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**DECEMBER 13, 2018**

**AGENDA ITEM 5  
INFORMATION ITEM**

**SCHOLARSHARE INVESTMENT BOARD**

*2019 Marketing Plan and 2018 Marketing Update for ScholarShare 529*

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***Background***

TIAA-CREF Tuition Financing, Inc. has provided its “Marketing Update” (Exhibit A) for ScholarShare 529 (Plan). This update outlines marketing results for the third quarter of 2018 and the marketing activities planned for the remainder of the year. The update includes an overview of the account and asset results, achievements, Matching Grant Program, campaigns, social media, core programs, Latino initiatives, employer outreach, and 2018 budget.

TFI has also provided its “2019 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***

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



## Q3 2018 Marketing Results

December 13, 2018

# 2018 Marketing Plan

1. Lay the Foundation	2. Manage the brand	3. Gain new accounts/AUM	4. Employers/RIAs	5. Latino Initiative	6. Mature AO 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.	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 529's thought leadership in the college savings arena.	A. Continue to monitor ScholarShare 529'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 529 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 529'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.		

# ScholarShare 529 Business Results

Results

YTD Business Results strong growth over 2017, though Q2 and Q3 not quite as impressive as Q1.

Accounts and Contributions	September 30, 2017	September 30, 2018	% Change
Total New Accounts Opened	20,396	23,328	14.4%
Total New Contributions Collected	\$557.6 million	\$623.6 million	11.8%

Growth Rate	ScholarShare 529	Industry	% Difference
Annual Asset Growth Rate	10.7%	12.1% *	-1.4%

Rollovers	Performance Criteria	YTD 2018	% Change
% of Plan Accounts Closed Due to Rollovers	< 2.0%	0.40% **	-0.10% **

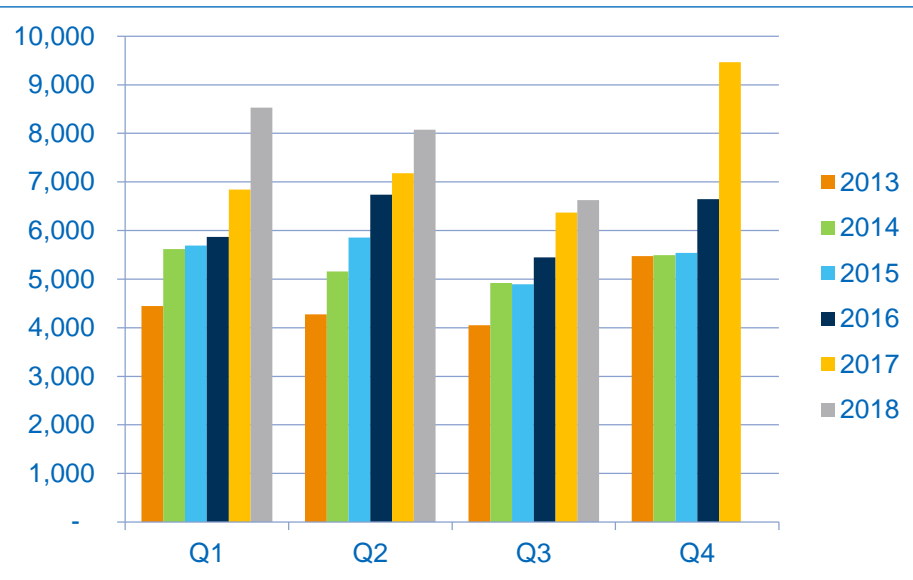
Accounts and Assets	September 30, 2017	September 30, 2018	% Change
Total Open Accounts	293,573	312,635	6.5%
Total Assets	\$7.94 billion	\$8.79 billion	10.7%
Market Share*	5.077%	5.014%	-0.063%

\* Source: Strategic Insight –Direct Sold 529 Plans – Q3 2018.

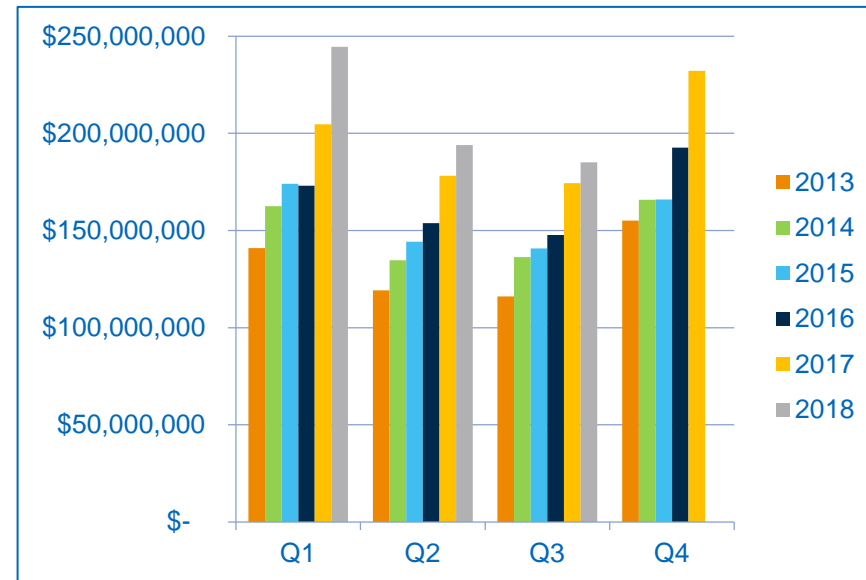
\*\* YTD 2018 (as of 9/30/18) versus Q3 2017.

All results in this report are for the period ending September 30, 2018.

### Gross New Accounts By Quarter



### Contributions By Quarter



	Q1	Q2	Q3	Q4
2013	4,443	4,274	4,054	5,476
2014	5,615	5,156	4,921	5,495
2015	5,692	5,854	4,891	5,539
2016	5,867	6,735	5,450	6,648
2017	6,845	7,180	6,371	9,462
2018	8,531	8,072	6,626	-

	Q1	Q2	Q3	Q4
2013	\$ 140,899,632	\$ 119,223,391	\$ 116,159,054	\$ 155,069,746
2014	\$ 162,512,039	\$ 134,653,336	\$ 136,386,353	\$ 165,777,843
2015	\$ 174,090,696	\$ 144,204,430	\$ 140,862,849	\$ 165,916,785
2016	\$ 173,064,767	\$ 153,866,402	\$ 147,625,418	\$ 192,578,386
2017	\$ 204,748,501	\$ 178,234,139	\$ 174,448,556	\$ 232,136,627
2018	\$ 244,476,810	\$ 193,941,478	\$ 185,128,168	-

# Marketing Plan – Q3 2018 Achievements

Results

- Execution of 2018 Marketing Plan continues to go smoothly.
- Key YTD business results are above targets and above prior years' results.

1. Lay the Foundation	2. Manage the brand	3. Gain new accounts/AUM	4. Employers/RIAs	5. Latino Initiative	6. Mature AO 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.	Engage Latino households on college savings topics.	Drive Account Owner subsequent contributions through engagement initiatives and personalized communications.
<ul style="list-style-type: none"> <li>• Matching Grant Program in-market</li> </ul>	<ul style="list-style-type: none"> <li>• New brand messaging focused on key claims in market: #1 Performance, Low Cost, Tax Savings</li> </ul>	<ul style="list-style-type: none"> <li>• Back to School campaign completed</li> <li>• College Savings Month used to engage employers and consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged potential employer partners through webinars</li> <li>• Web content enhanced</li> <li>• Byline articles developed for business media publications and websites</li> </ul>	<ul style="list-style-type: none"> <li>• College Savings Month – further utilized partnerships in San Diego market with Telemundo and Univision to build awareness of ScholarShare 529 among their audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Onboarding program for new AOs (Account Owners) continues.</li> <li>• Content drip communications continued to keep AOs engaged.</li> </ul>

# Matching Grant Program

Lay the  
Foundation



- 2018 Program will conclude 12/31/18, and a new 2019 program is in development.

**Offer:** \$200 dollar-for-dollar match for qualifying accounts opened in 2018. \$25 bonus for ACP set-up.

**Target Audience:** Low to Moderate-Income California Families

## Qualifications:



Be a resident of California



Open an account for a beneficiary who will be 14 years or younger on December 31, 2018. The beneficiary cannot have an existing ScholarShare account



Be the parent or legal guardian of the beneficiary



Have a household annual adjusted gross income of \$75,000 or less



Have a Social Security number or a federal tax identification number. Your beneficiary must as well

## Results as of 9/30/18:

- 708 Applications Received
- 482 New Accounts
- \$448,567 in Contributions
- \$67,042 in Projected Matching Grants

## Results as of 10/31/18:

- 769 Applications Received
- 521 New Accounts
- \$479,105 in Contributions
- \$73,108 in Projected Matching Grants

Note: These are total figures. Eligibility has not been fully determined at this point.

# Back To School Campaign

Gain New  
Accounts /  
AUM

Campaign results are still maturing, however current data suggest higher engagement and response rates than seen in 2017. Specifically, we observed stronger Click-Thru-Rates (CTRs) across all audience segments, higher email open rates, and higher upsell rates among existing Account Owners.

Back to School		
<b>Strategy</b>	Drive account openings and contributions with seasonal messaging.	
<b>Target Audiences</b>	Prospects	Account Owners
<b>Offer</b>	N/A	
<b>Timing</b>	September 4-30	
<b>Media</b>	Display, Paid Social, Direct Mail	Display, Direct Mail, Email
<b>Results as of 10/31/18</b>	<ul style="list-style-type: none"> <li>• 24,300,808 impressions / 14,063 clicks (0.06% CTR)</li> <li>• 275,000 Direct Mail pieces sent</li> <li>• 309 new accounts totaling \$1.8M as of first month end</li> <li>• 48.2% ACP enrollment</li> </ul>	<ul style="list-style-type: none"> <li>• 2,364,527 impressions / 1,651 (0.07% CTR)</li> <li>• 143,386 Direct Mail pieces sent</li> <li>• 109,042 Emails sent / 54% OR / 6.5% CTR</li> <li>• 536 new accounts totaling \$2.1M as of first month end</li> <li>• Campaign prompted 71,387 additional contributions into existing accounts</li> </ul>



**Strategy:** Leverage College Savings Month 2018 (September) to grow awareness among California employers and consumers of ScholarShare 529's advantageous features.

## **Employer focused initiatives:**

- 9/18 Employer Webinar (49 attendees)
- Direct Mail to Municipalities promoting webinar (Qty: 2,800)
- Social media promoting webinar
- Refreshed Employer Infographic

## **Consumer focused initiatives:**

- 9/5 and 9/19 Consumer webinars (20 attendees each)
- New infographic – 10 Reasons to Save with ScholarShare 529
- Social media promoting 10 Reasons, Webinars and James “Tips” Videos
- Back To School Campaign (Results summarized on page 7)
- Press Release (55 media outlets, including the “OC Breeze,” featured the full press release on their webpages, for a potential audience of 7.6 million.)

Our 2018 social media strategy places greater emphasis on supporting brand attribute communications versus the holiday and general parenting topics of the past. This shift is playing an important role in driving increased site visitation.

## Goals & Objectives

- Trigger awareness and increase relevance among mass affluent parents
- Drive traffic to scholarshare529.com; build a retargeting pool
- Capture sales proxy data resulting from organic and promoted content
- Drive engagement with organic and promoted content

## Key Strategies

- Utilize social channels as ad platforms
- Develop focused editorial calendar that closely follows larger marketing themes
- Support STO/SIB activities by distributing messaging, as needed

## Key Performance Indicators

- Impressions
- Clicks
- Click-through Rate
- Social Engagements

## Results

**YTD 2018 social channels have delivered 24,880 new users to ScholarShare529.com; these users have been added to our remarketing campaigns to increase conversion.**

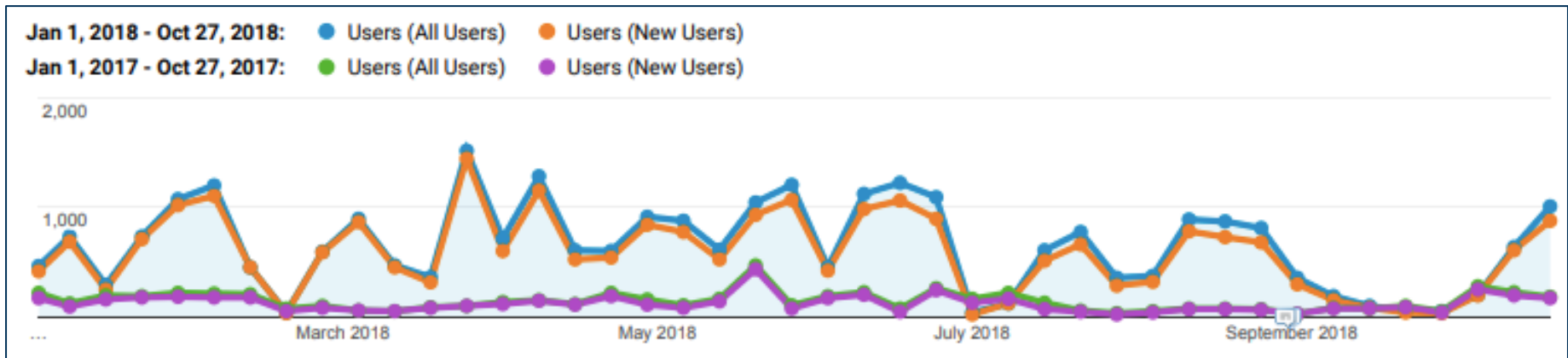
### 3Q18 Paid Social Deliveries

- 3,563,238 Impressions
- 132,552 completed video views
- 32,417 Link Clicks
- 0.91% CTR

### 3Q18 Organic / Published Content Deliveries

- 292,904 Impressions
- 721 Social Engagements

Strategic shift in content creation and distribution is helping to build advertising retargeting pool – our highest converting digital display targeting tactic. New users coming from social channels has increased +3.9x YOY (24,880 YTD 2018 vs. 5,058 YTD 2017).



# Social Media: Creative Highlights

Gain New  
Accounts /  
AUM

CTRs on claims-based messaging increased from previous quarter, consistently attracting qualified prospects to ScholarShare529.com.

Employer-targeted messaging also performed well, but on a smaller scale.

ScholarShare California's 529 College Savings Plan  
Written by Chris Vargas [?] · August 23 · 🌐

Lower cost = less bite out of your college savings.



SCHOLARSHARE529.COM  
Keep more of what you save. [Learn More](#)

## Low Fees

664 Clicks  
1.11% CTR

ScholarShare California's 529 College Savings Plan  
Written by Chris Vargas [?] · August 23 · 🌐

100% tax-free growth can mean more money for college. Sweet!



SCHOLARSHARE529.COM/GROWTH  
Up to 25% more money for college. [Learn More](#)

## Tax-free

810 Clicks  
1.03% CTR

ScholarShare California's 529 College Savings Plan  
Written by Chris Vargas [?] · September 7 · 🌐

88% of Californians saving for a child's college education say it is extremely important. Employers can help.



SCHOLARSHARE529.COM  
529 plans boost savings  
Good for them. Free for you. [Learn More](#)

## HR Hero

417 Clicks  
1.04% CTR

# Core Program Elements

Gain New  
Accounts /  
AUM

Core digital programs provide coverage throughout the year to ensure effective communication thresholds are met on a monthly basis; seasonal campaigns establish greater impact during key periods.

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>Evergreen</b>	Support lead generation and capture low-hanging fruit through brand presence and targeted message/offer delivery online	AO, PRO
<b>Lifestage 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 (eg. New Baby)	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

# Latino Initiatives – College Savings Month

Latino  
Initiative

Continued partnerships with Telemundo and Univision to deliver our messaging during College Savings Month.

<b>Strategy</b>	Target Spanish-dominant Latinos in the San Diego market during College Savings Month to increase awareness and drive account openings.
<b>Opportunity</b>	College Savings month provided an opportunity to once again reach the target audience with relevant and timely messaging. Developed partnerships with trusted media outlets to tell the story through a series of integrated touchpoints.
<b>Timing</b>	September 1-30
<b>Media</b>	TV, Display, Video, Social Media, Email
<b>Results</b>	<p>Video</p> <ul style="list-style-type: none"><li>• Commercial spots delivered 828,000 Household impressions</li><li>• 2-min advertorial segments featuring Julio Lugo 320,000 Household Impressions</li><li>• Digital video content delivered 376,000 impressions; 62% of users completed the videos served</li></ul> <p>Display, Social, Email</p> <ul style="list-style-type: none"><li>• In-language display ads generated 1.4M impressions and more than 3k website clicks (0.21% CTR)</li><li>• 300,000 emails were sent; they received a 17% open rate and generated 14k website clicks</li><li>• During CSM, paid social contributed to sharp increases in audience reach, community acquisition (new Page Likes), and overall social engagement</li></ul>



Our long-term commitment to the employer market continues to pay off, with a record level of new partnerships formed YTD.

## Employer Outreach Activities: 62

- Presentations: 14
- Meetings w/ HR: 24
- Benefits & Wellness Fairs: 17
- HR Conferences: 6
- HR Hero Webinar: 1

## New employers on-boarded: 7

- Alta Vista Solutions
- ROI Communications
- DW Nicholson Corporation
- First 5 LA
- Tehama County
- Los Angeles Area Chamber of Commerce
- Rabobank, N.A.

## RIA Outreach Activities: 20

- RIA Meetings: 18
- Advisory Group Presentations: 1
- RIA Webinars: 1

## Community Events: 4

## Spanish Events: 2

# Outreach Events Summary

ScholarShare 529 Staff attended the following events in Q3 to promote the plan to California families.

Timing	Number of Events	Estimated Number of Attendees	List of Select Events
Third Quarter 2018	99	60,313	CalPERS Benefits Education Events (Bakersfield, San Diego, Garden Grove), LA's Largest Mixer 2018, CA School Employees Association Annual Conference, HR Star Conference (San Francisco), Oakland Natives Give Back to School Rally, North County Health & Wellness Fair, 2018 Kids 'N Fun Festival, 2018 CA Homeschool Network Family Expo, League of Cities 2018 Annual Expo, College Quest, OC Asian Business Expo, Sacramento Area Human Resources Association (SAHRA) 2018 Annual Conference, Central California Womens Conference, KidZone Museum Farm Festival, ScholarShare Children's Book Festival at Fairytale Town, City of Chino Benefits Fair, Financial Planning Association San Diego Symposium, First 5 LA Presentation, CSU Fresno Annual Benefits Fair & Wellness Expo, City of Duarte Benefits Fair



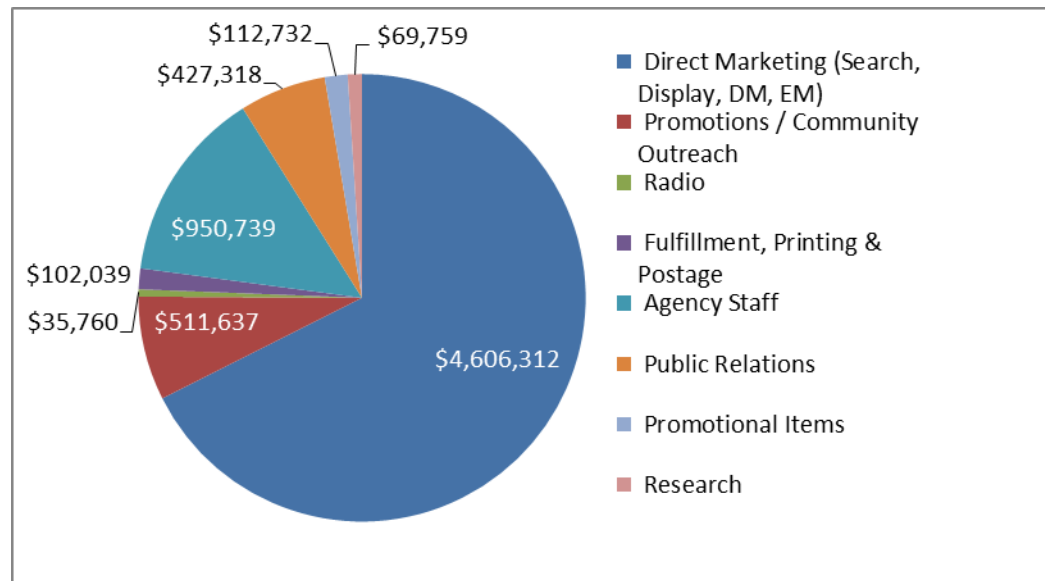


# Appendix

# 2018 Marketing Budget

- 2018 Marketing Budget: \$10 million
- Spending YTD Totaled \$6.8 million

ACTUALS AS OF 9/30/18	Spending	%
Direct Marketing (Search, Display, DM, EM)	\$ 4,606,312	68%
Promotions / Community Outreach	\$ 511,637	8%
Radio	\$ 35,760	1%
Fulfillment, Printing & Postage	\$ 102,039	1%
Agency Staff	\$ 950,739	14%
Public Relations	\$ 427,318	6%
Promotional Items	\$ 112,732	2%
Research	\$ 69,759	1%
<b>TOTAL</b>	<b>\$ 6,816,296</b>	<b>100%</b>





ScholarShare529<sup>SM</sup>

# 2019 Marketing Plan Recommendations

December 13, 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 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.	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 529's thought leadership in the college savings arena.	A. Continue to monitor ScholarShare 529'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 529's 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 529'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 the RIA communications program.		

# Reflections on 2018 Marketing Plan



1. The 2018 Marketing Plan was successfully executed by a large number of contributors, and has resulted in strong business outcomes.
2. Our brand health has strengthened since 2017 and we know more and more about the program features/benefits that attract greatest consumer interest. The brand relaunch from Q4 2017 continues to serve us well as a platform for our messaging. We have the opportunity in 2019 to further sophisticate brand messaging delivery through new media strategies.
3. Data driven decision-making has become our regular practice. Increasingly, we are able to evaluate our actions and resource investments analytically.
4. Our Employer marketing initiatives have gained traction and we are in a solid position to better leverage this channel for plan growth. 2019 will be a critical year to engage our current client base of employer/partners.
5. Our inaugural Latino Marketing Initiatives have provided many learning opportunities to inform our game plan in 2019. We intend to move to a statewide orientation in 2019, following a year of testing in the San Diego market.
6. Results from PR and paid media initiatives for the Matching Grant Program fell short of expectations, and these insights will help inform goal setting in the future.

# Messaging Platforms By Audience



Our marketing messaging and delivery tactics are designed to leverage audience characteristics and insights.

	1. Consumers	2. Latino Consumers	3. Employers	4. RIAs
<b>Audience Characteristics</b>	Primary target: Educated, affluent, young families who value higher education and for whom financial decision-making is not unfamiliar. They seek facts to inform their decision-making and are confident they will send their children to college.	Primary target: Latino parents who want their children to attend college or some higher education program. They are starting to set aside some savings for that purpose. They may have heard of a 529 plan, but are likely unfamiliar with ScholarShare 529.	Employers seeking to enrich their benefits package without driving up costs. May be aware of 529 plans but likely not workplace program - assume it is for consumers not Business-to-Business. Once aware, assume it would be expensive and complex to administer, like a 401(k) plan.	Professional Registered Investment Advisors who manage the portfolios of affluent families in a holistic manner. Want to be spoken to as “professionals” - Typically have a negative reaction to communications that seem geared to consumers.
<b>Tone/Key Messages</b>	Demonstrate the plan features and benefits that make Scholarshare 529 the superior choice for California families saving for college.	Demonstrate, with cultural sensitivity, the plan features and benefits that make ScholarShare 529 the superior choice for California families saving for college.	Strongly communicate B2B (Benefits Manager) target. Challenge preconceptions about cost and complexity.	Position ScholarShare 529 and its team of professionals as partners that can enrich the overall RIA/end-client relationship.
<b>Outcomes Sought</b>	New Accounts and Contributions	New Accounts and Contributions	Payroll Slot/Direct Deposit arrangements, Employee Engagement	Endorsement of plan; ongoing dialogue
<b>Messaging Platform</b>	“James” the tiny financial guru serves as the approachable spokesperson for our millennial target audience.	“James” as the helpful translator to bilingual families some of whom are making sophisticated financial decisions for the first time.	“Be an HR Hero” is designed to support critical messaging on the importance today’s employees put on college savings and the unique role that an HR professional can play.	Highly professional exchange that leverages shared knowledge of investment industry and financial planning principles.

# 2019 Marketing Plan



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A. Use ScholarShare 529's 20th year as a platform to reinforce the value and trustworthiness of the plan.	A. Continue to monitor ScholarShare 529's brand health against benchmarks among key target audiences.	A. Leverage data-driven marketing techniques to efficiently attract and convert prospect leads.	A. Assess impact of 2018 Employer PR efforts, and if warranted, continue program.	A. Launch new Spanish website in early 2019 that leverages analytical insights, current materials, insights from Camelo Communications. Explore use of technology to more effectively link Spanish-preferred prospects to our Spanish language content.	A. Leverage content marketing techniques to further engage Account Owners and drive subsequent purchases and retention.
B. Activate community dialogue regarding the value of education through the execution of <b>Scholar Dollars Grant Program</b> (Year 3) to enrich student experiences and prepare college-bound students.	B. Through paid media, media/public relations, influencer marketing, and non-paid media, strengthen ScholarShare 529's brand identity to ensure tactical marketing initiatives deliver desired results.	B. Refresh new baby program tactics to increase response level.	B. Utilize efficient digital outreach opportunities via LinkedIn and paid search. Leverage opportunities through HR partnerships and onsite appearances.	B. Evolve media strategy to deliver statewide.	B. Continue to demonstrate how gifting can help families to reach college savings goals collectively.
C. Build on success of 2018 <b>Matching Grant Program</b> to instill the idea that a college education is attainable.	C. Strategically leverage sponsorships and partnerships to support brand promise.	C. Strengthen our website to more effectively impact prospects at different stages of the purchase journey to drive sales.	C. Increase employee utilization via Onboarding Specialist support and education. Evolve materials as needed.	C. Regularly engage Spanish language media, perhaps spotlighting SIB and FC bilingual staff.	
			D. Strengthen RIA communications and assets tailored for this audience. Develop dedicated landing page and series of articles for this audience.	D. Test Latino professional organization partnerships.	

# 1

## Educate families about ScholarShare 529 and the importance of saving for college.



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Use ScholarShare 529's 20th year as a platform to reinforce the value and trustworthiness of the plan.	Social media engagement, press coverage, interview requests received, AO communications published	<ul style="list-style-type: none"> <li>Engage consumers and media with packaged content that reinforces the value and the trustworthiness of the plan. Family success stories and other content will be published under a branded umbrella highlighting ScholarShare 529's 20<sup>th</sup> Year.</li> </ul>
B.	Activate community dialogue regarding the value of education through the execution of Scholar Dollars Grant Program (Year 3) 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>Provide 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 529</li> <li>Leverage email addresses captured through voting in prospecting initiatives</li> </ul>
C.	Build on success of 2018 Matching Grant Program 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 529 and its mission</li> </ul>



2

Ensure ScholarShare 529 brand is well-known and understood among key target audiences.



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Continue to monitor ScholarShare 529’s brand health against benchmarks among key target audiences.	Aided/Unaided awareness, familiarity, likelihood to recommend, brand strength characteristics.	Execute annual brand health study in Q1 2019.
B.	Through paid media, media/public relations, influencer marketing, and non-paid media, strengthen ScholarShare 529’s brand identity to ensure tactical marketing initiatives deliver desired results.	Brand messaging delivery and recall metrics.	Design and implement brand marketing program with focus on digital video platforms.
C.	Strategically leverage sponsorships and partnerships to support brand promise.	Efficient use of partnership budgets.	Strategically partner with other organizations who have shared values and/or crossover audiences.

3

### 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.	Implement seasonal campaigns: Tax-Time, 529 Day, Back to School, Holiday  Continue evergreen display media program.
B.	Refresh new baby program tactics to increase response level.	Campaign effectiveness in delivering critical AO behaviors: conversion rates, initial investments, ACP, balance building patterns.	Implement plan of enriching the program with display media to increase results.

4

# Harness employer endorsements and RIA partnerships to build business



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Assess impact of 2018 Employer PR efforts, and if warranted continue program.	Employer inquiries for FC meetings.	Evaluate resource productivity. Continue to mine PR opportunities.
B.	Utilize efficient digital outreach opportunities via LinkedIn and paid search. Leverage opportunities through HR partnerships and onsite appearances.	Interaction with HR Managers via LinkedIn. Webinar attendance and engagement.	Employ LinkedIn InMail and paid search programs to reach HR Managers. Participate in major HR industry events.
C.	Increase employee utilization via Onboarding Specialist support and education. Evolve materials as needed.	Employee participation among clients.	Onboarding Specialist to provide employers with existing onboarding support materials and produce new materials based on client input.
D.	Strengthen RIA communications and assets tailored for this audience. Develop dedicated landing page and series of articles for this audience.	Usage of materials developed.	Develop dedicated landing page and series of articles for this audience.

# 5 Engage Latino households on college savings topics



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Launch new Spanish website in early 2019 that leverages analytical insights, current materials, insights from Camelo Communications.	Reduced pages to streamline user experience.	Redesign and launch new Spanish language website
B.	Evolve media strategy to deliver statewide	Efficient deployment of media dollars against this start market.	Move to a persistent, year-round, statewide format. Consider English language messaging. Further integrate Facebook social posts to lead people to website)
C.	Regularly engage Spanish language media, perhaps spotlighting SIB and FC bilingual staff.	Established program, and engagement metrics	Develop and implement ongoing Spanish language media outreach program .
D.	Test Latino professional organization partnerships.	Executed partnership contracts	Partner with professional organizations in the Latino community to determine what platforms for promotion may benefit ScholarShare 529.

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



	Strategies	Key Performance Indicators (KPIs)	Tactics
A.	Leverage content marketing techniques to further engage Account Owners and drive subsequent purchases and retention.	Campaign effectiveness in delivering critical AO behaviors: conversion rates, initial investments, ACP, balance building patterns.	Execute ongoing content delivery program targeting Account Owners.
B.	Continue to demonstrate how gifting can help families to reach college savings goals collectively.		Use communications channels to highlight benefits of e-gifting capabilities and impacts.

# 2019 Program Timing Highlights



Pillar	Initiative	Q1	Q2	Q3	Q4
1.	Matching Grant Program				
1.	Scholar Dollars Program – Registration, Voting, Awards				
2.	Brand Health Study – Part 3				
2.	Brand Marketing Optimization				
3.	Seasonal Campaigns	Tax-Time	529 Day	Back to School	Holiday
3.	College Savings Month (September)				
4.	Employer Initiatives				
5.	New Latino Website				
6.	Deliver AO Engagement Touchpoints				

# Proposed 2019 Budget



	PILLAR	STRATEGIES	BUDGET	%
1	Lay the foundation	20th Year Promotion		
		Scholar Dollars	\$550,000	6%
		Matching Grant		
2	Manage the brand to pave the way	Brand Health Study - Part 2	\$1,150,000	12%
		Paid media and PR initiatives to strengthen brand identity		
3	Gain new accounts & AUM	Core Acquisition Program - Prospects, Inquirers, Account Owners	\$5,825,000	58%
		Fulfillment, Printing, Postage, Consumer Social Media		
		Incentives + Giveaways		
4	Employer endorsements & RIA partnerships	Employer-Focused PR Firm	\$295,000	3%
		Social, Collateral, DM		
		Trade Shows & Conferences		
5	Latino Marketing Program	New Spanish Website	\$450,000	5%
		Digital Marketing targeting Latino consumers		
		Multi-Cultural Advertising Agency		
6	Mature AO relationships and purchase patterns	Content marketing targeting Account Owners to drive purchases and retention	\$ in #3	0%
	Support Resources	PR Firm, Web Support, Marketing Contractors	\$1,730,000	17%
<b>TOTAL</b>			<b>\$10,000,000</b>	<b>100%</b>