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**DECEMBER 14, 2017**

**AGENDA ITEM 7  
INFORMATION ITEM**

**SCHOLARSHARE INVESTMENT BOARD**

*2018 Marketing Plan and 2017 Marketing Update for the ScholarShare 529 College Savings Plan*

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***Background***

TIAA-CREF Tuition Financing, Inc. has provided its “Marketing Update” (Exhibit A) for the ScholarShare 529 College Savings Plan. This update outlines marketing results for the third quarter of 2017 and the marketing activities planned for the remainder of the year. The update includes an overview of the account and asset results, 2017 budget, and marketing activities, such as targeted campaigns, College Savings Month, branding relaunch, program highlights, radio and print advertising, social media, events, and employer outreach.

TFI has also provided its “2018 Marketing Plan Recommendations” (Exhibit B) for the Plan. The marketing plan outlines specific objectives and strategies for the upcoming year and provides an overview of the marketing efforts developed to meet these objectives.

***Presenter***

Douglas Harrison, Senior Director, TIAA-CREF Tuition Financing, Inc.



## Marketing Plan Update

Third Quarter 2017

December 14, 2017

# 2017 Marketing Plan

1. Lay the foundation	2. Manage the brand to pave the way	3. Gain new accounts / AUM	4. Employers / RIAs	5. Mature Account Owner relationships
Educate families about ScholarShare 529 and the importance of saving for college.	Ensure ScholarShare 529 brand is well known and understood among key target audiences.	Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.	Harness employer endorsements and RIA partnerships to build business.	Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.
1. Amplify ScholarShare 529's voice to strengthen families' understanding of effectively funding a child's education throughout their development (start-up through distribution).	1. Assess and monitor ScholarShare 529's brand health among key target audiences.	1. Target parents of newborns to establish accounts – potentially through healthcare/hospital partnerships and baby gift registries.	1. Leverage SIB staff contracts and associated outreach efforts to engage municipal employers/affinity groups.	1. Build on successes of ACP and jump-start programs to drive subsequent purchases.
2. Activate community dialogue regarding the value of education by establishing a K-8 Grant Program to enrich student experiences and prepare college-bound students.	2. Through paid media, media/public relations and non-paid media, strengthen ScholarShare 529's brand identity to ensure tactical marketing initiatives deliver desired results.	2. Develop packaged offer leveraging defaults to lower purchase barriers (create mobile app for express account opening).	2. Support Field Consultants and SIB staff with a robust employer/ employee communications system.	2. Leverage content marketing techniques to further engage Account Owners and drive purchases/retention.
3. Embrace diverse and underserved communities by establishing a Matching Grant Program targeting LMI households to instill the idea that a college education is attainable.	3. Strategically leverage sponsorships and partnerships to drive brand awareness.	3. Develop offer tailored to consumers of greater affluence and financial knowledge.	3. Build richer connections with RIAs to ensure ScholarShare 529 program benefits are well understood.	3. Demonstrate how gifting can help families reach goals and feel satisfied by their collective impact.
	4. Activate influencers, including friends and family, to advocate for the ScholarShare 529 brand.	4. Leverage multi-cultural marketing techniques to engage Asian and Hispanic communities.		

# ScholarShare 529 Business Results

## Marketing Performance Criteria

Accounts and Contributions	September 30, 2016	September 30, 2017	% Change
Total New Accounts Opened	18,045	20,059	11.2%
Total New Contributions Collected	\$474.5 mil	\$557.5 mil	17.5%
Growth Rate	ScholarShare 529	Industry	% Difference
Annual Asset Growth Rate	14.5%	15.5% *	-1.0%
Rollovers	Performance Criteria	YTD 2017	
% of Plan Accounts Closed Due to Rollovers	< 2.0%	0.32% **	0.27% **

## Accounts and Assets

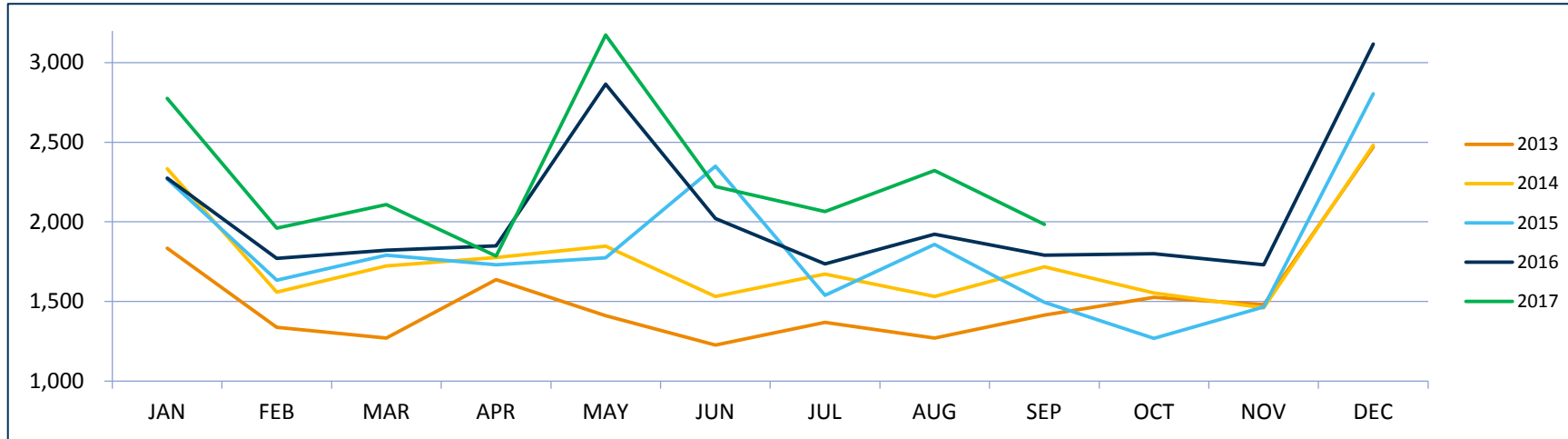
Accounts and Assets	September 30, 2016	September 30, 2017	% Change
Total Open Accounts	278,866	293,574	5.3%
Total Assets	\$6.9 billion	\$7.9 billion	14.5%
Market Share*	5.1%	5.1%	0.0%

\* Source: Strategic Insight –Direct Sold 529 Plans – Q3 2017.

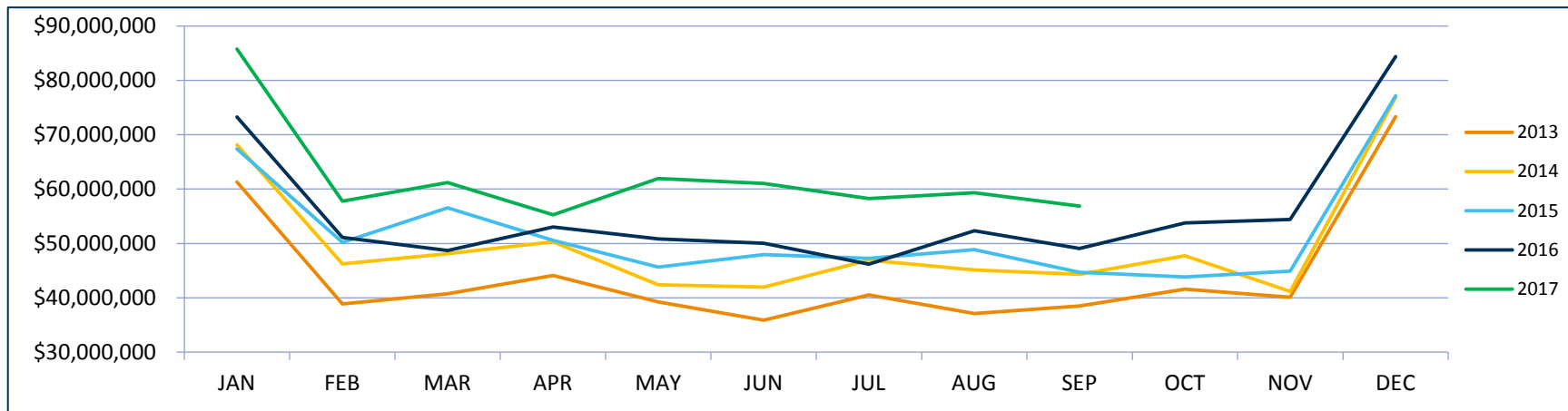
\*\* YTD 2017 (as of 9/30/17), 1,000 Accounts valued at \$29.46M rolled out vs. 1,294 Accounts valued at \$27.7M during the same period in 2016. All results in this report are for the period ending September 30, 2017.

# Gross New Accounts and Contributions

**Gross New Accounts**



**Contributions**



# Marketing Plan – Q3 Achievements

1. Lay the foundation	2. Manage the brand to pave the way	3. Gain new accounts/AUM	4. Employers/RIAs	5. Mature Account Owner relationships
<p>Educate families about ScholarShare 529 and the importance of saving for college.</p>	<p>Ensure ScholarShare 529 brand is well known and understood among key target audiences.</p>	<p>Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.</p>	<p>Harness employer endorsements and RIA partnerships to build business</p>	<p>Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.</p>
<ul style="list-style-type: none"> <li>• Planning for Matching Grant Program website and CBO / consumer marketing initiatives completed. December program launch planned.</li> <li>• Scholar Dollars website updated to feature winning schools.</li> </ul>	<ul style="list-style-type: none"> <li>• New brand roll-out planned and implemented for 10/16/17 launch: Media strategy and buying, creative development, event supplies change-out, internal communications, and giveaways inventory turnover.</li> </ul>	<ul style="list-style-type: none"> <li>• Back-to-School campaign.</li> <li>• New Parent Trigger DM.</li> </ul>	<ul style="list-style-type: none"> <li>• College Savings Month dedicated to Employer Market.</li> </ul>	<ul style="list-style-type: none"> <li>• Content drip fully implemented for AOs.</li> <li>• ACP Incentive pilot launched 9/15/17.</li> </ul>

- **Strategy:** Drive account openings and contributions with seasonal, topically relevant communications that highlight the program's benefits
- **Offer:** No monetary incentive offered
- **Timing:** 9/18 -9/30/17
- **Target:** Savvy Savers and existing AOs
- **Media:** Direct mail, email, digital display banners
- **Results as of 9/30:**
  - Responses to the campaign are just beginning. Thus far:
    - Savvy Savers have opened 183 new accounts and contributed a total of \$840k at account opening; 42.6% enrolled in ACP.
    - Existing AOs have opened 259 new accounts; contributions totaled \$552k.



- **Strategy:** Strategically stimulate ACP registrations among account owners by offering a financial incentive tied to a customer milestone
- **Offer:** Test \$0, \$25, \$50 incentives
- **Timing:** 9/15-10/15/17
- **Target:** Account owners of above average affluence, who have been in the program 6 months or more and have assets of \$2,000+ and are not actively using ACP
- **Media:** Direct mail and Email
  - DM – 4 Versions (No Offer | No Offer B-day | \$50 Offer | \$50 Offer B-day)
  - EM – 5 Versions (No Offer | \$25 Offer | \$50 Offer | No Offer B-day | \$50 Offer B-day)
- **Results:**
  - Among the incentive offer cells, the ACP sign-up rate was 4.2% (799 new ACP sign-ups).
  - Those AOs who received a DM piece in addition to the two emails showed a higher ACP sign-up rate – this factor had the largest impact on sign-up rates (5.3% vs 3.4%).
  - Receiving the birthday month message instead of the standard message had the next highest positive impact on response rates (4.8% vs 3.6%).





- **Strategy:** Use College Savings Month to grow awareness of ScholarShare 529's employer program.
- **Key Messages:** 100% tax-free growth, payroll deduction, zero cost to employer
- **Timing:** September 2017
- **Target:** HR and benefits managers from Municipalities, Chamber of Commerce organizations, and private companies.
- **Media:** Broadcast, digital marketing, public relations, direct mail, webinar
- **Results:**
  - 7.6M+ impressions
  - 68k video views in social channels (85% video viewing completion rate in Facebook)
  - 1,000+ clicks on search ads
  - 58 webinar registrations, 29 attendees, and 13 immediate leads



- **Strategy:** Reintroduce the brand to our key target audience through an innovative media strategy
- **Offer:** Spotlight 100% tax-free growth and 25% more money for college claims
- **Timing:** Logo launch and media exposure began 10/16/17
- **Target:** Savvy Savers
- **Media:** Streaming video, streaming audio, display, search
- **Initial Results:**
  - Premium video placements are yielding strong engagement: 99% Hulu and 74% KSM Trading Desk
  - Spotify's desktop listeners are clicking on display ads at 1.28% CTR and 0.64% CTR following their sponsored sessions on mobile
  - After three weeks in market, Savvy Saver prospect audiences are responding more positively to the "25% more money for college" claim versus the "100% tax-free growth" claim



Sure, piggy banks are nice. But do they give you 100% TAX-FREE GROWTH?

JAMES, FINANCIAL GURU

Taxable Account		ScholarShare 529	
Taxes		Tax Savings	\$7,738
After-Tax Earnings	\$15,694	After-Tax Earnings	\$15,694
Monthly Contributions	\$10,800	Monthly Contributions	\$10,800
Initial Contribution	\$5,000	Initial Contribution	\$5,000

Have up to 25% more money for higher education.

Take it from your pint-sized financial guru, James, maximizing your college savings is elementary with a ScholarShare 529 Plan. Open your account at [ScholarShare529.com](https://www.scholarshare.com) and start saving today.

**ScholarShare 529**  
800.544.5248 | [ScholarShare529.com](https://www.scholarshare.com)

This hypothetical example assumes a \$5,000 initial deposit, \$50 per month subsequent deposit for 18 years and 7% annual ROI. Tax calculations assume the maximum federal tax capital gains tax rate of 20% and the maximum 15% marginal tax rate of 15%. This hypothetical example is for illustrative purposes only and does not reflect past performance or guarantee future performance of the ScholarShare 529 College Savings Plan or investment portfolios offered through the ScholarShare 529 College Savings Plan. These illustrative results also do not reflect any reduction for expenses. At the end of the accumulation period, the taxable account would be worth \$31,484. The ScholarShare 529 account would be worth 25% more than that amount, or \$39,324.

To learn more about the California 529 College Savings Plan, its investment objectives, tax benefits, risks, and costs, please see the Disclosure Booklet at [ScholarShare529.com](https://www.scholarshare.com). Read it carefully. Check with your home state to learn if it offers tax or other benefits for investing in its own 529 plan. Taxpayers should seek advice from an independent tax advisor based on their own particular circumstances. Investments in the Plan are neither insured nor guaranteed and there is the risk of investment loss. Non-qualified withdrawals may also be subject to an additional 2.5% California tax on earnings. TIAA-CREF Individual & Institutional Services, LLC, member FINRA, distributor and underwriter for the California 529 College Savings Plan. 2/17/14

Print Ad

ScholarShare529 College Savin x

Secure | <https://www.scholarshare.com>

FIND LOG IN

**ScholarShare 529** JOHN CHUNG, TREASURER STATE OF CALIFORNIA

OPEN AN ACCOUNT

Need Help? Call 1-800-544-5248  
Información en Español

Trust me, 100% tax-free growth is the way to go.

- RESEARCH**  
100% tax-free growth can make a significant difference in your college savings, versus using a taxable account.
- WORKPLACE 529**  
Give your employees access to ScholarShare 529 at no cost to you.
- MEET JAMES**  
Our four-foot-nothing financial guru, is passionate about ScholarShare 529.
- REQUEST A SPREADER**  
ScholarShare 529 can have a college savings expert visit your work site or community group.
- LOW COST**  
Check out our low-cost investment options.

Getting Started is Easy...

- 1 Learn About the Plan**  
Find out about the plan benefits, how it works, the tax advantages, and how the funds can be used.  
[Learn More →](#)
- 2 Research Investments**  
Choose investment portfolios that fit your life-stage and goals, including age-based options.  
[Learn More →](#)
- 3 Open an Account**  
Open your ScholarShare account today and start out on the path to saving for college.  
[Learn More →](#)

Get more information on ScholarShare sent directly to your email

Enter your address

Website Homepage

Build a brand that breaks through the existing marketplace by utilizing innovative media tactics.



High-impact partnerships/sponsorships.  
High-profile ad placements.

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Layer with targeted base tactics to reiterate the message through a consistent presence.



- Video placement within premium, on-demand content

- Integrated program reaching “leaned in” users of popular audio streaming service
- Video | Audio | Display

- Efficient video placement within contextually relevant content

- Efficient video and banner delivery to qualified, in-market audiences

- Reach audiences who are closer to conversion

## Core programming established in early/mid-2017 in partnership with Epsilon.

Program	Strategy	Audience
<b>Episodic</b>	Drive account openings and contributions with seasonal, topically relevant communications that highlight the benefits of opening or contributing at market-defined times.	AO, PRO, INQ
<b>Always On - Digital</b>	Support lead generation and capture low-hanging fruit through brand presence and targeted message/offer delivery online.	AO, PRO
<b>Life stage Trigger Based</b>	Drive account openings and contributions with topically relevant communications that highlight the benefits of opening or contributing at triggered times based on life stage events. Behavior driven, multi-touch. New baby strategy in development.	PRO
<b>Inquirer Content Drip</b>	Cultivate leads and drive engagement by informing, educating and driving online interaction.	INQ

Key: AO = Account Owners; PRO = Prospects; INQ = Inquirers

# Core Program Highlights 3Q17

Gain Accounts/AUM

Core Program Type	Campaigns Measured	Audience Reach Highlights	Engagement and Conversion Highlights
Prospects	<ul style="list-style-type: none"> <li>Direct Mail provided support for Back-to-School episodic campaign</li> </ul>	<ul style="list-style-type: none"> <li>~250k Prospect HHs Reached via DM</li> </ul>	<ul style="list-style-type: none"> <li>As of 9/30, the Back-to-School program generated 183 accounts with nearly \$840k in initial contributions; results still maturing.</li> </ul> <p><b>YTD direct marketing results:</b></p> <ul style="list-style-type: none"> <li>DM – nearly 2k new accounts, \$6.8M in initial contributions; 62.3% ACP enrollment</li> <li>EM - 197 new accounts, ~\$522K in initial contributions; 47.2% ACP enrollment</li> </ul>
	<ul style="list-style-type: none"> <li>Episodic Display provided support for Back-to-School</li> <li>Programmatic Display and Search Engine Marketing are “always on”</li> </ul>	<ul style="list-style-type: none"> <li>Over 92M Digital Impressions Served*</li> </ul>	<ul style="list-style-type: none"> <li>Programs have yielded ~84k clicks to campaign landing pages</li> </ul> <p><b>CTRs vary by program:</b></p> <ul style="list-style-type: none"> <li>Back-to-School: .05%</li> <li>Evergreen: .06%</li> <li>Retargeting: .07%</li> <li>SEM: 6.0%</li> </ul>
Inquirers	<ul style="list-style-type: none"> <li>Launched new Content Drip Stream; communications delivered via email</li> </ul>	<ul style="list-style-type: none"> <li>Reached ~73k households</li> </ul>	<ul style="list-style-type: none"> <li>13.2% email open rate</li> <li>YTD, Inquirers opened 255 new accounts valued at \$969k at account opening</li> <li>43.9% ACP enrollment</li> </ul>

Core Program Type	Campaigns Measured	Audience Reach Highlights	Engagement and Conversion Highlights
Account Owners	<ul style="list-style-type: none"> <li>AO communications endeavored to drive additional account activity among existing AOs and to provide onboarding support to drive AOs</li> <li>DM+EM provided support to Back-to-School episodic program</li> <li>Onboarding EM program launched in July</li> </ul>	<ul style="list-style-type: none"> <li>Back-to-School Reach: DM ~149k households, EM ~101k households, ~1.6M web impressions served</li> <li>Evergreen: 5.7M web impressions served</li> <li>Onboarding: EM ~5k households</li> </ul>	<ul style="list-style-type: none"> <li>Back-to-School EM ~38% open rate and 4.2% click rate</li> <li>Onboarding EM ~58% open rate and 3.5% click rate</li> <li>AO communications resulted in 450 new accounts</li> </ul>



**Radio:** Our two-year radio advertising contract with NPR concludes in December 2017. We plan to redirect the budget toward more trackable media types like digital in 2018.

NPR Media Statistics:

- Average Reach: 16.2 million adults, ages 25 - 44
- 52-weeks a year; Five,15-second units/week; AM/PM Drive Time

**Print:** Our print spending in Q3 2017 supported the promotion of the following initiatives:

- Gift of College
- Employer Program
- Brand Relaunch

Publication	Frequency	Audience per Issue
Comstock's	6x/year	85,000
School News Roll Call	Monthly	457,150
PeachJar	6x/year	300,000

Engagement with social media content indicate platforms are successfully positioning ScholarShare 529 as a trusted resource for parents.

Twitter	Facebook	Instagram	LinkedIn
<ul style="list-style-type: none"> <li>• 2,993 follows</li> <li>• 37 brand Tweets</li> <li>• 167 mentions</li> <li>• 207 engagements (retweets, replies, favorites)</li> <li>• 127 link clicks</li> <li>• 42,833 video views</li> <li>• 435,300 impressions</li> </ul> <p><b>Highlights:</b></p> <ul style="list-style-type: none"> <li>• Used channel to extend reach of employer-focused College Savings Month messaging</li> <li>• CSM videos saw a 45% completion rate</li> </ul>	<ul style="list-style-type: none"> <li>• 65,129 fans</li> <li>• 29 page posts</li> <li>• 2,776 engagements (likes, comments, shares)</li> <li>• 125 link clicks</li> <li>• 33,200 video views</li> <li>• 166,485 reach</li> <li>• 211,033 impressions</li> </ul> <p><b>Highlights:</b></p> <ul style="list-style-type: none"> <li>• Used channel to extend reach of employer-focused College Savings Month messaging</li> <li>• CSM videos saw an 85% completion rate</li> </ul>	<ul style="list-style-type: none"> <li>• 391 follows</li> <li>• 12,677 engagements</li> <li>• 186 link clicks</li> </ul> <p><b>Highlights:</b></p> <ul style="list-style-type: none"> <li>• Engagements are the result of promoted posts that initiated in Facebook, but also reached audiences in Instagram</li> </ul>	<ul style="list-style-type: none"> <li>• Updated profile to establish greater relevance among B2B influencers / HR and benefits managers</li> <li>• Launched first paid campaign during College Savings Month</li> <li>• Used channel to create awareness of an upcoming webinar</li> <li>• Paid ads generated 605,032 impressions, resulting in 171 visits to the webinar registration page</li> </ul>

## Top Tweets



34 Social Engagements  
32 Link Clicks



27 Social Engagements  
9 Link Clicks



23 Social Engagements  
20 Link Clicks



18 Social Engagements  
10 Link Clicks



34,637 Video Views  
12 Social Engagements

## Top Facebook Posts



4,700 Video Views  
396 Social Engagements



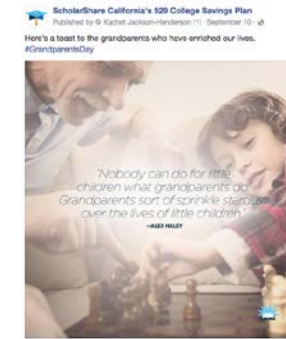
270 Social Engagements



271 Social Engagements



210 Social Engagements



165 Social Engagements

# Outreach Events Summary

Gain Accounts/AUM

Timing	Number of Events	Number of Attendees	Events
Third Quarter	111	57,765	Fairytale Town - International Celebration, Univision ScholarShare Festival de Ninos, Kids N Fun Festival Cupertino, Community Resource Fair Movie Night (Assembly member Kansen Chu), Santa Barbara County Office of Education, NCHRA Global Conference, PIHRA Annual Conference, SONY Employee Benefit Fair, Benefits/Wellness Fair for Yolo County/City of Woodlands/Superior Court, 2nd Annual Latino Community Festival, "Sequoia Zoo 110th Birthday Bash, State Compensation Insurance Fund (SCIF) Employee Benefit Fairs

- Presentations/Webinars – 14
- Webinars for HR Professionals - 1
  - Be an HR Hero – College Savings Month
- New Payroll Direct Deposit - 5
  - Yolo County
  - Superior Court of California, County of Contra Costa
  - Bridgepoint Education
  - Key Point Credit Union
  - Berwick Academy
- Benefit & Wellness Fairs - 33
- Meeting with HR/Intro Calls - 22
- HR conferences - 7 (PIHRA, SRHM, APA, NCHRA, Peer 150)
- Multicultural activities – presentations/booth:
  - 4 Chinese community focused events
  - 5 Spanish community/language focused events
- Field activities: Museums/community events - 12
- Website webinars - 7



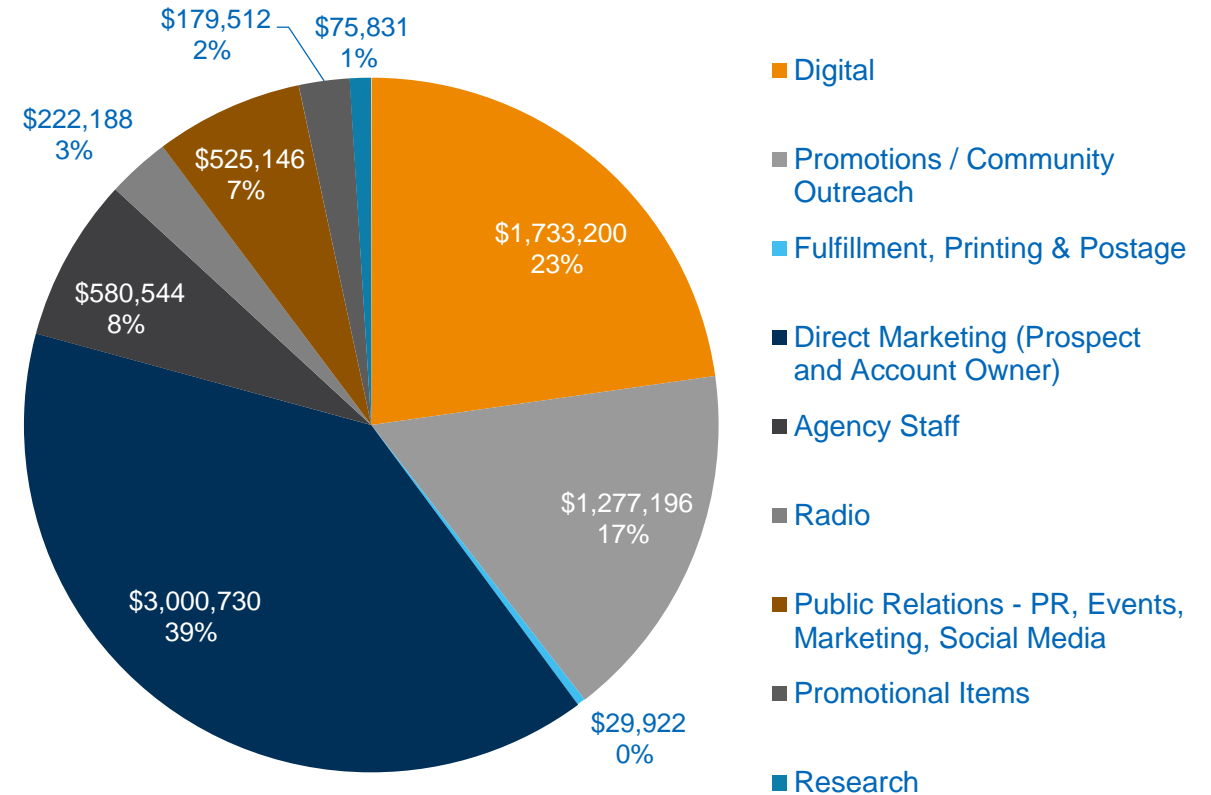


# Appendix

# 2017 Marketing Budget

- Total annual marketing budget for 2017: \$10 million.
- YTD 2017 spending as of 9/30/17 totaled \$7,624,268.
- Promotions/Community Outreach includes incentives paid to new account owners (Switch, Holiday Match 2016, and 529 Day 2016).

ACTUALS AS OF 9/30/17	Spending	%
Digital	\$1,733,200	23%
Promotions / Community Outreach	\$1,277,196	17%
Fulfillment, Printing & Postage	\$29,922	0%
Direct Marketing (Prospect and Account Owner)	\$3,000,730	39%
Agency Staff	\$580,544	8%
Radio	\$222,188	3%
Public Relations - PR, Events, Marketing, Social Media	\$525,146	7%
Promotional Items	\$179,512	2%
Research	\$75,831	1%
<b>TOTAL</b>	<b>\$7,624,268</b>	<b>100%</b>



A blue graduation cap icon with a gold tassel, positioned above the "529" in the title.

**ScholarShare529<sup>SM</sup>**  
**2018 Marketing Plan  
Recommendations**

December 14, 2017





# 2017 Marketing Plan



1. Lay the Foundation	2. Manage the brand to pave the way	3. Gain new accounts/AUM	4. Employers/RIAs	5. Mature Account Owner Relationships
Educate families about ScholarShare and the importance of saving for college.	Ensure ScholarShare brand is well-known and understood among key target audiences.	Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.	Harness employer endorsements and RIA partnerships to build business	Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.
A. Amplify ScholarShare's voice to strengthen families' understanding of effectively funding a child's education throughout their development (start-up through distribution).	A. Assess and monitor ScholarShare's brand health among key target audiences.	A. Target parents of newborns to establish accounts – potentially through healthcare/hospital partnerships and baby gift registries.	A. Leverage SIB staff contracts and associated outreach efforts to engage municipal employers/affinity groups.	A. Build on successes of ACP and jumpstart programs to drive subsequent purchases.
B. Activate community dialogue regarding the value of education by establishing a K-8 Grant Program to enrich student experiences and prepare college-bound students.	B. Through paid media, media/public relations and non-paid media, strengthen ScholarShare's brand identity to ensure tactical marketing initiatives deliver desired results.	B. Develop packaged offer leveraging defaults to lower purchase barriers (create mobile app for express account opening).	B. Support Field Consultants and SIB Staff with a robust employer/ employee communications system.	B. Leverage content marketing techniques to further engage Account Owners and drive purchases/retention.
C. Embrace diverse and underserved communities by establishing a Matching Grant Program targeting LMI households to instill the idea that a college education is attainable.	C. Strategically leverage sponsorships and partnerships to drive brand awareness.	C. Develop offer tailored to consumers of greater affluence and financial knowledge.	C. Build richer connections with RIAs to ensure ScholarShare program benefits are well understood.	C. Demonstrate how gifting can help families to reach goals and feel satisfied by their collective impact.
	D. Activate influencers, including friends and family, to advocate for the ScholarShare brand.	D. Leverage multi-cultural marketing techniques to engage Asian and Spanish speaking communities.		

1. Overall, the 2017 Marketing Plan was well-executed, supported by robust business results.
2. Brand health research uncovered opportunities for brand strengthening and more consumer relevant offer communications. New brand roll-out was completed in Q4.
3. Business building campaigns like Tax Time, Switch, 529 Day, Back to School and Holiday Match were well-executed and had meaningful impact on new account volume and AUM.
4. More sophisticated targeting capabilities were employed than in the past, and systematized marketing programs have driven results for Prospects and AOs.
5. Media strategy development and media plan execution were more data driven. A nimble approach is now in place allowing more immediate shifts in media spending based on response and conversion data.
6. Public relations practices were strengthened in 2017 through the Scholar Dollars, 529 Day, and Matching Grant Programs.
7. Employer marketing tests in September have provided a solid springboard for 2018.
8. Multi-cultural marketing efforts in 2017 have revealed the need for a more concentrated and culturally-informed approach in 2018.

# 2018 Marketing Plan



1. Lay the Foundation	2. Manage the brand to pave the way	3. Gain new accounts/AUM	4. Employers/RIAs	5. Latino Initiative	6. Mature Account Owner Relationships
Educate families about ScholarShare and the importance of saving for college.	Ensure ScholarShare brand is well-known and understood among key target audiences.	Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.	Harness employer endorsements and RIA partnerships to build business.	Engage Latino households on college savings topics.	Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.
A. Use press and other platforms to demonstrate ScholarShare's thought leadership in the college savings arena.	A. Continue to monitor ScholarShare's brand health against 2017 benchmarks among key target audiences.	A. Leverage data-driven marketing techniques to efficiently attract and convert prospect leads.	A. Improve our understanding of the B2B audiences	A. Assess ScholarShare experience for Latinos	A. Build on successes of Q3 2017 ACP incentive pilot to drive subsequent purchases.
B. Activate community dialogue regarding the value of education through the execution of <b>Scholar Dollars Grant Program</b> (Year 2) to enrich student experiences and prepare college-bound students.	B. Through paid media, media/public relations, influencer marketing, and non-paid media, strengthen ScholarShare's brand identity to ensure tactical marketing initiatives deliver desired results.	B. Monitor current efforts that target parents of newborns to establish accounts. Based on initial test, consider healthcare/hospital partnerships and baby gift registries.	B. Build out the content and infrastructure needed to scale up the employer + RIA programs	B. Address Latino pain points and refine the overall experience	B. Leverage content marketing techniques to further engage Account Owners and drive subsequent purchases and retention.
C. Embrace diverse and underserved communities by implementing the <b>Matching Grant Program</b> targeting LMI households to instill the idea that a college education is attainable.	C. Strategically leverage sponsorships and partnerships to support brand promise.	C. Launch streamlined web NASU account opening process.	C. Improve employee utilization levels among staff at participating organizations	C. Develop and maintain a Spanish language Facebook page	C. Continue to demonstrate how gifting can help families to reach college savings goals collectively.
			D. Strengthen RIA communications program		

1

# Educate families about ScholarShare and the importance of saving for college.



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Use press and other platforms to demonstrate ScholarShare’s thought leadership in the college savings arena.	Publications influenced, interview requests received, AO communications published	<ul style="list-style-type: none"> <li>Engage media and influencers with relevant content produced</li> <li>Increase “best practices” content across the full range of beneficiary ages – start-up through distribution</li> </ul>
B.	Activate community dialogue regarding the value of education through the execution of <b>Scholar Dollars</b> Grant Program (Year 2) to enrich student experiences and prepare college-bound students.	Schools participating, votes collected, program improvements made	<ul style="list-style-type: none"> <li>Engage school officials via industry forums and owned media</li> <li>Develop marketing tool kit for schools to use in activating community participation/voting</li> <li>Merchandise ways schools use the \$ to drive greater awareness of ScholarShare</li> <li>Leverage email addresses captured through voting in prospecting initiatives</li> </ul>
C.	Embrace diverse and underserved communities by implementing the <b>Matching Grant Program</b> targeting LMI households to instill the idea that a college education is attainable.	CBOs engaged, family contributions, matching grants fulfilled	<ul style="list-style-type: none"> <li>Engage CBOs through networking</li> <li>Arm CBOs with digital and physical marketing programs to draw in constituents</li> <li>Merchandise results (accounts established) to raise awareness of ScholarShare and its mission</li> </ul>

## Ensure ScholarShare brand is well-known and understood among key target audiences.



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Continue to monitor ScholarShare's brand health against 2017 benchmarks among key target audiences.	Aided/Unaided awareness, familiarity, likelihood to recommend, brand strength characteristics	<ul style="list-style-type: none"> <li>Repeat brand health study in Q1 2018</li> </ul>
B.	Through paid media, media/public relations, influencer marketing, and non-paid media, strengthen ScholarShare's brand identity to ensure tactical marketing initiatives deliver desired results.	Brand messaging consumption metrics	<ul style="list-style-type: none"> <li>Design and implement brand marketing program</li> </ul>
C.	Strategically leverage sponsorships and partnerships to support brand promise.	Efficient use of partnership budgets	<ul style="list-style-type: none"> <li>Strategically partner with other organizations who have shared values and/or crossover audiences.</li> </ul>

## Drive new account growth and increased AUM through initiatives that reflect the target market characteristics.



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Leverage data-driven marketing techniques to efficiently attract and convert prospect leads.	Campaign effectiveness in delivering critical AO behaviors: conversion rates, initial investments, ACP, balance building patterns.	<ul style="list-style-type: none"> <li>Implement seasonal campaigns: Tax-Time, 529 Day, Back to School, Holiday</li> <li>Implement Prospect Content Drip program</li> </ul>
B.	Monitor current efforts that target parents of newborns to establish accounts. Based on initial test, consider healthcare/hospital partnerships and baby gift registries.	Campaign effectiveness in delivering critical AO behaviors: conversion rates, initial investments, ACP, balance building patterns.	<ul style="list-style-type: none"> <li>Evaluate results of Q3/Q4 2017 Direct mail test to modeled new parents (32,000 pieces per month) and determine next steps.</li> </ul>
C.	Launch streamlined Web NASU account opening process.	Conversion statistics	<ul style="list-style-type: none"> <li>Implement new Web NASU process</li> </ul>

# 4 Harness employer endorsements and RIA partnerships to build business



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Improve our understanding of the B2B audiences	Identification of decision drivers aided / unaided program awareness, likelihood to recommend, brand characteristics, and claim evaluations	<ul style="list-style-type: none"> <li>Benchmark Attitudinal / Brand Study among Employer and RIA audiences</li> </ul>
B.	Build out the content and infrastructure needed to scale up the employer + RIA programs	Increased traffic to B2B website content, improved LinkedIn metrics, , increased number of inquiries/leads, improved conversion rates	<ul style="list-style-type: none"> <li>Improve targeting and messaging based on new learning</li> <li>Develop content program for use in social media / website</li> <li>Develop turnkey program to amplify impact of B2B events</li> </ul>
C.	Improve employee utilization levels among staff at participating organizations	Increase number of accounts at participating organizations	<ul style="list-style-type: none"> <li>Develop enhanced employee communications (including videos) for key opportunities: onboarding, new firms, new employee orientation, maternity/ paternity, open enrollment periods</li> <li>Explore use of social media and other highly targeted vehicles to message to employees of participating firms</li> </ul>
D.	Strengthen RIA communications program	<p>Increase number of inquiries and sales calls with RIAs</p> <p>Increased traffic to RIA content on site</p> <p>Increased sales attributable to RIA recommendations</p>	<ul style="list-style-type: none"> <li>Develop claims and positionings needed to effectively promote ScholarShare 529 to RIAs</li> <li>Identify and build out "first wave" core communications</li> <li>Support RIA recommendations with "client-ready" content advisors can use to educate their clients</li> </ul>

	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Assess ScholarShare experience for Latinos	Adherence to statement of work, action plan and budget	<ul style="list-style-type: none"> <li>Stakeholder interviews</li> <li>Sales and service interaction mystery shopping</li> <li>Assessment documentation and recommendation</li> </ul>
B.	Address Latino pain points and refine the overall experience	Completion of prioritized list of customer-facing corrections and enhancements	<ul style="list-style-type: none"> <li>Implementation of prioritized tasks to improve customer experience</li> </ul>
C.	Develop and maintain a Spanish language Facebook page	Facebook page introduction and system for regular posting and results tracking	<ul style="list-style-type: none"> <li>Develop plan</li> <li>Implement plan</li> <li>Evaluate success</li> </ul>



# Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Build on successes of Q3 2017 ACP incentive pilot to drive subsequent purchases.	Campaign effectiveness in delivering critical AO behaviors: conversion rates, initial investments, ACP, balance building patterns.	<ul style="list-style-type: none"> <li>Evaluate campaign results and determine next steps</li> </ul>
B.	Leverage content marketing and seasonal campaigns to further engage Account Owners and drive subsequent purchases and retention.		<ul style="list-style-type: none"> <li>Evaluate open rates and click thru rates to determine effectiveness. Study subsequent purchase activity among recipients.</li> </ul>
C.	Continue to demonstrate how gifting can help families to reach college savings goals collectively		<ul style="list-style-type: none"> <li>Increase exposure of e-gifting platform to AOs.</li> </ul>

# Program Timing Highlights



Pillar	Initiative	Q1	Q2	Q3	Q4
1.	Matching Grant Program – Consumer Marketing				
1.	Scholar Dollars Program – Registration, Voting, Awards				
2.	Brand Health Study – Part 2				
2.	Brand Marketing Optimization				
3.	Seasonal Campaigns	Tax-Time	529 Day	Back to School	Holiday
3.	Launch new Web NASU process				
4.	Employer - Initiatives				
5.	Latino Marketing Assessment				
5.	Latino - Address experience pain points				
5.	Latino – Establish Facebook Page				
6.	Refine AO Touchpoints				

# Proposed 2018 Budget



	PILLAR	STRATEGIES	BUDGET	SUB-TOTALS	%
1	Lay the foundation	A. Thought Leadership	\$100,000	\$850,000	9%
		B. Scholar Dollars	\$400,000		
		C. Matching Grant	\$350,000		
2	Manage the brand to pave the way	A. Brand Health Study - Part 2	\$50,000	\$1,950,000	20%
		B. Through paid media, PR and non-paid media, strengthen our brand identity	\$1,600,000		
		C. Strategically leverage sponsorships/partnerships to drive awareness	\$300,000		
3	Gain new accounts & AUM	A. Data Driven Marketing	\$5,500,000	\$5,700,000	57%
		B. Newborn Parents	\$100,000		
		C. Updated Web NASU	\$100,000		
4	Employer endorsements & RIA partnerships	A. Improve our understanding of the B2B audiences	\$500,000	\$500,000	5%
		B. Build out the content and infrastructure for employer + RIA programs			
		C. Improve employee utilization levels among staff at participating organizations			
		D. Strengthen RIA communications program			
5	Latino Marketing Program	A. Assess ScholarShare experience for Latinos	\$500,000	\$500,000	5%
		B. Address Latino pain points and refine the overall experience			
		C. Develop and maintain a Spanish language Facebook page			
6	Mature AO relationships and purchase patterns	A. ACP Incentives - Part 2	\$500,000	\$500,000	5%
		B. AO Content Marketing & Seasonal Campaigns			
		C. Gifting			
<b>TOTAL</b>			<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>100%</b>