

The background of the slide is a photograph of a computer lab or classroom. Several students are seated at desks, each with a laptop. In the foreground, a student is seen from the back, wearing large headphones and looking at a laptop screen. Other students are visible in the background, some looking at their screens and others talking. The lighting is warm and the overall atmosphere is one of focused study or work.

CARNEGIE

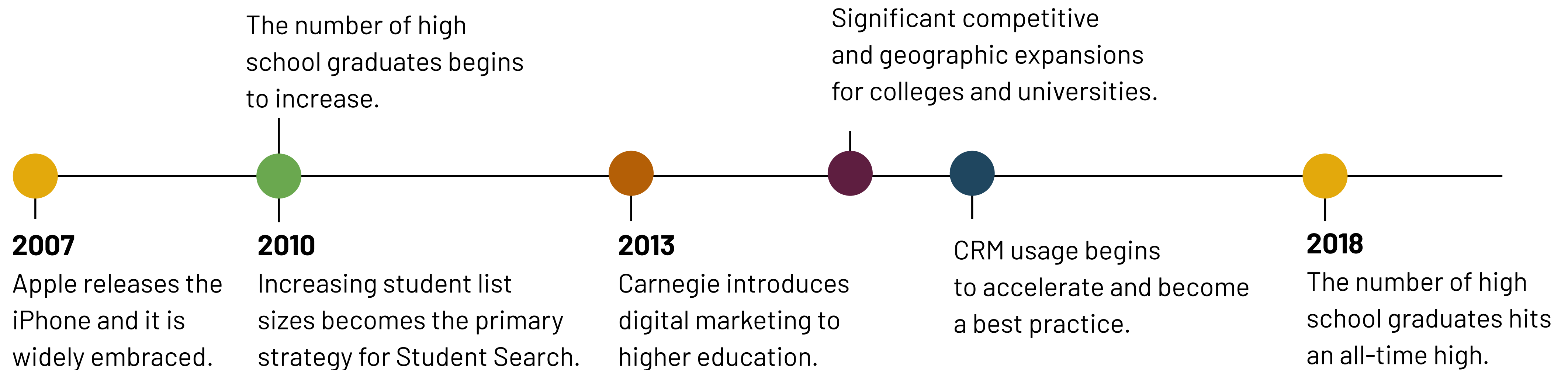
# The Strategies of a Buyer-Controlled Funnel

A Yield Focused Student Search

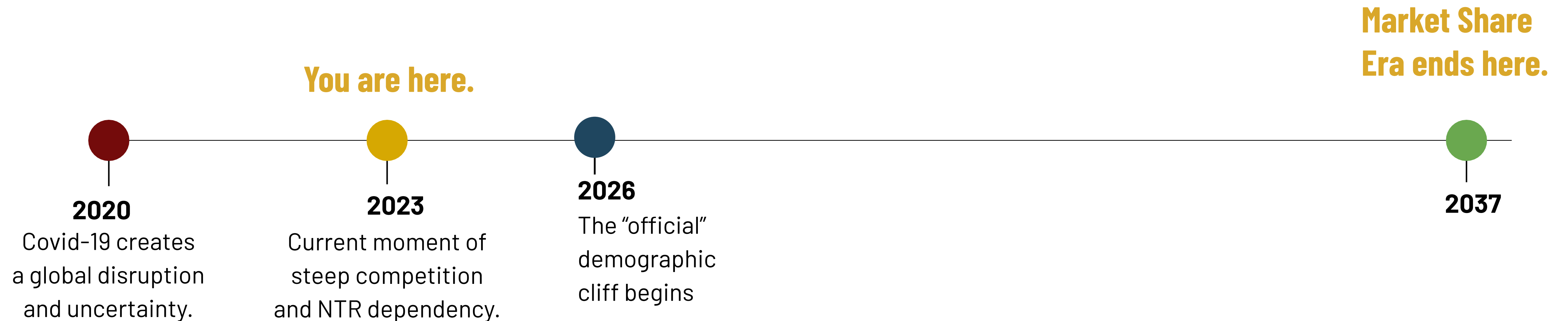
Proposal for Work | December 2023



# The Growth Era At Its End



# The Market Share Era

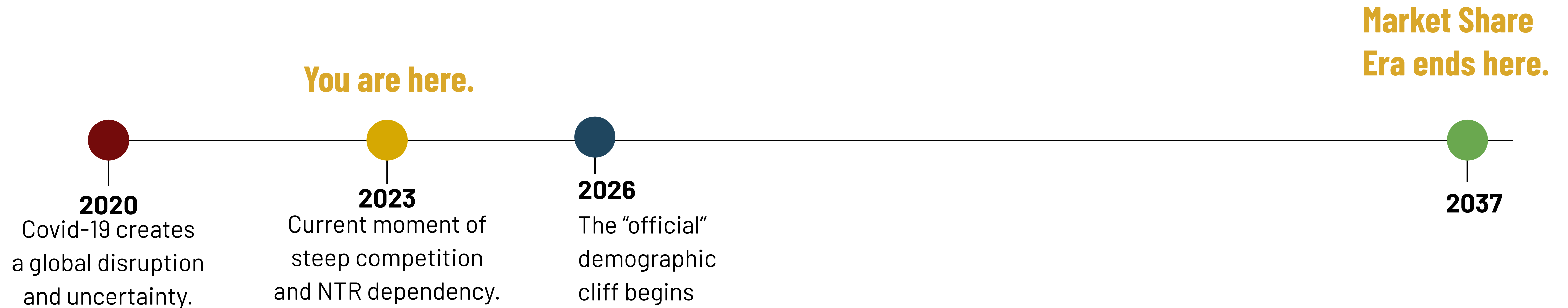


## THE 2020's MARKET REALITIES

- + Geographic Expansion
- + Competitive Positioning
- + Brand Development
- + Segmentation and Personalization
- + Programmatic Expansion
- + Audience Expansion

**ALL TO MAINTAIN SUSTAINABLE ENROLLMENT**

# Post-Pandemic Acceleration



## MARKET DYNAMICS & HEADWINDS

- + Increased competition, demand compression, degree devaluation
- + Generational value shifts, wealth transfer
- + Data privacy laws and regulations, shifting data standards
- + Groundbreaking technologies and data richness unleashed
- + Market consolidations
- + Higher interest rates
- + Political, economic, and environmental uncertainties

# Landscape in Numbers

**1 Million**

Fewer test takers in  
2023 compared to 2019

**35%**

College-aged students  
who report that they  
tend to distrust  
education institutions

**22%**

The drop in students  
enrolling in college  
directly from high  
school in 2022

**6**

The typical number of  
colleges and  
universities that  
seniors apply to

**25%**

Gen Z students who  
discover one or more  
schools through social  
media

**55%**

The average tuition  
discount rate for  
first-year, full-time  
students in 2021-22

**92%**

Students who indicated  
that being authentic  
and true to oneself is  
extremely or very  
important

**30%**

The percentage of  
college freshmen who  
drop out

**1st**

Generation to live their  
entire lives in an online  
world

**\$58T**

The amount of money  
transitioning from  
Boomers to Xer's and  
Millennials this decade



# PRESSURE FORCES CHANGE

Key Trends of the new era





# TREND #1

## A New Reality for Lead Generation

---

Privacy Laws

---

Common Datasets

---

Direct Admit

---

SCOTUS

---

FAFSA Changes

---

Rich Data Requirement

---

# TREND #2

## An Expectation of Authenticity

---

Values-based Purchasing

---

Mission & Culture

---

Authenticity Radar

---

Politics & Society

---

Genuineness in Brand

---

Curated Experiences

---



# TREND #3

## Market Share

## Industry

## Dynamics

---

Increased Competition

---

Demographic Compression

---

Modality Exploration

---

Program Consolidation / Expansion

---

New Market Exploration

---

Audience Expansion

---



# TREND #4

## The Rise of the CXO and Student Success

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Customer Experience Mindset

---

Buyer's Market Differentiators

---

Retention = Revenue

---

Remarketing Value

---

Creating Better Outcomes

---

Addressing Complexity

---



# TREND #5 (MEGA)

## Buyer Controlled Admissions

---

Multi-channel

---

Yield-focused

---

Multi-cycle, Non-Linear

---

Year Round

---

Segmented and Personalized

---

Marketing and Enrollment

---





# New Reality, New Approach



Less Like This



# More Like This

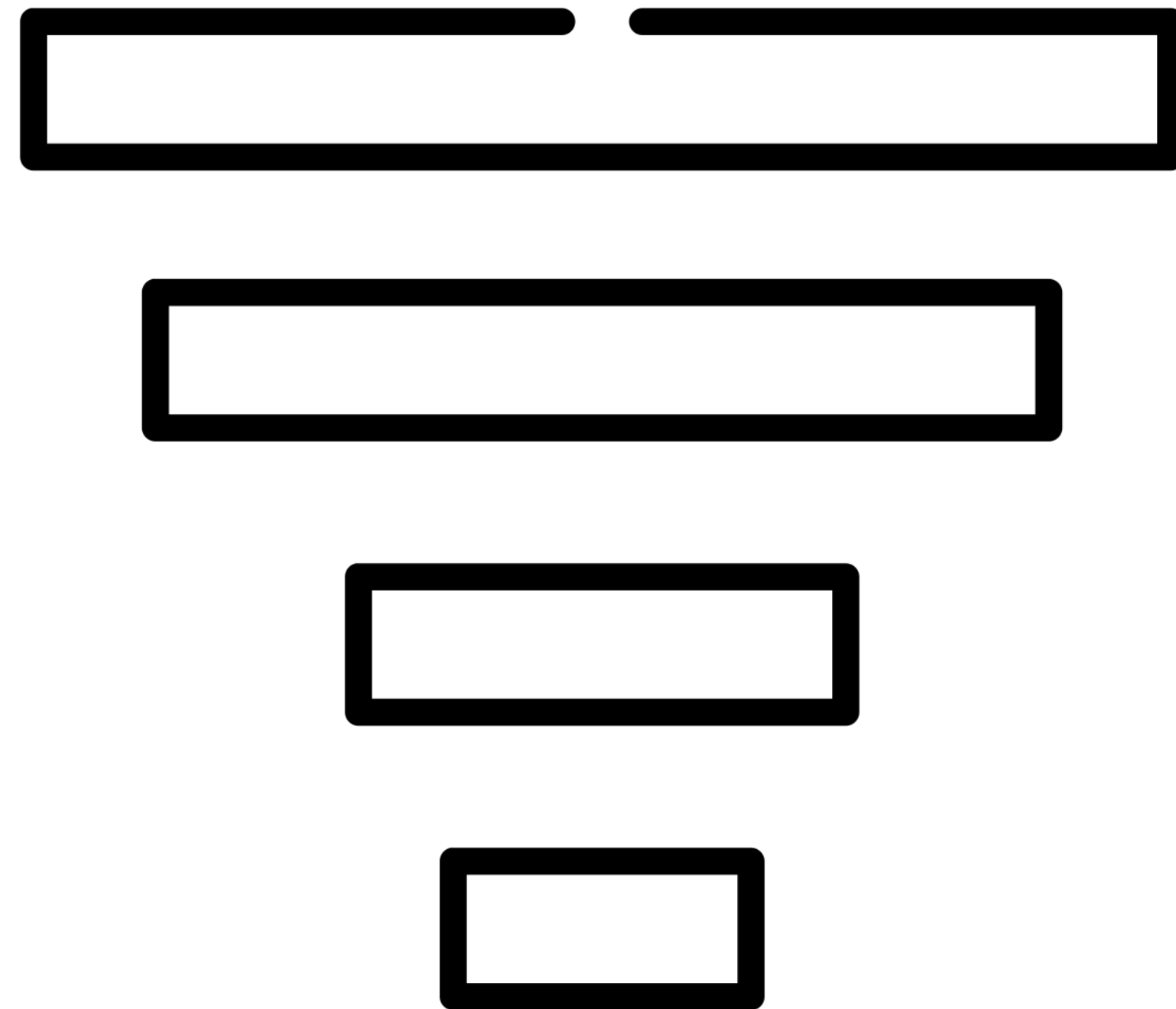
CARNEGIE



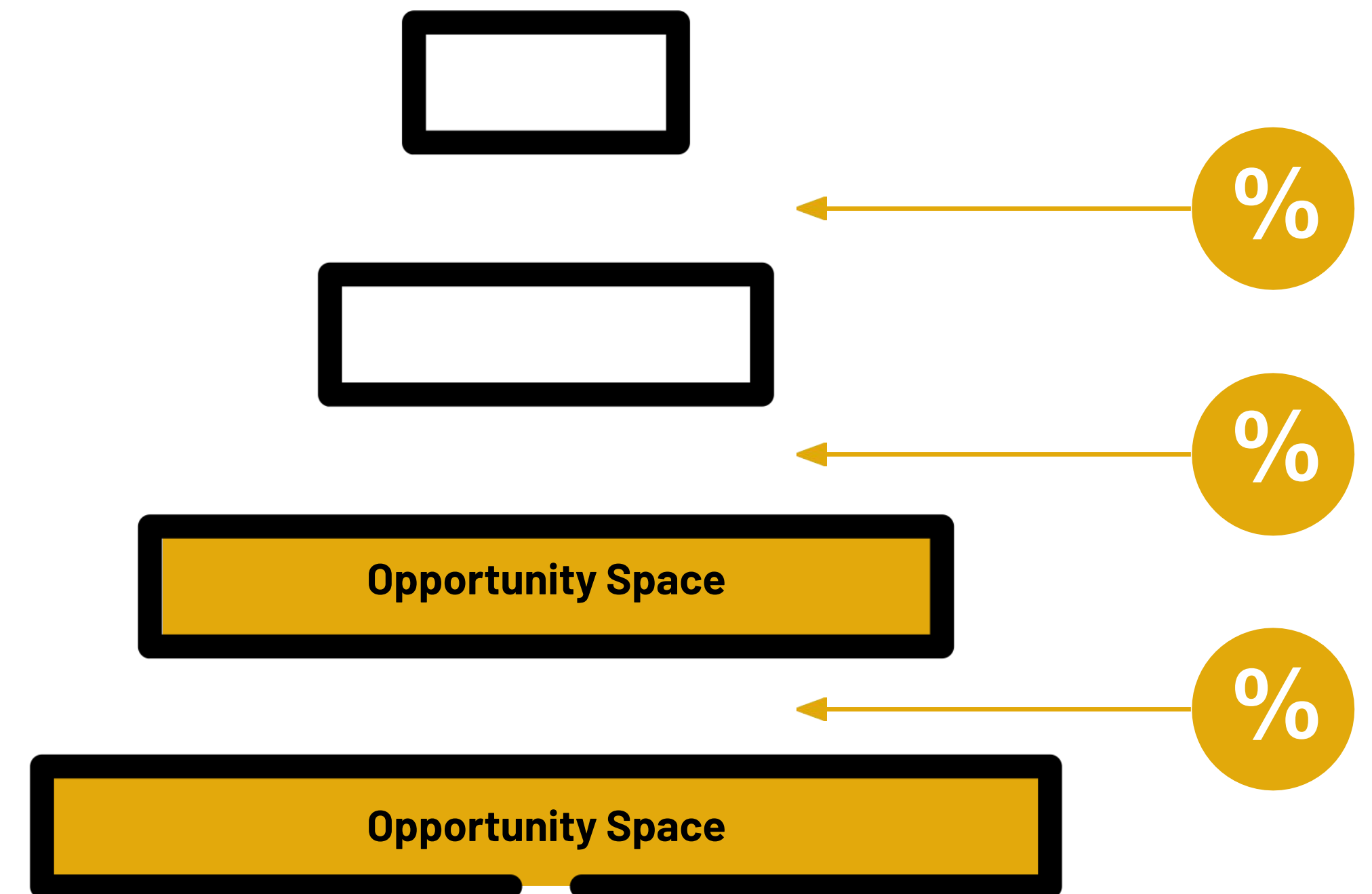


# ENGAGEMENT

# Transition from Big-Top to Yield-Focused Strategy



**2000-2019: APP-GEN PRIORITY**



**2020-2037: YIELD-FOCUSED PRIORITY**



# Carnegie's Student Search Philosophy

We meet audiences how, when,  
and where *they* need us to.

---

Yield is Everything

---

Search Should be Client Owned

---

Students are in Control

---

The Cycle Never Ends

---

Psychometrics and Segmentation

---

Authenticity and Personalization

---

Recruit to Retain

---

Customized and  
Competitive Pricing  
Without Multi-Year  
Obligations

---

Omnichannel  
Marketing Tactics

---

Highly Diversified Lead  
Generation and  
Targeted Prospect  
Cultivation

---

Personified,  
Brand-Driven,  
Authentic Storytelling

---

Real-Time Reporting,  
Full Transparency, and  
Data You Own

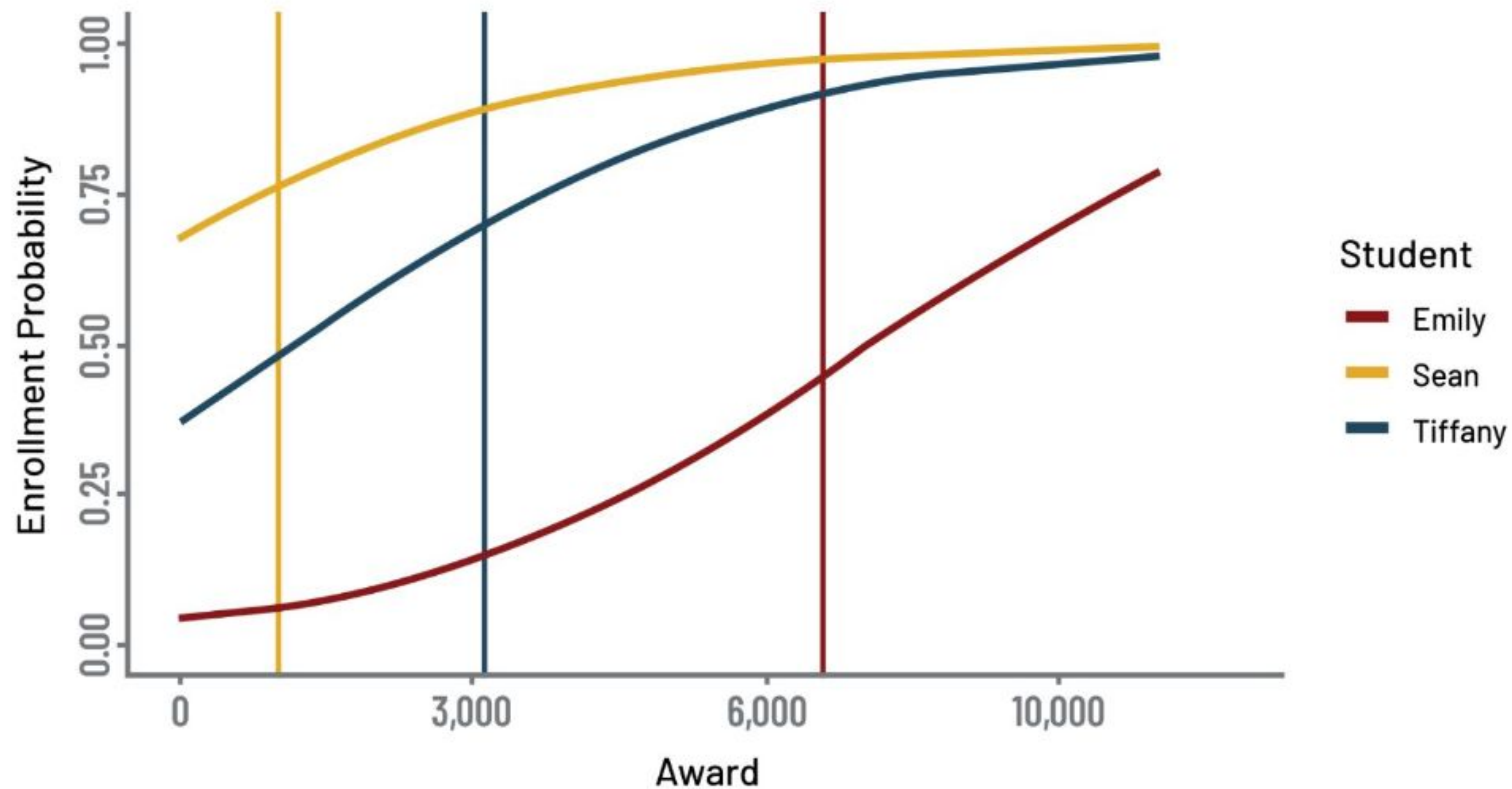
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Iterative Optimization  
Through Analysis and  
Insight





# Enrollment Probability as a Function of Aid



YIELD + RETENTION STRATEGY

# So Does A Financial Aid Grid Really Meet Student Need?

38	184	447	525	372
1	18	50	65	60
2	23	54	77	83
6	46	101	130	98
18	79	164	192	114



- Distance from campus
- Intended Major
- Sex/Gender Identity

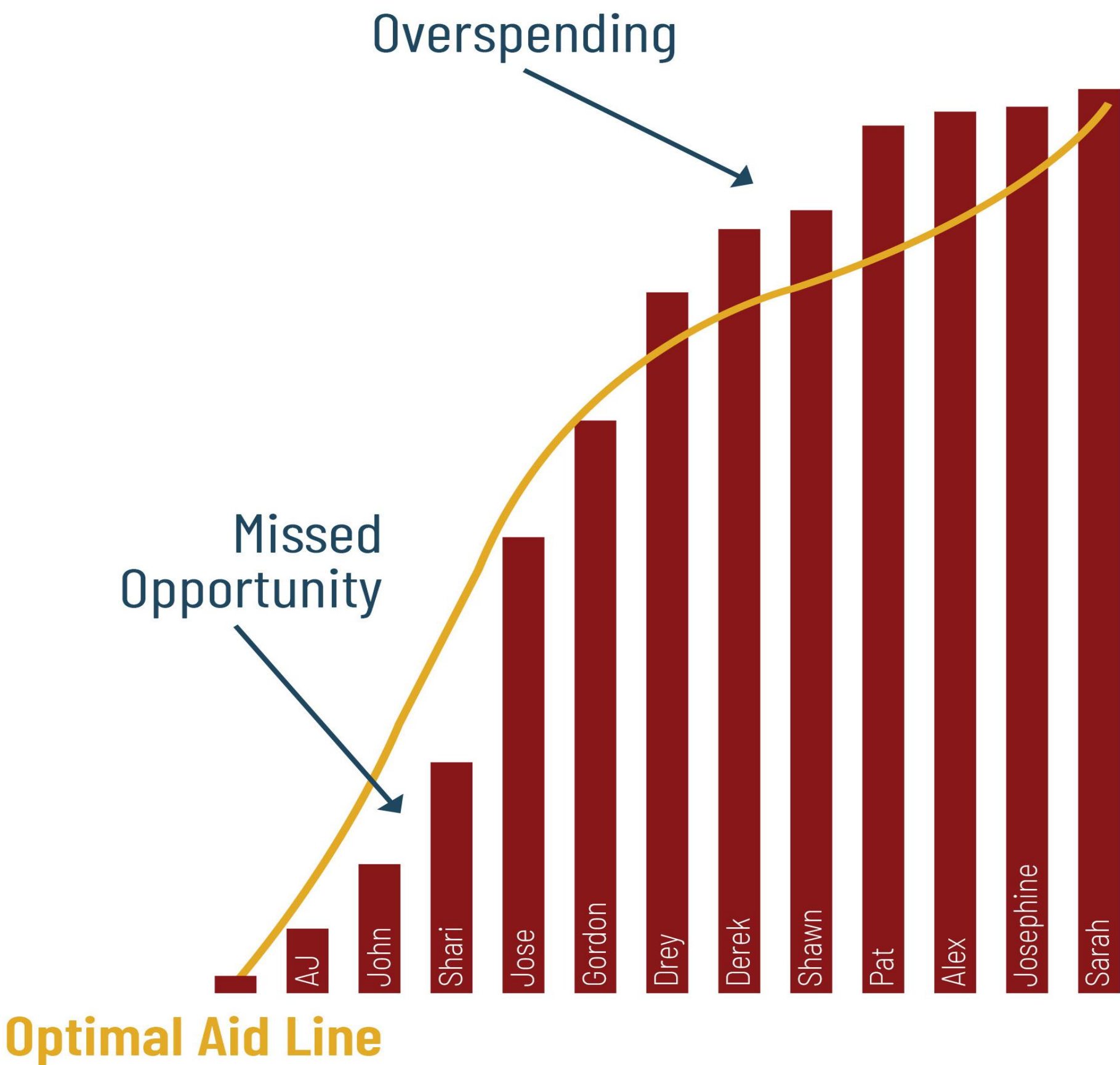
- Ethnicity
- First application source
- In-state/out-of-state

- Honors Admit
- EPS Code
- Admissions rating

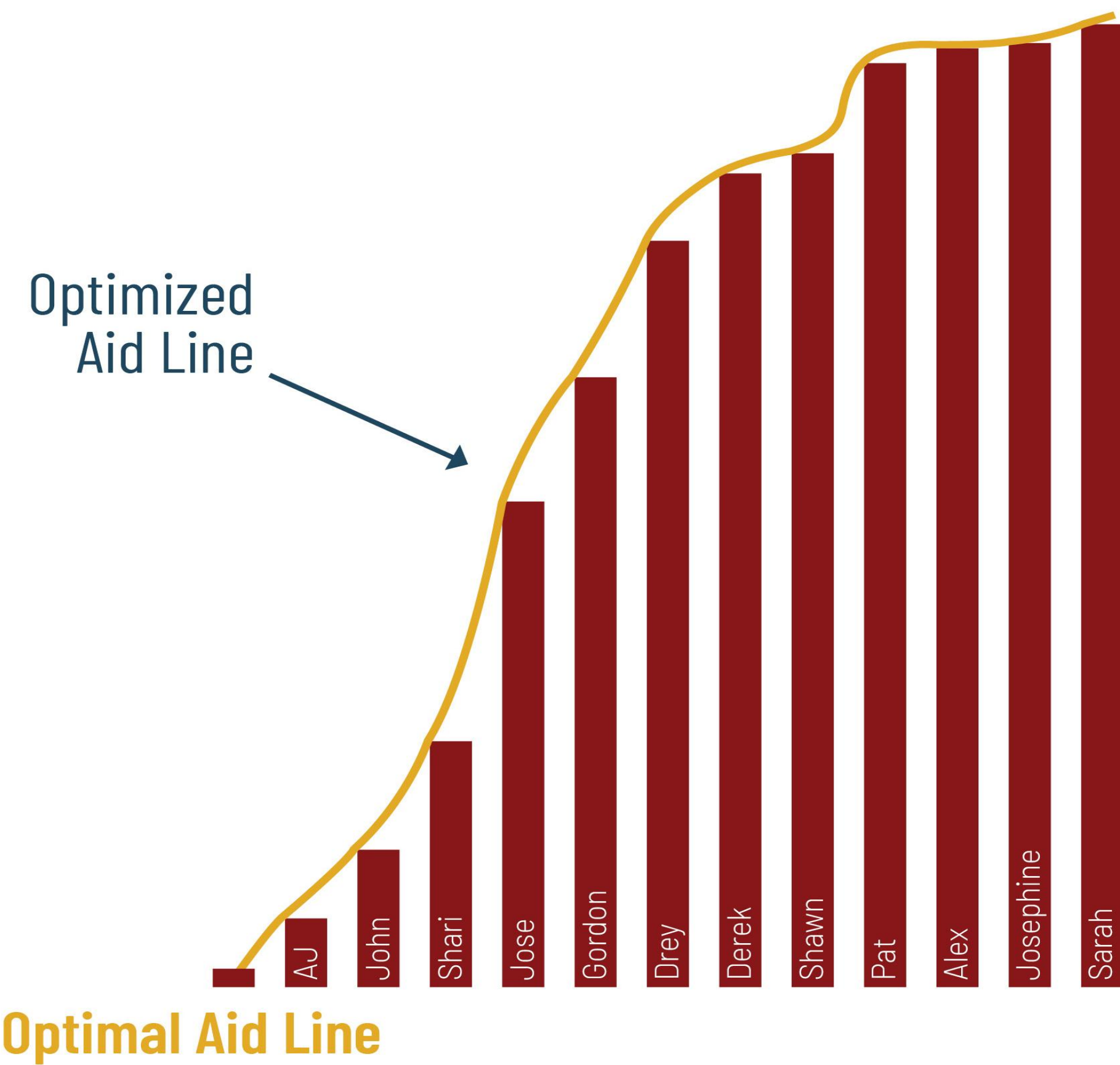
- Common App vs.
- Legacy
- Athlete



Traditional GRID-BASED Approach



CARNEGIE's Individualized Aid Approach





What's your approach  
to the road ahead?