Small, clear moments
The elements of a good story: small, clear moments that engage, inspire, inform and bring out the best in those who hear them. These are precisely the qualities we incorporate when telling our story at the Johnson School. We capture moments where the dean, a student, or a member of the faculty or staff, connect with one of our key audiences. These connections are formed at jostling MBA recruiting fairs, at alumni receptions, in the Dyson Atrium of Sage Hall, and many other settings. The story opens and unfolds in many ways, often through a greeting and a handshake, a question that stimulates conversation, an e-mail with a link to a fascinating video, an offer to share insights and experiences.

A good story also knows its audience, and likewise, we are deliberate in who hears our story at the Johnson School. Our story is aimed at the highest-caliber prospective MBA students in the world; at recruiters from the top global companies, who need the capabilities of our MBA graduates; and alumni, whose mentoring, support, and corporate connections prepare and empower our students to make an impact now and in years to come.

Telling our story well helps the school attract high-quality students and recruiters, successfully place our graduates in jobs, and build relationships with alumni. Yet through the telling we also listen, and that is one of the ways we stay in touch with these key audiences to gauge their satisfaction with their Johnson School experience. After, we respond, and thus create a reinforcing loop of connectedness between the Johnson School and its stakeholders.

The tactics
The marketing and communications tactics employed during the 2007-08 fiscal year were aimed at supporting the following strategies:

- Reach narrow audience segments with targeted messaging
- Call out the school’s curricular strengths, specifically finance and consulting
- Create experiential selling experiences through use of multimedia
- Build a deeper understanding of the brand among internal audiences
- Capitalize on connections to Cornell University and on major events within the school

To better execute supporting tactics, the marketing team was reorganized in summer 2007, with each member being responsible for all communications within a specified channel. The team previously was organized by strict functional areas, such as public relations, print publications, and writing. The tactics are presented by channel.
External Sales Channel (Admissions, Executive Programs)

**Audiences:** Prospective Students, 2-Year, 1-Year and EMBA programs

**New tactics in 2007-08:**
- New Consulting Focus and Finance Focus Web sites with enhanced video content
- “Living Viewbook”— multimedia piece that replaces traditional print viewbook; school realized a savings of $55,000 from cost of producing the printed piece
- Cross-marketing initiatives within Cornell to recruit MBA students

**Recurring tactics:**
- Admitted students binder
- “Discover Cornell” events
- Updated brochures for targeted audiences, e.g., women, military
- MBA fairs in Tier 1 (Boston, NYC, SF Bay Area) and Tier 2 (Chicago, related areas) cities

**Two-year MBA tactics:**
- Ninety-eight MBA recruiting events, held in 34 U.S. cities and 30 international cities
- Four “Inside the MBA” events—in Boston, New York, Los Angeles, and San Francisco
- SACC event in Savannah
- Destination Johnson, school-wide yield event held on the Cornell campus

**Accelerated MBA (AMBA) tactics:**
- Sponsored and attended three major professional conferences for recruitment
- Purchased print advertising in three targeted magazines
- Engaged online and e-mail advertising tactics, including e-blast to targeted list; paid-search marketing on Google and Yahoo; banner advertising on LinkedIn.com; and sponsor on BusinessWeek b-school Web site.
- Through PR efforts, secured a lead story on the AMBA program on BusinessWeek.com

**Executive MBA (EMBA) tactics:**
- Twelve recruiting events and one yield event in three major East Coast cities: New York, Philadelphia, and Boston
- Two weeks of radio advertising in Buffalo
- Weekly ads in the Wall Street Journal’s Eastern Regional Edition (19 total ads)
- Eight ads in the Ithaca Journal
- Additional outreach through online pay-per-click advertising and targeted e-mail lists

**Cornell-Queens Executive MBA (CQEMBA) tactics:**
- Fifty-six recruiting events in the following cities, in which the program is or may soon be offered: Cincinnati, Columbus, Cleveland, Buffalo, Rochester, Syracuse, Washington, D.C. area, Seattle area, Portland, Atlanta, Houston, Dallas, Fort Worth
- Six weeks of radio advertising in Cincinnati, Cleveland, Columbus, Washington, D.C., Portland, and Seattle
- Two weeks of radio advertising in Buffalo
- Four weeks of radio advertising in Dallas, Houston, and Atlanta
- Weekly ads in the following editions of the Wall Street Journal: Eastern Regional Edition (19); Pacific Northwest (18); Ohio (18); Texas (18)
- Eight ads in the Ithaca Journal
- Additional outreach through online pay-per-click advertising and targeted e-mail lists

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**Getting Buy-In Early:**
T-shirts with our logo and the words “I’m In!” were sent to all admitted students encouraging them to register for Destination Johnson, our hosting weekend for accepted students.

**EMBA Ad Campaign:**
Ads in the Wall Street Journal targeting prospective Executive MBA students.

**Sandra Paniccia**
conceptualized, developed, and launched the school’s first interactive viewbook, eliminating the printed version and providing prospective students with a highly portable, experiential introduction to the Johnson School.
Internal Audiences Channel

**Audiences:** Recruiters (via CMC), current students (all programs), faculty and staff

**New tactics in 2007-08:**
- Replaced print Recruiters' Guide and redesigned content as a Web-based guide, saving more than $10,000 in design and printing costs
- Upgraded CMC Career Guide to a “workbook” format
- Developed Web template for use by recruiting companies to showcase their MBA recruiting programs and highlight their organizations. Piloted with M&T Bank
- Created a paper “passport” to accompany the faculty-led Passport sessions, in which faculty present industry knowledge to first-year students along specific functional areas
- Developed and executed themed marketing around three major all-school events, in support of the Dean’s “3-C” program
- Developed new Distinguished Speaker Series to package and showcase major speakers (including faculty)
- Organized and hosted USA TODAY CEO Forum featuring American Express CEO Kenneth Chenault, which also resulted in a 2-page article (above fold on front) with photos in the newspaper’s Business section
- Hosted Irene Rosenfeld as Durland Lecturer; provided multimedia coverage of her talk on the Johnson School Web site

**Recurring tactics:**
- Produced preliminary and final Employment Report for the CMC
- Conducted “Telling Our Story” workshops for student Destination Johnson leaders as part of preparation for DJ
- Produced 20 installments of biweekly Sage Voice, primary internal e-newsletter.
- Worked closely with student leaders on all major fall symposia and club-related events

**Career Management Center tactics:**
- Three career fairs
- Career Day in Manhattan
- Two “Just About Jobs” events, in Boston and San Francisco
- Two “Day in the Bay/Back Bay” info sessions, in San Francisco and Boston

**Sustainable Global Enterprise tactics:**
12 speaking events were hosted by the Center for Sustainable Global Enterprise in its speaking series. All were open to the entire Johnson School community. These included:
- Samir Somaiya, executive director, Godavari Sugar Mills (India)
- Bill Caesar, principal, McKinsey & Company
- Gib Bullock, director, Accenture Development Partnerships
- Jessica Jackley Flannery, co-founder, Kiva.org
Intellectual Capital Channel (Centers, Faculty and Curriculum)

Audiences: Prospective students, alumni, corporate segments, internal stakeholders

Centers:
New tactics in 2007-08:
- Produced 18-page Parker Center brochure. Coordinated with center staff for targeted mailing to alumni at buy-side and other target firms (included “support package” of Parker Center travel mug and letter from Jeff Parker)
- Developed content and support materials for Cayuga Fund 10th Anniversary celebration (Included coverage in “Triple 10’s” story in Enterprise magazine)
- Redesigned Parker Center e-newsletter, provided editorial content and direction
- Provided graphic and editorial support to AA&D’s new “Parker Series” events
- Developed new fact sheet for Sustainable Global Enterprise with a business-specific message on the center’s mission and research
- Developed framework and content for Web site for Business of Science and Technology Initiative (Template developed by ultimately not pursued by the principals)

Recurring tactics:
- Coordinated photo shoots to update center-related stock photographs
- Promoted the 6th annual Stock Pitch Competition with the Parker Center
- Systematic media pitching throughout year

Faculty and Curriculum: (see Web section also)
New tactics in 2007-08:
- Overhauled and expanded Faculty Web site, to include new podcast capability (produced 4 faculty interviews with eClips to support; 6 more to come)
- Overhauled and enhanced online content for Immersions, Passports, and related programs

Recurring tactics:
- Worked with key faculty as part of overall PR/media strategy, promoting research and noteworthy accomplishments/activities
- Communicated to stakeholders through e-newsletters Sage Voice and Sage Connection (alumni) as well as Enterprise magazine and the Web site (home page highlights.)
- Integrated faculty into internal events, as needed

New Collateral:
The Parker Center brochure was given a complete makeover this year.

Faculty and Research: Completely redesigned Web pages.

Sustainable and more:
The SGE Web site was revamped, along with their print collateral.

Shannon Dortch conceived and developed new structure and content for three Web sites, and saw them launched: Sustainable Global Enterprise, Faculty and Research, and Immersion Learning programs.

All in a day’s work:
Dean Joseph Thomas continues to be an excellent spokesperson for the school on the road, inside Sage Hall, and in the media with over 159 visits around the world.
External Relations Channel

**Audiences:** Alumni, corporate partners

**New tactics in 2007-08:**
- Created HTML version of Cornell Enterprise, introduced with spring 2007 issue, which is strengthening our online community for alumni.
- Redesigned Sage Connection alumni e-newsletter, and started distribution via TargetX for tracking purposes. Results from the June/July issue: Sent to 7,454 alumni, received by 7,284 alumni, viewed by 2,270 alumni, and 1,470 alumni interacted (clicked on story hotlinks in the email)
- Created new strategy for Corporate Programs Web presence; Created and launched a new Web site

**Recurring tactics:**
- Produced fall and spring issues of Cornell Enterprise, mailed to more than 12,000 alumni, donors, friends, recruiters, and AACSB members. Enterprise is also distributed to students, faculty, staff, prospective students, and to guests rooms at the Cornell Club in New York City
- Planned and produced “Business Of...” event to coincide with Week on Wall Street (“Business of Asset Management”)
- Developed and executed Annual Report for Alumni Affairs & Development, basing design and content specifications on readership survey conducted after last year’s report
- Supported all other AA&D print and electronic collateral needs (Reunion brochure and Web site, programs, and invitations new Web section for Alumni Recognition Award)

**Alumni tactics:**
- Seven focus groups to gather input for the Dean’s strategic planning process, held in Boston, Chicago, Washington, D.C., San Francisco, Los Angeles, New York City, and New Jersey
- Twenty-nine additional alumni events, including:
  - Four featuring talks by Professor Robert H. Frank
  - Two targeting young alumni
  - Two in major Canadian cities
  - Three hosted by Dean Joseph Thomas
  - Park Leadership Fellows Program 10th Anniversary dinner in New York City
  - Inaugural “Personal Success” capstone event for graduating MBA students
- Six Parker Series events in Boston, Chicago, London, Hong Kong, Los Angeles, and San Francisco

**Corporate Programs tactics:**
- Forty-nine corporate visits, including:
  - Dean’s reception at Corning, Inc.
  - Dean’s luncheon with Deutsche Bank and meeting with Credit Suisse
  - Reception with Associate Professor and Parker Center Director Sanjeev Bhojraj
  - Twenty visits for corporate relationship overview
  - Thirteen visits to develop corporate relationships
  - Ten PNW Trek visits

**Dean’s Outreach:**
Dean Joseph Thomas made 159 visits, including:
- More than 100 visits with Johnson School alumni
- Appearances at 18 alumni and recruiting events
- Seven corporate visits
- Two visits on behalf of the Campaign for Cornell
Telling Our Story: 2007-2008 Marketing Activity

Public Relations/Media
Between January 2008 and August 2008, the Johnson School was mentioned 838 times in the media. Among its top-eight peer business schools, the Johnson School had a greater share of media mentions in major mass media and business publications, i.e. “higher-quality” hits. The school was also featured prominently in the Cornell Chronicle and Cornell Daily Sun.

Wall Street Journal ............ 11
New York Times ................ 9
Business Week Online ........ 5
Washington Post ............... 4
Washington Post Online ...... 4
Hedge World ................... 4
Forbes online .................. 4
Wall Street Journal Online .... 2

Below are the top-10 most impactful media mentions for the first eight months of 2008:

1. Fall Recruiting Moves into Summer—BusinessWeek Online (Johnson School led the piece)
2. Can Web-based worlds teach us about the real one?—Christian Science Monitor (Professor Robert Bloomfield)
3. Untold Wealth—CNBC (Professor Robert Frank)
4. Q. and A. with Joseph Thomas—Cornell Chronicle (New dean interviewed.)
5. Business Education: Lessons in helping the world develop—Financial Times (Mark Milstein and the Center for Sustainable Global Enterprise)
7. Fuel Crisis may Boost Manufacturing—San Francisco Chronicle (Editorial by Dean Joseph Thomas)
8. CEO Forum, AmEx Chief Talks about Credit’s Future—USA Today (Coverage of Kenneth Chenault’s Johnson School appearance)
9. Price Fixing: In this Market, Selling a Home Requires Savvy—Wall Street Journal (Professors Manoj Thomas and Vrinda Kadiyali)
10. In India, How do Rooftop Gardens Grow?—Wall Street Journal Online (PhD Student Erik Simanis and the Center for Sustainable Global Enterprise)

col•lab•o•ra•tion n
1: The Office of Marketing and Communication
Many of our story-telling moments come about through the creativity, skills, and hard work of every member of the marketing and communications team. When they build bridges to other Cornell units and the corporate world, the results are phenomenal. Case in point: the USA Today CEO Forum with American Express CEO Kenneth Chenault, held April 3, 2008, in partnership with the School of Hotel Administration. Efforts in public relations, corporate relations, multimedia presentation, Web site management, graphic design, written communication, and event management resulted in one of the top business events of the year at Cornell University.

Deirdre Snyder established a partnership with USA Today that led to the USA Today CEO Forum with Kenneth Chenault, CEO of American Express, in the Statler Auditorium.
Telling Our Story: 2007-2008 Marketing Activity

Web (for activities not previously covered under channel updates)
- Conceived, developed, and launched new Johnson School homepage, with enhanced graphic interface and greater useability.
- Conceived, developed, and launched an entirely new and enhanced faculty and research Web site that includes faculty experts’ podcast series, comprehensive presentation of new published research, and complete presentation of faculty teaching and other awards.
- Introduced new Speakers Web site, with multimedia content on major speakers at the school.
- Developed new student blogs section (now representing each of our major programs).
- Redesigned Web sites for Current Students, News & Events, Prospective Students, the underlying pages for each of the four MBA programs, Immersions, and Center for Sustainable Global Enterprise.
- Introduced new tools (RSS feeds, new student chat forum, eClips material, “comments” feature of Enterprise for Web editions).
- Employed new metric/tracking tools (Google Analytics for the overall site, TargetX for all e-newsletters).

Peer Marketing
- Produced three installments of the peer e-newsletter to AACSB deans and program directors.
- Developed mail campaigns to AACSB audience for Parker Center brochure, Cayuga Fund annual report, and postcards announcing faculty accomplishments and promotions.

Other
- Updated all “point of purchase” material in Sage Hall—information displays in Admissions office, Sage Lobby displays (updated alumni featured in “Portraits in Success”).
- Together, the marketing team created a system for tracking all corporate speakers to the Johnson School, developed a Web site to showcase them, and put in place a system for capturing video and audio recordings of their talks.

Real Impact:
The Johnson School home page had a major overhaul complete with flash graphics and highlighting our Real Impact video clips.

In the Top 10:
BusinessWeek Online ranks “finding admissions information” on MBA sites, listing the Johnson School at number 9.

Peter Krakow conceived, designed, and launched a new Johnson School homepage, featuring flash animation, multimedia content, and streamlined useability.
The Marketing and Communications Team

**Lynn Delles** joined the Johnson School in November 2006 as graphic designer in the Office of Marketing and Communications. Lynn brings considerable graphic design skills and talent to her post. With over 15 years experience in graphic design, she has worked in the Dean of Students Office of New Student Programs and the Office of Student Support, where she promoted student-run programs and events.

**Shannon Dortch** became the staff writer in marketing and communications in January 2006, bringing with her 19 years’ experience as a business journalist and editor. In her role, she writes for print, digital, and Web communications, and plans and develops content for the Johnson School Web site. Shannon previously worked as senior editor of American Demographics magazine and freelance writer and public relations consultant.

**Janice Endresen** joined the Office of Marketing and Communications in 2004. She has 23 years’ experience in a variety of editorial and writing roles, including 12 years editing and writing for management and banking newsletters, and five years as co-founder and owner of a graphic design and writing services company. Most recently, she served as editor of the Binghamton Alumni Journal (SUNY-Binghamton).

**Peter Krakow** is a 20-year veteran of graphic design and print and Web publishing. He has been Web Communications Manager for the Johnson School since 2004. His prior posts include design technology consultant for Cornell’s Media Services Group; digital media consultant for Revlon Design Group; and art director for American Demographics and Marketing Tools magazines.

**Lisa MacLeod** has been the administrative assistant for the Office of Marketing and Communications for the past four years. Lisa has 25 years of experience in a variety of administrative roles, with a diverse set of employers, including Verizon Wireless and Cornell’s School of Hotel Administration. Lisa is pursuing an associate’s degree in business administration.

**Sandra Paniccia** joined the marketing and communications team in 2007. She brings more than 22 years’ experience in strategic marketing, advertising, and publications production to her most as communications manager for recruitment marketing. Sandra previously worked as assistant director of enrollment marketing at Binghamton University, where she handled strategic planning of admissions events and production of all admissions materials for undergraduate and graduate student recruitment and retention.

**Cynthia Saunders-Cheatham** joined the Johnson School in April 2008 as brand advisor, working closely with Randy Allen, associate dean for corporate relations. Cynthia brings 15 years’ corporate brand-management experience to her role. Cynthia is the lead coordinator of Dean Joseph Thomas’ strategic planning initiative, and also is responsible for the school’s brand positioning. She spends half her time as an advisor in the Career Management Center, working with students pursuing marketing and brand management positions and contributing to the Strategic Brand Management immersion and marketing passport program. Cynthia came to the school from Carrier, a United Technologies Company, in Syracuse, where she worked as marketing manager of branding, product management, and training. She also was director of marketing for Valvoline, a division of Ashland, Inc., in Lexington, Ky.

**Deirdre Snyder** became the Johnson School’s public relations officer in 2006, bringing more than 15 years’ experience in strategic brand management, internal communications, and public relations to the position. She was previously the communications director for Thomson Delmar Learning, as well as brand manager for CNN International and Headline News for Turner Broadcasting Systems Latin America. She has lived and worked in Spain, Mexico and Argentina.