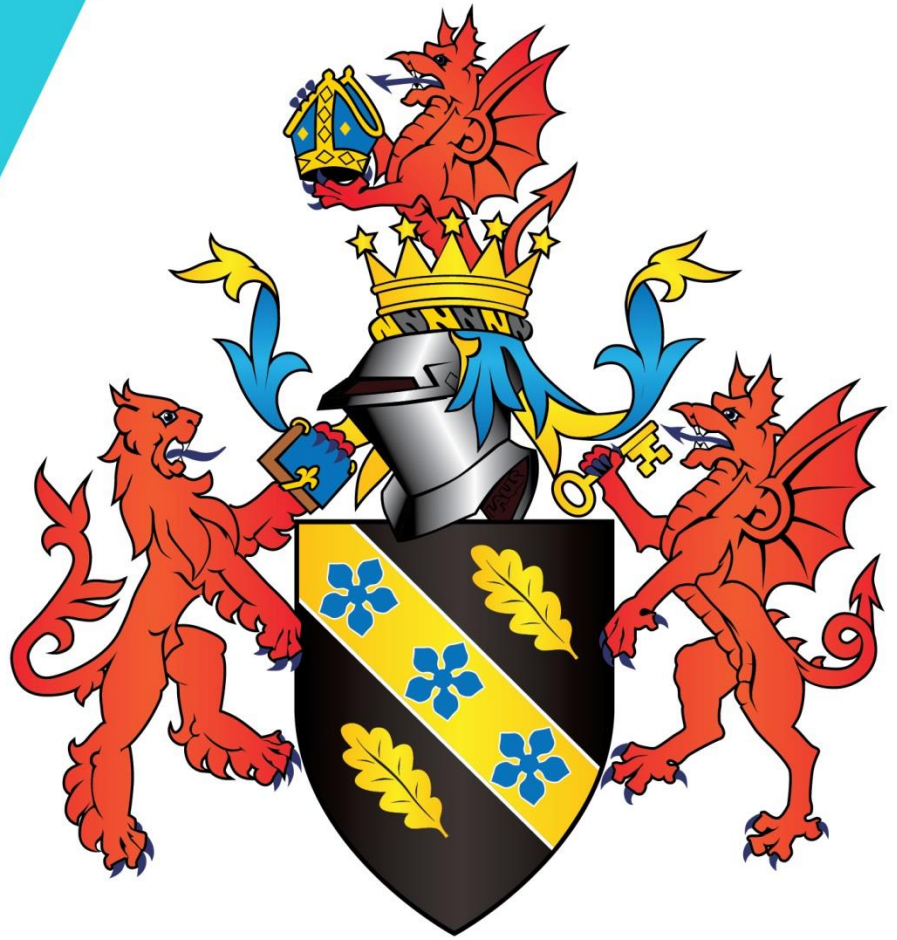




Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Marketing and Communications Strategy

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Introduction and Scope

The Marketing and Communications Strategy is designed to support the delivery of the University's Strategic Plan, playing a key part in achieving all strategic priorities. This can be achieved by ensuring increased levels of brand awareness amongst key target audiences of the University of Wales Trinity Saint David (UWTSD), in addition to playing a key role in achieving financial sustainability via student recruitment. This Strategy has been developed to combine four sub-strategies:

- Student Recruitment Strategy
- Marketing Strategy
- Communications Strategy
- Widening Access Strategy

The Marketing and Communications Strategy is designed to provide internal stakeholders with guidance about the University's Marketing and Communications Department and how to effectively engage with these services.

The Marketing and Communications Department is split into four teams:

- Marketing and Brand
- Student Recruitment
- Widening Access
- Communications

Background

In September 2021, a new Director of Marketing and Communications joined UWTSD with the aim of creating a holistic department for Marketing and Communications. The initial focus of the new teams was to develop central activity plans that enabled the delivery of strategic objectives. The development of the activity plans will enable wider UWTSD stakeholders to understand the remit and performance objectives of the Marketing and Communications department. This process has identified areas of duplication and ambiguity and has led to discussions to identify clear responsibilities for each team in relation to the management of the pre-enrolment student journey.

The department is focused on aligning resources, systems and processes to the efficient delivery of the plans, ensuring that processes are robust enough to provide continuity of service in the event of changes in the internal and external environment.

A key enabler of the department's ability to plan into the future is a renewed focus on market intelligence, ensuring that marketing decisions are made from an informed starting point. The marketing team will take a key role in the development of reports that can be used to drive UWTSD decision-making, such as portfolio development, product development and brand performance metrics.

Objectives

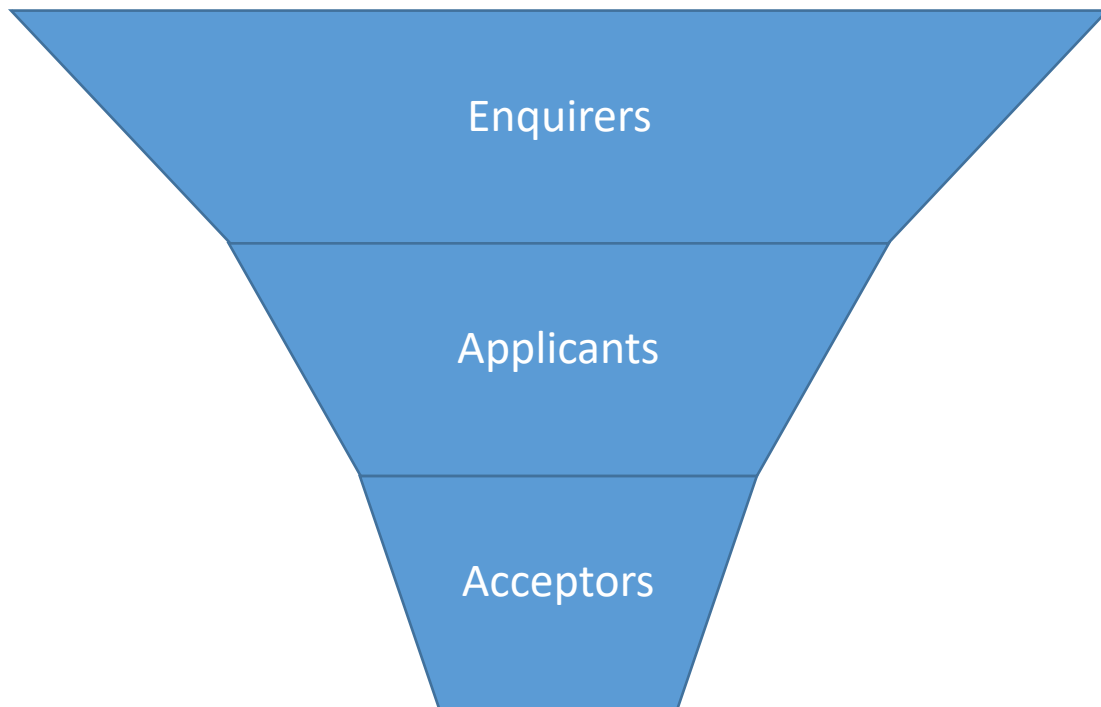
Student Recruitment

The overarching aim is to introduce a higher volume of students into the recruitment funnel (chart 1). By generating more enquiries from key target markets and effectively managing

their pre-enrolment student journey, UWTSD will see an increased volume of enrolled students.

To achieve an increased volume of enquiries requires appropriate use of marketing tactics, positioning, product development and review and reflection of our effectiveness on an annual basis.

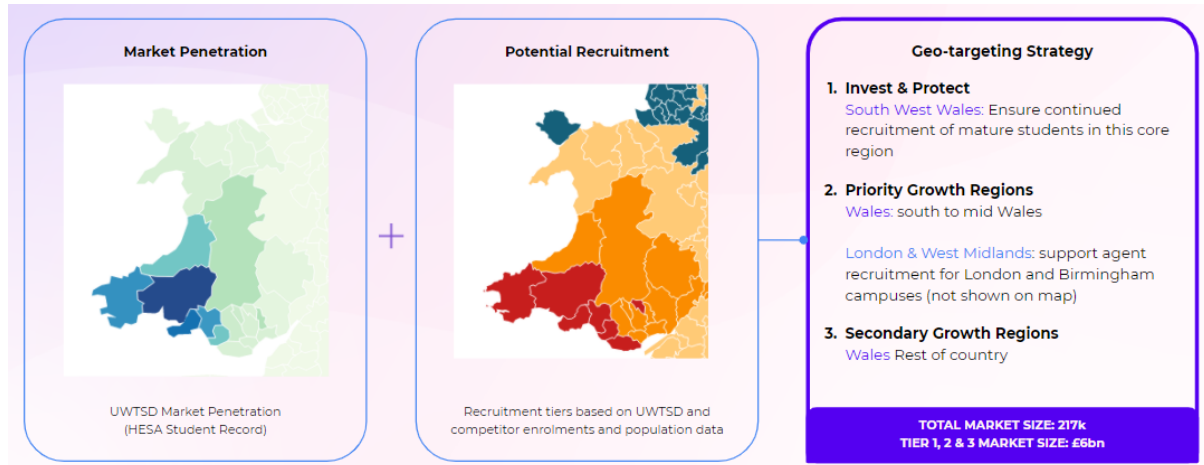
Chart 1: Student Recruitment Funnel



UG School-Leaver Insights

- Autumn is a key opportunity to influence decisions
- Cost and affordability are key barriers in UWTSD's target regions
- Wales' scenery and peacefulness are key attractions for English students
- University comms and family are the biggest influencers
- Instagram, Snapchat and YouTube are most popular social media but use is fragmented

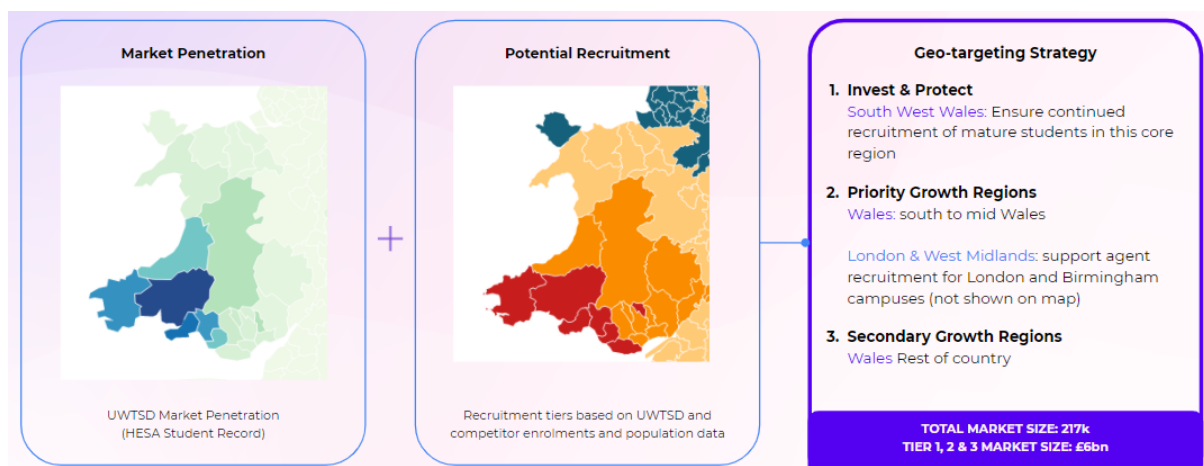
Chart 1: UG School-Leavers Market



UG Mature Insights

- 18.5% of prospective mature students have not started any active research during the autumn
- Mature students are more likely to apply outside of the traditional UCAS January deadline
- Practical factors including finances, time and distance are important barriers for mature students
- Facebook remains a relatively important platform for reaching mature students, but media use is fragmented

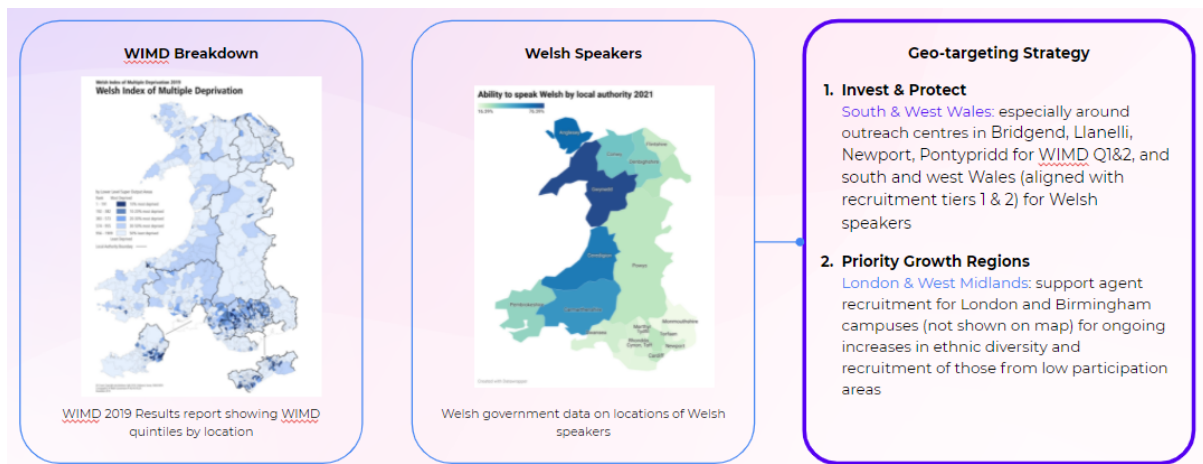
Chart 2: UG Mature Market



Widening Access UG Insights

- Students from low participation areas are twice as likely to be from the local region (20 mile radius) than the wider cohort
- Student from low participation areas are more likely to study vocationally aligned courses
- Increase in ethnic diversity from campuses in Birmingham and London

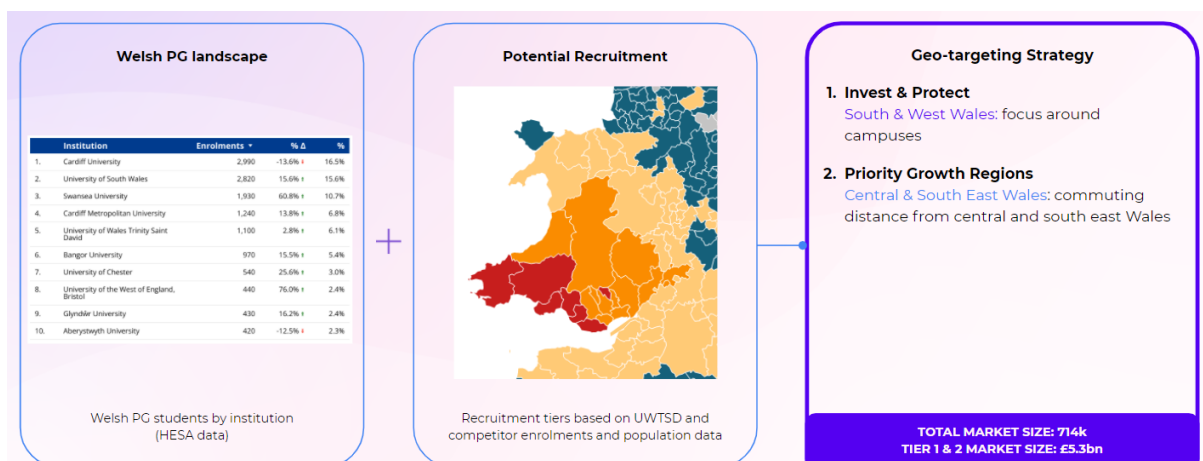
Chart 3: Widening Access Market



Postgraduate Insights

- Students are roughly equally likely to consider their UG uni or a different uni for PG study
- Graduates focused on career prospects while current students concerned about academic performance
- Motivations split between academic and career-related
- Media use is fragmented, with Facebook used relatively more frequently used by the prospective PG audience

Chart 4: Postgraduate Market



On an operational level, the Student Recruitment team leads on the development and delivery of annual plans to increase the volume of enquiries, whilst simultaneously managing the ongoing journey of enquirers through to enrolment. The team is responsible for identifying and implementing mid-cycle interventions for below-target programmes and subject areas, in addition to maximising positive performance. On a strategic level, the Student Recruitment team will be involved in identifying new target markets, researching and developing programme areas for the portfolio and leading other internal stakeholders in their recruitment efforts.

Targets:

Student Recruitment

- Generate higher volume of enquiries compared to the previous cycle
- Generate more open day bookings
- Generate higher volumes of open day attendances
- Generate higher volumes of applicants from our enquiry pool

Schools and Colleges Liaison

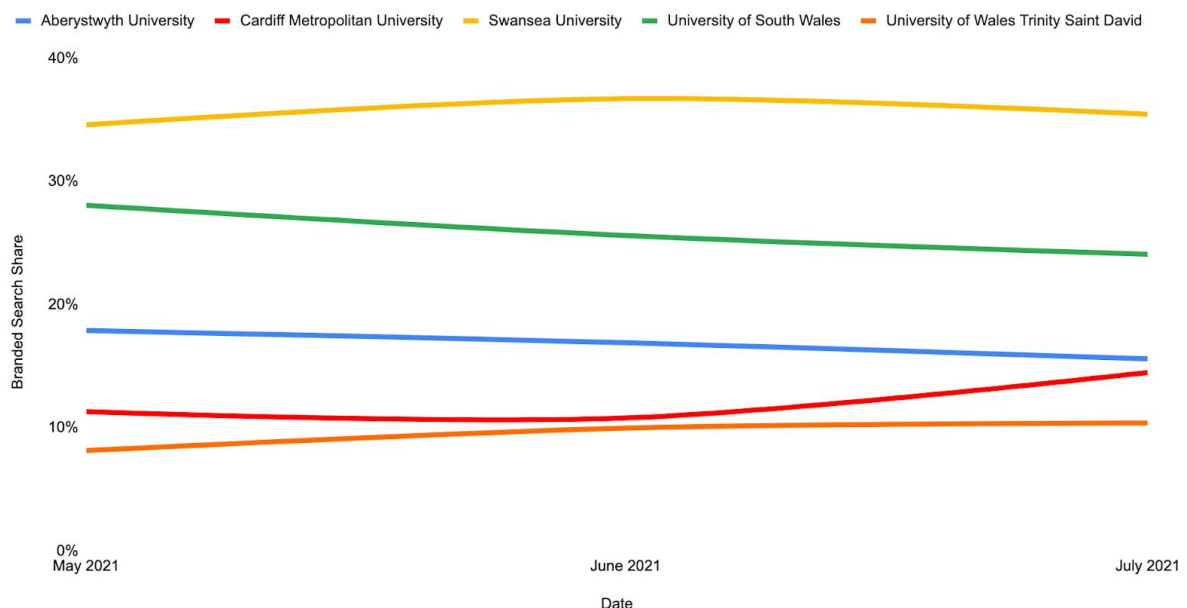
- Increased volume of outreach activity in target schools
- Generate more enquiries from outreach event compared to the previous cycle

Increased volume of outreach activity targeted at influencers (i.e. teachers, careers advisers, parents)

Marketing Strategy

The overarching aim is to improve brand awareness amongst key target audiences by delivering regular brand messaging via a combination of communications channels. This involves mapping and understanding all of the marketing channels available and choosing which channels to use, defining their purpose and measuring effectiveness.

Chart 5: Branded Search Share Comparison



The success of this strategy can be measured using baseline and pulse surveys with key target audiences to measure brand awareness over the strategy period.

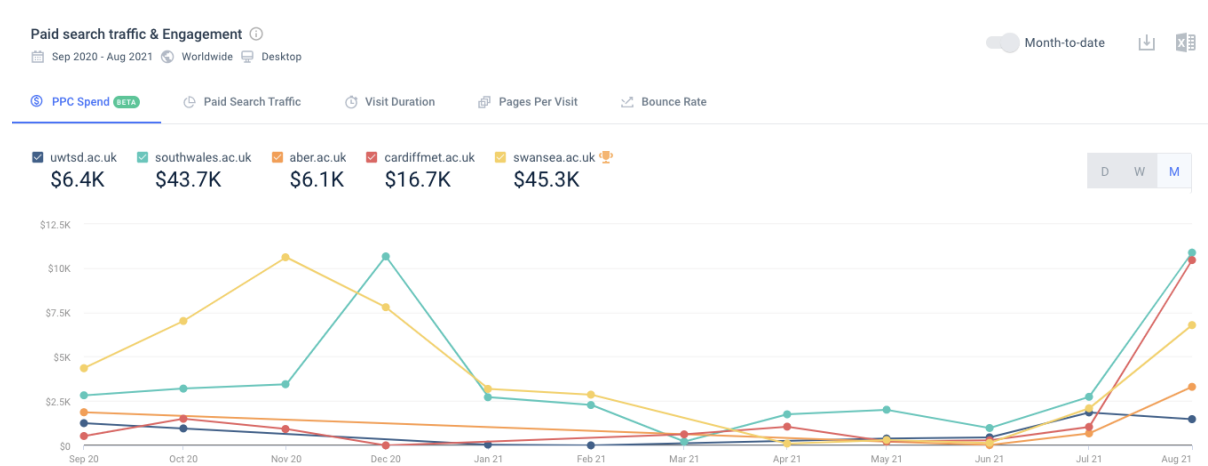
On an operational level, the Marketing Team will take an active role in developing a brand that can be implemented with all key stakeholders within UWTSD. They will ensure that the University's visual identity and bilingualism is effectively implemented in all marketing and communications material, and this will involve ongoing relationship building with other internal stakeholders. The team will be the primary editors of all brand-related content on the

website, including programme webpages. Brand messages will be disseminated via effective copywriting and editing of all content for print and digital, as defined in an annual plan.

Chart 6: Website Engagement Comparison

Engagement ⓘ					
Sep 2020 - Aug 2021 Worldwide All traffic					
Metric	uwtsd.ac.uk	southwales.ac.uk	aber.ac.uk	cardiffmet.ac.uk	swansea.ac.uk
Monthly visits	244,613	598,071	442,228	282,451	1.390M 📈
Monthly unique visitors	75,810	155,142	136,289	83,705	261,403 📈
Visits / Unique visitors	3.23	3.85	3.24	3.37	5.32 📈
Deduplicated audience BETA	N/A	N/A	N/A	N/A	N/A
Visit duration	00:05:39	00:06:26	00:09:20 📈	00:06:15	00:06:56
Pages per visit	5.10	6.45	7.56 📈	6.08	5.73
Bounce rate	34.76%	35.17%	38.35%	34.38%	32.42% 📈

Chart 7: Paid Search Traffic Comparison



On a strategic level, the team will develop and disseminate insight to be used in annual reviews of all marketing, recruitment, communications and outreach activity.

Targets:

Marketing

- Complete a brand development project (to include ongoing evaluation)
- Deliver the annual marketing activity plan
- Increase volume of website acquisitions and conversions on student recruitment content on the website
- Develop a social media strategy and be ranked Top 30 in UK for social media performance on EduRank
- Develop a marketing strategy that can be complemented by other internal stakeholders for research dissemination, project promotion and community engagement

Widening Access Strategy

The overarching aim is to improve the quantity and quality of relationships with key partners to maximise the volume of students enrolling with UWTSD as a result of those relationships.

The success of this strategy can be measured by monitoring the volume of students who enrol at UWTSD in future years after receiving outreach interventions.

On an operational level, the Widening Access team take an active role in developing and implementing a delivery plan that is attractive to and can be delivered within partner organisations to raise the aspirations of prospective students to study with UWTSD. The team play a key role in informing the UWTSD Fee and Access Plan through data, market and sectoral intelligence, working with Institutes and Professional Services across the University and leading evaluation to inform future performance. This plan will ensure that UWTSD undertakes activity that is specifically targeted at hard-to-reach students identified in the Fee and Access Plan. All activity will be fully recorded and will be subject to evaluation.

On a strategic level, the team will use ongoing evaluation to identify gaps in provision within UWTSD and the wider region and develop plans and funding bids to plug those gaps. This will involve close liaison with internal stakeholders and other external agencies.

Targets:

Widening Access

- Increase the volume of students identified in our WA plan who are enquiring, applying and enrolling at UWTSD (i.e. defined under-represented groups).
- Identify cohorts of target learners based in schools and other settings and record the activity that each learner receives.
- Introduce effective evaluation method to justify activity.
- Effective engagement with [Reaching Wider](#) to minimise duplication.

Communications Strategy

The overarching aim is to improve brand awareness amongst key target audiences by delivering regular brand messaging via a combination of communications channels. This will involve mapping and understanding all of the communication channels available and choosing which channels to use for each specific purpose.

The success of this strategy can be measured using baseline and pulse surveys with key target audiences to measure brand awareness over the strategy period, and their increased awareness of our key strategic messages.

On an operational level, the Communications Team will take an active role in developing a communications plan that can be implemented with key stakeholder groups within UWTSD. They will ensure that the university's visual identity, appropriate tone-of-voice and bilingualism is effectively implemented in all communications material. The aim of the plan is to develop and document processes for managing strategic and reactive communications within UWTSD. The team will work with key stakeholders to identify the key strategic messages that must be communicated to each segment over the strategy period:

- Corporate Communications

- Student Communications
- Staff Communications
- Alumni Communications

On a strategic level, the team will develop the communications capabilities of key areas within the organisation, acknowledging that not all communications can or should be managed centrally.

Targets:

Communications

- Corporate Communications
 - To increase brand awareness of UWTSD amongst strategic partners and target audiences from baseline
 - To improve the value of advertising-value-equivalent (AVE) compared to the previous year
 - To effectively communicate our chosen key messages for this academic year
- Staff Communications
 - To effectively communicate our chosen key messages to staff for this academic year
 - To improve the perception of the effectiveness of our internal communications amongst staff from baseline
- Student Communications
 - To effectively communicate our chosen key messages to students for this academic year
 - To improve the perception of the effectiveness of our student communications amongst existing students from baseline
 - To increase participation and engagement with student services via effective signposting of services
- Alumni Communications
 - To grow and continually cleanse our database of alumni contacts, ensuring effective record-keeping that enables future segmentation.
 - Increase engagement with alumni-specific activity, i.e. graduates outcomes survey responses and giving.

Measures of Success

- Achievement of specific recruitment targets
- Increased brand awareness from the baseline on an annual basis
- Highlighting the University's success in league tables, research and scholarly activity.
- An increase in the number of learners progressing from further education to higher education within the UWTSD Group.
- An increase in the number of learners progressing from further education outside the UWTSD Group to UWTSD higher education programmes
- Achievement of specific targets for the recruitment of under-represented groups
- Improved awareness of the University's distinctive curriculum offering as the leading Welsh medium and bilingual further and higher education provider in Wales.

Implementation / Monitoring Progress

The Director of Marketing and Communications take the lead responsibility in the successful delivery of the objectives of the Marketing and Communications Strategy. The Marketing and Communications Team is a small team with responsibility for marketing the University's main locations in Wales, Birmingham and London. The department works with key enabled in the University's Digital Services team, the Hwb and with the academic institutes. The department has a wide remit and significant demands on resource, specifically in relation to event planning and reactive marketing activity. It should be acknowledged that the Marketing and Communications department is significantly smaller than those at its main competitors, in addition to a significantly smaller budget. It is therefore necessary to be incredibly effective and efficient with the resources it has, in addition to identify collaborators within UWTSD.

The management team within Marketing and Communications will regularly review progress against targets and meet with key stakeholders to identify planned improvements for the future. Each team has produced a delivery action plan (appendix B), and each plan has been consulted upon with key enabling departments within professional services, in addition to the academic institutes.

Strategic Risks

- **Recruitment**
Failure to respond to changing market demands and new business models leads to lost opportunities to maximise potential income.
- **Welsh-Medium Education**
Failure to deliver an effective Welsh-medium strategy affects achievement of strategic and cultural objectives and leads to loss of reputation and market position.
- **Fee and Access Plan**
Non-delivery of Fee and Access Plan objectives has financial implications imposed by HEFCW and increased HEFCW scrutiny of the University.
- **Compliance with CMA**
The risk of non-compliance could lead to incorrect information being shown on the website and in other marketing materials, contravening the guidance of the Competition and Markets Authority. The enforcement powers of the CMA are wide-ranging –from warnings to civil/criminal action.

Document Version Control

Version No:	Reason for change:	Author:	Date of change:
1.0	Approved at Senate	JB	9/3/2022

Appendix A: SWOT Analysis

Internal Factors	Strengths	- Broad portfolio - Multiple locations close to target students - Agile approach to developing new products - Highly motivated and loyal staff base.
	Weaknesses	- Fragmented offering due to lack of unified brand. Need to build brand awareness. - Small marketing and communications team reduces capacity to complete projects. - Poorly performing digital channels. These will require dedicated resources for short, medium and long-term improvement. - Lack of CRM hinders our ability to manage enquiries through to enrolment.
External Factors	Opportunities	- Working in collaboration with local FE partners to drive more students into HE at UWTSD. - Accessing the apprenticeship levy at campuses in England.
	Threats	- Smaller budget than some key competitors, such as Bangor and USW. May lead to cost of advertising increasing in our key recruitment regions. - Teacher-Assessed Grades is driving traditionally lower-attaining students to attend high-tariff universities. - Impact of pandemic is likely to affect the confidence of hard-to-reach students to attend higher education.
Summary - Smaller budget than some key competitors, such as Bangor and USW. May lead to cost of advertising increasing in our key recruitment regions. - Teacher-Assessed Grades is driving traditionally lower-attaining students to attend high-tariff universities. - Small marketing and communications team reduces capacity to complete projects. - Poorly performing digital channels. These will require dedicated resources for short, medium and long-term improvement. - Lack of CRM hinders our ability to manage enquiries through to enrolment.		

Appendix B: Action Plan:

2023 Student Recruitment Plan

Deliverables	Success Metrics	Key Stakeholders
Develop and implement always-on campaign for all levels of study.	Increased volume of enquiries generated	Marketing, Institutes
Develop institute-specific campaigns to complement always-on campaign. Campaigns should be focused on priority programmes as agreed by each institute.	Increased volume of enquiries generated for programme	Marketing, Institutes
Develop and implement campaigns that are Welsh-medium specific	Increased volume of enquiries generated for Welsh-medium programmes	Marketing, Institutes
Develop a plan for delivering university-wide open days	Delivery of open days	Marketing, Institutes, other professional services departments
Develop and implement process map for managing enquiries from website form submissions	Increased volume of students registering for open days	Marketing, Institutes, Estates, Hwb
Develop and agree process for managing enquiries from other sources (e.g. social media, phone calls)	Increased volume of students registering for open days	Marketing, Institutes, Estates, Hwb
Develop and agree process for managing enquiries from external websites (e.g. IDP Connect)	Increased volume of students registering for open days	Marketing, Institutes
Develop training for enquiry management within other departments.	Increased volume of enquiries recorded from internal sources.	Marketing, Institutes, Estates, Hwb
Develop Student Ambassador Programme	Increased pool of student ambassadors with defined responsibilities.	Marketing, Institutes
Develop and implement a conversion plan for all offer-holders, considering the needs of different student groups. Utilise marketing automation wherever possible and introduce appropriate channels (e.g. SMS)	Increased volume of firm accepts	Marketing, Institutes, SU
Develop and implement a plan to influence the influencers (e.g. teachers, parents, friends).	Increased volume of firm accepts	Marketing, Institutes, SU
Develop brand consistency amongst all conversion activity, ensuring that other teams are also using consistent messaging and visuals.	Increased volume of applications and firm accepts	Marketing, Institutes, SU
Identify areas for institutes to engage in programme-specific conversion activities that complement the central plan.	Increased volume of firm accepts at programme-level.	Marketing, Institutes, SU
Map process from application to firm accept to understand where efficiencies can be made.	Increased volume of firm accepts	Marketing, Institutes, Admissions

Develop a methodology for identifying programmes that require further attention (e.g. red, amber, green) from a recruitment perspective.	Enable proactive discussion with programme teams about product improvements.	Marketing, Institutes
Develop a market research template for use within the validation process and to manage other ad-hoc request for programme-level research.	Marketing and SR team more involved in discussions prior to programme approvals.	Marketing, Institutes, Estates, Finance, IT, Hwb

2023 Marketing Plan

Deliverables	Success Metrics	Key Stakeholders
Develop and implement brand awareness raising campaign, including Welsh-specific campaign.	Increased volume of website acquisitions via advertising sources. Improved performance from baseline survey.	Communications, Student Recruitment, Institutes, Welsh-Marketing Group
Develop plan for using owned-channels to drive increased brand awareness.	Increased volume of website acquisitions via organic sources	Communications, Student Recruitment, Institutes, Welsh-Marketing Group
Develop plan for using external channels to drive increased brand awareness.	Increased volume of website acquisitions via referral sources	Communications, Student Recruitment, Institutes, Welsh-Marketing Group
Develop and implement a methodology for measuring brand awareness amongst key target audiences.	Awareness of current position and annual improvement in brand awareness amongst target audience.	Communications, Student Recruitment, Institutes, Welsh-Marketing Group
Identify key user journeys in the UWTSD website and identify/implement improvements.	Increased volume of enquiries generated, in addition to higher volume of web traffic to key pages.	Student Recruitment, Web Team
Be the key editor of all programme webpages within the website.	Improved compliance of programme-level webpages.	Institutes, Academic Office
Develop an annual content plan that complements paid-for content via our advertising plans.	Increased volume of website acquisitions via organic sources	Student Recruitment, Institutes, Welsh-Marketing Group
Develop the UWTSD prospectus for print.	Prospectus printed.	Student Recruitment, Institutes, TEL
Develop a social media strategy for identifying and using centrally-managed UWTSD accounts.	Top-30 on Edurank.	Student Recruitment
Develop a launch plan for Institutes and Professional teams e.g. for new programmes, services, partnerships,	Launch plan template agreed at Institute level	Communications, Student Recruitment, Institutes, Welsh-Marketing Group

lectures, graduation ceremonies, exhibitions, new initiatives		
Establish photography and video style guide as part of Brand Guidelines.	Creation of guidelines	TEL, Communications
Establish preferred supplier list in accordance with University's procurement policy and practices.	Creation of supplier list	TEL, Communications
Develop bank of approved images and video content to include relevant permissions for use	Develop asset bank	TEL, Communications

2023 Widening Access Plan

Deliverables	Success Metrics	Key Stakeholders
Develop and agree an activity plan/menu for delivery within target groups, including identifying partnerships that require proactive development.	Increased volume of recorded activity with target groups	Student Recruitment, Institutes, Welsh-Marketing Group
Develop a process for recording and monitoring activity developed and delivered by other departments.	Increased volume of recorded activity with target groups	Student Recruitment, Institutes, Welsh-Marketing Group
Develop and implement an evaluation and reporting framework.	Improved ability to report to external bodies and improve effectiveness of activity.	Student Recruitment, Institutes, Welsh-Marketing Group

2023 Communications Plan

Deliverables	Success Metrics	Key Stakeholders
Develop calendar for communications with key stakeholders including newsletters and events: politicians, employers, media, social media followers, residents, tenants, and local communities.	Calendar in place	Marketing, Institutes, Professional Services
Develop media plan to engage with members of the press and broadcast media	Creation of plan	Marketing, Institutes, Professional Services
Create database of expert academic and professional services staff, including Professors of Practice to target articles and interviews to digital, broadcast and print-based media.	Creation of database and review 3 times a year	Marketing, Institutes, Professional Services
Develop protocol to respond to media queries by providing reactive / reaffirming statements.	Protocol agreed at SD	Marketing, Institutes, Professional Services

Provide media training to ensure clear understanding of what makes a good story and how to present it to key staff	Successful completion of media training by those identified in the list of experts.	Marketing, Institutes, Professional Services
Maintain University news and alumni sections providing new content to encourage engagement via social media channels. Target: 3 news stories per day on main page	Achieve posting targets.	Marketing, Institutes, Professional Services
Work with academic and expert teams to produce blogs, podcasts and videos. Target: 3 blogs/podcasts per month	Achieve posting targets.	Marketing, Institutes, Professional Services
Produce publications scheme for corporate documents including: annual report, introduction to annual financial statement, prospectuses on University developments.	Agree publications schedule	Marketing, Institutes, Professional Services
Agree protocol for corporate sponsorship and partnership of third parties e.g. cultural, social and business related events and organisations.	Agree sponsorship protocol	Marketing, Institutes, Professional Services
Identify new supplier for media distribution and monitoring	New supplier procured.	Marketing, Institutes, Professional Services
Provide monthly reports on impact of press coverage, social media and web analytics.	Report distributed monthly	Marketing, Institutes, Professional Services
Agree maximum of two corporate messages to describe the University.	SLT agreement	Marketing, Institutes, Professional Services
Produce brand assets to ensure with key messages and stats about the University e.g. powerpoint presentations, briefing sheets, website.	Brand assets created and communicated to key stakeholders.	Marketing, Institutes, Professional Services
Ensure key message are part of Case Studies provided to such organisation as HEFCW, Universities Wales, Universities UK, Cathedrals Group, NCUB.	Publication of case studies.	Marketing, Institutes, Professional Services
Liaise with Senior Directorate and HR to determine key messages for staff.	Executive Director of HR to agree.	HR, Marketing, Institutes, Professional Services
Produce Institutional Agenda as part of Vice-Chancellor's Staff Briefing and Staff Planning and Development Week.	Agenda completed.	HR, Marketing, Institutes, Professional Services
Developing a system of categorical / hierarchy of communications for University e.g.: Emergency notices, relevant policies, developments, events and news and channels for staff communications to include Staff Hwb, Staff Bulletin, global email, VC Assemblies, Senior	System agreed by SLT.	HR, Marketing, Institutes, Professional Services

Management videos, online platforms (Teams/Zoom), website;		
Conduct surveys with staff on communications content and channels e.g. focus groups, online surveys.	Surveys completed.	HR, Marketing, Institutes, Professional Services
Liaise with Academic Experience Directorate, Student Services and Student Hwb team to determine key message for students.	Stakeholders agree key messages.	SU, HWB, Academic Office, Marketing, Institutes, Professional Services
Conduct focus groups with student groups across campuses and review feedback	Surveys completed.	SU, HWB, Academic Office, Marketing, Institutes, Professional Services