Our communication aim

To support Strategy 2020: Building Success, our communication aim is that by 2020 we will be known as the University that creates knowledge and nurtures talent in key academic areas.

In these areas we will be recognised internationally as global experts in research and nationally as the top choice for students.

To achieve this aim, we need to

1. Proactively build our reputation in key academic areas.
2. Develop an in-depth understanding of our audiences, making data-driven decisions.
3. Connect across the university and beyond through a content marketing approach.
4. Focus on long wow not big bang.
We will proactively build our reputation by focusing our effort on agreed academic strengths.

### Mechanisms

1. Align existing marketing, communication and engagement activities and resources on specific areas of academic strength (the first phase will be: Tourism; Sustainable Construction and Transport; and Design and Creativity).

2. Embed a business partner model to support Schools in promoting their strengths and working across organisational structures to boost the University’s focus on academic reputation. This strategic marketing resource will be dedicated to proactively building reputation in key academic areas, working closely with the academic community.

3. Proactively celebrate our strengths in key academic areas with staff and current students, encouraging them to become brand ambassadors.

4. Train and upskill our staff in proactive communication, including researchers in building reputation; line managers in engaging teams; and project teams in communicating change.

### By 2020, we will have:

- established Edinburgh Napier as the first choice for students and partners in key academic areas and benefiting across the University from the ‘halo’ effect
- become the No 1 modern university in Scotland.

### KPI targets

**Student recruitment KPIs**
1.1, 1.5, 1.6, 3.1, 4.1,

**External reputation KPIs**
1.4, 2.1, 3.1

**Internal reputation KPIs**
1.7, 2.3, E.1
We will proactively build our reputation by focusing our effort on agreed academic strengths.

Mechanisms

5. Develop our ‘beyond’ value proposition emphasising the value we add through strong industry connections (substantiated by testimonials and industry accreditations) and our areas of academic strength (substantiated by subject-specific rankings and testimonials). It will be used to 2020, reinforcing who we are across all materials (including print and online) and audiences (including prospective students, current students, staff and external stakeholders such as the higher education sector, business).

6. Redevelop our online and printed recruitment materials to best demonstrate our value proposition, grouping courses by academic areas instead of level of study to enable marketing of the full student journey. We will refine how we group our courses based on analytics, user testing and focus groups.

7. Provide support tools for staff with consistent messages about our strengths.

8. As academic performance improves through other university strategies, aim to the top university in Scotland under 50 years. We can then add a strong institutional ranking to messaging of the ‘No 1 modern university in Scotland’.
Develop an in-depth understanding of our audiences, making data-driven decisions

We will optimise our return on investment, making decisions based on evidence of our audiences’ drivers.

Mechanisms

1. Establish new strategic and operational marketing and communication groups to oversee the effective delivery of this strategy and work effectively and efficiently at an operational level, embedding a robust decision making process which clearly demonstrates reasons for actions.

2. Plan a university-wide annual program of market intelligence across the University to support a more proactive and analytical approach including proactive competitor benchmarking, quarterly reporting as well as testing and refining all communications during their development. In the long term, support Schools to plan course offerings.

3. Shift investment from re-inventing the wheel with short-term deliverables to research to ensure we make the right decision across a longer timeframe.

4. Develop personalised and tailored on- and offline communications across a full stakeholder lifecycle verifying these meet the needs of our audiences with regular testing and evaluation.

5. Develop a detailed and effective audience segmentation model based on drivers. Expand our approach to take in new audience segments, research the most effective ways to engage with these groups and ensure that these audiences are provided for through appropriate communications.

6. Develop a deep understanding of our audiences’ needs by improving how we using the technology available to us (such as personalisation, A/B testing) or how we use communication channels to better engage with audiences to get the information we need.

7. Ongoing critical analysis of marketing and communication capacity and capability, and help to future-proof service ensuring it meets the needs of the University.

By 2020, we will have:

• evidence to ensure we make the right decisions, prioritising and focusing our efforts

• good governance at both a strategic and operational level that ensure tangible results

• an innovative and inclusive approach to marketing and communication

• improved the value provided to internal customers by providing a trusted professional and strategic marketing and communication service.

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• improved the value provided to internal customers by providing a trusted professional and strategic marketing and communication service.
Connect across the university and beyond through a content marketing approach

We will maximise each success by increasing exposure, developing engaging relevant content that is tailored to different audiences across appropriate channels.

By 2020, we will have:

• attracted and retained customers through nurturing an ongoing relationship which is not restricted by our internal silos
• increased the reach of our good news
• increased efficiency and consistency
• maximised opportunities in the news cycle and search trends.

Mechanisms

1. Develop an annual editorial calendar focused on creating and curating valuable relevant content that meets the needs of our key audiences and allows us to influence behaviours.

2. Identify opportunities to realign resources, so that one piece of content can be tailored to multiple audiences multiple times (rather than inventing new content for different purposes and markets every time we need it).

3. Create a bank of rich, multimedia content for our areas of strength and corporate messages that is available to be used and recycled across the university. Ensure the information shared with audiences is consistent, accurate, up-to-date and engaging and is easily available.

4. Train communication professionals in a content marketing approach, encouraging them to proactively ask “what other channels/ purposes can this content be used for?” and “what value can this add elsewhere?” at the planning stages to ensure we get the most out of every opportunity.

5. Proactively monitor the news cycle and google trends for top search terms to increase our exposure.
Focus on long wow not big bang

We will continually improve our channels and processes, ensuring they are effective and efficient.

By 2020, we will have:
- a positive and engaging user experience measured by robust research and evaluation which supports business targets
- increased our efficiency
- maximised the potential of new technologies, looking for opportunities to innovate and lead the sector
- a more consistent user experience that demonstrates our values and provides a framework to further develop a shared sense of what it means to be part of the Edinburgh Napier community.

Mechanisms

1. Develop a roadmap for continuous improvement and evaluation cycles for all current and proposed channels to 2020. This will include:
   - reviewing our corporate social media presence and develop a roadmap to 2020.
   - reprioritising improvements on our web roadmap.
   - developing a long term roadmap of our staff engagement channels.

2. Invest in training and development of staff to ensure opportunities are maximised.

3. Annual review of communication and marketing processes to ensure we maximise efficiencies and facilitate cross-departmental working across the university.

4. Embed and continually evaluate user experiences which positions internal and external customers at the heart of our work.

5. Develop tools, templates and materials to support and encourage staff to contribute to building our reputation.
### Proactively build our reputation in key academic areas

In 2020, we will have:

- Established Edinburgh Napier as the first choice for students and partners in key academic areas and benefiting across the University from the ‘halo’ effect
- Become the No 1 modern university in Scotland.

<table>
<thead>
<tr>
<th>Where we were</th>
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<tbody>
<tr>
<td>Reactive service without priorities.</td>
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<tr>
<td>Focus on generic recruitment.</td>
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<td>Limited academic reputation building activities.</td>
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<tr>
<th>Progress</th>
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<tbody>
<tr>
<td>Agreed academic areas of strength and aligned our efforts.</td>
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<tr>
<td>Developed value proposition to 2020.</td>
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<tr>
<td>Redeveloped our online and printed recruitment and corporate materials and deliver phase 1 improvements.</td>
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<tr>
<td>Developed key facts and corporate presentation and prioritised future support tools for staff.</td>
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<td>Embedded business partner model.</td>
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<thead>
<tr>
<th>Still to do</th>
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<tbody>
<tr>
<td>Review and update our academic strengths.</td>
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<tr>
<td>Review value proposition to add ‘No 1 modern university in Scotland’.</td>
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<tr>
<td>Deliver phased improvements to our online and printed recruitment and corporate materials.</td>
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<tr>
<td>Embed proactive approach to celebrating our strengths with staff and current students.</td>
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<tr>
<td>Provide next phase of support tools for staff with consistent messages about our strengths. Train and upskill our staff.</td>
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### Develop an in-depth understanding of our audiences, making data-driven decisions

In 2020, we will have:

- Evidence to ensure we make the right decisions, prioritising and focusing our efforts
- Good governance at both a strategic and operational level that ensure tangible results
- An innovative and inclusive approach to marketing and communication
- Improved the value provided to internal customers by providing a trusted professional and strategic marketing and communication service.

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<tr>
<td>Limited testing of materials.</td>
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<td>Limited market research.</td>
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<tr>
<td>Decisions made in an ad hoc way with limited data.</td>
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<tr>
<td>Shift investment from short-term deliverables to market research.</td>
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<tr>
<td>Established quarterly reporting of website and corporate communications.</td>
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<tr>
<td>Two sizeable market research projects, benchmarking our reputation and evaluating the information preferences of our prospective student audiences.</td>
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<tr>
<td>Testing of our core student recruitment publications (including our UG and PG prospectuses), in advance of production.</td>
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<tr>
<td>Thorough evaluation of our capacity and capability within the creative function, focusing on how best to future-proof the team for success.</td>
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<tr>
<td>Establish new strategic and operational marketing and communication groups.</td>
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<td>Plan a university-wide annual program of market intelligence.</td>
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<td>Develop personalised and tailored communications that meet the needs of our audiences across a full stakeholder lifecycle.</td>
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### Progress

#### Connect across the university through a content marketing approach

In 2020, we will have:

- Attracted and retained customers through nurturing an ongoing relationship which is not restricted by our internal silos
- Increased the reach of our good news
- Increased efficiency and consistency
- Maximised opportunities in the news cycle and search trends.

**Where we were**

New content developed for different purposes and markets every time we need it.

**Progress**

Developed an annual editorial calendar focused on creating and curating valuable relevant content that meets the needs of our key audiences and allows us to influence behaviours.
- Realigned resources.
- Developed a strategic approach to content, creating a bank of rich, multimedia content for our areas of strength and corporate messages that can be used and recycled across the university.

**Still to do**

- Improve and update editorial calendar.
- Train communication professionals in a content marketing approach, encouraging them to proactively ask “what other channels/ purposes can this content be used for?” at the planning stages to ensure we get the most out of every opportunity.
- Proactively monitor the news cycle and google trends for top search terms to maximise the exposure of our experts.

#### Focus on long wow not big bang

In 2020, we will have:

- A positive and engaging user experience measured by robust research and evaluation which supports business targets
- Increased our efficiency
- Maximised the potential of new technologies, looking for opportunities to innovate and lead the sector
- A more consistent user experience that demonstrates our values and provides a framework to further develop a shared sense of what it means to be part of the Edinburgh Napier community.

**Where we were**

Limited channel strategy or long-term improvement plans.

**Progress**

Developed our web roadmap to 2020 and scoped our first significant improvements:
- course process and course filter/ groupings.
- Reviewed our corporate social media presence and developed a roadmap to 2020.
- Embedded a new work process to ensure work align with university priorities.

**Still to do**

- Develop a roadmap for continuous improvement and evaluation cycles for all current and proposed channels to 2020.
- Invest in training and development of staff to ensure opportunities are maximised.
- Annual review of communication and marketing processes to ensure we maximise efficiencies and facilitate cross-departmental working across the university.
- Embed and continually evaluate user experiences which positions internal and external customers at the heart of our work.
- Develop tools, templates and materials to support and encourage staff to contribute to building our reputation.