Communication Framework:

How to get along with your stakeholders

WISCONSIN
SCHOOL OF BUSINESS
UNIVERSITY OF WISCONSIN–MADISON

TOGETHER
FORWARD®

Agenda

Part I Communication Framework
1.   Learning Objectives
2.   Communication Framework Introduction
3.   A Real Business Story
4.   Evening & Executive MBA (EEMBA) Program Business Case
5.   Q&A

Part II Engage with audience to practice the communication Framework
1.   Audience participation
2.   Acknowledgement

Learning Objectives

Learn this communication framework to:

- Gain general skills and tools to promote understanding and peaceful settlements among stakeholders

- Commit project resources more effectively and efficiently

Communication Framework

1. What business problem is being solved?
2. Why is it a problem?
3. What does success look like when the problem is solved?
4. What resources are you going to allocate to it?

A Business Story

Role play the communication framework

End result:

A new call center for a multi-international company

vs.

A dozen KB articles on its ERP system

EEMBA Business Case

Q1. What is the business problem:

WSB facing shrinking professional MBA candidate pool.

EEMBA Business Case

Q2. Why it is a business problem?

1. A smaller cohort or a lower quality cohort
2. Less revenue generated
3. Less diverse student population in terms of:
   - Professional Experience
   - Educational Background
   - Diversity

→ **Lower EEMBA Program Rank for WSB**

EEMBA Business Case

Q3. What does success look like?

EEMBA lead flow success criteria:

1. Cohort size and quality
2. Diversity
3. Revenue

→ WSB EEMBA Rank increase?

EEMBA Leads Marketing Analysis

Q4. What resources are you going to allocate to solve it?

- EEMBA Office
- Integrated Marketing and Communications(IMC)
- CRM group

EEMBA Business Case Solutions

1. GMASS leads purchase from Graduate Management Admission Council (GMAC)
2. Static Advertisements
   - Magazines
   - Bus Stop and Airport in Milwaukee
3. Social Media Advertisements
   - **Facebook**
   - Linkedin

EEMBA Business Case Advertisement
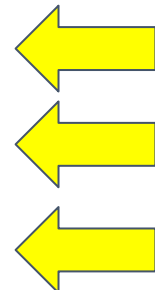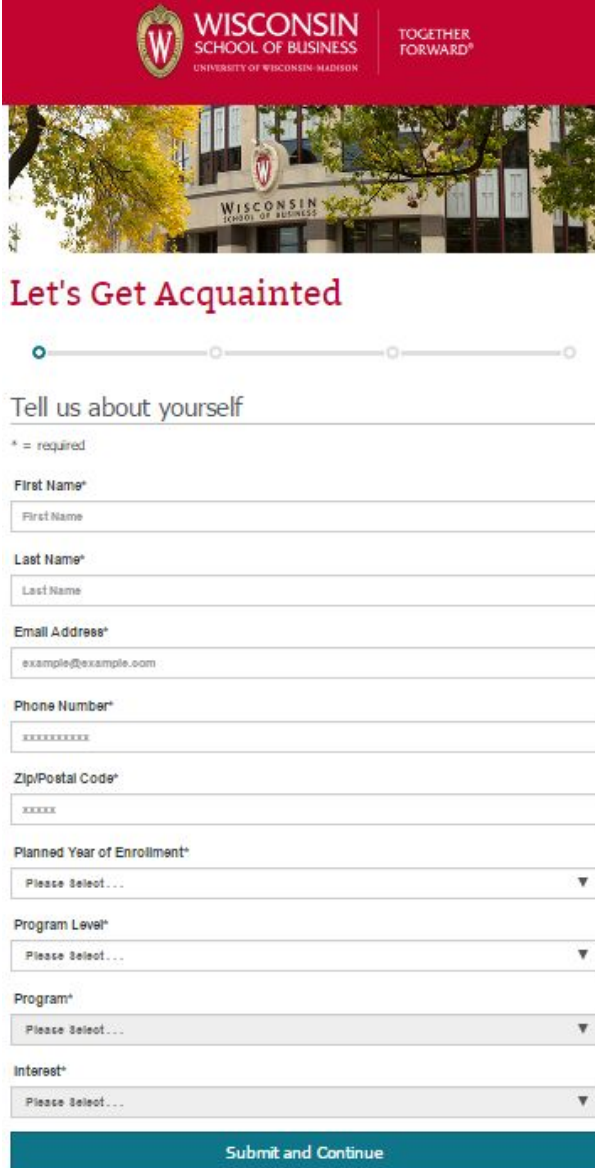
EEMBA Business Case Leads RFI Campaign

1. Build A Marketing Email List

2. Request for Information (RFI)

EEMBA RFI Campaign for Leads

- FTMBA: 342
- EEMBA-EV: 211
- EEMBA-EX: 29
- Total Leads: 582 since 9/2016

EEMBA Leads Engagement

Engage with the leads regularly

- Email marketing
- Class visits
- Information sessions
- Free GMAT resources
- Online chats

- **Applications**

EEMBA 2019 Cohort Prediction

Facebook advertisement*

- Leads to applicants conversion rate: 8%
- Admission rate for all applications: 17%
- Projected Facebook students:
    209 leads * 8% * 17% = 3
- Annual Tuition $ = 3 * $75,000/3= $75,000
- Break even for the first year?
- Will FB leads convert higher than average?

*Conversion numbers are at a high level and for demonstration purposes only.

Q & A

Communication Framework Part II

Problem:
All stakeholder requests are made with the same high urgency

Script:
"I can certainly understand how important it is to your line of business to complete your all your requests. Our goal is to make sure we install them even earlier than you need them. To make sure we can do this, what this request will provide you the greatest benefit to your business?"

Communication Framework Practice

Communication Framework Part II

Problem:
Technologists want to focus on the cool, new features.

Script:

"You really seem to be interested in X technology. I agree with you - it is really cool. Can you believe it allows to do X? But I need some advice. We have all heard our CEO talk about the need to reduce operating costs. I know our company has a history of being resistant to change, but in your opinion, how could we use X to do some process totally different and reduce our operating costs?"

Communication Framework Practice

Communication Framework Part II

Problem:

Senior leadership wants the project team to design a new product or service.

Script:

"I can certainly understand why you would want us to design a new product or service. The market we operate in is very competitive, and our customers deserve only the best from us. As you (senior leadership) have thought about this, what are some of your givens and assumptions? Is there a particular customer group you want to target? What would a successful launch look like to you?"

Communication Framework Practice

Communication Framework Part II

Problem:

We have to deal with non-engaging stakeholders or non-performing team members.

Script:

"I can certainly understand your busy calendar and constant demands on your time. It is critical to our company's success that you have the time and resources to do your job well. But we really need your expertise and advice to complete this project on time. By the next meeting, we just need you to answer these two questions - nothing else."

Communication Framework Practice

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