



MARKETING COMMITTEE MEETING

MINUTES

22 October 2021

In attendance: Elspeth Day (Chair), John Martelli, Cesare Rotta, Chris Greenhalgh, Amie Louie, Valentina BaezRizzi, Anna Ryden

Guests: Mimosa Viglietti, Marco Ferrari

Apologise: Steven Sprague

Accompanying Documents: PP Presentation

Start: 9:00

The Chair welcomed participants and introduced today's topics of discussion.

1. Action Points from Previous Meeting

Previous Minutes approved with no amendments

2. Admissions Overview & KPIs

The number of current students was presented with a specific focus on Primary and Senior School over the last 5 years.

The number of late starters (between November – January) was highlighted to show Governors the differentiating enrolment trends.

From AY 2019 Senior School enrolments became more numerous than those in Primary, particularly this academic year 2021-2022 with a peak in SS students

Confirmed places are high in January 2022 with most new entries in PS.

Even if the current number of students in PS is lower than previous years, the average number of students in the whole school is stable.

Enquiry numbers are encouraging, and at today's date, the projection for next academic year enrolment is promising due to a steady number of places already confirmed/offered.

JM pointed out that the admissions department should start assessing school capacity in view of September 2024. **ACTION**

AR explained that if the Y10 group is increased in terms of capacity, BSM will also benefit from a stronger IB Program.

The presentation shifted to leavers analysis.

Major concerns are related to students leaving in Y6, Y9 and Y11.

Y11 leavers have always been very high. The main reason behind this is the students' choice to leave BSM to attend 6th Form abroad.

CG theorised that the students gain UK residency after two years in boarding school, and therefore eligibility for lower university fees, even though boarding school fees are usually higher than university fees.

Based on this trend, the admissions department have already started to process new applications.

In December, a clear picture of the possible/confirmed Y11 leavers will be shared with the Committee to consider any further actions, such as the implementation of a Retention Policy. **ACTION ADMISSIONS DEPARTMENT**

A positive downtrend for the Y9 leaving group began in 2019 and the admissions department hopes this will continue over the next few years, also because it seems that no other reason except "family relocation" justifies the choice to leave school in Y9.

Y6 leavers has oscillated over the last few years.

In the past, many Italian families decided to move children into the Italian system to offer access to both educational systems.

The high reputation of BSM gained in the last 4 years could explain this downtrend.

Competitors Fee

Action requested by CR in May 2021 - AR to see if the modelling activity based on sibling discount reveals different figures.

AR stated that the above-mentioned action point will be finalised before the next Marketing Committee Meeting in May 2022. ACTION AR

AR summarized the distribution of revenues from approximately 50/50 students in 2012 (Primary/Senior) to 40/60 in 2021

The Principal commented that the 50/50 distribution generates stable revenues; at present 60% of revenues are generated from Senior School Fees and a financial strategy should now be reconsidered by FinCom on how to manage numbers and revenues considering this change. **ACTION FinCom**

Proposed strategies:

- to raise PS numbers with lower fees in Primary
- to create a *Retention Policy* for SS students

ACTION FinCom to make further considerations

AR requested Governors to create a working group to understand which standard data the Committee would like to obtain from the Admissions department. **ACTION Marketing Committee + AR**

An internal working group should also be created to centralize data in one main database. **ACTION AR to lead project with IT Director, Claire, and Katia**

ACTION AR to inform the Board regarding any other resources required to proceed with the project.

3. Marketing Overview & KPIs

The animated school logo was launched in the summer term which gave BSM an innovative image.

VBR presented the Marketing Strategy through 5 main objectives, which can be summarised as follow:

- **Website developments:** to translate key pages of the school website in five target languages (Italian, Spanish, Chinese, Korean and Russian)

Languages have been selected in cooperation with the Admissions department since these are the main nationalities of our current and prospective families.

The translation activity started using *WEGLOT* because *Finalsite* (the website company) does not offer the translation service.

For *Korean and Russian*, professional help is required to improve the language and personalize content.

- **Digital Advertising:** to increase the Search Engine Advertising and Social Media Ads by complementing Search Engine Optimisation (for a long-term organic visibility)

This is one of the main (ongoing) objectives which started with the employment of the new Head of Marketing, and it is connected to the improvement of social media accounts.

- **Strategic Partnerships:** with third-party affiliates which help in remarketing campaigns and SEO developments

The traffic generated from the partnerships is positive especially from *Mum Advisors* platform. Unfortunately, applications coming from partnerships cannot be tracked from Open Apply.

The visibility is also increased with publications in the newspapers (i.e., *La Repubblica*, *Il Sole 24 Ore* – on specific sections about Education, Economy and Market).

- **BSM Ambassador:** to build advocacy among students and stimulate BSM user-generated content as part of CAS & Co-Curriculum Activities
- **Media Production:** to create a media production unit and team to increase quality of content and inhouse productions

The *Media Production club* lead by VBR offers participants the possibility of learning digital production, developing skills using digital resources, and creating content which can be used to promote BSM from a students' perspective.

There are five main elements to the digital Marketing Strategy. These are: Awareness, Consideration, Conversion, Retention (in terms of platform users), and Advocacy.
(Please refer to page 19 of the Presentation to see specific details).

MF left the meeting at 10:20 and made himself available to chair the Marketing Committee starting from the next Marketing Committee meeting.

VBR defined a *BSM User Journey* which focuses on prospective families. Different elements have been taken into consideration to create and redesign contents, with a new sense of innovation and empathy.
This process led to a new Campaign named *the Bridge*, and the improvements of the *Non For-Profit* aspect.

The University Destination campaign was a great success in terms of open and clicks and engagement.

Following the extra €20.000 given to the department in April 2021, VBR showed Governors how the Budget 2021-2022 has been allocated for *Digital Advertisement*, *Printed Advertisement* and *Other activities*.
(Please see page 23 of the Presentation).

JM asked VBR to provide regular updates on KPIs and progress of the Objectives. ACTION VBR

4. Development Updates

The Development Director presented the strategic objectives for this AY, as follow:

- to continue cultivate relationships
- to continue the *Bursary Fund* Campaign
- to develop *Whole School Culture of Giving*
- to greater transparency – by communicating and reporting regularly to BSM Community
- to fine-tune donation collection and post payment procedures

During the last academic year, the development department launched its first Fundraising Platform with a payment portal. This platform collects payments and donors' data which flow into a specific database.

The Donor database is well-structured, and gives information about constituent profile, amounts donated, constituent donation history, and it is also a great tool to send communication and thank you letter to donors.

The first online Auction took place last year and the platform will be used for future events.

In total have been raised €57.182,78 donations

A positive result was achieved in 2020 with the 5xMille campaign, where donations reached €26.168 (which represent 343% increase from previous 5-year average of €7.642)

BSM Friends are a good resource for Fundraising, and each collection activity is built with transparency and trust.

A different type of donation collection was introduced through a soft Fundraising Form while offering graduation hoodies as a souvenir gift to Year 6 and Year 13.

29% of Y6 families (16/56) made a 'Graduation Donation' raising € 2.875

15% of Y13 leavers (7/48) made a 'Class of 2021 Donation' raising € 1.450

The Alumni Project keep growing with alumni campaigns, community stories, job posts, monthly Newsletter and mentoring offer.

Next Steps

- to launch the new Friend Fundraising Campaign (2nd Hand Uniform Campaign)
- Website revamp – to redirect Fundraising to the new online platform
- to start the School Fundraising Project (with Miss Bezzano and Ms Walker involving students in the Bursary Fund Project)
- Set-up the Annual Receipting Process
- Bursary Fund – to meet people in person.
- Building Project

AL stated that she would like to raise 3 million euro for the Building Project; however, the Bursary Fund remains the current main focus.

ED/CR asked AL to provide KPI's showing results and targets through graphs. ACTION AL

5. AOB

With no other business to discuss the meeting ended at 11:00

Next Marketing Committee Meeting to be held in May 2022

Next Meeting with the Development Director to be held in February 2022