



Marketing Strategy

Academic Years 2021/22 – 2025/26

UHI | INVERNESS

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How to use this Strategy

It is intended that this strategy will provide clear information to the Board of Management, staff, students and other stakeholders of UHI Inverness on our strategic approaches to marketing. Staff should make use of this strategy and supporting plans when creating or amending policies and procedures, developing their quality enhancement plans and setting team objectives.

Context

- The Marketing Strategy flows directly from key themes identified in the UHI Inverness Strategic Plan and supporting strategies.
- The strategy takes a progressive approach to building capacity for engaging colleagues in support of our student recruitment ambitions and stakeholder engagement. This includes working closely with colleagues in UHI, particularly around the delivery of higher education, international and Rest of UK recruitment to align and coordinate UHI Inverness activities within UHI strategic priorities.
- The demands of an ever-evolving workforce and emerging markets require ongoing analysis of our internal and external environment and innovative student recruitment tactics.
- The Marketing Strategy provides a framework into which annual marketing, student recruitment and communications plans and activities are aligned to support the external and internal requirements of UHI Inverness operations.

Strategic Objective 1: Data and Analytics

To utilise data driven insights to drive strategic decisions on curriculum portfolio development and analysis of admissions and enrolment trends to help support the development, implementation and monitoring of student marketing and recruitment strategies.

We will achieve this by:

- Producing sector development plans based on local, regional, national and international data, to develop new and modify existing provision based on current and future market demand.
- Undertaking annual curriculum planning reviews, supported by monthly School data presentations focussing on quality, efficiency and compliance.
- Maintaining our full economic costing (FEC) model for all courses.
- Maintaining an understanding of government policy and priorities for the sector, to inform planning activity.
- Capturing information about enquirers, pre-applicants and those who decide not apply or take up places at UHI Inverness to inform understanding of our markets and enable personalised engagement with prospects.
- Continually capturing and interpreting data to enhance understanding across the student journey, including the ratio of applications to offers, offers to acceptances and acceptances to enrolment.
- Continue to work with our key stakeholders and influencers, including SDS, DYW and teachers, to gain insight and understanding around secondary school pupils, the opportunities and challenges around progression to further study, to inform our activity.

Strategic objective 2: Student Recruitment

To devise, evaluate and oversee the implementation of effective, tailored student recruitment marketing plans and campaigns, using the most appropriate channels and methods to promote awareness, drive leads, improve conversion and achieve the agreed student recruitment plans.

We will achieve this by:

- Reviewing and continuously improving the delivery of a range of inclusive events to increase our reach, build reputation, and positively impact recruitment and conversion.
- Supporting teams achieve recruitment and widening participation targets through development and coordination of an annual student recruitment plan
- Planning alternative study routes which meet students' needs in terms of study/work balance, including continuing professional development, taster courses, and part-time provision.
- Coordinating the production of a range of inclusive text, imagery and video content to prospective students to inform the decision-making processes throughout the student journey.
- Designing an operating model that optimises the capture of enquiries and interest from prospective students and enhances our face-to-face, phone and digital interactions with them across all stages of the student journey.

Strategic objective 3: Profile and Reputation

To grow the profile, distinctiveness and reputation of UHI Inverness

We will achieve this by:

- Continuing to manage the values, visual identity, messaging and brand architecture consistently across all platforms to our potential and existing stakeholders.
- Producing branding toolkits for consistent implementation across the organisation.
- Supporting and developing the key themes set out in the UHI Inverness strategic plan: tertiary education, organisational development, research and innovation, student experience, and finance and sustainability.
- Using a multi-channel approach to articulate the student experience, amplify success, and our partnerships with communities, particularly employers, to counter any potential negativity or perception issues.
- Working in partnership with staff across UHI Inverness to create thought leadership content.
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Strategic objective 4: Marketing Communications

To create consistent external and internal marketing communication frameworks.

We will achieve this by:

- Developing a student communication plan that delivers relevant and personalised messaging at various touch-points in the student journey, from enquiry and applicant, through to student and graduate communications.
- Focusing on user-generated content and stakeholder 'voices' to tell the UHI Inverness story and encourage advocacy, with a particular focus on social media.
- Creating and sharing transparent and timely communications to keep staff informed of UHI Inverness developments and foster two-way engagement and collaboration.
- Designing engaging and creative written and visual content for print and online channels to attract and inform audiences, including employers and other stakeholders; differentiate our brand and reinforce key messaging.
- Developing and delivering integrated and targeted campaigns, based on insight, data and strategic priorities
- Revising our internal communications tools to be more engaging and easier to access.

Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

KPI Measures
HE Active applications (next AY - Measure from Dec - Jul)
FE Active applications (next AY - Measure from Dec - Jul)
FE Credits
HE enrolments (head count)
HE enrolments (year one starts)
HE PPF FTE (from Oct)
FE progression to further FE study
FE progression to HE - actual