



THE MARKETING &
RECRUITING PLAN



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1.0 EXECUTIVE SUMMARY

This document has been developed with hope of assisting Panrimo's Marketing Director in areas of marketing and recruiting. This plan takes into account Panrimo's current state and incorporates future goals of the company, along with overall trends within the study abroad and intern abroad fields. The goals identified for Panrimo fit into three broad categories, which are further delineated. These categories include improving company visibility, strengthening the promotional message, and lastly, providing a number of specific, achievable recruitment goals designed to help gauge progress. The recommendations contained in this document largely pertain to four main sectors; the recruiting of STEM students, the establishment of the Panroamer Travel Club concept, further description of the Panroamer Ambassador Program, and the strengthening of Panrimo's social media.

In order to better position Panrimo, the conceptualization of a definitive student group was vital to create a strong marketing message. The content of this message entailed the identification of Panrimo's target market and the justification of why they comprised the intended market. Panrimo's research lead to the targeting of Science, Technology, Engineering, and Math (STEM) students as the main intended market and internships being the appropriate program. This decision was based on the growth potential of the market segment, as well as the potentially high return-on-investment (ROI) for Panrimo, among others.

Panrimo's longevity and brand loyalty were at the forefront when designing this plan. The Panroamer Travel Club was identified as a method in which Panrimo could maintain its relationship with alumni and leverage its existing resources. The benefits of the Panroamer Travel Club can be included in more marketing materials and used as a selling point when differentiating Panrimo from its competitors.

The Panrimo Ambassador Program could also lead to further engagement with Panrimo alumni and be utilized for personal selling. Word-of-mouth promotion is a powerful tool and the steps Panrimo can take to achieve its goal of having an ambassador in each of its top-tier universities is laid out in the plan.

A detailed Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted and taken into account when making recommendations. One such area that takes advantage of the SWOT analysis is the strategic strengthening and use of social media. The recommendations regarding social media include which platforms are best for specific purposes, ideal times to post, content recommendations, methods to stay organized, along with ideas for better integration. A stronger social media presence could potentially allow for substantial growth and brand recognition with minimal costs, and is a prominent piece of the overall promotion plan. Whenever possible, a method of evaluation was included with each promotion strategy in order to measure effectiveness.

It is believed that with the implementation of the following marketing and recruiting recommendations and strategies, Panrimo should be able to reach its specific recruitment goals outlined in this document. The culminating timeline is meant to further track progress and assist with implementation.

2.0 SMART GOALS

2.1 Visibility

- A. *Panrimo becomes listed on all top-tier university websites by September 2015.* Progress will be measured by the amount of top-tier university websites Panrimo appears on. Increasing online visibility will lead to increased recruitment.
- B. *Panrimo's social media presence is expanded beginning April 1st, 2015.*
1. Encourage all potential applicants a link to 'like' Panrimo's FaceBook page through email links by April 1st, 2015. Having more followers on Facebook leads to increased visibility, which enhances recruitment. It also reminds students to apply, as the page will continue popping up in their Facebook feed.
 2. *Disseminate Panrimo's newsletter on a rolling monthly basis.* The newsletter should recap the students' experiences from the previous semester abroad. This newsletter will be informative for potential students and motivate them to formally apply to Panrimo. It is also a great way to keep alumni involved and expose them to the Panroamer Travel Club.
 3. *Implement a bi-annual Panrimo photo contest in June and January of each year.* The goal is to attract at least 25 participant submissions starting in May of 2015, using June 1st and January 1st as submission deadlines. These dates correlate to the application deadlines, so that Panrimo may garner interest from potential study-abroad participants. These photos will be displayed on FaceBook and Instagram, and used in the Panrimo Catalog.
- C. *Have one ambassador in each of Panrimo's top-tier universities by October 2017.* By establishing ambassadors at top-tier universities, word-of-mouth will lead to a better reputation and impact recruitment positively.

2.2 Clarity of Message

- A. *Incorporate Panrimo's competitive price point into the marketing message by March 2015.* This marketing message goal includes the website, print catalog, and other marketing materials. The method for incorporation would be to release a competitor comparison chart.
- B. *Update Panrimo's marketing message to reflect guaranteed credit transfers by March 2015.* Advertising their marketing message on the website and communicating the credit transfer to student advisors on campus will lead to increased recruitment.
- C. *Renovate Panrimo's website by August 2015 to improve ease of use, as well as reflect a clear brand image and marketing message.* Panrimo has already hired a team to start the renovations in January 2015. Panrimo uses Google Ads in order to recruit students and plans on increasing online visibility by being listed on their top-tier university websites. Maintaining a clear brand image on a visually appealing website will lead to increased target market recruitment numbers. This works in conjunction with other SMART goals that address Panrimo's comprehensive online presence and will be measured by web traffic indicators before and after the website renovation.

2.3 Participation Goals

- A. *Establish overall program participation ratio of 70% Intern Abroad (IA) and 30% Study Abroad (SA) by October 2016.* The goal is to focus the targeting mix on STEM students who want to intern abroad to get practical international experience. Panrimo's aim for 400 students would mean a 10% change, with 40 sales units, migrated from SA to IA.

B. Increase STEM students' participation to reach 80% in every Panrimo program by December 2017.

Updating Panrimo's marketing message to attract STEM students will increase recruitment of the target market.

C. Aim for a sales conversion rate of 75% for internship abroad applications. The confirmation deposit will be paid by October 2015. The development of a marketing message is needed to affirm that confirmation deposits lead to an internship placement. The conversion rate for Panrimo is currently much lower in its IA program than SA program, thus a focus on IA is crucial. The sales conversion rate for IA is currently 60% versus 90% in SA. Sales conversion rates are measured by those who pay confirmation deposits.

D. Have a Study Abroad and Intern Abroad program in all 13 current locations by December 2017. Progress will be measured by the number of locations that have both programs. Currently, there are six locations with SA and IA program options.

E. Have 400 students (120 currently) participate in programs from October 2015 to October 2016 (within 13 programs). Increased recruitment through alumni will lead to increased visibility resulting in greater revenue.

3.0 COMPETITOR ANALYSIS

Competitor	Study & Intern Abroad	# of countries for Study Abroad	# of partner links on websites	Price (1 semester, London)
Panrimo	Y	9	0	\$18,490
Study Abroad Italy (SAI)	Y	9	1 (CSU Long Beach)	\$16,665
World Endeavors	Y	16	1 (CSU Long Beach)	\$ 5,990 (Summer only)
Academic Programs International (API)	N	20	4	\$19,880
International Studies Abroad (ISA), GlobalLinks & International Education of Students (IES) (alliance)	Y	23	5	\$5,520 (Summer only)
Center for Study Abroad (CSA)	N	30	0	\$11,295 (4 weeks at Oxford)
CEA Global Education	N	12	5	\$18,995
Council on International Educational Exchange (CIEE)	Y	45	5	\$21,850

The number of listings on each website demonstrates that Panrimo has built a strong connection to twenty-five top-tier universities in the US. These universities are the main contributors to Panrimo’s student pool. Study abroad was chosen as the common denominator for comparing the number of sites, as some of the competitors only offer study abroad (and not intern abroad).

Panrimo has a variety of different competitors because they are a smaller company and work in both study abroad, as well as the intern abroad field. Panrimo’s direct competitors would be SAI and World Endeavors, who offer the same variety as Panrimo (study and intern abroad) and are comparable in size (Panrimo is present in 9 countries, while SAI is present in 9 and World Endeavors in 16). CEA and API are study abroad providers who can provide an experience at the same price as Panrimo, but offer more locations to study abroad. In this regard, CEA and API aren’t as direct of competitors to Panrimo.

ISA (now comprised of ISA, IES and GlobaLinks), CSA and CIEE are also competitors of Panrimo. Respectively, they are much bigger than Panrimo (present in 23, 30 and 45 countries vs. 9 for Panrimo) but they also charge more for their semester-long, London programs (\$18,490 for Panrimo vs. \$21,850 for CIEE). Given these two data points, ISA, CSA, and CIEE are less-direct competitors, yet still occupy a big share of the market.

4.0 PROGRAM MODEL AND ASSUMPTIONS

This section builds off Panrimo’s goals, as well as data from IIE’s Open Doors Report to evaluate, analyze, and draw out recommendations related to Panrimo’s target market. There are two key goals Panrimo has expressed that are incorporated in this analysis. First, Panrimo would like to have a total academic year student volume of 400 students. Second, Panrimo has expressed that up to 80% of marketing resources and efforts should be devoted to attracting STEM students.

Panrimo’s program model currently incorporates nine destination countries for study abroad. Six of these nine destination countries also host intern abroad programs. Generally speaking, these destinations are among the top most popular destinations (see Table 1) and account for 48% of the total U.S. outgoing study abroad student flow and approximately 26.4% of the intern abroad flow.

Figure 1: Destination Countries for Study Abroad

Panrimo Destinations		
Location	Ranking	% Study Abroad Students
China	5	5.3
Czech Republic	17	1.2
England	UK	UK
France	4	6.1
Iceland	<25	<1
Ireland	9	2.7
Italy	2	10.5
Scotland	UK	UK
Spain	3	9.3
Total Study Abroad	-	~48%
Total Intern Abroad	-	~26.4%

Note: Highlighted countries host both study abroad and intern abroad destinations [1]

In some cases, local destination options within these countries are areas less traveled by U.S. students, for example: Grenoble, France; Galway, Ireland; and Sterling, Scotland. Panrimo seeks to offer unique and personalized programs that give students an authentic experience in these top popular country destinations.

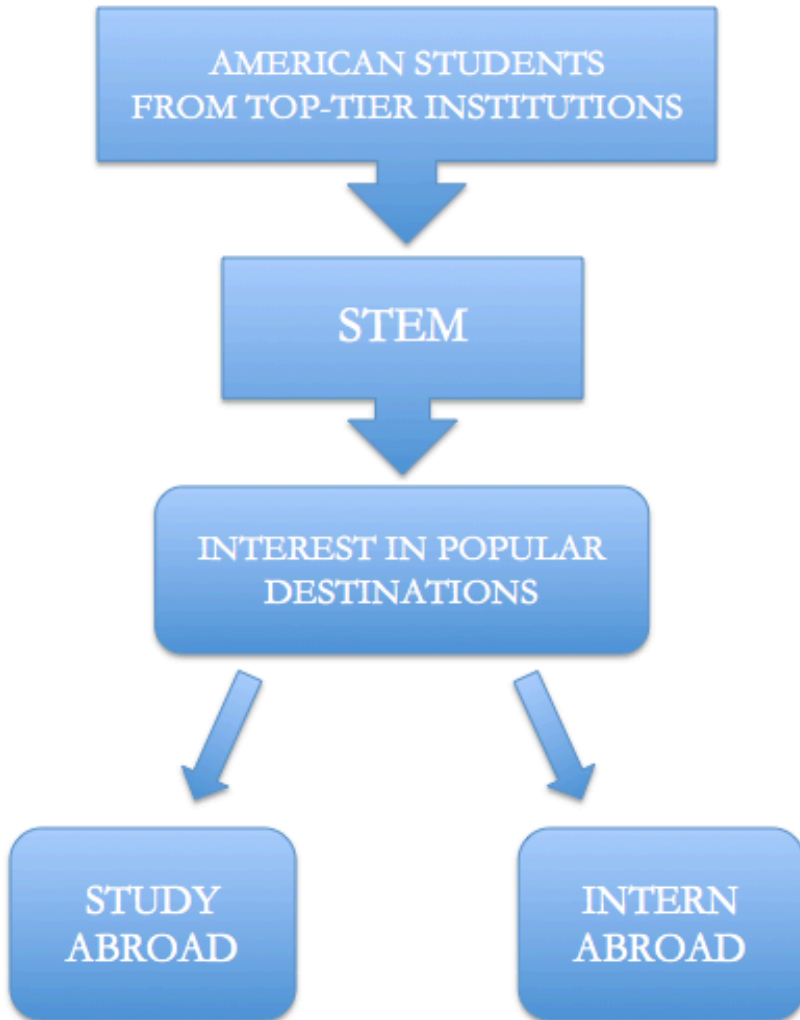
With the program model and goals in mind, in addition to Open Doors Report data, there are several important assumptions that underlie the analysis below. First, it is assumed that popular destinations for study abroad and the percentages of students travelling to those destinations are the same, or at least similar enough to draw a legitimate comparison with intern abroad students. It should be noted that the 2013 Open Doors Report implies that for-credit internship data (about two-thirds of all intern abroad students) is already incorporated into total study abroad numbers. A second assumption is related to the rate at which STEM students study abroad (IIE, 2013, p. 77). Thus, an analysis of the data assumes that STEM students participate in intern abroad programs at the same rate they choose to participate in study abroad programs.

A final assumption is related to Panrimo's assertion that 80% of marketing and recruiting resources should be allocated to attracting STEM students. The assumption is that 80% of resources correspond to 80% STEM student participation in Panrimo's programs. The consulting team is aware of the scale of these assumptions and the limitations they could possibly present, but feel that the overarching points drawn from the analysis of the Open Doors data remain relevant.

5.0 TARGET MARKET SEGMENTATION

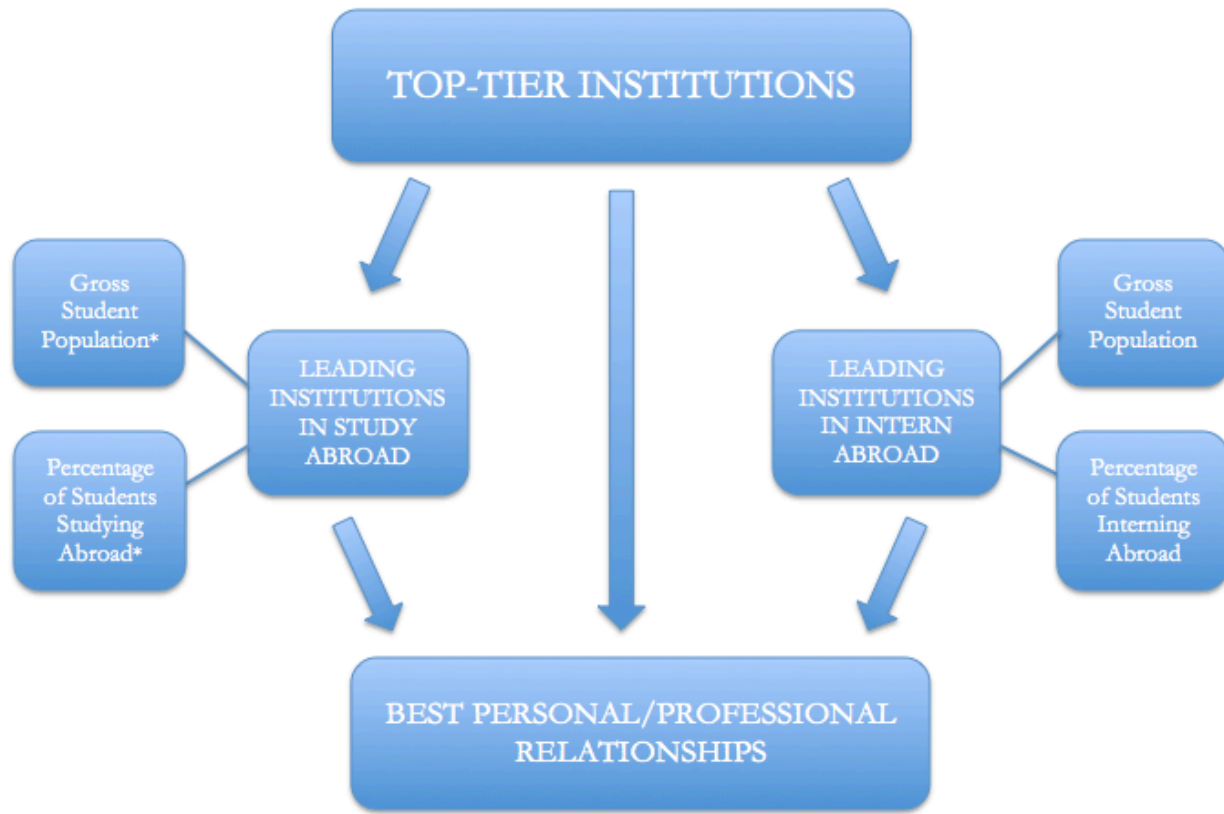
Freshman, sophomore, junior, and senior undergraduate students from Panrimo’s 25 top-tier institutions represent a target market that can be further segmented into STEM students, specifically. STEM students’ interests in Panrimo’s most popular destinations include England, France, Italy, Czech Republic, and Spain. Panrimo’s leading top-tier institutions are also segmented according to intern vs. study abroad, dictating best personal/professional relationships with Panrimo according to the percentage of students studying or interning abroad at a given institution.

Figure 1: Segmentation of STEM Students



*Study abroad participants represent freshman, sophomore, and junior undergraduate students. Intern abroad participants are junior and senior undergraduate students, as well as young working professionals.

Figure 2: Segmentation of Leading Institutions in Study vs. Intern Abroad



*For example: Out of 37,988 undergraduate students, Michigan State University is ranked as the number four sender of study abroad students with 2,380 (IIE, p. 80). Compare this to St. Mary’s College, with an undergraduate student population of 2,873 students where 48.7% studied abroad.

5.1 Target Market Size and Definition

The size of Panrimo’s target institutional market is based on the list of twenty-five Panrimo top-tier institutions produced by the client. A full list of these institutions and their undergraduate student populations is available in Appendix A of this report. The total undergraduate student population at these institutions, according to U.S. News and World Report College Rankings, is 478,970. Of these, according to Open Doors Report numbers, approximately 8.57% of these students can be expected to study abroad on average [1]. This means that at the twenty-five top tier institutions, 41,048 students will study abroad. An additional 1.27% of students can be expected to participate in intern abroad programs on average [2]. This demonstrates that an additional 6,083 students can be expected to intern abroad on average at the twenty-five top-tier institutions.

The next segmentation of Panrimo’s target market deals with STEM students. According to the 2013 IIE Open Doors Report, STEM students derived from Panrimo’s twenty-five top-tier institutions, approximately 8,661 will be from STEM majors [3]. Of the 6,083 intern abroad students from Panrimo’s twenty-five top-tier institutions, approximately 1,283 will be STEM majors.

Finally, as noted above, Panrimo’s destinations for study abroad account for approximately 48% of the total student outflow, and intern abroad destinations account for approximately 26.4% of the total student outflow, respectively (Figure 1). If there are 8,661 STEM majors from Panrimo top-tier institutions who will study abroad, this means that 4,157 of them will be interested in participating in a Panrimo program. For intern abroad, of the 1,283 STEM students, 338 will be interested in participating in a Panrimo program. These numbers represent the total addressable market for Panrimo programs.

5.2 Target Market Recommendations

A. Panrimo will need to expand its target market for intern abroad. This is especially true since one of the organizational goals is to achieve a 70/30% sales ratio of intern abroad to study abroad programs. The current addressable market for Panrimo's STEM internship programs is only 338 students. While this number can be expected to grow as internship programs become more popular in general, Panrimo's current expectation of sending 220 STEM interns captures 65% of the market for STEM internship programs at these Panrimo top-tier institutions. Expanding the target market can be accomplished by developing internship programs specifically tailored to top-tier institutions and deliberately working to increase interest in Panrimo programs at these institutions. Additionally, it is likely that Panrimo will need to branch out to other top intern-sending institutions of higher education in order to achieve their enrollment goals.

B. Panrimo should make efforts to ensure continued quality and consistency of professional relationships at top-tier institutions to continue expansion. This will provide the organization a solid base from which to work on expanding enrollment numbers and increase the addressable market at these key institutions as Panrimo grows. If enrollment goals are to be met, Panrimo will need to put itself in a position to attain a large section of the target market at these institutions.

6.0 PRICING AND VALUE

6.1 Value Proposition Statements

Study Abroad

Become a member of a club of forward-thinking travelers and global citizens interested in broadening their cultural horizons and individual perspectives through unique, authentic international study experiences. Become a Panroamer.

Intern Abroad

Become a member of a club of forward-thinking travelers and global citizens interested in building international experience and professional credentials to enhance career competitiveness. Become a Panroamer.

6.2 Price Sensitivities

Prospective Panrimo program participants have a number of different areas where they are sensitive to the price of the international program they are purchasing. These fall into two categories: general price sensitivities of college students, and Panrimo-specific price sensitivities.

Many college students are reliant on scholarships, loans and other sources of financial aid to pay for their education. In addition, many college students have stringent expectations about the length of time it will take them to complete their degree. If students feel that they will not be able to transfer their financial aid award to their international program experience, or if they fear that participating in a Panrimo program will affect their anticipated graduation date, they will be less likely to purchase a program.

There are two additional areas specific to Panrimo's business model and target market that are currently price-sensitive for prospective students. The first relates to Panrimo's focus on STEM students in their target market. STEM students- especially as they progress through their degree programs- often have opportunities to take on lucrative internship positions. Panrimo's marketing strategies need to convince STEM students to purchase an international internship product instead of earning money at a domestic internship.

6.3 Pricing Structure

Panrimo has a cost-based pricing structure through which they determine their net profit and program prices based on overhead costs. The Panrimo business model is to provide all-inclusive programs, to provide students the opportunity to take advantage of paying local tuition rates in their destinations rather than more

expensive home-institution tuition, and to reduce program price through partnerships. For example, partnering with Student Universe to provide travel vouchers.

7.0 SWOT/TOWS ANALYSIS

This TOWS Matrix can be utilized to identify specific strengths, weaknesses, opportunities, and threats both internally and externally. It also lists specific strategies that can be implemented to capitalize on strengths and opportunities as well as minimizing threats and weaknesses. Each quadrant's strategies are clearly explained by the information below.

		Strengths	Weakness
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%; text-align: center;"> <p>Internal Factors</p> </div> <div style="width: 45%; text-align: center;"> <p>External Factors</p> </div> </div>		<ul style="list-style-type: none"> ● Ideation & Concept Development <ul style="list-style-type: none"> ○ Pricing Structure ○ STEM ○ Unique Destinations ○ Customer Service emphasis ○ Club membership mentality ● Doubling profit revenue every year ● Revamping their website for 2014 ● Seeking to create a dedicated director-level position for marketing ● Great variety of programs(SA) and industries (IA) 	<ul style="list-style-type: none"> ● Little practical application and implementation of ideas and concepts ● Lack of clear and consistent marketing and product positioning (brand image) ● Questions about scalability ● Effectiveness in leveraging personal and professional relationships ● No name recognition ● Website and online presence ● Poor knowledge and identification of target market
Opportunities	<ul style="list-style-type: none"> ● Increasing interest in study abroad and internships among college students ● Expanding institutional partnerships ● Diversification of target market ● Increasing demand for intern abroad programs ● Students seeking more individualized and tailored experiences ● Ability to generate brand loyalty ● Increased ease to travel worldwide ● IIE: "Generation Study Abroad" Initiative is aiming to double amount of students studying abroad this decade, resulting in expansion of clientele 	<p>(SO)</p> <ul style="list-style-type: none"> ● The revamping of the new website and other materials will be a great opportunity to reinvent a brand image and message without having to compete with their old branding ● Partnerships with study abroad campaigns along with partnerships in expanding growth sectors such as STEM internship companies could provide better name recognition and added marketing value 	<p>(WO)</p> <ul style="list-style-type: none"> ● Panrimo's already established partnerships and travel club can be utilized to differentiate between the competition ● Panrimo's positive cash flow can be put toward the development of expanding internship opportunities and the hiring of staff to cover internal growth ● With a targeted marketing effort and the use of analytics for evaluation Panrimo could increase the name recognition and potentially reach enrollment goals for STEM students
Threats	<ul style="list-style-type: none"> ● Large number of small to midsize competitors ● Declining college enrollment rates ● Fewer potential customers ● More administrative emphasis on ISS over SA ● Large distance between small-midsize providers and more well-established providers ● Perception of SA as "expensive," "extra" ● Quick expansion, not absorbable by current structure 	<p>(ST)</p> <ul style="list-style-type: none"> ● Further development of the Panroamer travel club could make Panrimo unique and contribute to brand loyalty ● Offering quality and personal customer service could differentiate Panrimo from competitors ● Development of on-campus ambassadors could be used to sell the benefits of SA & IA, and dispel negative perceptions 	<p>(WT)</p> <ul style="list-style-type: none"> ● Effective use of social media could strengthen brand image, reach specific target markets, and can be used to differentiate Panrimo from competitors ● With the high revenue coming in and the hiring of a full time marketing director Panrimo may be able to effectively reach their target markets and ease internal growing pains

SO Strategies

Strategies that use **strengths** to take advantage of **opportunities**.

- The revamping of the new website and other materials will be a great opportunity to reinvent a brand image and message without having to compete with their old branding.
- Partnerships with study abroad campaigns, along with partnerships in expanding growth sectors such as STEM internship companies, could provide better name recognition and added marketing value.

WO Strategies

Strategies that take advantage of **opportunities** by overcoming **weaknesses**.

- Panrimo's already established partnerships and Travel Club can be utilized to differentiate itself from the competition.
- Panrimo's positive cash flow can be put toward the development of expanding internship opportunities and the hiring of staff to cover internal growth.
- With a targeted marketing effort and the use of analytics for evaluation, Panrimo could increase its name recognition and potentially reach STEM student enrollment goals.

ST Strategies

Strategies that use **strengths** to avoid **threats**.

- Further development of the Panroamer Travel Club could make Panrimo unique and contribute to brand loyalty.
- Offering quality and personal customer service could differentiate Panrimo from competitors.
- Development of on-campus ambassadors could be used to sell the benefits of SA & IA, and dispel negative perceptions.

WT Strategies

Strategies that minimize **weaknesses** and avoid **threats**.

- Effective use of social media could strengthen brand image, reach specific target markets, and can be used to differentiate Panrimo from competitors.
- With high revenue coming in and the hiring of a full-time Marketing Director, Panrimo may be able to effectively reach their target markets and ease internal growing pains.

Strengths

Panrimo currently possesses a strong vision of what areas the company would like to develop and recognizes industry trends, as well as its own ability to be part of those trends. Panrimo has a strong foundation for STEM internships and the advantage of already having run them for years. Another part of this strong program vision recognizes the importance of unique destinations and branding them as authentic. Panrimo has a strong customer service emphasis, which has the potential to strengthen other areas such as positioning, personal selling, and the branding concept of customization.

Panrimo's profit revenue has doubled over the last few years and it is anticipating further doubling in the upcoming year. They are experiencing rapid growth, giving them the opportunity to create a dedicated director-level position for marketing in order to be proactive about managing and sustaining this growth. Panrimo has a variety of study abroad and internship abroad programs. Not only does this increase the risk of external factors, it also takes advantage of students' various preferences and needs. Lastly, Panrimo has set aside a proposed \$50,000 in order to revamp their website, which is anticipated to be finished in August 2015. This commitment to an updated and more user-friendly website is expected to be a primary strength of the company and its marketing platform.

Weaknesses

While Panrimo has strong concepts and a vision for the future, the implementation and realization of those ideas has not yet come to fruition and is currently seen as a weakness. The website and program offerings lack consistency in clarity of the marketing message and branding. Panrimo also lacks visibility and name recognition amongst many of its potential target markets. Panrimo's inability to leverage personal and professional relationships results in a loss of potential clients or marketing opportunities through previously established relationships.

The current website and lack of social media coverage also weakens Panrimo's competitiveness and brand recognition among its target markets. Without proper identification of their target market, Panrimo runs the risk of wasting resources and the inability to reach potential customers for their programs. Finally, many of the concepts and ideas presently working have not been properly analyzed for sustainability on a larger scale.

Opportunities

The opportunities for Panrimo are expanding, along with general interest in study abroad and internship abroad programs. According to the 2013 Open Doors report from NAFSA enrollment, American students in study abroad programs increased by 3% from 2011-2012, where the enrollment number reached an all-time high of 283,000 students. The Open Doors report also stated that in 2011-2012 9% of undergraduates studied abroad, which leaves Panrimo in a position to provide its services to these undergraduate students and expand the amount of students studying abroad.

Panrimo is currently working on strengthening its partnerships with its top twenty-five sending universities; however, the opportunities for more university partnerships are there should they choose to expand. Due to Panrimo's program diversity, in terms of program location and program type, they have the ability to attract a variety of target markets. These can be capitalized upon, particularly with respect to reaching STEM students. According to the Open Doors Report for 2013, only 4% of Engineering students and only 2% of Math and Computer Science students studied abroad. The report also points to trends of increased student mobility and demand for internships.

The Institute of International Education has created a 5-year initiative called, "Generation Study Abroad™" which seeks to double the amount of students that will be studying abroad by 2019. They intend to do this through funding scholarships and grants in the amount of \$2 million dollars. This initiative and others like it can be used in Panrimo's own strategic planning to help capitalize on the proposed growth.

Panrimo has the ability through its Panroamer Travel Club, newsletter, and an alumni network to create "brand loyalty" and position itself as more than just a study abroad company. They do offer some level of customization of internships and study abroad programs that could be further enhanced and provide unique specialization for their company.

Threats

Panrimo has a large number of small and mid-sized competitors that offer similar products at comparable prices. These competitors will be described in greater detail in the competitor analysis section, but should be recognized as threats. Many of these competitors have also been providing programs for many years and are well established and possess name recognition.

Other threats include the general negative perceptions of study abroad and intern abroad and its perceived benefits to the student or intern. For example, some students see study abroad as "extra" and not an integral part of higher education. The cost of study abroad can also be prohibitive to many students interested in Panrimo programs. Falling college enrollment rates would also pose a threat to their potential customer base.

Internally, Panrimo's own success and expansion has the potential to threaten its future growth, should the current infrastructure fail to expand fast enough. This would include not having the administrative staff necessary for the expansion of STEM internships, as well as infrastructure needed for the Panroamer Travel Club.

Other potential external threats are explored in further detail below and include: visa policies, general economic conditions, labor laws/unions, and political unrest and terrorism in countries where Panrimo operates.

Visa Policies: A change in visa policies would have an effect on their internship abroad programs. The effect could be negative or positive. For example, a reduction in the amount of time a student can work in a country could make an internship abroad program less attractive, whereas an increase in the amount of time a student can work in a country may make an internship abroad program even more attractive.

Changes in General Economic Conditions: Due to a lagging economy in the U.S., students and their families may decide that participating in a study or intern abroad program may not be an efficient use of financial resources.

Labor Laws/Unions: If unions demand that all employees, including interns, be financially compensated for their services, employers in Panrimo's host countries may be less willing to accept foreign students and use local labor.

Political Unrest/Threats of Terrorism: A change in political stability in any of the countries where Panrimo has an internship program will cause students and their families to reconsider travel to those countries to gain professional experience. A change in political stability is also related to the realities of the threats of terrorism. This will most likely produce a sense of fear and negative feelings in regards to Panrimo's internship abroad locations.

8.0 KEY PROMOTIONAL STRATEGIES

8.1 Build a STEM Identity for Panrimo

According to the Institute for International Education's Annual Open Doors Report, the STEM and Business fields were the most popular for U.S. students studying abroad [5]. The 2014 Open Doors report also stated that STEM fields grew by 9% from 2011-12 to 2012-13 [5]. These numbers represent a sizable change from previous years and the consultants believe they show the importance of reaching STEM students and establishing a brand that is attractive to them.

In order to properly reach the target market of STEM students, it is necessary to create a promotional strategy that is appealing to that population. Panrimo should also use the proper channels to reach them. This customized strategy will not only lead to higher enrollment in Panrimo programs, but also provide a higher return on investment.

The promotion strategy can be tailored in the following ways:

- Create customized advertisements and publicity that clearly spell out the benefits of an internship abroad program.
- Advertise in places where STEM students and faculty are likely to view them.
- Track print materials for STEM students.
- Participate in IIE's "Generation Study Abroad Campaign."
- Promote shorter programs during summer and January-term semesters.
- Reach out to freshman and sophomore college students.

8.1.1 Customized Advertising

Customized advertising will be one way in which Panrimo can bolster an identity or brand that communicates, “we have internship programs specifically for STEM students.” One way this can be achieved is by distributing flyers and posts on social media that show actual STEM students participating in their internships. These flyers should also include concrete facts about how students will benefit from an internship abroad and a tagline, which will impart the need for an international internship with Panrimo.

We believe the tagline, “The world’s most successful companies are global. Are you?” conveys two clear messages to STEM students. It says that if students want to be successful and competitive in the global economy, they need to have a challenging international experience. Another aspect of the advertising campaign is sending the message that other students who participated in an internship abroad with Panrimo reported an average salary leverage of \$20,000. This fact is based on a poll of 75 students that participated in an internship abroad program with Panrimo. Due to the high cost of getting a STEM education, the consultants believe that students will respond better to the knowledge that they will be more competitive and potentially earn more after completing an internship abroad.

8.1.2 Advertise in STEM Student Locales

Once Panrimo has established a clear message for STEM students, it is important for those materials and ideas to reach them. We believe that personal selling to STEM faculty will be one of the most effective ways to promote these internships. Faculty spends a significant amount of time with the students and their opinions are held in high regard. In STEM fields it is also common for faculty to have connections with organizations and other faculty abroad, and would therefore be a great resource in creating new partnerships and opportunities for students.

In addition to personally speaking with STEM faculty, the consultants believe that posting several of the Panrimo flyers on the campuses of Panrimo’s top-tier universities, near the STEM facilities, would be an apt place to reach them. These flyers are already accounted for in the budget under print materials and will be put up in August 2015 (10.2 Detailed Budget). As part of the social media campaign, these tailored messages would be also be circulated via #internabroad, #students, and other hashtags that would reach the target audience.

8.1.3 Track Print Materials

The flyers will include a QR code so that students will be able to directly access the Panrimo website from their mobile phones (Appendix A). These QR codes would also be linked to Google Analytics so Panrimo can measure conversion rates from the flyer. A conversion rate is defined as a person who requests information after accessing the website via the flyer QR code. Knowing the conversion rate of the flyer will help in evaluating the effectiveness of STEM-specific marketing.

8.1.4 Participate in IIE’s “Generation Study Abroad Campaign”

Another potential method of reaching the target market would be through participating in the Institute for International Education’s “Generation Study Abroad Campaign.” As an established organization, Panrimo can pledge to further IIE’s goal of increasing the amount of U.S. students that study abroad. It would require Panrimo to set a target goal, as well as agree to do the following [4]:

- Increase the number of full scholarships.
- Encourage and engage alumni to highlight study abroad as a career-enhancing experience (e.g. through participation in surveys, studies, and storytelling).
- Conduct research studies on applicants and alumni to understand motivations for study abroad and impact of study abroad.
- Host an event convening members to encourage them to increase study abroad participation and to generate ideas on how to significantly move the needle.
- Include Generation Study Abroad as a topic for a session at a national conference.

- Publish 1-2 reports on why study abroad is important.
- Include Generation Study Abroad as a feature in the organizer's magazine and other relevant publications.
- Promote Generation Study Abroad through the organizer's listservs and social media channels.
- Put a Generation Study Abroad badge on their websites.
- Join the conversation at #GenerationStudyAbroad.

By joining the generation study abroad campaign, Panrimo would be getting brand recognition and be aligned with other well-established organizations in the field of International Education. The downside of joining the "Generation Study Abroad" campaign is that it would require a significant amount of time and money to fulfill the requirements of participation. A ballpark estimate for increasing two, full-time scholarships and hosting an event for all members could total \$10,000-20,000.

8.1.5 Promote Shorter Programs

Due to the strict requirements of STEM degree programs, many do not have the flexibility that students in other fields have to take a semester away from their degree programs to do an internship abroad. According to the Open Doors 2014 report, 60% of all U.S. study abroad students participated in summer, or eight-week long or less, programs [5]. It is likely that STEM students will require shorter programs due to the opportunity costs associated with studying abroad for a full semester.

8.1.6 Reach out to Freshman and Sophomore College Students

In addition to seeking out STEM faculty, we believe that targeting Panrimo's efforts toward freshman and sophomore students would be especially beneficial. Due to the added competition of summer job prospects for STEM students during junior and senior year, reaching freshman and sophomores earlier allows for the additional planning needed for STEM students. The likelihood of students being able to intern abroad will increase if Panrimo speaks with advisors and faculty members involved with freshman students. Understanding the freshman advising process will give the students, advisors, and faculty enough time to properly plan for an internship abroad.

8.2 Revitalize Social Media

Social media has become a massive marketing tool utilized by many study abroad providers. The social media platforms that are popular in this industry are:

1. Facebook
2. Instagram
3. Twitter
4. LinkedIn
5. Pinterest

According to Google Trends, Facebook and Twitter have been decreasing over the last year. In contrast, Instagram, Pinterest, and LinkedIn are on the rise. A social media strategy has been developed for the five platforms mentioned above. To ensure that social media runs smoothly, the Marketing Manager can utilize the example calendar (Appendix D) to develop all social media platforms and implement them starting in April 2015. All social media should be evaluated via their respective analytic tools in order to evaluate their effectiveness in Panrimo's comprehensive promotion strategy. Melissa Jennings, the Co-Manager of Social Media at the Monterey Institute of International Studies discovered the ideal times to post when users are most active across all platforms, which are referenced below in each platform [4].

8.2.1 Facebook

Users are potential students, current participants, alumni, Panroamers, and student ambassadors. The suggested time to post is between 1-4 p.m. The following recommendations are provided:

A. Change Facebook name to “Panrimo - Study Abroad.” This change will increase Search Engine Optimization (SEO) within Panrimo’s social media platform, increasing visibility.

B. Email all potential applicants a link to ‘like’ Panrimo’s Facebook page. Students are more likely to check Facebook than email. This will allow Panrimo to post upcoming deadlines on Facebook for students to get their payments in. This will also increase visibility, which will lead to increased recruitment.

C. The Facebook page should be formatted to resemble a website. There should be a list of tabs including: Panrimo programs, Panrimo student request form, Panrimo scholarship opportunities, blog, YouTube videos, and an interactive map of Panrimo’s locations (students can tag photos in those locations, so when potential students look at the map they can see all the photos posted in that country). Photo albums will include: housing, excursions, countries offered, internships offered, and photo contest winners.

D. Panrimo’s monthly newsletter should be posted on Facebook. The newsletter will promote the photo contest, travel club, and Ambassador program. “Ambassador of the Month” photos and blurbs from students currently abroad will be included. This will be informative for potential students and motivate them to formally apply with Panrimo. It is also a great way to keep alumni involved and inform them of the Panroamer Travel Club.

E. The bi-annual photo contest should be posted on Facebook once per semester; on June 1st and January 1st. The winner will receive \$100 Student Universe vouchers. These photos will also be displayed on Instagram and used in the Panrimo Catalog.

F. Panrimo should be posting on Facebook 5-to-10 times per week. The content should include articles incorporating intern/study/STEM students abroad, and information on student outcomes. Other suggestions include articles on traveling (Lonely Planet), quotes from students and inspirational travel quotes, infographics, and pictures of students on excursions and in their internships.

8.2.2 Instagram

Users are potential students, current participants, alumni, Panroamers, and student ambassadors. Instagram is a visual media platform utilizing photos and videos. When posting on Instagram, the Marketing Manager can link the post to also appear on Facebook and Twitter. The suggested time to post is between 5-6 p.m. The following is recommended:

A. Change Instagram name to “Panrimo - Study Abroad.”

B. Direct posts to partnership universities by including “@partnership-university-name” in the post to increase visibility by expanding presence to other users. Panrimo will be searchable to students that follow their university on Instagram, increasing their SEO. Reposting student photos and incorporating links of student blogs will engage more students. Every photo should include #panrimo and #panroamer. Hashtags increase visibility so include “#location.” Popular hashtags include #travelgram, #adventure, #students, etc. Depending on targeted audience: #studyabroad or #internabroad can be utilized. Students should be told that hashtagging the recommendations above will enter them into a photo contest.

C. The bi-annual photo contest should be posted on Facebook once per semester; on June 1st and January 1st. The winner will receive \$100 Student Universe vouchers. These photos will also be displayed on Instagram and used in the Panrimo Catalog.

8.2.3 Twitter

Users are potential students, current participants, alumni, Panroamers, and student ambassadors. The suggested time to post is between 1-3 p.m. Posts should be about 140 characters.

A. Change Twitter name to “Panrimo - Study Abroad.”

B. Panrimo’s monthly newsletter should be posted on Twitter. The newsletter will promote the photo contest, travel club, and Ambassador program. “Ambassador of the Month” photos and blurbs from students currently abroad will be included. This will be informative for potential students and motivate them to formally apply with Panrimo. It is also a great way to keep alumni included and inform them of the Panroamer Travel Club.

C. Post at partnership universities and to Panroamers to increase Panrimo’s visibility. Repost student photos and insert links for blogs. Every photo should include #panrimo and #panroamer. Hashtags increase visibility so include “#location.” Popular hashtags include #travelgram, #adventure, #students, etc. Depending on targeted audience; #studyabroad or #internabroad can be utilized. Students should be told that hashtagging the recommendations above will enter them into a photo contest.

8.2.4 LinkedIn

LinkedIn is utilized most by people in their mid-thirties, so connections should be made with partner universities, faculty, advisors and parents to build the Panrimo network. This would also be beneficial for alumni, Panroamers, and student ambassadors because it extends the Panroamer identity beyond the program. The suggested time to post is between 5-6 p.m.

A. Panrimo’s monthly newsletter should be posted on LinkedIn. The newsletter will promote the photo contest, travel club, and Ambassador program. “Ambassador of the Month” photos and blurbs from students currently abroad will be included. This will be informative for potential students and motivate them to formally apply with Panrimo. It is also a great way to keep alumni included and inform them of the Panroamer Travel Club.

B. Post articles turning study abroad and intern abroad experiences into opportunities for career development. Also include articles about STEM students. Post job listings, trends in study abroad and intern abroad, recruitment videos, Panrimo updates, and industry news.

8.2.5 Pinterest

Pinterest is a fast-growing social networking site that operates like an online bulletin board. It is open to individuals, as well as companies and brands, and is particularly popular among female users. Panrimo can benefit from utilizing Pinterest to expand its social media presence, as stated in the SMART goals (2.0 SMART Goals). The following practices should be implemented to increase Panrimo’s visibility:

A. Add “study abroad” to Panrimo’s Pinterest tagline.

B. Panrimo should include a few of the best Pinterest pins in the newsletter or in a regular e-mail. To do this, they will place a clickable link on the image that links to the Pinterest pin. When newsletter readers click on the image, they’re taken to that pin on Pinterest, where they can also browse Panrimo’s pinboards to see what else they have. By including some of the top pins in the newsletter and asking users to “pin this,” it is a simple way to engage the user and ensure they are making Panrimo’s brand visible.

C. Promote Panrimo’s “Pinterest presence” on other social media platforms. The Marketing Manager should tweet about Pinterest 2-3 times per week, post a pin on Facebook once a week to every two weeks, send an

email/newsletter that features a Pinterest profile widget at least once a month, and add a Pinterest application to their Facebook account. All of these strategies let users know the Panrimo brand exists across all social media platforms.

8.3 Develop the Panroamer Travel Club

One way that Panrimo differentiates itself from its competitors is through the Panroamer Travel Club. This program is present in all of Panrimo's 13 locations. Life-long membership is included for everyone who participates in a Panrimo program (whether it be study or intern abroad). As members of this club, students become "Panroamers." The benefits of the Panroamer club are: free airport pick-ups, free excursions, archiving of host university transcripts, letters of recommendation from Panrimo staff, visa and airport assistance, and travel tips.

As a way to recruit students, Panrimo hopes to extend the benefits of the Panroamer travel club to family members of current Panroamers. The idea behind this extension is to allow Panrimo to position itself to recruit the siblings of current Panroamers. In this way, Panrimo will have the opportunity to inform potential Panrimo participants about the different facets of study abroad and intern abroad. To reinforce this strategy, Panrimo should consider offering "sibling perks" in the form of promotional sales or extended benefits.

Panrimo has recently established a partnership with Student Universe. Student Universe is a travel website with exclusive deals for students on airfare, lodging accommodations, and activities. This partnership benefits all new applicants from Panrimo's top-tier universities who have been accepted and paid the program deposit. Panrimo's new Panroamers benefit from this partnership, since Student Universe provides a \$500 travel voucher to any student who decides to participate in one of Panrimo's programs. This partnership benefits all new applicants from top-tier universities (Appendix C).

Perhaps a more effective marketing strategy for Panrimo would be to offer this travel voucher as part of a welcoming gift to the Panroamer Travel Club, which provides an additional incentive for students to study/intern abroad with Panrimo. Panrimo's partnership with Student Universe is sustainable, and also reinforces the message that Panrimo is an affordable alternative to other study/intern abroad providers. Improving the Panroamer Travel Club might help to create an alumni network that could be relied on for personal selling. Through the alumni network, Panrimo may be able to reach more people while maintaining the personal approach it prefers. Strengthening the alumni network could lead to the formation of the Ambassador Program.

8.4 Implement an Ambassador Program

Most of Panrimo's program participants come from twenty-five universities in the United States. Panrimo designates these universities as Panrimo's "top-tier universities." Importantly, these twenty-five universities are Panrimo's priority when it comes to personal selling (Appendix C).

In order to expand Panrimo's outreach to study and intern abroad prospective students- while maintaining the personal connections that represent their brand- Panrimo will need to capitalize on its alumni network within these twenty-five universities.

In order to incentivize Panrimo's alumni to become ambassadors, Panrimo alumni (known as Panroamers) can become ambassadors. As ambassadors, students would receive \$100 worth of travel vouchers in the form of credit through Student Universe's website. In addition, other compensation could be provided each semester to incentivize students to help Panrimo on an annual basis.

The ambassador's responsibilities should be made clear upon hiring. These should include: organizing informational events on campus, as well as including brown bag lunches for prospective participants and

returning study abroad students. Ambassadors should be informed that he or she would be Panrimo's connection on-campus with study abroad advisors and administrators.

Panrimo could also market its ambassador program to students as a way to build leadership skills and expand students' networks with other Panroamers. Having leadership experience could boost the alumni's resume. Panrimo should consider training all ambassadors simultaneously, despite the fact that they live in different cities in the U.S. One solution to this problem is to use an online platform, while training could be done through webinars the ambassadors would attend.

8.5 Differentiate Study vs. Intern Abroad

Panrimo currently provides two main product lines: study abroad and intern abroad programs. These two verticals address different market segments and provide different value to participants. From a marketing and recruiting perspective, this means that Panrimo should generate marketing collateral, develop recruiting strategies, and implement organizational and staffing infrastructures that support these two verticals independent from one another. Both products will be united under a comprehensive Panrimo brand generated by the Panroamer Travel Club.

Panrimo has taken the first steps in differentiating intern and study programs by publishing separate program catalogs. In addition to publishing separate catalogs, any other Panrimo swag and marketing collateral should be branded according to its product line. This differentiation can also be expanded to Panrimo's digital presence. This means incorporating product line specific branding on the new Panrimo website, and ensuring that market segments uniquely related to each product are addressed by Panrimo's social media marketing plan.

At the highest level, both study and intern abroad programs address the same target market: young, primarily American, adults between the ages of eighteen and twenty-five, who have ties to one of Panrimo's top-tier universities either as prospective students, current students, or recent graduates. Within this general target market; however, study and intern programs will inherently address different segments. Panrimo can conduct a demographic analysis of study abroad and intern abroad students participating in their programs to determine how to market the two product lines in ways that are relevant to more specific age, gender, academic and other demographic groupings.

For example, there is likely to be a discrepancy in age and experience level of students seeking study or intern abroad opportunities. Strategic marketing to different age ranges of students would acknowledge the fact that individuals who are recent graduates are more likely to purchase a Panrimo intern abroad program, rather than a study program. Conversely, in the interest of targeting STEM students specifically, Panrimo may decide that it is best to target the youngest of college students who will not yet have the opportunity to choose between Panrimo or a highly paid domestic STEM internship opportunity. Traditionally, students are most likely to study abroad sometime during or around the time of their junior year in college. This is another example of a specific age demographic that can be taken into consideration in generating collateral that specifically addresses study versus intern market segments.

In another example, Panrimo may discover that students of one gender may be more heavily represented than the other in study versus intern programs. It is well known that women greatly outnumber men in study abroad participation. Through the aforementioned demographic study, Panrimo can confirm any gender group discrepancies and adjust their respective marketing and recruiting strategies accordingly.

Additionally, the difference in intern and study abroad product market segments will likely show different levels of student interest based on their field of study. For example, STEM students who will be the subject

of substantial focus in Panrimo marketing and recruiting strategies, may be found to express a predilection for intern over study abroad opportunities through their purchasing patterns.

This points to the final and most fundamental observation in this discussion: that regardless of field of study, gender, age, or any other factors, students who select intern abroad programs or study abroad programs respectively have different reasons for doing so. Internship students are seeking applicable professional experience, whereas study abroad programs are more concerned with personal and academic aspects of their experience. This fact, along with the demographic discrepancies discussed above, should be addressed in creating unique product-line sub-brands under the Panroamer umbrella.

9.0 TIMELINE

This timeline includes important dates for when projects from the SMART goals may be implemented, as well as specific project deadlines. Within the timeline, larger projects that will require a significant amount of planning and organization have built-in reminders of when to begin the planning portion of these projects. The timeline boxes are meant to be checked when specific tasks or goals have either been initiated or completed. The timeline runs from January 2015 through December 2017, and should be reevaluated in December 2017.

2015 TIMELINE

January

- Start working on the new website
- Begin developing ideas and marketing materials for the following: price point, STEM marketing messages, guaranteed credit transfer message, confirmation deposit benefits, Panroamer travel club

March

- Incorporate Panrimo's competitive price point, new STEM advertising, guaranteed credit transfer, Panroamer travel club, and confirmation deposit into the marketing message on the website and into print materials

April

- April 1st*- Begin emailing potential applicants a link to Panrimo's social media pages
- Restructure social media based on recommendations

May

- May 1st*- Begin to organize and promote the first annual photo contest to provide content for Facebook, Instagram, and Panrimo's catalog

June

- New website up and running
- June 1st*- Submission deadline for the bi-annual photo contest

July

- Print catalog and other marketing materials

August

- Website is complete and fully operational
- Hang up STEM flyers at top-tier universities

September

- Have Panrimo listed on all top-tier university websites
- Monthly newsletter including photo contest winners and Panroamer Travel Club information

October

- Initiate the goal to have 400 students (120 currently) participating in programs beginning in October 2015 to October 2016
- Begin to develop a marketing message with a sales conversion rate goal of 75% for internship abroad applicants (payment of confirmation deposit)

2016

January

- January 1st*- Submission deadline for the bi-annual photo contest

June

- Submission deadline for the bi-annual photo contest

September

- Monthly newsletter including photo contest winners and Panroamer Travel Club information

October

- Deadline to have reached 400 students (120 currently) participating in programs from October 2015 to October 2016
- Deadline to attain 70% internship abroad and 30% study abroad participation rates

2017

January

- January 1st*- Submission deadline for the bi-annual photo contest

March

- Monthly newsletter including photo contest winners and Panroamer Travel Club information

June

- June 1st*- Submission deadline for the bi-annual photo contest

September

- Monthly newsletter including photo contest winners and Panroamer Travel Club information

October

- Deadline to have one student ambassador in each of the top-tier universities

December

- Deadline to have a study abroad and an intern abroad program in all 13 current program locations
- Deadline to have achieved STEM students' participation to reach 80% in all program locations

10.0 BUDGET

The promotion strategies previously described largely fit into the existing budget. For example, the hiring of a Marketing Manager accounts for many of the time-value tasks involved in social media, the development of Panrimo's STEM identity, drawing a distinction between intern and study abroad programs, and the implementation of the Panroamer Travel Club overhaul.

Any costs related to the implementation of an ambassador program will fall under the University Relations department of Panrimo, which is distinct from the marketing budget. Many of the recommendations also reflect the fact that Panrimo is currently in the process of revamping its website. Many strategies recommended can be implemented in Panrimo's digital space as a part of the ongoing revamp. Printing is another area where this is true. Panrimo is actively working on reducing its printing budget; however, the total printing budget does not yet reflect this reduction. Therefore, any printed marketing collateral should fit within the existing printing budget.

10.1 Budget Summary

Category	Total (USD)
A. Personnel	65,000.00
B. Mass Marketing	22,000.00
C. Materials & Equipment	48,250.00
D. Travel	8,000.00
E. Website	110,000.00
F. Other	104,000.00
Total Academic Year	\$357,250.00
One-time costs	50,000.00
On-going costs	307,250.00