

# MetaOps Multi-phase Cross-media Marketing Strategy for iTutorToday.com (iT) Business Development Program

April 20, 2011

Presented by:



**Patricia Rae Linn . 36T LLC**  
2205 S. San Miguel Drive . Grand Junction . CO 81503  
**970.241.7992 . pat@patriciaraelinn.com**

## Summary

iTutorToday is positioned to become the preeminent ***online*** cross-discipline tutoring service for K-12 students and additional U.S. and global markets. How do we achieve this goal?

1. Executing a precision-based phase-by-phase marketing and sales strategy.
2. Prioritizing markets and market subsets based on factors such as: ROI, remedial vs. advancement, what iTT has to offer at any given time, and leveraging profits towards new product/service development and ongoing marketing.
3. Focusing on iTT strictly as an online business model and the best and biggest in the business.
4. Capitalizing on existing differentiators and developing additional high-profit differentiators.
5. Recognizing and responding to emerging markets like English as a second language, adult learning, literacy, special needs, etc.
6. Applying the right marketing tools and strategies to each market subset.
7. Developing a crack in-house sales team.
8. Converting affiliates, coaches, parents and students into an in-the-field iTT sales force.
9. Being revolutionary, responsive, flexible and evolutionary in iTT marketing messaging and practices.
10. Creating step-by-step marketing plans for every target market.
11. Capitalizing on indirect revenue streams.

## **Objective**

### **Establish a phase-by-phase marketing and sales strategy that:**

1. Establishes solid differentiation including the “why we’re the best” for each category in number 2 below, plus the packaging and functionality “wow” factor for the web site(s), and the key ask and offer and messaging for each market subset
2. Recognizes that the iTT currently brand incorporates the K-12 tutoring brand which represents five intrinsic demographics, further broken down into:
  - o Remedial tutoring
  - o Advancement tutoring
  - o Socioeconomic groups
  - o English as a second language groups
  - o Non-English speaking groups
3. Identifies iTT’s markets based on:
  - o What do we have to sell now
  - o ROI
  - o Remedial vs. Advanced
  - o Leveraging revenues from sales into new offerings for new markets
4. Leverages the programs and tools already developed/implemented by the parent company (including but not limited to No Child Left Behind, Virtual School, alternative high schools, Project Success, SuccessMaker, Odyssey, etc.)
5. Recognizes that large target markets (i.e. teachers) represent dozens of distinct markets with different needs (offers) and different restrictions on the types of asks they will or can respond to
6. Identifies and exploits the best ask and offer for each market
7. Establishes profitable and sustainable long-term affiliates and sales programs
8. Incentivizes a diverse sales force
9. Recognizes and responds to the diverse online education market that involves remedial tutoring for K-12 students but doesn’t limit the market to the market sector
10. Capitalizes on the 50-million strong and growing U.S. K-12 population
11. Capitalizes on the 9 million students and 10 million adults who are in the growing English as a second language (ESL) market
12. Applies a marketing strategy subset rubric (see example on page 20) of best-audience best-marketing practices for optimal return
13. Identifies the pre- and concurrent dependencies for each development stage
14. Realizes that effective education is much more than academic improvement and evaluates other complimentary market sectors to enhance services and customer experience
15. Creates a framework for ongoing expansion of services to respond to, penetrate and dominate emerging markets

## Considerations

**The business model for iTT is based on an internet model** of maximizing internet marketing capabilities and using traditional marketing to augment rather than derive the marketing process. This model also assumes that global-market contract labor will be used as needed to develop the marketing program in order to keep overhead and staffing costs at a minimum.

### **Snapshot of Online Education Competition: eLearning, eTeaching, eTutoring and eCertification**

iTT has the opportunity to create the ultimate tutoring services portal and system for a global market because the online education market, as it specifically relates to the practice of eTutoring is fragmented, unregulated, often mom-and-pop and most companies have limited self-imposed standards. It is divided into 10 clearly identifiable yet relatively non-cohesive categories:

- Sites that provide tutoring curriculum involving parents and other people in a position of responsibility with coursework and tutors (current iTT model without differentiators)
- Sites that supply in-home tools to students of tutoring centers (chain/franchise businesses)
- Sites that connect and refer students/parents with private tutors in their area for personal and in-home tutoring
- Sites that hire online tutors via an application process
- Teach and tutor sites that allow registrants to determine their own level of expertise
- Tutor certification programs
- Tutor membership associations
- Tutoring parent/caregiver networks
- Discipline-specific teacher and tutor networks/referral engines (i.e. languages).
- Educational eGames/applications

### **Market Differentiators iTT Has**

- Remedial and Advanced tutoring
- Focus on skill building rather than homework help (*supports focus group consensus: students are “just being pushed along; education has stopped” but “students want to go to school and excel.”*)
- Learning coaches who interact with both the student and parent (*supports focus group consensus: “lack of one-on-one teacher/student involvement.”*)
- Virtual School (<http://clintondalevirtualschool.com/classdescriptions.html>)

### **Market Differentiators for iTT to Develop Early On**

- Advancement programs to help students achieve at a higher level rather than overcome skills challenges (*supports focus group consensus: "lack of motivators," and "not enough structure/too many distractions/little accountability."*); this:
  1. Broadens the market to high-functioning, ambitious students not just those who are facing specific academic challenges.
- Tutoring certification course (*supports focus group consensus: "parents don't feel qualified or confident about helping their kids with schoolwork," also provides someone they trust to tutor for them if they don't want to get certified themselves.*) to:
  1. Qualify parents, grandparents, retired teachers, college students, siblings, babysitters, group home leaders, and everyone else in a position of responsibility for the student to use iTT's tutoring best practices.
  2. Generate additional revenue stream.
  3. Convert these certified iTT learning coaches into a word-of-mouth sales-force network.
  4. Establishes iTT tutors as the best in the business.
  5. Allows tutors to add specialties to their profiles and practices like cultural learning disparity solutions.
- English as second language (ESL)/English language learners (ELL) and limited English Proficient (LEP) program to capitalize on the:
  - 6 million-plus and growing Spanish-speaking K-12 students (growing at 4 time the rate of the general student population)
  - 3 million-plus and growing K-12 students who are ELL and LEP with other languages as their primary language
  - 10 million and growing population of ESL adults who speak English not well or not at all per the US Census Bureau (2007)
- Foreign languages modules (modeled after Rosetta Stone); allows iTT to tutor cross languages beyond English<>Spanish.
- Tutoring training network of certified tutors helping others achieve certification; builds tutor base and the certification revenue stream.
- Tutoring services that specifically support physiologically or emotionally rooted learning challenges (i.e. special education solutions tools).
- Global market development to:
  1. Offer online skill-learning and education support to 1.9 billion and growing children living in underdeveloped countries with limited if any access to tutoring.
  2. Tutor the children of roughly 500,000 foreign nationals in the U.S. with work visas.
- Beyond tutoring programs: online mentoring, anti-bullying and peer pressure counseling, college prep counseling, career counseling...
- Scholarship program for certified College students who are active tutors (continues to pay off student loans after graduation).

- iTT Foundation for Education that helps build teaching and tutoring networks and eLearning opportunities for children and adults in poor communities with substandard education prospects. The give-back from iTT from its success and profitability.

## The Markets

### **Affiliates-Level 1: Already in the business with an average of 10 potential clients each.**

Assuming that we could only make direct contact with 25% of the following 7.5 million education specialists (=1.9 million), and achieved a 2% acquisition rate for 38,000 specialists who delivered only one customer, the gross revenue potential generated annually from the Basic Package generated would equal \$67 million. Note: these databases also generate potential revenue streams of up to \$.01 to \$.10 per name (see Revenue Streams).

Bureau of Labor statistics broken down by individual target market using the same 25%/2% single client calculation (based on an average annual expenditure of \$1,764), the ROI looks like this (numbers rounded to nearest):

- 3.5 million K-12 teachers = \$31 million
- 1.3 million child care workers = \$11.5 million
- 134,000 instructional coordinators/educational consultants = \$1.2 million
- 250,000 librarians = \$2.2 million
- 293,000 children and family social workers = \$2.6 million
- 458,000 preschool teachers = \$4 million
- 32,000 camp counselors = \$280,000
- 475,000 special education teachers = \$4.1 million
- 26,000 youth services workers = \$230,000
- 10,000 National Tutoring Association tutors = \$88,000
- 5,000 (estimated) tutors on TutorMatch = \$44,000
- 6,000 American Tutoring Association tutors = \$53,000
- 33,000 U.S. military relocation services offices = \$290,000

**Parents-Level 2: Social networking market focus.** ROI anticipated to be much lower because direct marketing to individuals is significantly more difficult and time consuming, hence costly; a database of parents will be built voluntarily by them through the "My Account" feature on the web site but it must be kept in mind that these parents are probably only active customers for three years so their data value has a much higher incidence of obsolescence (and iTT cannot sell their information as a revenue stream). Calculations for this market sector based on 3%/1% single client calculation (average annual expenditure of \$1,764); total market sector potential equals \$17.3 million.

- 1.7 million single-parent families
- 1.5 million unmarried-parent families
- 26 million married couples with children
- 3.5 million parenting grandparents

**Employers-Level 3: For program incentivized promotion.** These markets hire the largest percentages of ESL adults and teens that benefit the employers by improved communication skills.

- 250,000 custodial and cleaning supervisors
- 60,000 executive housekeepers
- 1.2 million farm, ranch and agribusiness owners
- 880,000 first-line supervisors
- 950,000 food service managers and supervisors
- 218,000 grounds keeping supervisors
- 44,000 corrections department supervisors
- 551,000 construction managers

**Employers-Level 4: Companies with exceptional benefit packages** who will add the program to the package, like:

- Arkansas Children's Hospital
- Camden Property Trust
- Chesapeake Energy
- eBay
- EOG Resources
- Erickson Retirement Communities
- FactSet Research
- Genentech
- Google
- KPMG
- Methodist Hospital System
- Microsoft
- MITRE
- PricewaterhouseCoopers
- Quicken Loans

**Affiliates Level 5-Companies, non-profits and government agencies in the education business;** this is the industry sector that improves learning, changes learning, fills holes in the education system, etc. This list is compiled in the Resources document. It includes government agencies such as state boards of education, non-profits like Teach for America and organizations like the PTA, Scouts, etc.

**Affiliates-Level 6: Markets to develop once ESL and foreign language programs are in place.** Calculations for these markets based on 25%/2% single client calculation (average annual expenditure of \$1,764), the annual gross from this market sector equals \$8 million.

- 450,000 education administrators = \$4 million
- 98,000 adult literacy educators = \$860,000
- 120,000 county-level government assistance, welfare, unemployment benefits, Social Security benefits, and public housing eligibility workers = \$106,000
- 246,000 human resources training and development managers = \$2.2 million

**Affiliates-Level 7: Markets to develop as iTT adds tutoring services that specifically support physiologically or emotionally rooted learning challenges.** Calculations for these markets based on 25%/2% single client calculation (average annual expenditure of \$1,764); total market sector potential equals \$28.6 million.

- 70,000 family practitioner medical doctors
- 13,000 audiologists
- 750,000 vocational nurses/rehabilitators
- 400,000 home health aids
- 120,000 speech and language pathologists
- 284,000 medical and health services managers
- 1.5 million nursing and psychiatric aids
- 105,000 occupational therapists

**Affiliates-Level 8: iTT Coaches, Parents and Students** need to be incentivized to bring customers to the site. The company will be ready to do this once the system has been beta tested for 6-12 months with a critical mass of students, we have high-impact testimonials, a student forum webinar, etc.

**Employers-Level 9: Companies offering daycare and afterschool programs (per BLS only 2% of domestic companies offer daycare).** If iTT creates a preschool module and a learning advancement “game” module for older children, iTT can promote more affordable on-site care to large socially conscious corporations and offer it to corporations that have well-funded, high profile on-site childcare programs, i.e.:

- Aflac 30
- Arkansas Children's Hospital
- Baptist Health South Florida
- Bright Horizons Family Solutions
- King's Daughters Medical Center
- Lehigh Valley Hospital & Health Network
- OhioHealth
- Publix Super Markets
- SAS Institute
- Scripps Health

**Government-Level 10: Government contracts** through FedBizOpps (i.e. [https://www.fbo.gov/index?s=opportunity&mode=form&id=797da68fd928bb7bb71c9300b1b2e3c1&tab=core&\\_cview=0](https://www.fbo.gov/index?s=opportunity&mode=form&id=797da68fd928bb7bb71c9300b1b2e3c1&tab=core&_cview=0)) and state, county and municipal government. Start at the Federal and state levels; county-by-county postings are not centralized (neither are municipal) and the time and labor investment in identifying and bidding is extensive.

- Central Contractor Registration: <https://www.bpn.gov/CCR/default.aspx>
- ORCA: <https://orca.bpn.gov/>
- FedBizOpps: <https://www.fbo.gov/>
- Business Partner Network: <http://www.bpn.gov/>
- SBA State Government Certifying Agencies: <http://www.sba.gov/content/state-government-certifying-agencies>
- Census Bureau County List: <http://www.census.gov/datamap/fipslist/AllSt.txt>

**Affiliates-Level 11: Miscellaneous groups in regular contact with students and with varying levels of responsibility for them.** This market should be expanded and explored as iTT value add-ons and non-tutoring/academic elements like ACT prep, SAT prep, test taking, how to study, online mentoring, anti-bullying and peer pressure counseling, college prep counseling, career counseling, etc.

- All of the previous target markets plus
- ...Because these individuals relate to the students on a more personal and social level and see and can respond to their non-academic behaviors.
  - 400,000 school bus drivers
  - 390,000 cafeteria workers
  - 300,000 school and developmental counselors and psychologists

## **The Sales Force**

### **Sales Manager and Sales Department**

The primary and fundamental dependency for the execution of this marketing strategy is a senior Sales Manager who is a proven closer in the education services industry. This individual—and subsequently his/her staff—is responsible for successfully making the personal closing pitch to every lead. During the first phase of marketing plan execution, this Sales Manager—a highly qualified, thoroughly trained individual who knows more about iTT than anyone else and can communicate client-driven needs to the R&D team—should be able to handle the Affiliate Level 1 sales and closing. This individual will work closely with the management and marketing and communications teams to promptly services leads they develop.

Once the Parents Level 2 market is penetrated in Phase 2, this department will require a larger team and a superbly capable social marketing individual or team. During Phases 1 and 2 at minimum, the in-house sales team will be co-managed by the Sales Manager, executive management and marketing and communications management. The long-term goal is for the sales manager to drive leads and marketing collateral needs so executive and marketing management teams can focus on product and service development and penetration of emerging markets.

### **Affiliates**

There are a number of avenues through which affiliates (see affiliate categories in “The Markets”) build business for iTT; these include but are not limited to:

- Incorporation of iTT programs and services into their academic programs,
- Incentivized direct sales,
- Providing iTT services as a value-added to their employees,
- Incorporating iTT services in their benefit packages,
- Sponsorship of students and education districts to offset costs of utilizing iTT.

### **Coaches/Tutors**

iTT certified tutor/coaches are the company’s most knowledgeable, compassionate and passionate sales force. They should be incentivized to advertise themselves as iTT coaches/tutors working exclusively through iTT thus building their clientele base on the iTT platform. An effective system for this might include:

- Income
- Incentives and/or commission for new client acquisition
- Marketing department creative and media identification support for their regional marketing

- Annual team-building and training conference

## Teachers

Teachers need turnkey services that don't negatively impact their school district's budget while positively impacting the education of their pupils. iTT's goal is to hear its name on the lips of more teachers and educators than any other style or brand of remedial and advanced learning tutoring. To achieve this, iTT must:

- Offer as an incentive a unique service to teachers that helps them do their job, for example an Individualized Lesson Plan/IEP (<http://www2.ed.gov/parents/needs/speced/iepguide/index.html>) interface that takes the guesswork out of this paperwork required for students with special needs.
- Gives them a plug and play way to augment their teaching practices in the classroom so they can give each student more individualized attention while the rest continue learning and advancing.
- Convinces them through empirical proof that iTT's system is the very best one they have to recommend to parents.
- Returns financial and other resources to their classroom and school via iTT and its affiliates as an ongoing incentive and partnership with iTT.

## Parents and Students

Social networking, social networking, social networking. The iTT site will build a sizable database of parents and students (as well as teachers and other affiliates) through the "My Account" feature of the website; however iTT is limited to making only iTT offers to the members of this database if they individually allow it. In order to maximize the impact happy customers have on the community of parents and students with tutoring needs, iTT must facilitate the buzz. Ways to do so include but are not limited to:

- Existing social network penetration.
- Facilitating student ability to rank the iTT system in their peer-to-peer networks.
- iTT hosted parent's forum and social network.
- iTT hosted student's forum and social network.
- Parent and student webinar involvement in R&D.
- Periodic online education "Bees."
- Award and scholarship programs
- iTT hosted online sales parties.

## **Execution**

The foundation of this prudent yet effective phased marketing strategy includes:

- Focusing on ROI/low hanging fruit to generate initial profits and fund ongoing improvements that open new markets.
- Developing databases of leads and clients for ongoing sales development and networking.
- Maximizing all clients and proponents as sales force members.
- Identifying aspects of iTT's services, web site, identity, etc. that need improvement/evolution so its value is instantly recognizable by prospective clients.
- Improving/augmenting elements that differentiate iTT from everyone else in the business and set it way apart/ahead.
- Making every move and every dollar spent count
- Recognizing that the priorities of this plan must be readily changeable in response to iTT's evolution impacting the degree to which it can successfully penetrate and maximize markets.
- For each subcategory within the 12 "Level" categories, iTT must prioritize their penetration based on:
  - ROI potential of market
  - Investment in improvements of/augmentations to products/services required for effective targeting
  - Investment in improvements of/augmentations to web site functionality, features, content and look and feel
  - Investment in strategy implementation.
- Dependencies and considerations for each phase are cumulative, meaning the tools used in Phase 1 will also be required for Phase 2 and so on.
- Additional dependencies apply per Considerations: Market Differentiators for iTT to Develop; by Phase 3 significant enhancements to iTT's services and products must be made for market penetration and maximization.

### **Phase 1: Affiliates-Level 1 already in the business with an average of 10 potential clients each.**

This target market is priority one because these people are:

- In the education business,
- Have daily access to students and know what they need to improve their education,
- Have regular access to parents of students with auxiliary academic requirements,
- Speak the language of tutoring as an education advancement tool,
- Are accessible through school districts, administrator and educator associations, trade publications in print and online,
- Are always looking for better ways to educate on a budget,
- Are accustomed to strategic partnering, and

- Represent a potential \$17.3 million-plus market even if iTT converts only 2% of one-quarter of it.

### Dependencies and Considerations

- Sales manager to close group sales and manage pathways to individual sales
- Contract research team to build lead database
- Contract additions to marketing team to develop leads, strategy, messaging, etc.
- Advertising and communications budget to be determined
- Three-five year window for implementation of entire phase
- Phase overlap with Phase 2

### Estimates

Snapshot of two-year 3.5 million K-12 teachers campaign based on percentages indicated in total Phase 1 estimates below:

- Gross = \$31 million
- Two-year Net = \$14.9 million

5-year Phase 1 Total Income -----	\$67,000,000
R&D Expenses @ 7% -----	\$4,690,000
Site Expenses @ 7% -----	\$4,690,000
Sales Expenses @ 16%-----	\$10,720,000
Marketing Expenses @16%-----	\$10,720,000
Administration Expenses @ 3% -----	\$2,010,000
Overhead Expenses @ 3% -----	\$2,010,000
<b>5-year Phase 1 Profit -----</b>	<b>\$32,160,000</b>

### Phase 2: Parents-Level 2 Social networking market focus

This target market is priority two rather than one because this group has a much lower contact and conversion percentage than the first affiliate group. That said, they are clearly towards the top of the priority list because:

- They are parents and people in positions of responsibility for children,
- Most of their children struggle with their education at various times or want help advancing their learning level and skills,
- They make the decision as to how to augment their children's' learning,
- They make determinations on what to spend on their children's auxiliary learning,
- They're accessible through social marketing campaigns which are significantly less expensive than most traditional media campaigns,
- They represent a potential \$17.3 million-plus market even if iTT only connects with 3% of it and only converts 1% of them.

## Dependencies and Considerations

- Social networking marketing team
- Development of iron-clad social networking sell through, two-clicks to membership web system
- Advertising and communications budget to be determined
- Two- year window for implementation of entire phase
- Phase overlap with Phase 1 and maybe 3

## Estimates

Snapshot of two-year 26 million married couples with children campaign based on percentages indicated in total Phase 2 estimates below:

- Gross = \$13.7 million
- Two-year Net = \$7.7 million

2-year Phase 1 Total Income -----	\$17,300,000
R&D Expenses @ 7% -----	\$1,211,000
Site Expenses @ 7% -----	\$1,211,000
Sales Expenses @ 12%-----	\$2,076,000
Marketing Expenses @12%-----	\$2,076,000
Administration Expenses @ 3% -----	\$519,000
Overhead Expenses @ 3% -----	\$519,000
<b>2-year Phase 2 Profit -----</b>	<b>\$9,688,000</b>

## **Phase 3: Employers-Level 3: For program incentivized promotion.**

The market potential for this category is based on its propensity to hire people who are not required to have advanced English language skills (U.S market) in the performance of their job. However, employers in these industries do recognize that the ability of these employees to move up the supervisory ladder increases as their language skills do, as does their overall ability to take diverse tasks and tools thus increasing their value-added to their employers. This group ranks high in the priority list because:

- Their employers are readily accessible via B2B sales,
- The iTT is a low investment, high value benefit the employers can use to build loyalty,
- iTT can offer family bundling discounts to make the packages extremely attractive and affordable,
- Based on a \$2,000 family package, 25% contact rate, and 2% conversion rate, they represent a \$40 million market sector,

- Success in the Spanish-speaking ESL market translates into revenues for creating additional language modules for domestic and international markets.

#### Dependencies and Considerations

- ESL tutoring module, Spanish to English
- Spanish collateral, Spanish-to-English language forum on site, translated content, bilingual coaches/tutors, customer service, etc.
- Three-year window for implementation of entire phase
- Phase overlap with Phase 2 and maybe 4

#### Estimates

Snapshot of three-year 1.2 million farm, ranch and agribusiness ESL employers campaign based on percentages indicated in total Phase 1 estimates below:

- Gross = \$12 million
- Two-year Net = \$6.1 million

3-year Phase 1 Total Income -----	\$40,000,000
R&D Expenses @ 12%-----	\$4,800,000
Site Expenses @ 7% -----	\$2,800,000
Sales Expenses @ 12%-----	\$4,800,000
Marketing Expenses @12%-----	\$4,800,000
Administration Expenses @ 3% -----	\$1,200,000
Overhead Expenses @ 3% -----	\$1,200,000
<b>3-year Phase 3 Profit -----</b>	<b>\$20,400,000</b>

#### Phase 4: Employers-Level 4: Companies with exceptional benefit packages

This is a non-ESL-dependent version of Phase/level 3. It also combines all the elements of Phase 8 but the sales emphasis is two-fold:

1. Sell into employee benefits programs
2. Affiliate with insurance providers and government funding for additional support of employees with special needs or remedial requirements.

#### Dependencies and Considerations

- Research-intensity—will require multi-level research to identify companies that offer great benefits packages
- Has good employee relocation package potential
- Might be sellable to headhunters and employment firms for special packaging and value-added to their services

Estimates: TBD

### **Phase 5: Affiliates Level 5 companies, non-profits and government agencies in the education business**

Because the three business categories in this target level do business very differently, this market likely needs to be separated into three marketing phases: 4a, 4b and 4c.

Assumptions:

- There are thousands of organizations dedicated to improving education that work on in-community grassroots levels to connect one child at a time with educational tools;
- Government entities, though unlikely to be customers themselves, are the path of least resistance to identifying in-city, in-county and in-state programs to target
- Companies that are in the education business providing tools and services different from iTT's are ideal targets for strategic marketing partnerships.

Dependencies and Considerations

- The legwork that goes into identifying these organizations and companies is extensive thus increasing expenses,
- Strategic alliances and partnerships require development of some previously undeveloped marketing tools and practices,
- Strategic alliances typically are more time-intensive to develop than straight sales relationships.

Estimates: TBD

### **Phase 6: Affiliate Level 6 markets including education administrators, adult literacy, social services and human resource developers.**

As with Phase 4, the subcategories of Level 5 have clearly defined variables and need to be targeted in sub-phases.

Dependencies and Considerations are similar to those in Phases 1 and 4.

Estimates: \$8 million gross potential

### **Phase 7: Affiliates-Level 7 markets to develop as iTT adds tutoring services that specifically support physiologically or emotionally rooted learning challenges.**

This \$28.6 million market sector is a pure referral market. It relies on medical and psychological care providers to recognize that patients have physical and emotional barriers to learning that can be all or in-part overcome by educational enhancements like tutoring. This is a waiting-room brochure market as well as a pharmaceutical-type sales market.

#### Dependencies and Considerations

- Sales specialist from the pharmaceutical sales industry who knows how to get through the receptionist to the provider
- High-level collateral for the provider
- Family-friendly collateral for the waiting room

Estimates: \$28.6 million gross potential

#### **Phase 8: Affiliates-Level 8 iTT Coaches, Parents and Students**

Dependencies and Considerations: See Sales Force: Coaches/Tutors

Estimates: TBD

#### **Phase 9: Employers-Level 9 companies offering daycare and afterschool programs.**

This is a very low percentage market in a very high purchasing power market sector. It is a person-to-person direct sales market with good ROI potential. These programs sell on iTT's behalf both as affiliates—recognizing learning issues with students and communicating solutions to parents—and can offer the iTT program both in the facility as well as to families in their benefits packages.

#### Dependencies and Considerations

- Research-intensity—will require multi-level research to identify companies that offer day services
- Has good employee relocation package potential
- Can be packaged as a plug and play solution for companies considering day services for children
- Might launch an iTT branded daycare and after-school program to sell up to hundreds of corporations

Estimates: TBD

#### **Phase 10: Government-Level 10: Government contracts**

Of course, the only prudent marketing strategy is to develop a low-investment, high-return marketing and sales program for each group. The major dependency for this project

#### Dependencies and Considerations

- Central Contractor Registration
- On-team government contract specialist
- Contract team for researching and identifying contracts and subcontracts and timely filing of effective quotes and proposals in response to RFQs/RFPs

- Ability to custom package products and services, and create additional custom products and services in response to RFQs/RFPs

Estimates: TBD

**Phase 11: Affiliates-Level 11: Miscellaneous groups in regular contact with students and with varying levels of responsibility for them**

This level has tremendous potential for offering solutions to those people in positions of responsibility who see children relating to their peers in moderately or uncontrolled environments.

Dependencies and Considerations

- iTT full suite of services that are more social than educations and focus on personal development rather than academic
- Team specializing on youth and child culture and its current trends (both positive and negative)

Estimates: TBD

## Execution Example

Subset of Affiliates Level 1/134,000 instructional coordinators/educational consultants = \$1.2 million potential. The execution rubric for this market looks something like this:

STEP	REMEDIAL MARKET	ADVANCEMENT MARKET
1. Build database of educational consultants including: Name, Company, Mailing Address, Email Address, Phone Number, Web Site, Type of Schools/Demographic Served	20% = 240,000  Indications are the demand for consultants in this area focuses on children with special needs, i.e. physical challenges, autism, etc. 120,000 addresses acquired, 42,000 with email addresses	80% = 960,000  Preliminary database research indications show 50% success rate of identifying contact information for this sub-subset = 480,000 total, 108,000 with email addresses
2. Identify organizations for ECs, trade publications they read, existing services/products they avail themselves of and any way available to connect with them en masse	Special educational need organizations/affiliates also	Any parenting blogs that focus on this topic?
3. Define budget cap	Commit only enough to email/call 100 as we're not yet fully ready to penetrate this market	Preliminary indications are we need to budget for email, phone, direct mail, print and web advertising, social networking and other cross-media buys
4. Establish "ask and offer"	Ask: Encourage parents to augment their child's remedial learning with iTT's Tutoring for the Hearing Impaired, Learning through Autism, etc. packages.  Offer: Your enhanced listing on our online EC database, invitations to blog and moderate our forums, custom benefits package we design with you	Ask: Encourage parents to avail themselves of our exam prep, college prep and career planning tutoring.  Offer: Your enhanced listing on our online EC database, invitations to blog and moderate our forums, custom benefits package we design with you
5. Select target group to penetrate first	Not ready to accommodate their special needs market	Ready with six modules targeted to advancement needs
6. Enhance web site to emphasize "wow" factor and special offer to this target group.	Supply proprietary logon to customized tools pages for EC and their clients, page has program walkthrough tutorial, invitation to join forum and watch the next webinar, auto generate custom eThank You card, recognize them on logon and show custom hello message, introduce new or add-on product or service	
7. Choose regional subset	Send personalized emails to 100	Send personalized emails to 100

for first target in case this demographic prefers to do business one-on-one	ECs within 300 miles	ECs within 300 miles
8. Follow-up emails with a personal phone call within 48 hours	Assess reaction, compile it for R&D and marketing program evolution, close sale or invite EC to join a webinar a couple days out	Assess reaction, compile it for R&D and marketing program evolution, close sale or invite EC to join a webinar a couple days out
9. Send personal thank you note	If sale closed move on; if not call the day of webinar to remind	If sale closed move on; if not call the day of webinar to remind
10. Host webinar for those in the 100 set not closed	Have Q&A after and compile data for improvements	Have Q&A after and compile data for improvements
11. Adjust marketing approach and web site to reflect 100-contact polling	This group would like to see a mechanical package as part of the program that includes audio/video equipment  They prefer to meet in person when possible	This group asked for a quick link to conference the tutorial video with their clients  They do not feel the need to meet personally
12. Suspend remedial market contact at this point to focus on advancement market	Conclusion: not ready on a number of fronts to maximize sales into this market; good market, needs to be revisited when revenues leverage specialized add-on development	Ask and offer and web site have been modified per R&D from first 100
13. Begin a cross-media/multi-marketing campaign		Press releases to affiliate publications and sites  Presence on any social network where parents/CEs connect  Banner ads on affiliate sites  Membership in trade association for direct networking  Ad purchase in any applicable trade media  Utilize any email services that give non-spam/bulk emailing capabilities
14. Focus on subsets for an ongoing multi-week campaign based primarily on the budget		Send introductory standard-size postcard directing reader to special/private web page.

<p>question: what can we afford at this time. Work out from company in concentric circles to minimize postal costs and maximize travel opportunities if any</p>		<p>Email and call 100 per week if mailing 500, 200 per week in mailing 1,000 and so on If results from emails/calls are good, escalate the process without spamming using email processors</p>
<p>15. Track and evaluate the successes and failures of the marketing strategies and make adjustments to process as results dictate</p>		<p>While on the phone with each EC, ask them if you can set up their private login (My Account), add them to the online database and send them periodic offers. This creates a database to continually market to at little to no cost; even if they didn't "close"/agree to rep iTT they can now be progressively sold</p>
<p>16. Always ask for referrals</p>		
<p>17. Repeat steps and escalate staffing and systems for those that deliver the best results while eliminating or modifying moderate to poor performers</p>		

## **Indirect Revenue Streams**

The natural offshoot of a marketing strategy on the scope of this one is indirect revenue streams, those that develop because of the actions taken to achieve primary goals rather than as primary goals themselves. These are just a few big revenue generators on iTT's near horizon without the enhancements addressed in Considerations: Market Differentiators for iTT to Develop:

- Certification courses
- Sales of databases created to sell into each of the 12 target market subcategories
- Sponsored/enhanced listings in databases on website that are made available to the public
- Co-sponsorship of iTT services and products with strategic partners
- Development of subscription services for these markets including but not limited to:
  - eBooks
  - Newsletters
  - Technical abstracts
  - Mobile applications
  - Hard goods
- Video sponsorships
- YouTube video advertising
- Amazon affiliation/Print and eBooks
- Developing own-able key words
- Associated content
- Blog ad placement
- Google Adsense/Adwords
- RSS feed ads

Indirect revenue opportunities expand exponentially with development of each phase of this strategic marketing plan.

## Wish List

Following is a second-level list of iTT enhancements. Unlike Considerations: Market Differentiators for iTT to Develop Early On—considered essential to developing markets in Levels/Phases 3-12—these elements are business spinoff to keep iTT ahead of and on top of the online education industry. Unlike the preceding Indirect Revenue Streams—which are automatic enhancements of the iTT business model if integrated—these elements represent profit center add-ons requiring individual division modeling and dependency identification and fulfillment (un-prioritized list).

- Autism Applied Behavior Analysis certification
- Autism Applied behavior Analysis coaching
- eBook publishing program
- Mobile application development program
  - Tutoring
  - Advancement
  - Language
  - Non-academic i.e. anti-bullying, mentoring, etc.
- eLearning games for younger children
- Plug-and-play tools and apps to sell to other education-based companies
- Tutoring-on-the-Go mobile device application for instant answers in a pinch
- HTML email marketing
- Email newsletters
- Technical journal abstracts (via email/subscription service)
- Catalog of related products/eCommerce (the Amazon of tutoring)
- iTT Branded products
- Co-sponsors for eBooks, products, videos, etc.
- Trade show presence
- Branded novelty gifts for students when they finish a module (i.e water bottle)
- Hosted events online (webinars, sales parties, education bees, etc.)
- Best tutoring resource center online
- Moodle modules
- Just for fun area on site
- IEP/Lesson plan module for teachers
- Multilingual everything
- Press release distribution program
- Tutoring funding consortium
- In the news and Press section

## Resources

- State Directors of Special Education
- State Directors of Adult Education
- State Directors of Children with Special Health Needs
- State Directors of Vocational/Technical Education
- State Departments of Education
- State Humanities Councils
- State Library Agencies
- State Literacy Resource centers
- State PTA Offices
- Secretary of Education's Regional Offices (10)
- Achieve
- American Association of School Administrators (AASA)
- American Association of School Personnel Administrators (AASPA)
- American Educational Research Association (AERA)
- American Federation of Teachers (AFT)
- Association for Supervision and Curriculum Development (ASCD)
- Consortium for School Networking (CoSN)
- Council of the Great City Schools
- International Reading Association (IRA)
- Laura Bush Foundation for America's Libraries
- National Academy of Education (NAEd)
- National Academy Foundation (NAF)
- National Association of State Boards of Education (NASBE)
- National Association of Elementary School Principals (NAESP)
- National Association of Secondary School Principals (NASSP)
- National Council for Private School Accreditation (NCPSA)
- National Council for the Social Studies
- National Council of Teachers of English (NCTE)
- National Council of Teachers of Mathematics (NCTM)
- National Education Association (NEA)
- National Parent Teachers Association (PTA)
- National Rural Education Association (NREA)
- National School Boards Association (NSBA)
- National Science Teachers Association
- National Staff Development Council (NSDC)
- Yahoo Directory Educational Organizations
- Clearing House on Educational Management
- Business/Education Partnership Forum