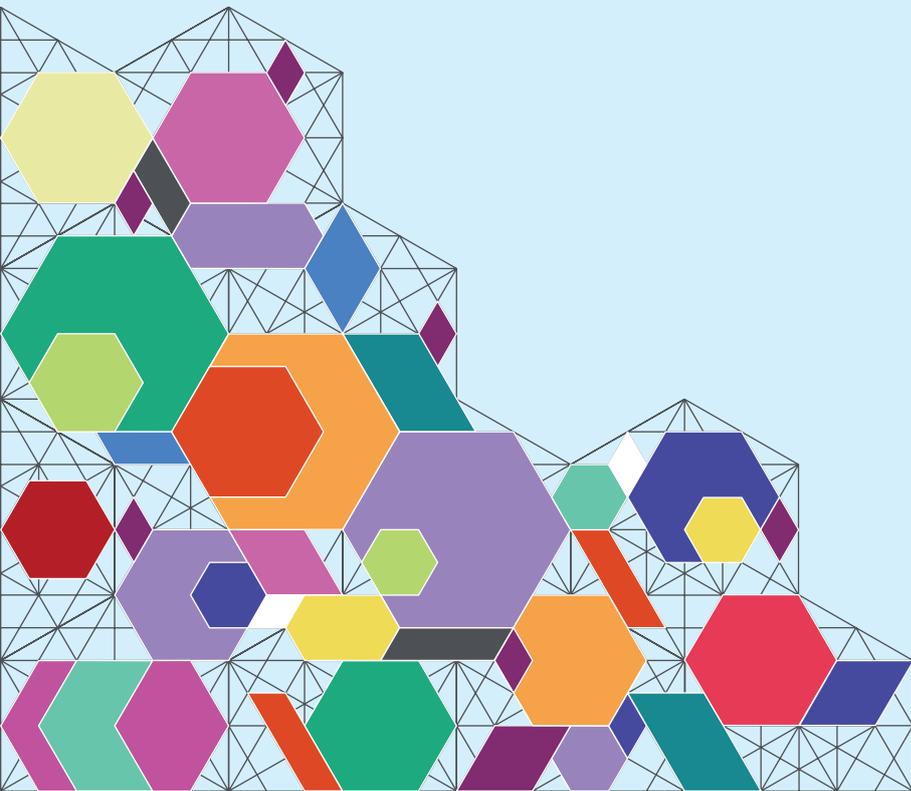


START  
TOMORROW  
TODAY

---

# Marketing & Communications Strategy

---



# Marketing & Communications Strategy 2017-2020

## How to use this strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI on our strategic approaches to Marketing and Communications

Staff should make use of this strategy when creating their Operational Plans.

## Context

Marketing and Communications is key to supporting the themes of opportunity and growth identified in the strategic plan for 2017-2020. The new college branding, developed in 2016-17, illustrates opportunity through the “Start tomorrow today” strapline and growth through the helix imagery. The current college branded materials have supported an integrated marketing and communications approach which has been well received by customers and stakeholders, receiving recognition in the Customer Service Excellence report.

The Marketing and Communications Strategy links to all strategic aims, as effective internal and external communication is essential to support the delivery of the strategic objectives and ensure growth targets are met.

There is potential to significantly enhance internal communications, promotional activity and public relations using emerging technologies, to meet student recruitment targets and support organisational development through encouraging applications for staff vacancies.

The strategy relies upon extensive cross college support and adherence by all staff to the college’s commitments, to achieve our aspirations for growth.

**Strategic Objective 1:**

To position Inverness College UHI as the provider of choice for high quality tertiary education and training

We will achieve this by:

- Articulating and managing Inverness College UHI's brand, key messages and visual identity.
- Continuing to develop and implement brand guidelines consistently across the organisation.
- Ensuring sub-branded areas are aligned with the umbrella Inverness College UHI brand.
- Reinforcing the position of Inverness College UHI, as an integrated University delivering high quality further and higher education.
- Ensuring that marketing and communication activities provide clarity on the relationship with UHI and partner colleges.

**Strategic objective 2:**

To increase student applications and enrolments to meet recruitment targets

We will achieve this by:

- Developing and implementing targeted marketing plans by curriculum area, through the most effective media channels and events.
- Exploiting digital and social media channels to stimulate interest from potential new students and influencers and to improve engagement with existing students.
- Developing a data driven approach, to increase application and conversion rates.
- Developing targeted marketing plans to deliver the International Strategy, including the promotion of Erasmus.
- Encouraging applications from under-represented groups through targeted campaigns, events, partnership activities with external agencies and work with third sector organisations.

**Strategic objective 3:**

To increase commercial and non-mainstream income

We will achieve this by:

- Engaging in sustained and comprehensive relationship campaigns with existing and potential customers and stakeholders.
- Promoting summer school activity.
- Maximising the use of the CRM to support relationship management and external communication.

- Supporting the development and implementation of the Business Development strategy and Sector Development plans, providing coherent marketing and promotion of the Business Solutions service.
- Piloting and evaluating new approaches to increase business to business sales, supporting the development of a wider commercial offer, in response to local, regional and international demand.
- Developing social and digital media capability to increase engagement with businesses in target sectors.

**Strategic objective 4:**

To support the growth of research participation and income

We will achieve this by:

- Implementing targeted marketing and communications plans to highlight the College's research specialisms.
- Exploiting opportunities to promote the college's research specialisms through connected events (Salmon festival, World Canals, etc.).
- Supporting the commercialisation of the College's research specialisms through promotional activities and events.
- Developing and maintaining web and social media content, maximising reach and engagement.
- Working with UHI to encourage the promotion of the College's research and the UHI research community.

**Strategic objective 5:**

To increase the College's profile and reputation in local, regional, national and international markets

We will achieve this by:

- Engaging in proactive media relations management; promoting the college's resources, successes, quality of services and impact.
- Supporting applications for industry, national and international awards and publicising achievements and accreditation of standards, including IIP and customer service excellence.
- Raising awareness of College activities that demonstrate Corporate Social Responsibility.
- Providing and hosting a diverse range of events to showcase the college's facilities, resources and the full range of its provision.
- Managing the College's public presence and communicating with the local community through media relations and public events.

## Key Performance Indicators

<b>KPI</b>
Meet student application targets in line with curriculum plan
Meet annual commercial course income targets
Increased income from international activity annually
Increased social media engagement month on month
Increased quantity and value of media coverage annually
Increased number and value of events annually
Increased research income annually

## Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

<b>Strategic Aim</b>
<b>Student Life</b> We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice
<b>Curriculum</b> We will offer a progressive curriculum that is valued by our students, employers and the communities we serve, and that is delivered in a variety of ways to make it accessible to all. We will ensure the curriculum remains relevant, responsive to demand and aligned with employment opportunities, providing a range of progression pathways that contribute to the economic growth and social cohesion of our region.
<b>Professional Practice</b> Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations.
<b>Organisational Development</b> As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.
<b>Research and Innovation</b> We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue

to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally

**Sustainability**

We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks.