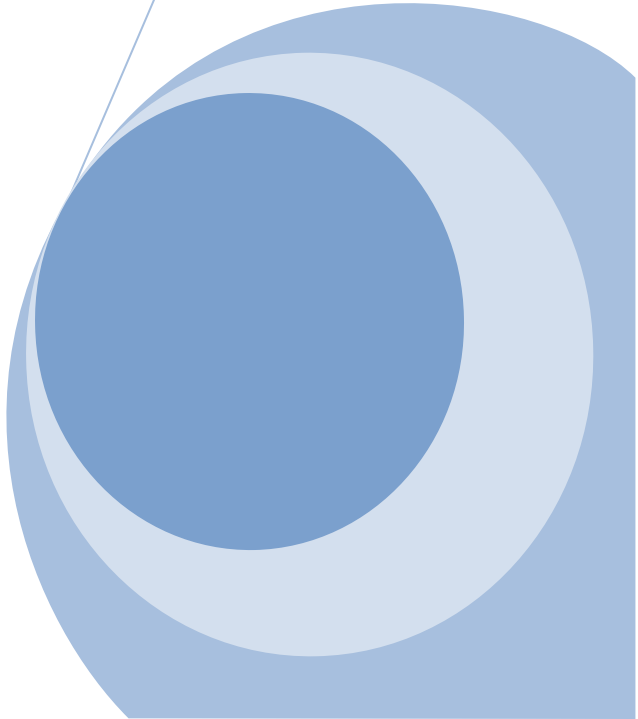
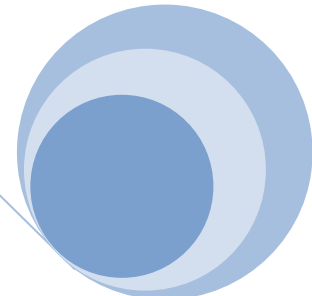
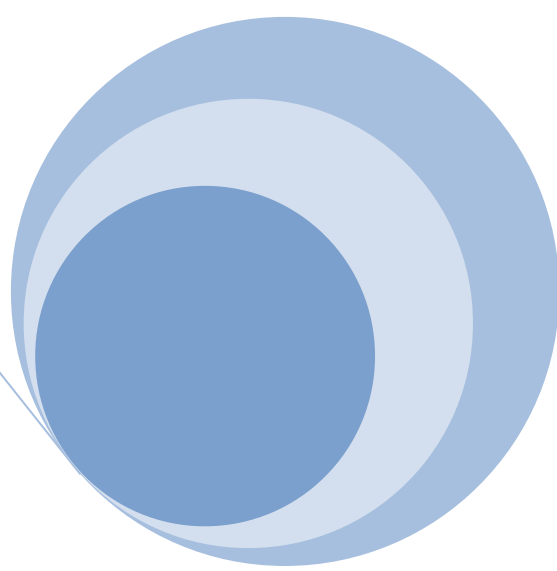


The logo for Knowledgefaber, with 'Knowledge' in dark blue and 'faber' in green. The text is positioned in the upper left quadrant of the page.

Knowledgefaber

Three decorative elements consisting of concentric circles in various shades of blue. One is large and located in the top right, another is smaller and located in the middle right, and the third is the largest and located in the bottom right corner.

Branding for schools
"From good to have"
strategy to "must have"
in the current scenario

Written By Sumit Kumar, Debasis Kumar, and Abhishek Kumar. Knowledgefaber works with schools and colleges to improve their brand perception based on internal and external improvements

11/20/2009

Abstract

This report deals with branding of schools and provides a structural framework about how to brand a school. Today education is an essential necessity, and the parents as well as the prospective students have become a lot more aware due to advent of information technology and internet. Education exemplifies knowledge and is something that generally is not associated with branding. Primary schools going for branding is a new concept which has not been dealt with before. In order to stay ahead of their peers in times where the demands of the sector are ever changing and the competition is increasing by the hour, these institutions need to develop a set of core competencies which in due course of time become their major attributes. It is here that branding plays an important role. **This report can be classified into four broad divisions. The first division deals with Branding along with it's features. The second part deals with developing a framework for branding of the schools. The third part enlists the parameters used for branding of schools. The fourth part is a case study on how to brand a school.**

The report begins with definition of branding before delving into finer aspects of branding. The various profitability imperatives associated with branding, the branding imperatives that are a must for any institution with special emphasis on schools are described elaborately in the first section. Various features of branding and advantages associated with branding are also described in details in subsequent parts of the first section.

The second section deals with schools and developing a framework for branding of schools. The report has developed a model derived by applying Aaker's brand identity framework to the economic classification of three types of goods and the 4Ps of services. **The approach presented firstly blends the 4Ps of services marketing with the Aaker's brand identity framework.** A service's marketing mix consists of 4Ps (product, price, place, promotion)). People dimension along with organizational culture, values and other issues are put under brand as organization. Matrix form of the brand identity theory combined with economic theory of goods is provided for better understanding of the concept.

The third section enlists the parameters associated with branding of a school. **The major divisions that these parameters can be divided are Physical, Psychological and Socio-economic. Physical parameters include infrastructure, library facilities, IT facilities, sports and other such facilities that are physical in nature. The Psychological parameters deal with reputation, student-faculty interaction, parents involvement in children's progress etc. The socio-economic factors include cultural activities of schools, Alumni network associated with school, Industry interaction of the school etc.** All these factors have been described taking into goods framework which was described in the second section.

The fourth section deals with a small case study about a school in Metro and how branding can help improve it. Situational analysis of the school is done and problems associated with school identified. This is followed by evaluation of criteria and recommendation of solutions. SWOT analysis of the school has also been presented to enhance understanding.

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❖ Branding- Introduction

Not very long ago education was considered sacred and way beyond commercialization. But it is also true that education was the privilege of only a selected few. It wasn't easily accessible. There were constraints both on the demand side as well as the supply side. But with growing prosperity, technological advancements and gradual movement of our economy from being agro based to knowledge based have played a key role in establishing the importance of education in our lives.

Today education is an essential necessity, and the parents as well as the prospective students have become a lot more aware. The growth of information and communication technology along with the advent of internet in our lives has made information easily available as well as accessible. True, the educational institutions today are doing well both in terms of the quality of education they impart as well as commercial success stories. But to stay ahead of their peers in times where the demands of the sector are ever changing, these institutions need to develop a set of core competencies which in due course of time become their major attributes.

Here comes in the need for branding. It is this process that would help a school develop its very own set of practices and methodologies that it would be recognized for in the coming years. To accomplish this apart from incorporating the traditional wisdom used for the brand management of various products, we will also have to be aware of the specific demands of the education sector, and its socio-economic and cultural impact. This implies that apart from pursuing the promotion of the brand aggressively, we would have to ensure that the highest level of integrity as well as understanding that the education sector demands is met with.

❖ BRANDING: its demands

Branding is a comprehensive exercise, which requires a thorough understanding of the market and implications of the various changes that it undergoes. The education sector asks of us to keep well abreast of the latest developments in the field. Combining it with age old traditional wisdom would help modern educators win the hearts of parents and students alike. Today education is not only about bookish knowledge. Now it extends way beyond classrooms to the playfields, stage, music rooms and the very personality of the individuals concerned. Today the members of a school recognize themselves with its brand. The alumni constantly are considered products of their alma-mater. In the same way each success and failure of its members becomes part of the 'brand' called school.

Advertising is a term relatively new to the 'schooling' word. Traditionally schools have successfully relied on the 'word of mouth' publicity. But with advent of IT and communications as well as internet penetration, advertising has become a 'must have'. But the real demand is defining limits of competitiveness that is desirable for the sector. It also calls for the aesthetic elements that we can introduce in branding and advertising.

➤ Branding imperatives

- Identify & increase profitability of customers
- Make intelligent customer acquisition/retention
- Understanding the demands of the sector
- Adapting to changes
- Maintaining highest levels of integrity
- Ethical branding

➤ Ethical branding

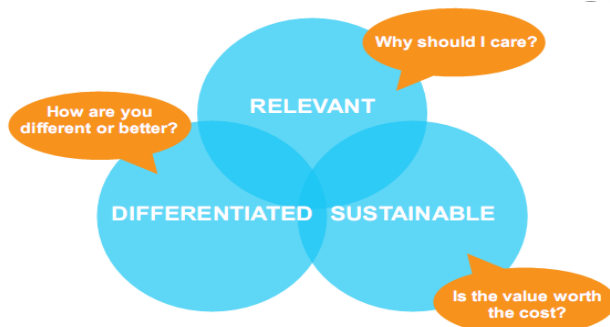
Today we find regular instances of misrepresentations in the education sector. This misrepresentation may be of the following forms:

- Escalating academic and co-curricular achievement
- Mis-utilization of available infrastructure
- Misrepresentation of faculty qualifications
- Misrepresentation of sporting and other facilities

- Other forms of misrepresentation

Ethical branding calls for advertising of true facts about educational institutions, thus bringing genuine information to the customers, and in the process aiding fair competition.

Following Diagram sums up BRANDING in its totality.



➤ Features of BRANDING

- a. Promise
 - What you say you will do for your audiences
- b. Position
 - What differentiates you from your peers
- c. Personality
 - How you deliver your services

d. Permission

- What your brand should and should not do

e. Permanence

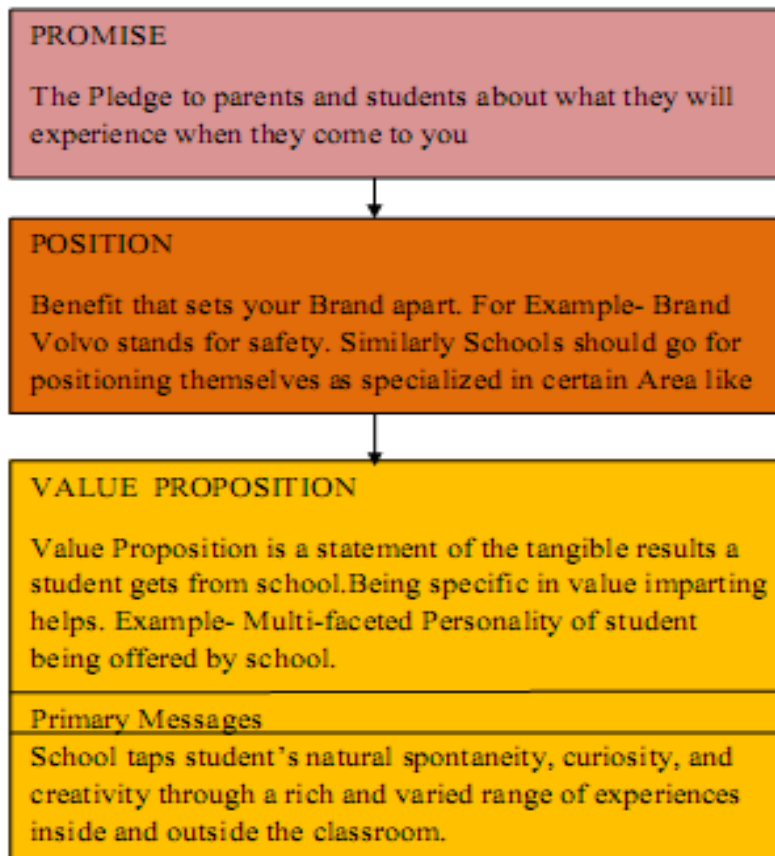
The essential attributes of your brand

Value Proposition = Features + Benefits

- Features = offering, list of services
- Functional Benefits = What does it do for me?
- Emotional Benefits = How does it make me feel?
- Self-expressive Benefits = What does it say about me?

Messaging is the language you use to express your brand.

- Your brand attributes should inform your messages to each audience.



Branding Process Flowchart

❖ Schools as Brands

Schools are unique among services, because of the comprehensive nature of the product. Today schools are not only places where bookish knowledge is imparted, but they have come to be regarded as a second home for the children. We should think about it in terms of various stakeholders viz. students, parents, faculty, staff and the administration. Looking comprehensively, the society itself turns out to be a stakeholder. Commercialization and knowledge were considered poles apart in India not so long ago. But with changing times and advent of media, it is not only desirable but also important in building a school's brand.

To the prospective student, the product of a 'school' brand is the quality education, the prestige, the lifelong friends, the credentials and the richness of the experience that comes with it. But in the complex equation of school funding, this is just one piece of the puzzle.

To the alumni, the 'brand' is a prestigious name and the reputation. He cherishes the continually renewed programs and facilities and feels pride in talking about them. The way of talking and

thinking (consider the value of being a student from a reputed School), an assurance that there are those before you who will share with you their own experience, and those after you who will

share yours. The nostalgia of the school days is like a treasure which no money can buy. The opportunity to be a part of something big and important, and the chance to derive value from the brand when needed, and also to add to it through one's own excellence are always cherished.

To the governing/funding entities (boards of regents, foundations, CBSE, ICSE etc.), the product is the assumption that students will be accepted & educated in accordance with certain set standards. This serves as a sort of guarantee to prospective and current students and their families, as well as to prospective employers, colleagues, and society at large.

To prospective employers, institutions of higher learning and the economic development community, the outgoing student, with his skills and abilities acts as the product of the brand 'school'. So in this way the outcome of the 'schooling' sector acts as the input to workforce and higher education. Branding helps prospective recruiters and institutes of higher learning place a premium on the candidate.

The challenge, then, is to develop a brand that is unified, yet engaging; true and relevant to all of these diverse target audiences. To be relevant to both parents and students is hard enough. But to carry that to government entities, nonprofit organizations, financial institutions, and its diverse alumni base is a challenge that 'school' brand managers should look forward to.

❖ FRAMEWORK OF BRANDING OF SCHOOLS

The framework followed is derived by applying Aaker's brand identity framework to the economic classification of three types of goods and the 4Ps of services. Aaker's brand identity framework proposes four elements under which an identity is typically developed for a brand. These are:

- (1) Brand as product;
- (2) Brand as organization;
- (3) Brand as person; and
- (4) Brand as symbol.

Brand as product is about the product related attributes of the brand. This dimension deals with the tangible and the intangible aspects of the product and the manner in which the customer relates to it. Brand as organization deals with the organization's innovation, consumer concern etc., which are important for building strong brands. Brand as person deals with the personality aspects of the brand. This tells us what happens to the brand when it is converted to a person by endowing it with social, demographic and psychographic values. Finally brand as symbol deals with the symbolic aspects of the brand like visual imagery, logo, brand heritage etc. Any given brand can be described in terms of these four elements. This basic framework has been extended to brand a service.

The approach presented firstly blends the 4Ps of services marketing with the Aaker's brand identity framework. A service's marketing mix consists of 4Ps (product, price, place, promotion)). People dimension along with organizational culture, values and other issues are put under brand as organization.

Economists have classified various goods or services under three categories-

1. Search Goods
2. Experience Goods
3. Credence Goods

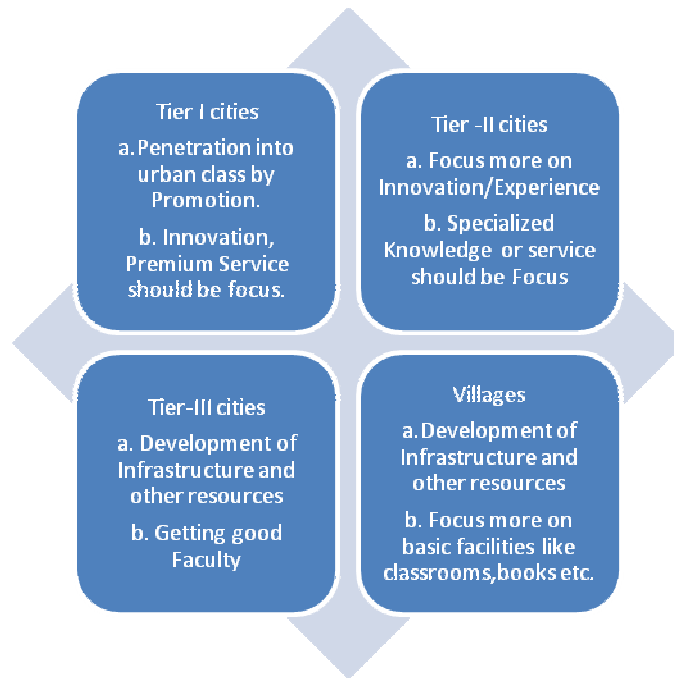
Products have more search properties whereas services are more experience and credence oriented. Typical example of search good is scooter where a customer requires a lot of information before buying a good. In experience goods like restaurant service, a customer values product more by experience, the ambience, the quality of service etc. Credence goods are highly valued goods with premium attached to them.

Let us map the 4 P's with the 3 goods with focus on Schools.

a. **Product** – Educational Schools can be termed more as Credence goods. They are knowledge based and provide information not commonly available to masses. So they come at a premium price. Some schools can also solely concentrate on Experience or environmental settings as their USP. These schools come under Experience service. These schools typically concentrate on innovation of service. For example, some schools can concentrate on Cultural events or bonding among students by social get-togethers, parties which enrich the experience of students. So a school can come under any 3 categories of service. Here we assume that typically, the 1st-2nd standard education comes under search goods while remaining standards fall under search, experience and credence goods. Also boarding schools are known for their exclusivity and fall under experience service. Branding can be done with schools being projected as service for any of the above goods. Knowledge specialization or exclusivity (in any domain say Cultural Events, Sports) is key for Credence service providing school. Search service is required for schools of all types.

b. **Place**- Geographical locations play an important part in selection of a school. Typically, schools in Metros have advantage for strategic reasons. The rich, affluent families are concentrated in these parts and so schools have added incentives to attract them. Also branding a school in Metros attracts good Sponsors for Inter-school events and competitions. Besides, a school has access to all international facilities, close proximity to industries etc. So typically, Metros and Tier-I cities are ideal for brand imaging followed by Tier-II and Tier-III cities. Rural India still suffers from lack of basic amenities and so building a brand there will be venturing into new markets. Below Ansoff's Matrix suggests strategy for various places.

Branding for schools



c. **Price**- Pricing strategy depends upon reputation of schools. Credence goods as described are premium brands and can charge higher prices. Similarly schools that have strong alumni network, good industrial contacts fall under credence goods and can be categorized as premium products. So they can charge high price/fees to enhance brand image. Experience goods or schools which focus on creating a good ambience with focus on strong student-faculty relationship, emotional bonding with parents can charge middle range fees, depending on place and promotion factors. Schools in Interiors have no option but to charge basic amount of fees.

d. **Promotion**- Promotional campaigns, posters, advertising boards, Radio announcements on Local radio stations are some strategies schools can engage in to enhance brand. Again schools that engage in knowledge impartment need to promote themselves as premium products. Word of mouth publicity plays a huge role in promoting search service-providing schools, especially in Tier II and Tier-III cities. Local Newspaper campaigns are a good way to promote their school. Also Alumni network plays a huge role in promoting schools. Search and Experience schools may not have the resources or financial support to actively engage in promotion. Credence service schools should promote their brand by newspaper campaigns, radio etc. which helps beat competition. Search service providing schools need not concentrate on promotion. Other promotional strategies include –

1. Associating in Social causes like CRY etc. - Students volunteer to take part in international events, enhance brand promotion of schools.

2. Installing bill-boards at prominent locations

Matrix Form of Branding for Schools in terms of Goods, services and 4P's

	Type of Good		
Branding	Search Good	Experience Good	Credence Good
<i>Branding as Organization</i>			
Organizational Culture	Product Driven	Innovation Driven	Knowledge Driven
Skill Set Required	Basic	Basic but tuned to delight the customer	Advanced
Employee Compensation	Not High	Not High	High

	Type of Good		
Branding	Search Good	Experience Good	Credence Good
Type of Person Required	Specialist with Narrow Focus	Specialist with slightly Broad Focus	Specialist with very Broad Focus

Matrix Form of Branding for Schools in terms of Goods services and 4P's

❖ Parameters used for Branding of Schools

➤ Infrastructure

School Infrastructure" refers to the site, buildings, furniture and equipment that contribute to a learning environment. It is widely recognized that student performance is strongly affected by the design and suitability of those facilities in which it takes place.

The schools we design and build must:

- promote effective learning and teaching;
- incorporate new technology;
- be environmentally sustainable; and
- support community involvement.

Some new developments in this field to support the learning environment are:

- provision of new and environmentally sustainable schools;
- upgrade and modernization of existing facilities;
- maintenance and rationalization of assets.

Ideally should be must for all category services schools. Especially for experience service category and Credence service category, this is a must.

➤ IT facilities

The school should have adequate IT facilities so as to enhance an environment of learning and also open the vast and unlimited realms of knowledge through the internet. It also helps in student and faculty support, and aids quick networking. Some requirements are:

- a number of dedicated public Personal Computers
- printing and scanning facilities
- quality networking
- internet connection

This factor is a must for Credence category service schools.

➤ **Library facilities**

A school library (or a school library media center) is a library within a school where students, staff, and often, parents of a public (state) or private (fee paying) school have access to a variety of resources. The goal of the school library media center is to ensure that all members of the school community have equitable access "to books and reading, to information, and to information technology." A school library media center "uses all types of media, is automated, and utilizes the Internet [as well as books] for information gathering.

It is one of the biggest factors of differentiation, now that the parents are much more aware. A school today is also judged on the basis of the kind of collection its library has and also how relevant it is to the current demands of the students. The availability of international student journals and excellent reading room facilities go a long way in asserting a school as a brand. The services of a competent librarian should be used. Ideally should be must for all category services schools.

➤ **Medical facilities**

Most medical rooms in schools are equipped to handle scratches, bruises and mild fever. But when there is a medical emergency on campus, most schools have only basic medical facilities. But if first-aid doesn't help, they need to seek professional help outside. In the wake of some unfortunate incidents occurring, the school should be ever ready to take the necessary steps. The requisites are:

- an ambulance available 24x7
- a well qualified doctor , with regular timings
- tie up with a local hospital to handle emergency cases
- health insurance for all school members
- training in first aid imparted to all members

Ideally should be must for all category services schools.

➤ **Faculty**

It is extremely important to possess the right kind of faculty for the various streams. A school gains from the number of PHD and well qualified/educated persons who are appointed as faculty. The credentials of the faculty add a lot to the credentials of the school too. So all steps must be taken to attract the best talent possible. To do this apart from providing competitive salaries a school should also look to provide additional benefits and perks. Concept of Agency theory can be applied to keep reputed faculty with School.

Regular feedback should be taken from both students and parents to monitor faculty performance. If possible a 360 degree feedback mechanism should be incorporated.

➤ Faculty student ratio

The ideal faculty student ratio according to studies is 1:10. It is said that a relationship exists between the size of the school and its faculty student ratio. As a school expands this ratio increases too and soon reaches unhealthy proportions.

To eliminate any possibilities of this happening faculty feedback should be incorporated in to hiring (and firing) decisions. The school should constantly seek excellence in the various streams and complement the same by constantly hiring competent faculty. Ideally faculty student ratio should never exceed 1:7 for keeping a good brand image.

➤ Playground and sporting facilities

A proper school is always incomplete without proper sporting facilities, which include both indoor and outdoor games. Some steps for Brand Image enhancements are:

- Enough number of playgrounds for outdoor games
- Availability of all indoor games
- Tie ups with private clubs for sport which the school itself can't organize e.g. mountain climbing, horse riding, skiing etc.
- The presence of a qualified physical training instructor
- Additional inputs like martial arts, yoga etc.
- Tie ups with dealers to purchase or hire sporting equipment.

Ideally should be must for all category services schools. Tier-III and villages cannot afford such costs and so is a luxury for them. But for Metros, this factor is differentiating factor.

➤ REPUTATION

Like wine, good schools too mature with age. The list of Indian schools that we consider to be of sublime quality is mostly those that were established in the colonial era viz. the Bishop Cottons, Sherwoods and Oak Groves. Lately some schools like the DPS and City Montessori have been able to carve out a niche of their own. But in the residential category, it is still these patriarchs that rule the roost. This is because the culture of a school matures with time, and gradually becomes synonymous with all its components. It is as if to say the institution develops a signature style. Feature of Credence service category schools.

➤ Security

In the wake of recent happenings of violence in schools and also the rise in terrorism, security becomes of paramount importance. It is the first thing that a guardian look in to when deciding on a school for their child. The security requirements extend not only within the campus realms but outside too viz. when a kid travels to school or goes on to represent the school in places which are outside its own campus.

Certain requisites are:

- prevent and manage school violence
- reduce safety risks and liability
- improve school-community relations on school safety issues

The services should include:

- School emergency planning evaluations and consultation
- School security assessments
- Proactive school security and emergency preparedness training
- School bus security and emergency training
- School terrorism preparedness training
- Post-crisis school safety consulting

If the need is compelling, the school shouldn't refrain from hiring the services of consultants as well as private security, apart from its own.

➤ Vocational courses

Though it is supposedly early to start with vocational courses in schools, but the presence of such courses or club activities helps trainers gauge the interests of their

student. This help in managing pedagogy better. This way the trainers are better able to incorporate newer nuances in their methodologies. The parents too get a glimpse of the abilities and inclination of their wards towards various fields. Courses like wood craft, electronic tools, electrical appliances etc. though crude in their approach helps students in gauging interests and developing a practical perspective. These courses are mainly targeted for brand building in villages and Tier-III cities.

➤ Cultural Activities

Just like vocational courses these help add new dimensions to a student's persona. Apart from showing life in altogether different colors, the performing and fine arts act as new interfaces to help students channelize their energies in a creative way. This aids traditional learning in numerous ways and keeps the child active, artistic and essentially stress free. The initial lessons in school prove to be interests of a lifetime and are of immense importance if a child is to have a well groomed and aware future. It is one of the major components that would constitute the brand value of a school. Experience service schools differentiate from other service categories by way of Cultural activities.

➤ Alumni

They represent the result of all that goes in to a student during his/her stay in the school. The alumni represent how successful the pedagogy of a school has been. The school's success can be easily seen as a direct manifestation of the success of its students as well as outgoing faculty. That's why as a school ages and quantity of its successful alumni piles up, it is gradually seen as inspirational. Ideally should be must for all category services schools to create brand image.

➤ Selection procedure/Transparency

The transparency with which a school carries out its selection process impart it a lot of goodwill in the market. This is because as a school ages and becomes prominent, the number of prospective students seeking admission grows even more. Due to excessive demand the authorities are always approached with lucrative deals (donation grants) for admitting students. Amidst all this, if an institution maintains an

unbiased selection procedure, aimed at gauging the potential of prospective students and their aptitude, it definitely adds to brand value.

➤ **Culture of School**

With time every school generates its own culture. The culture can be explained as the cumulative sum of the value systems that the school has imbibed over the years. The examination based curriculum of our country aids the ‘competitive culture’. The schools should try and bring about a culture of co-operation. It acts in product differentiation. Mainly affect Experience service category schools.

➤ **Association with recognized societies**

Association and collaborations with other schools and various societies like the Rotary International and AISSEC is not only desirable but also essential because of the various benefits of mutual networking, co-operation and knowledge sharing that come with it. Being a part of such societies and collaborations not only gives the school recognition at both the national and the international level, but also gives its students the chance to compete on a much larger stage. This is a must for search category service and credence service providing schools.

➤ **Organizing activities, fests**

This again shows that the school is committed to the idea of collaboration and wants to act as a platform for the same too. Apart from that school festivals/ fete etc. are a result of the collective efforts of its students and faculty and a display of its culture. With time these activities, competitions, fetes and fests go a long way in establishing a name for themselves, and in the process add significantly to the brand image of the institution. Search Category service schools can use these events to differentiate their school from other similar schools.

➤ **Variety of students in terms of economic, ethnic, racial, religious and social backgrounds**

A school is said to be the abode of learning. Hence it should be free from all kinds of biases that human beings usually harbor. A school should preach and practice the highest level of integrity, moral standards and value systems.

No capable student should be denied education on economic, ethnic, racial, religious and social grounds. The culture of impartiality that the school inculcates, helps not only create value systems of the highest order but also maintain them.

Also the variety in the pool of students adds to the learning experience, and the joy that comes with it. This diversity helps kids learn their early lessons of compassion, objectivity and equality in God's eyes.

The unbiased attitude of the school authorities towards the following sections is important:

1. Religion
2. Economic & social status
3. Ethnicity
4. Race
5. Caste
6. Abilities of a student

Ideally should be must for all category services schools.

- **Lab facilities-** Lab facilities are required for improving brand image of any school. Mainly affect Experience and Credence service category schools.
- **Pedagogy/Curriculum-** Academic curriculum should not be too rigid, but flexible. Students should be allowed to take their interest subjects rather than following fixed structure. It improves status of school both in eyes of parents and students and creates a healthy environment. Must requirement for Experience service and Credence service category schools.
- **Sex-Ratio-** In India, many schools discriminate based on gender. Sexual harassment has also been reported in lot of cases in schools. Especially schools in Tier-III and villages must create a clean brand by improving sex-ratio among faculty as well as students. This makes schools create a positive feeling about people. Ideally should be must for all category services schools.
- **'Special' students-** Special students are of two types:
 - Students with special requirements due to their physiological or mental state. These kids need special care and different kinds of learning environments. The utility of a school is not from shying away from such prospects but actually evolve a

customized system to suit their needs. They should help empower the kids and their guardians gradually so that the former find their feet and the latter do not get discouraged. Schools should help these students be a part of mainstream pedagogy.

- Child prodigies with special talents too have specific needs. The school should recognize talent and make sure traditional pedagogy doesn't come in the way of nurturing the talent of the prodigy.
- **Emotional Bonding-** Schools, especially falling in Experience and Credence service category need to create an emotional bonding/attachment with students for life-long. Parents need to be involved in child's progress which gives them a sense of belongingness.

❖ Case Study of Private School in Metro

Consider a hypothetical school X in a Metro in India. Here we are analyzing some issues that might affect the school, evaluating certain criteria to overcome problems and recommending solutions. Now school X has no clear brand and thus is facing problems. X has good academic pedagogy and strong alumni network X has 3 branches in the Metro and Tier-I cities. Out of 4 P's, only Promotion or communicating value seems to be the problem. X can be classified as Credence good service or premium product. Situational analysis leads to following -

➤ Communications Issues/Problems:

- No consensus on the attributes that differentiate X from peer schools
- No coordinated effort to assure that everyone is speaking about X in the same way
- External perception that X is narrowly academic and rigorous at every level
- The value of three separate campuses and the common culture that ties them together
- Unclear on how to talk about sports at X
- Disconnect between admissions communications and alumni communications

➤ Opportunities:

- Develop user personas of parents and alumni
- Develop a brand strategy and message architecture that aligns with the goals of the school and is relevant, distinctive and sustainable.

- Create visual and written communications that deliver the message in an appropriate form.

➤ Strengths

- While the Upper School is very academically challenging, the Lower and Middle Schools are “more multi-faceted”
- The location of the schools on three separate campuses helps to reinforce the distinctive approach of each school .
- X does a great job of recruiting and supporting a diverse group of families.
- Brand Promise
- X engages boys and girls in a rich, invigorating, and developmentally appropriate educational experience of the highest quality, opening their minds to new possibilities while providing outstanding preparation for the next steps in their lives.

✓ Brand Position

Located in suburbs of a Metro, School X is a coeducational day school that engages students in an intense, vibrant, and multifaceted education. Bright, curious students from a broad range of backgrounds and with a broad range of interests learn from gifted faculty and from each other as they embrace the challenges of a premier educational experience.

✓ Value Proposition

In X’s close-knit school community and motivating learning environment, students develop the intellectual skills and qualities of character that enable them to reach their fullest potential as learners and as people.

❖ RECOMMENDATIONS

Primary Message to Prospective Middle School Parents

At X, students flourish during this crucial time of transition. The school taps their natural spontaneity, curiosity, and creativity through a rich and varied range of experiences inside and outside the classroom. They develop trust for teachers and other adult role models who care about them and know how to bring out their best. Students build a firm foundation for success in the Upper School and beyond.

✓ Capture the energy and vitality of learning at X

- Use a **louder voice** and more aggressive tone than in the past
- Use bold documentary-style photography to show **engaged interaction** – teachers and students, students and students –to show that **learning is a contact sport**
- Use typography and language to **communicate a smart and spirited confidence about ideas**
- Capture the **intellectual vibe** – and not just through pictures of the surroundings

✓ Communicate the compassionate and supportive nature of X, but in ways that don't compromise the high standards of performance

- The imagery and language for the Lower School convey a **warm and supportive** environment without being cloyingly sweet. (Not every child needs to be smiling.)
- Show small **groups of kids** studying together or socializing in each of the campuses.
- Show the **diversity** of the student population in all settings.

✓ Leverage what is unique about X. Avoid making it look like just another Metro school

- Showcase its **distinctive characteristics**, such as the Metro location and “urban vibe,” the three campuses, and the traditions.
- Celebrate difference in people, ideas, interests – allow the school’s **eclectic, creative, at-times quirky nature** to show through.
- Address the issue of **character-building** subtly. (“We don’t teach character, we model it.”) rather than explicitly. (“At Y School we build strong character in all our students.”)

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • While the Upper School is very academically challenging, the Lower and Middle Schools are “more multi-faceted” • The location of the schools on three separate campuses helps to reinforce the distinctive approach of each school . • X does a great job of recruiting and supporting a diverse group of families. • Brand Promise • X engages boys and girls in a rich, invigorating, and developmentally appropriate educational experience of the highest quality, opening their minds to new possibilities while providing outstanding preparation for the next steps in their lives. 	<ul style="list-style-type: none"> • No consensus on the attributes that differentiate X from peer schools • No coordinated effort to assure that everyone is speaking about X in the same way • External perception that X is narrowly academic and rigorous at every level • The value of three separate campuses and the common culture that ties them together • Unclear on how to talk about sports at X • Disconnect between admissions communications and alumni communications
OPPURTUNITIES	THREATS
<ul style="list-style-type: none"> • Develop user personas of parents and alumni • Develop a brand strategy and message architecture that aligns with the goals of the school and is relevant, distinctive and sustainable. • Create visual and written communications that deliver the message in an appropriate form. 	<ul style="list-style-type: none"> • The Price can be a problem in long run. • Threat of other schools from Metro with similar strategy.

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