



Cognita Schools are committed to safeguarding and promoting the welfare of children and young people and expects all staff, volunteers and other third parties to share this commitment. Safer recruitment practice and pre-employment background checks will be undertaken before any appointment is confirmed.

Position Title	Director of Marketing & Admissions	Reference: May 2023
Function/Department	Marketing & Admissions	Location: AIS
Manager Title	Managing Director - Operations	
Position Type	Permanent	
Position Status	Full-time	

## Position Objective

The Director of Marketing & Admissions (DM&A) is responsible for the strategic development, performance management, and execution of the broad and comprehensive integrated marketing, external marketing communications, events program and sales strategy with the purpose of ensuring the Australian International School (AIS) continues to attract (and convert) new joiner students to meet and exceed set recruitment goals.

The DM&A leads and mentors the Marketing, Admissions and Application teams as part of the support functions of the school, reporting into the Managing Director of Operations. The DM&A works collaboratively across functions and teams within the wider school community (in particular the Academic team, in addition to other support functions such as Finance, HR, IT, Facilities and Communications), adding value as a leader beyond just their functional expertise.

### Admissions

The Admissions program should anchor on attracting (and converting) prospective families to AIS through integrated and direct sales efforts, and supported by determining internal team accountabilities, the ongoing employee selection, orientation, training, coaching and performance management of the Admissions team. The overall goal is to ensure joiner targets are achieved.

The DM&A is accountable for developing and driving sustainable growth strategies by identifying, collating and analysing critical market trends, triangulating with internal data points from various academic leaders and the immediate marketing and admissions teams.

The DM&A ensures continuous improvement of the enquiry to classroom (E2C) journey, and the successful implementation of and engagement with the E2C platform (Dynamics). The DM&A will seek out system improvements where practicable and implement customer-centric and focused strategies which support the School's strategic plan of being distinctive and the school of choice.

The DM&A is accountable for maintaining an accurate forecast and proactively reviews pipeline numbers with Finance, Academic leads (for capacity planning), HR (for manpower resourcing) and IT (for device/asset management).

The DM&A is accountable for ensuring quality offers from direct applications (i.e. via our online portal or other application modes) are made on a weekly cadence that supports the overall student recruitment ambition goals, without compromising the compliance to internal admissions criteria for AIS's distinctive parent-paid programs (e.g. but not limited to EAL) and external regulatory requirements around the Student Pass and Dependent Pass processes under the Immigrations and Checkpoints Authority (ICA), and the Committee of Private Education (CPE) guidelines.



## **Business Development**

The DM&A oversees business development efforts and will drive the development and execution of business development strategies for AIS. This includes market research, attending identified recruitment events, and other business development initiatives. The DM&A will identify and target key corporate accounts and relocation agents that lead to securing a larger customer base for AIS.

## **Marketing**

The marketing program specifically should be designed to stimulate new quality student enrolment opportunities in line with the school's ambitious joiner growth objectives through engaging and innovative marketing strategies that are insightfully tuned to the target markets. This role has a dedicated focus on digital marketing strategy and tactics to drive leads (opportunities) on-island and off-island and measuring efficacy and efficiency of campaigns in terms of conversions and cost.

As one of the leading key Brand custodians, the DM&A is accountable for the consistent and authentic representation of the AIS brand to all audiences, across all channels aligned to the agreed vision and values. This includes customer experience touch points within the campus to uphold the distinctive premium positioning and create a sense of warmth and spirit of excellence synonymous with the school philosophy.

The DM&A is a senior contributor at the school and therefore leads by example to demonstrate an impeccable work ethic, diligent time management, and represents an enthusiastic stakeholder 'go to' resource for the School at large. As an insightful strategic thinker, the DM&A possesses the ability to successfully convey ideas both as a well-presented speaker and through crafted narrative.

This role has a high level of accountability and the key measures will be the number of new quality leads (which convert to quality opportunities) generated towards enrolment, improving advocacy measures which stimulate referrals and positive word of mouth for the School, and successful vendor management to maximise effectiveness of the strategy and budget. Collaborating with, and reporting to the Cognita Asia team is fundamental to transparent communication and managing performance expectations.

## **Responsibilities**

### **Management and Strategy**

- Contribute to the strategic direction of AIS, specifically on the Mission, Vision and Strategic Goals for the next 3-5 years. Translate the new strategic direction into an actionable strategy and brief which provides a springboard to internal cultural and advocacy initiatives, and clear external market differentiation.
- Lead and drive the Admissions team to deliver on quality student enrolment growth and meeting financial goals.
- Oversight of agent and business development management or other referral source management, whilst being cognizant of the nationality mix of the school which communicates diversity with inclusivity.
- Identify key trends which could add ancillary services for increased distinctiveness of the school.
- Lead the Marketing team to deliver the external marketing strategy, aligned with the new strategic goals of the School and the Cognita Schools Group.
- Manage appropriate resource levels and budget for the implementation of the external marketing strategy.
- Be an active and committed collaborator as part of the AIS support team, intersecting with all departments and divisions within the school.

### **Leadership and Team Management**

- Develop a culture and environment that attracts, retains and motivates high quality employees with a drive for performance and excellence.



- Inspire, lead, mentor and develop the Marketing & Admissions teams by ensuring new team members undergo induction and orientation, employee development plans and performance goals are completed. Ensure each team member is supported so their full potential can be reached, with provision for succession.
- Define training and development needs for school-based Marketing & Admissions team and secure resources within the annual departmental budget.
- Update job knowledge by participating in educational opportunities, reading professional publications, maintaining personal networks and participating in professional networks.

### **Admissions Management**

- Develop sales strategies by proactively seeking critical metrics and macroeconomic data for analysis and to make recommendations that support the overall growth objectives of the school.
- Establish operational strategies by evaluating trends, establishing critical performance measurements, determining productivity, efficacy and efficiency without compromising quality experience to prospective families.
- Oversight of the applications process to ensure its efficient and yet delightful for prospective parents.
- Maintain continuing flow of quality applicants by managing the Marketing team and collaborating with Finance in order to ensure activity levels which lead to opportunities are constant.
- Aggregate resources, determine solutioning and implement change to develop a healthy pipeline of enrolments whilst improving conversion rates.

### **Forecasting**

- Responsible for working with Finance to build the annual budget and pipeline.
- Accountable for accurately forecasting enrolments for the current school year and providing accurate and timely updates on a weekly and monthly basis.
- Develop financial strategies by estimating, forecasting and anticipating requirements, trends and variances. Align monetary resources, develop action plans, measure and analyse results, and initiate corrective actions.

### **Applications (Enrolment)**

- Accountable for the appropriate weighted cadence of offers sent out weekly to prospective families in order to achieve the joiner target.
- Oversight of the Applications team and ensure they are processing applications in a quick, accurate and efficient manner.
- Support escalations and work with the academic team to ensure appropriate decisions on student/learning support and EAL cases.
- Ensure overall management of Student Pass and MOE waiver applications where applicable.
- Ensure capacity is reviewed and utilised where possible.
- Ensure waitlists are managed and escalated proactively, in collaboration with respective Academic teams.
- Manages Admissions CRM Report creation as required.
- Ensure that standards and procedures are set in place for enrolment and CRM management.
- Oversight of the school's Admissions' CRM change requests.

### **In-life and Customer Experience Collaboration**

- In line with the new strategic direction, collaborate and support the execution of the internal communications strategy, led by the Senior Communications Manager and supported by the Communications Executive provide high level guidance, structure, mentorship, and senior escalation where necessary and appropriate.
- With Customer Experience and the Parent Helpdesk, collaborate to improve connectedness with the parent community, through a variety of members of the community to build rapport, glean support and understanding, and collate feedback to shape the internal communications strategy.



- Work closely with Customer Experience to be attuned to the pulse of the community at all times to mitigate issues.
- Work with the senior Academic and Support Teams to ensure the timely and effective communication of important messages to the community via the school's communication channels.
- Oversee a consistent and clear communication of the school's corporate identity and communication processes to employees and ensure all internal communications support the brand.
- Provide support and ensure joined-up efforts with the Senior Communications Manager regarding new communications integrations such as the transition to School to Parent platform.

### **Strategic and Tactical Marketing**

- In line with the new strategic direction, develop a comprehensive multi-channel prospective parent marketing program which supports effective customer engagement, retention and parent advocacy.
- Manage the execution of the new marketing strategy, ensuring it is aligned with the school's strategic objectives, building on the School's reputation both in Singapore and in overseas markets.
- Working with the Marketing Manager, identify new markets from which to recruit students including on-island and off-island focused initiatives to drive enrolment.
- Analyse and respond to trends in the education sector and monitor competitor performance to ensure strategies can adapt.
- Keep abreast of digital developments and initiate ongoing upskill opportunities for the team. Oversee the Senior Marketing Manager to efficiently manage digital partner relationships, performance and accountability of the digital strategy which is a key contributor to quality lead generation.
- Make full use of Dynamics CRM data to drive smart marketing decisions and ROI delivery.
- Working with the Marketing team to maintain and develop further website content which is current, engaging and differentiated in line with the Brand vision, values and the AIS value proposition.
- Maintain and enhance customer experience touch point for the sales process and for school tours experience.
- Working with the Marketing team and digital and IT partners to enhance UX and increase online web conversions.
- Build and deliver branded marketing campaigns mixing traditional and digital media, ensuring key messages are consistently delivered.
- Manage the School's PR strategy to reinforce brand and value proposition.
- Work closely with the Admissions team to understand specific demands and trends in order to align marketing strategy with key admissions objectives. Support a program of Experience Days for prospect parents and work with the Admissions team to identify additional opportunities to collaborate with third parties.

### **Stakeholder and Community Relations and Development**

- Work closely with the Head of School/Principal and Managing Director - Operations to create, maintain and develop key relationships with stakeholders in Singapore.
- Promote school initiatives to the internal and external community.
- Liaise with corporate partners and sponsors to leverage relationships that benefit the strategic goals of the school.

**It is the job holder's responsibility to promote and safeguard the welfare of children and young people for whom they are responsible, or with whom they come into contact with and compliance with the relevant Cognita Safeguarding Child Protection Policy and Procedures should be adhered to at all times. If in the course of carrying out the duties of the role, the job holder identifies any instance that a child is suffering or likely to suffer significant harm either at school or at home, they must report any concerns to the School's Designated Safeguarding Lead or to the Head or indeed to the Cognita Regional Safeguarding Manager so that a referral can be made accordingly to the relevant third party services.**



## Position Requirements

- This role requires an individual with 10+ years' sales management experience, with oversight on corporate level brand and integrated marketing expertise. This role has significant experience in both message development and execution, gained in an environment where they have worked across multiple channels to multiple audiences.
- Demonstrated skills, knowledge and experience in the design and execution of sales and admissions activities.
- Experience in analysing data, market dynamics and designing creative and pragmatic solutions.
- Experience developing and managing budgets.
- Outstanding influencing skills and ability to operate in a matrix organisation.
- Able to demonstrate a broad range of professional management, communication and marketing skills, in addition to managing and motivating a multidisciplinary team.
- Digitally savvy, being able to understand and harness the digital environment to effectively engage with diverse stakeholder groups. Understand the importance and potential of CRM systems and databases. Experience with Salesforce, Pardot and Dynamics would be seen as an advantage.
- Deep knowledge of the principles of marketing and communications and fluency in using social media effectively.
- An understanding of using insights to shape strategic and operational plans, and of brand protection and growing value in a brand.
- Able to work strategically without close supervision whilst being a key senior member of the school within the support team.
- Able to manage a heavy work program, work to set priorities and achieve against targets.
- An analytical, numerate and disciplined thinker, with the ability to think complex issues through and produce commercially sound judgments.
- A committed and loyal individual, prepared to work the necessary hours to meet deadlines.
- An excellent copywriter with the ability to create and adapt tone of voice relevant to the audience whilst working within an overarching corporate style.
- Empathetic with a school community, able to tap into the needs of parents to share communications that are relevant and impactful.
- Patient and thoughtful mentor to a team of direct reports with a collaborate style, inspiring and modelling best practice.
- Experience of working in an international school is advantageous.

## Qualifications

- Degree level or higher qualification in marketing, communication or related field.
- 10+ years of experience in sales management, execution and oversight. Brand and integrated marketing experience and leadership is an advantage.

## Contacts

- Direct reporting to the Managing Director - Operations
- Academic Leadership team and Operations Heads of Departments
- Chief Executive Officer (CEO), Chief Operations Officer (COO) and Senior leadership at Cognita Asia
- External agencies and stakeholders
- Marketing & Admissions team
- Marketing & Admissions Heads at other Cognita Schools
- Communications Heads at other Cognita Schools



## Working Conditions

- Office location within a school environment at Lorong Chuan.
- Fast paced work environment.
- Weekend and evening work as required to execute duties effectively.

## Terms of Employment

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- Working Hours: **8:00 am – 5:00 pm, Monday to Friday**
- Annual Leave: **25 working days**
- Medical Benefits: **Group medical insurance**
- Sick Leave/Hospitalisation Leave: **60 days hospitalisation leave including 14 days sick leave**
- Probation Period: **3 months from date of commencement**
- Referee request: **Required**
- Background check: **Required**