

IT UNIVERSITY OF COPENHAGEN

COMMUNICATION STRATEGY
2012-2016

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INTRODUCTION, PROCESS AND FRAMEWORK

This communication and marketing strategy for the period 2012-2016 will replace the previous communication strategy, which expires at the end of 2011.

In the spring of 2011, the IT University developed a new master brand platform providing the University with its first actual overall strategy for branding and positioning in relation to the University's general image – until then, the marketing communication in particular has been purely tactical albeit very efficient. The master brand platform is the unifying design for the strategy and determines the overall strategic direction for the respective communication areas.

OVERALL OBJECTIVES FOR THE COMMUNICATION STRATEGY

On an overall basis, the communication strategy focuses on the following three objectives:

- The communication strategy must contribute to accomplishing the University's strategy, mission and vision
- The communication strategy must contribute to meeting the University's commercial objectives / budget figures for target number of applicants and admitted students, share of international student FTEs etc. for the strategy period
- The communication strategy must contribute to meeting the University's commercial objectives / budget figures for securing external research funding for the strategy period

PROCESS AND METHOD

The strategy process consisted of two phases; respectively *development of master brand platform* and *design of communication and marketing strategy for 2012-16* based in part on the master brand.

The master brand platform was developed by the Head of Communication and presented to the Department of Communication during the process for comments and input. It is based on data from a valid and representative image and knowledge survey from January 2011, from 14 qualitative stakeholder interviews and an extensive study of the communication and brand landscape of the market/sector. The master brand was presented to and approved by the Management and presented to both department heads and faculty. Work continues to embed the master brand in the organisation, but this is a long-term process.

The communication and marketing strategy (i.e. this document which includes the master brand) is to a great extent the collective effort of the Department of Communication – particularly in the sense that those responsible for each area of communication in most cases have written the section on their own area of responsibility in cooperation with the Head of Communications to varying degrees and as needed. As regards the form of this report, this means that individual sections may well differ in terms of terminology and structure – this is a conscious choice.

A department workshop was held to ensure coherence between the individual areas and the master brand. The Head of Communication has written the strategy framework and established the structure, has written select sections, and has also ensured that the individual sections are integrated in the whole.

The communication and marketing strategy was reviewed and commented on by the Vice Chancellor and the Provost, and feedback from the Department was then retrieved in plenum in the form of a workshop.

The communication and marketing strategy is translated into English in accordance with the language policy and will be presented to the Board of the University for its information.

STRUCTURE

The communication strategy is – in accordance with the overall objectives – structured on the principle that the master brand platform and image communication must reflect the overall commercial strategy objectives of the University, while the individual areas of communication each ‘inherit’ important features and objectives from the master brand platform but are also allowed the room to set out supplementary individual communication objectives.

This is reflected in the structure by the master brand providing the overall framework with an opening section – after which each of the other areas are presented, but not in any order of priority. Finally the strategy deals with some new focus areas that the Department will be working with in the strategy period.

In line with the above, the strategy thus puts more emphasis on charting a course and choosing a position as well as setting out important communicative objectives, than on creating detailed plans on activity level for the entire strategy period.

The strategy is also based on the premise that it may be adjusted along the way as the Department of Communication and the Management together deem necessary.

FRAMEWORK AND LIMITATIONS

It should be noted that this strategy is subject to certain framework conditions and limitations. For one thing, the strategy is based on the premise that the resources of the Department will not be dramatically increased or decreased, aside from a single possible recruitment proposed as a strategic request. It is also a premise that the aggregate media spending remain reasonably stable in the strategy period.

This means that the Department will be working on the premise that any new, very extensive initiatives such as marketing campaigns outside Denmark on a larger scale in terms of resources fall outside the scope of the strategy. Instead we will put our efforts into the relevant example of making the most of modest, but tactically effective initiatives.

It is also part of the framework for the strategy that the University is a Danish state institution and that we are therefore subject to state rules and regulations and answer to the Ministry of Science, Innovation and Higher Education as well as the relevant agencies.

Finally, there are certain communicative elements that the strategy will take for granted in the sense that the use of these elements in the strategy period is decided upon in advance. This includes the use of the University’s visual identity as well as stationery and envelopes, colours used in the building, etc.

DATA

The communication strategy is based in part on the PowerPoint presentations which lay out the master brand platform and examination of competitor communication, and in part on various quantitative and qualitative data collected through surveys in 2011 (image and knowledge analysis of approx. 1000 respondents 18-30; 14 qualitative stakeholder interviews; combined quantitative/qualitative sample survey of internal respondents about the IT University’s image as well as SWOT). These are of course available for reading to interested parties.

RELATION TO OTHER STRATEGIES OF THE UNIVERSITY

The communication strategy has an obvious, important relation to the overall strategy, mission and vision of the IT University, as stated above. This is described in detail in the master brand section.

The communication strategy also relates more or less explicitly to:

- **The educational strategy**, as it undertakes to contribute to meeting the budget figures for target number of applicants and admitted students as well as ensuring a satisfactory level among applicants by 'speaking' to the right segments via the University's marketing.
- **The globalisation strategy**, as the Department through internal and external communication will contribute to the visibility of globalisation activities at the University and has undertaken to embed a project on the visibility of globalisation activities in future.
- **The research strategy**, as the Department of Communication in many cases must contribute to ensuring the best preconditions for meeting the research strategy objective of moving the University upwards in the reputation spiral.
- **The IT strategy** – although in a less direct manner – as elements of the IT strategy set the technical/organisational preconditions for meeting individual objectives regarding e.g. internal communication and the development of digital platforms in the communication strategy.

THE IT UNIVERSITY OF COPENHAGEN
DEPARTMENT OF COMMUNICATION
AUTUMN 2011

THE IT UNIVERSITY'S MASTER BRAND

In the spring of 2011, the Department of Communication developed a new actual master brand platform for the IT University and carried out the first image campaign based on the platform (both the platform and the campaign are available and elaborated in PowerPoint format).

WHAT DOES THE MASTER BRAND PLATFORM DO FOR THE IT UNIVERSITY?

The master brand platform will help to ensure that there is a clear and focused strategic story of what the IT University is 'in a nutshell' – our *raison d'être*. The image and knowledge analysis at the beginning of 2011 demonstrated that the IT University is actually put firmly on the map despite its modest size with 44 per cent unaided knowledge in the target group of 18-30 year old Danes. However, the knowledge is superficial – only 10 per cent have more in-depth knowledge of the University. We can therefore to our advantage tell the general story of the IT University as such more proactively. A master brand platform is a strategic tool for doing that.

A master brand platform must to the widest extent possible be derived directly from the most essential strategic/commercial objectives, values and communicative legacy of the organisation and at the same time must ensure a clear common sender of all other communication, even if any other communication is not necessarily an execution of the master brand platform. For example, sub brands such as the IT University's full-time and part-time programmes could profit from having their own positioning strategic objectives, campaign plans and executions.

However, master brand communication can ensure that other tactical campaigns gain viability and impact and together obtain synergy by virtue of the clear common sender with clearly communicated brand content. In this way, the image communication can contribute significantly to bringing the University to top-of-mind with relevant target groups and – by communicating the essence of the University's work and output to other target groups than recruitment campaigns normally do – contribute to increasing the volume of external research funding.

KEY COMMUNICATION CHALLENGE

The key communication challenge in the spring of 2011 was thus developing a master brand platform that would span and unite the different aspects of the University's work and values – and make a credible, attractive sender of our recruitment campaigns and tactical communication.

Branding basically takes place in a playing field defined by **three factors**:

- Main commercial objectives -> *Where we want to go*
- Existing and 'historical' content of brand / image -> *What we have with us*
- Competitor communication, competitor positions and brand landscape -> *The landscape we're travelling through*

As for **the first factor**, the primary objective of the branding is to support the main commercial objectives of the organisation, which means that the mission of the IT University – to deliver internationally-leading teaching and research that makes Denmark exceptionally good at creating value with IT –has to be taken quite literally as a guideline for the playing field of the master brand.

The second factor – taking into account the history of the brand, i.e. the existing image and brand content – means that the IT University's brand 'legacy' must be accounted for and incorporated into the use of the new master brand.

The (communicative) legacy of the IT University's brand is:

- **Origin and story:** Born out of necessity so that Denmark could join the battle to educate qualified IT graduates.
- **'Innate values':** Ground-breaking, innovation, audacity, social involvement, entrepreneurial spirit, drive, weight on solutions and usability
- **Perceived brand content so far,** with the market and internal/external stakeholders
- **The IT University triangle** *business-science-arts* as a the structural principle

The third and final factor – the brand landscape that the IT University is in and which is defined by what the sector and competitors communicate – concerns the communicative positions available to the IT University. If many players are already communicating on a specific value or theme, there is little sense in the smallest and youngest University attempting to do the same.

The Department of Communication's study of the competitor communication revealed among other things that the sector unsurprisingly is a very *generic market*, i.e. that many players are communicating the same things and offering the same services with the same USPs – particularly the 'future' position is very popular with the universities that deliver research and education within IT.

POSITIONING STRATEGY

When taking a comprehensive view at 1) the University's mission and goal, 2) its inherited values and its history as a community-engaged, problem-solving innovator and 3) a brand landscape that is highly homogenous and characterised by the fact that everybody is fighting for the same positions (future, cutting edge or simply 'have fun as a student'), the following positions that could realistically be adopted by the IT University emerge:



To put it quickly and bluntly, the IT University cannot take up an 'AVIS' positioning and claim that we far outmatch everyone else. Likewise, it is impossible to claim that we alone cover the arts-business-science-triangle (any longer). The 'Future angle' is one that all other universities seek to profile themselves with, and there are larger, older and more established universities that are more cutting-edge and have a larger gross list of star researchers than the IT University.

On the other hand, there is a clear advantage in capitalising on the university's mission statement in the branding – and to use that very literally as a communicative position – since the position both unites the very fundamental core values of the IT University with important, tangible current agendas, and tells stories that make it meaningful to both study and work at, as well as invest in, the University.

The only caveat is that the position makes it vital to maintain the 'edge', agility and sharpness that is also an inherent value and important part of the university's identity – not least in order to be able to differentiate and appeal effectively to young target groups:

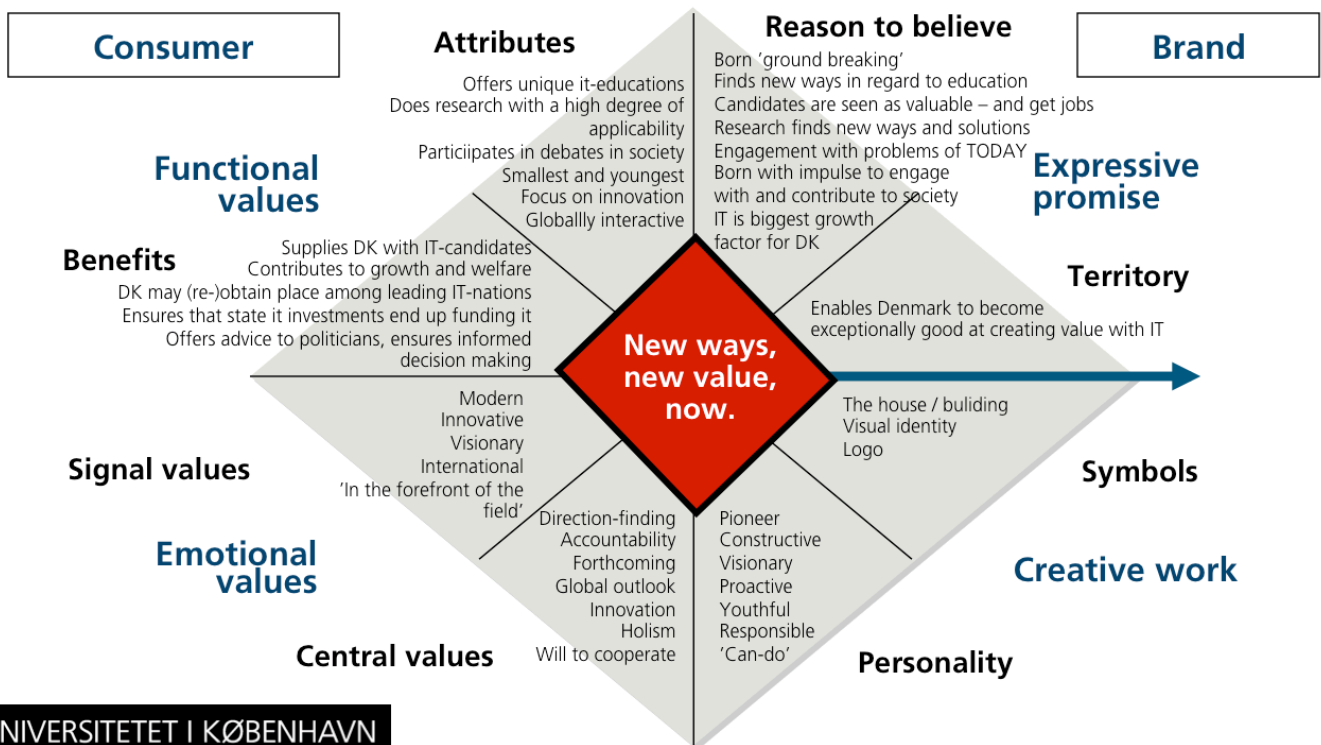


THE ESSENCE OF THE IT UNIVERSITY MASTER BRAND

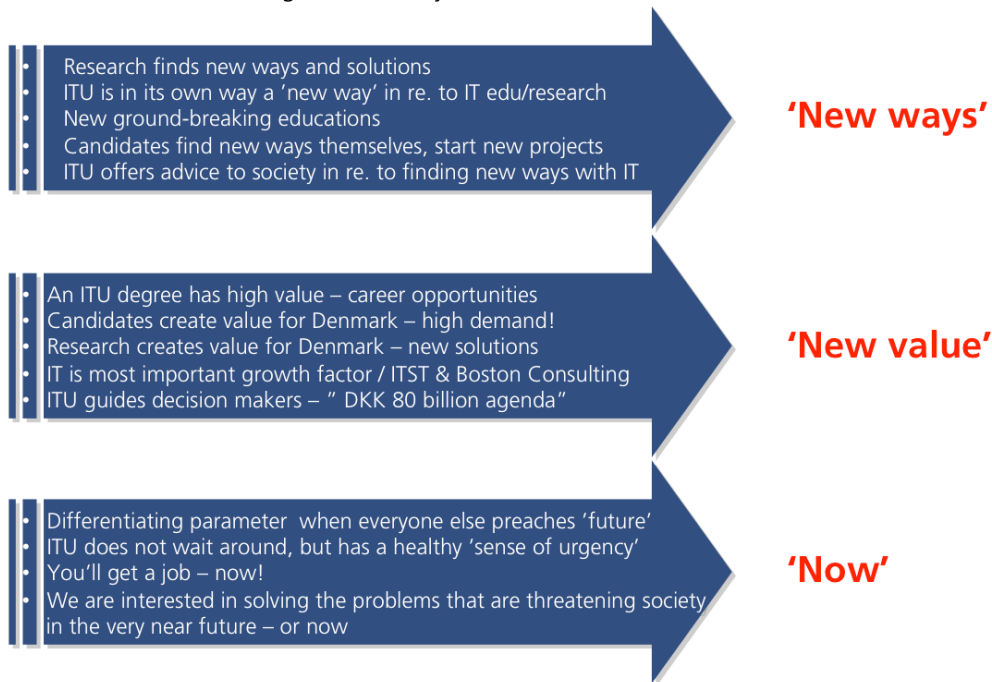
With *Enable Denmark to become exceptionally good at creating value with IT* as its territory – the position that the IT University has to 'own' – it is also the task of the essence of the master brand to:

Unite **the mission** (*Enable Denmark to become exceptionally good at creating value with IT*) with the **inheritance** (the challenger, the path breaker, the house of education) and with the **experienced good brand content** with internal and external stakeholders (put into this world to deliver good candidates and research that unite to increase IT innovation and value creation in careers and society alike), and also to **differ** from competitors that communicate in a generic manner about 'future', 'tech' and 'student life style'.

The brand essence model below solves that task and brings it all together, across research and education, Denmark and the rest of the world as well as functional and emotional qualities in the brand essence *New ways, new value, now*:



The brand essence is a kind of DNA, or an extremely short decoction of the general branding history, that should be able to accommodate all the many, relevant aspects of the IT University whilst at the same time stating what exactly it is that we are here to do – in a nutshell.



RELATION BETWEEN MASTER BRAND AND OTHER AREAS

As mentioned in the introduction, the master brand platform determines the overall strategic direction for the other areas in the communication strategy, while each area in turn addresses different objectives inherited from the master brand, builds values into it or unfolds its internal or external history.

The relationship between the master brand and the individual areas is summarised below:

THE IT UNIVERSITY'S MASTER BRAND - NEW WAYS, NEW VALUE, NOW



Press and stakeholder comm.	Marketing, full time programmes	Marketing, part time programmes	Research comm.	Internal comm.	Web, digital / social media	Sponsorship comm.
Take position on value creation and innovation 'Now', 'exceptionally good' = quick response, #1 source Agenda: Contribute to society... Stakeholder relations: inspirator, innovation driver	Leverage synergy to master brand; ensure 'value creation' narrative is relevant for target market Success for education programmes validates brand position Trend: Young people eager to make a difference	Use master brand content to differentiate: 'exceptionally good' = professional passion Adapt 'value creation' for brand narrative targeting business segment Boosts visibility with important target group: Business executives	<i>New ways, new value:</i> important editorial criterion <i>Move up reputation spiral</i> – in new ways: Video, social media, research web redesign Visualise the ways research helps DK create value with IT... Global outlook	Closely connected to ambitions for development: Use IT to create value for the org., find new ways for better internal comm. Personalization, <u>self-service</u> Need to ensure mooring of brand narrative Staff, student involvement in design	Being an IT university sets high bar for communication on digital platforms Stragic shift towards design & development based more on usability analysis Staff, student involvement in design and development is crucial	Select sponsors that make sense in terms of brand content, add value to brand: Sponsors who find new ways or create value with IT - or excel in their field of business...

IMAGE CAMPAIGN AND IMAGE COMMUNICATION

In May-June 2011, the master brand platform was expanded to an image campaign which represented the first pilot project in connection with using the new communication platform.

The campaign 'We do something about it' was aimed specifically at politicians, executive managers and heads of public organisations and also opinion formers on a wide scale and, using one of the University's key issues – relating proactively and constructively to creating and indicating solutions to central societal challenges using IT – as its point of departure, took a communicative first step towards solidifying the mission as a brand position, *the IT University enables Denmark to become exceptionally good at creating value with IT*. The new ways and value creation in the brand essence were among other things illustrated by the IT University providing direct answers to pivotal challenges to Denmark where IT plays – or should play – a key part in the solution.

A couple of examples are shown below.



Because of the target group, the campaign ran in daily paper advertisements, outdoor and banner ads on the website of the newspaper Børsen, and it ran with a decent impact and a media budget of approx. DKK 400.000.

FUTURE IMAGE COMMUNICATION

Building a brand is a slow, incremental process; requiring sustained visibility over a long period of time. The Department of Communication will allocate funds yearly in order to sustain the presence of the master brand in the brand landscape – although not necessarily a fixed amount. However, the annual media spending for image communication should not fall below DKK 250.000.

The master brand can easily be expanded in another visual execution, as long as it is still within the University's visual identity and with a clear consistency in regards to the sender's role in other campaigns, if we for example assess that there is a need to renew the expression of the communication or if it makes sense to expand the master brand to another, specific target group – e.g. young or more specific, potential collaborators at home or abroad.

COMMUNICATION AREAS

The individual sub strategies for the communication areas that the Department operates with are shown in the following pages.

The sequence is not an expression of any specific prioritisation of the areas in relation to each other.

DRAFT

INTERNAL COMMUNICATION

STATUS AND DIVISION OF RESPONSIBILITY

As a part of the execution of *the Help-to-self-help strategy*¹, adopted by senior management in 2009, we have developed various digital communication platforms² aimed at making it easier for staff members and students to obtain information and contribute to internal communication. There is, however, a challenge waiting ahead in streamlining and optimising the user-friendliness of our current digital services, so that they become as self-explanatory and easy to use as possible.

We are continuously striving to maximise personalisation of the intranet front page in order to enable staff and students to select information according to their needs. Furthermore, we plan to streamline the ITU intranet, maintaining only one common communicative infrastructure, which must be able to handle both English and Danish in accordance with the ITU language policy. Making sure the organisation experiences co-ownership of the execution and implementation of this project is a great challenge waiting ahead.

The division of responsibility in terms of internal communication is defined in such a way that the Head of Communication handles line cascade communication and top management advisory tasks, whilst the manager in charge of web and internal communication is responsible for content, usability, information architecture and digital communication development in regard to the University's internal communication platforms.

INTERNAL COMMUNICATION BEYOND INTERNAL COMMUNICATION PLATFORMS

Naturally, a large amount of internal communication takes place everyday at the University via platforms and channels not maintained by the Department of Communications – via e-mail, via sms, by phone, on third-party platforms such as DropBox et al. This communication goes largely unsupported and unregulated by the Department of Communications. However, it should be a goal for the University that all internal communication takes place in whatever way is most efficient and rational for the organisation as a whole.

Therefore, the Department of Communications wishes to support a development where both staff and students employ the communication channels pertinent to a given situation – e.g. e-mail for individual communication and a newsletter item for communicating to the entire organization – primarily through making sure our internal communication platforms are credible, user friendly and readily available for everyone in the organization.

The University does not have a formalized internal communication policy as such – however, all internal communication should obviously observe the key values of The IT University of Copenhagen as well as the general guidelines for data safety etc.

OBJECTIVES FOR THE INTERNAL COMMUNICATION

- It is the clear, overall objective to continuously develop and improve the flow of internal information and communication at the IT University – without using further resources. This entails in part that we ourselves have to be good at creating value with IT and that we do not shy away from taking new paths in the communication and e.g. utilise the possibilities inherent in the current digital platforms – as well as those that will emerge

1 In consultation with the Department of Communication, the Board of Directors approved a help-to-self-help strategy in 2009 with the goal of making the organisation better at internal communication with limited resources. Amongst other things, the Department of Communication puts various digital platforms to the disposal of the organisation in order to make it easier for the organisation to contribute to the internal communication.

2 The current digital platforms are:

- Intranet calendar (Danish and English).
- Intranet Notice Board (Danish and English).
- Big screen TVs (two in the atrium next to the entrances, one in Mikado House, one in the canteen). The big screen TVs pull information from the English intranet calendar. Exam information is shown in an excel sheet during examination periods. The Study Administration is responsible for this information.
- Free access to picture database (Colourbox).
- Digital toolkit with various templates.

with time.

- We have to cope with the expected significant growth of the University both in terms of staff and students – i.e. to be able to ensure sufficient and up-to-date internal communication in a continuously growing organisation without spending further resources. The solution is to continue maintaining and adding to the help-to-self-help strategy aimed at providing all staff and students with the possibility to actively keep themselves up-to-date and motivating them to contribute to the internal communication within the areas that are of particular relevance to them or that they possess specific knowledge about.
- Moreover, it is our goal that the internal communication should reflect all three of the IT University's core values. For example, it is our long-term ambition that the internal communication within the digital area will in time be seen as trend-setting by both students and staff members.
- In terms of line cascade communication, it is an important objective to contribute to a communicative strengthening of the experienced cohesion, the experienced information level as well as a strengthening of the availability of the Board of Directors. This will happen in part through an increased editorial effort and also through counselling on new meeting structures and communication to the University about decisions made by the various decentralised committees of the University.

SIGNIFICANT, NEW STEPS WITHIN INTERNAL COMMUNICATION

- Customisable intranet front page with web widgets.
As part of the on-going effort to personalise the intranet front page in order to maximise motivation for using it, the intranet front page has become customisable and now consists of an editorial section with news and a series of so-called web widgets - 'desktop boxes' that can contain everything from various utility programmes to news services or dictionaries – that anybody can move around, remove or add at will, creating their own, preferred intranet front page. Pending actual intranet redesign, this will be developed further, i.a. through widening the array of widgets available.
- Complete redesign of the intranet.
Keywords here are *usability studies* and *co-ownership* – on behalf of both students and members of staff – in the development of architecture as well as functionalities and content. The objective is to make the intranet a unifying, internal platform that can integrate all tools, databases and information access pathways needed by students and members of staff, while maintaining only one infrastructure which is able to handle both English (primary editorial language) and Danish in accordance with the ITU language policy.
- Boosting the editorial portion of the internal communication.
This will happen partly via the allocation of an editorial staff member in a government-subsidised position, who will handle the day-to-day operational side of readIT and the development of more editorial stories for the newsletter and the intranet, and partly in terms of strengthening corporate information so as to ensure that staff and students feel adequately informed about decisions being made and major current issues for the University in general.
- Apps for internal communication.
We are considering developing apps for internal communication but will not initiate such a task until we have completed a survey of user behaviour at the IT University. Such a survey will be launched in 2012. Furthermore, the question of apps has to be considered jointly with the IT department, so that a consistent and comprehensive strategic decision

is reached that will also take service management, organisational consequences, technical infrastructure and rights/responsibilities into account.

PRESS AND STAKEHOLDER COMMUNICATION

STATUS

The IT University is in good standing in terms of media coverage – at the end of July 2011, the IT University has received mention in over 550 articles in the Infomedia database. We have a fairly high impact as a source of experts on IT and our researchers are in high demand.

At the same time, the number of 'natural enemies' to the IT University is presently limited – both due to the absence of merger and closure agendas in these years as well as because of our size – which provides us with excellent opportunities to choose when we want to announce certain agendas instead of wasting our strength on crisis management. Perhaps the greatest challenge PR-wise is that the IT University has more positive stories to share than there realistically is manpower to launch them.

RELATION TO THE MASTER BRAND PLATFORM

The general media effort is one of the areas in which there is an obvious harmony between the master brand positioning strategy and the position that we currently hold PR-wise and also what we can potentially expand to.

The master brand territory and brand essence – *Enable Denmark to become exceptionally good at creating value with IT and New ways, new value, now* respectively – will in PR-terms be implemented directly in the form of basing our position media-wise on creating value for Denmark and the ability to develop and tread new paths. This does not mean that there will ONLY be room for stories that substantiate the position (the IT University may have a concrete need to launch stories that address other, specific subjects) but it does mean that every time an editorial choice has to be made about *which* stories to choose and *what* angle to take on them, we will select the stories and angles that hold the largest potential of substantiating that position.

PROACTIVE AND REACTIVE MEDIA WORK

The media function has two parts – a proactive and a reactive part.

The **proactive** part of the media work entails, cf. above, getting the right and – for the IT University – the most important stories exposed in the media. The subjects that are of a strategic importance are value creation for Denmark, innovation, utility, growth pragmatism and new knowledge.

A position that entails among other things being 'exceptionally good at creating value with IT' and in the 'now' puts certain obligations on the PR aspect: In terms of our press handling, it means that we have to be the well-reasoned and knowledgeable go-to guys that can be trusted upon to help the journalists produce better and more well-researched stories, and who are open, honest and respond quickly and efficiently to enquiries. That is, that we become a helping hand to the media while at the same time keeping tabs on any negative stories and also pushing the stories that best support the IT University's agenda and overall brand.

Ideally, the IT University will become known as *the place* to contact if you have any IT-related questions.

The **reactive** part is to a certain extent the prerequisite to being able to be proactive: Our air time and credibility with the media will be far greater, if we are known for being available as a professional sparring partner and facilitator when the media approach the IT University on their own. This includes being able to advise the media in all types of questions relating to the pertinent story, such as e.g. choice of expert, location and, in the end, angle.

At the same time, the media function acts as a buffer in relation to intercepting and acting on

any negative stories in order to make sure that researchers and members of the administrative staff are not contacted directly by the press, whereby they are put in situations where they become overburdened or are made to feel inadequate.

PRIMARY COMMUNICATION-STRATEGIC OBJECTIVES FOR THE MEDIA EFFORT

- To establish and expand the IT University's position media-wise as an institution that enables Denmark to become exceptionally good at creating value with IT
- This includes ensuring that the largest possible number of relevant IT University stories – e.g. about the IT University as a successful and flexible provider of well-qualified IT candidates, about the IT University as a provider of application-oriented, innovative and socially productive thinking, about the IT University as a sparring partner for politicians and organisations – receive exposure in the media.
 - Measurability:
 - 2012: The aim is to achieve at least 15 of the above-mentioned type stories that have been 'planted' or written by us in relevant media.
 - 2013: The aim is to achieve at least 18 of the above-mentioned type stories that have been 'planted' or written by us in relevant media.

SECONDARY COMMUNICATION-STRATEGIC OBJECTIVES FOR THE MEDIA EFFORT

- To be a credible and professional sparring partner to the media
- To make the best possible contribution towards a gradation of IT as a concept, i.e. to expand IT as more than pure 'computer science' and programming – e.g. by ensuring that the width of our research and the range of our education programmes is evident in our media coverage

STAKEHOLDER COMMUNICATION

The IT University's targeted stakeholder communication is carried out largely through the media effort and personal contacts to the corporate industry, the remaining education sector and the political level, partly through the Board of Directors and partly through forums such as e.g. the University's Employer Panel.

The more open part of the communication amounts to the events held under IT University auspices, such as the Annual Party. At present, it is possible to sign up for RSS feeds and to subscribe to the news that appear on the IT University website.

The qualitative stakeholder interviews that were carried out in the spring of 2011 as a part of the data collection for the master brand work showed among other things, that the stakeholders generally assign high marks to the IT University image; that the IT University's candidates are ranked highly; that the education enterprise is viewed by the stakeholders as the livelihood of the IT University; that the IT University's active contribution to innovation and inspiration is sought after, as driver and powerhouse; and that the stakeholder group is generally keen to see an increase in the IT University's visibility.

The high appraisal of our general image and candidate production means that it makes sense to knit the stakeholders closer to the IT University in daily life. At the same time, there is all the more reason to proactively take on the role of inspiration and innovation driver while simultaneously highlighting our research, thus increasing the general visibility with the stakeholders.

A WIDER DEFINITION OF 'STAKEHOLDERS'

Lastly, it is worth remembering that in principle, everyone in the house attends to stakeholder communication when dealing with the outside world – and that both members of staff as well as students and their relatives and residents in our local area are our stakeholders, too.

The Department of Communication will provide particular support in the wider stakeholder relations by helping to make it easier for everyone at the University to narrate the short version of the ITU master brand history when dealing with the outside world – e.g. by making a short boilerplate text (preferably from the image campaign) available in the tool box to be used as an e-mail footer, and by making two-three PowerPoint slides about the general history of ITU available in both Danish and English.

COMMUNICATION-STRATEGIC OBJECTIVES FOR 2011-2014

- That the IT University will get more into character as an inspirator. Partners and stakeholders should know first-hand that the IT University is a place where creativity blossoms and new things arise.
- To improve the corporate communication so that potential collaborators and investors have a clearer, broader and positive view of the IT University's research and education programmes.
- To establish a newsletter geared towards the corporate and opinion former segment that will provide inspirational, innovative and pragmatic stories from the IT University's action sphere, its education and, in particular, its research.
- To continue the work of placing corporate-directed stories in relevant media.

INTERNATIONAL MEDIA EFFORT

The media effort from an international perspective is an area that can be developed to the extent allowed by the resources. Later in the strategy period, it may become a focus area in itself but at present – at least in 2011 and 2012 – the resources are to be focused mainly on areas closer to domestic skies.

The strategic objective is a close collaboration with the heads of marketing in order to use the media proactively to gain maximum impact in the international territories that Recruitment chooses to target information and campaigns towards, and where it is deemed realistic that we can achieve useful media coverage. At first, the focus will be on e.g. Sweden and Iceland as well as Northern Germany.

INTERNAL MEDIA COMMUNICATION

It is important to the collective awareness that staff pay attention when the IT University is in the media. A relevant story can help increase the staff members' understanding of the IT University and strengthen the in-house knowledge and unity.

Press stories will continue to be conveyed internally via itu.dk and the intranet. The possibility of creating a press section in the internal newsletter readIT where members of staff can view the stories (with links) that have graced the front page of ITU.dk in the previous week is being examined.

ADVISORY ROLE

The person in charge of media and stakeholder communication holds a vital role as a advisor to the Board of Directors, administration and researchers in questions concerning external and internal communication, media and stakeholders, as well as acting as co-writer and sparring partner on debate contributions, feature story suggestions and commentaries.

RESEARCH COMMUNICATION

STATUS

Despite recent upheavals, a new Research Communicator, a new Head of Communications, the drafting of a new communication strategy and the reduction of television output due to cost savings, the flow of research communication is steady:

There is good contact with many researchers, we often succeed in giving highly appreciated constructive advice to researchers, we succeeded in having ten stories from the IT University accepted in relevant media in the first six months of 2011, and research fellows of the IT University are in high demand by the media as expert sources.

RELATIONS TO THE MASTER BRAND PLATFORM

The essence of the master brand of the IT University gives an overall criterion relative to research communication: *New ways, new value, now* is an essential selection parameter for ranking the priority of the research stories: Research communication is to contribute to the narrative of the IT University as an innovative and value-creating institution. Conversely, it is mainly the research activities – and the corresponding narratives – that help satisfy the master brand claim for treading new paths and creating value through application-oriented solutions to the benefit of business and society. This link is essential.

The master brand is also relevant to the choice of communication channel for research communication, and the Department of Communication accordingly finds that a brand treading new paths - and which from its very beginning has assumed the role of a constructive challenger and innovator - should focus on finding new ways of communicating value creation. We therefore believe that the obvious choice in future is to tell stories about the research activities by means of motion pictures in television, videos, Internet videos and videos on social media rather than by focusing on written communication.

Moreover, we have the possibility of distinguishing ourselves as *exceptionally good* by providing better motion pictures of a higher professional quality than most of the larger and more well established universities due to our communicators, who are rooted in the environment of television journalism.

COMMERCIAL OBJECTIVES WHICH THIS AREA CONTRIBUTES TO

The research strategy of the IT University will most likely give rise to a revision of the objectives of research communication, more specifically when it is ready later in 2011.

However, there are some tentative objectives of the work on the research strategy that will be used in research communication as the overall strategic objective until further notice, as this seems expedient for the mere reason that these objective fit in extremely well with the master brand objectives.

Altogether, this means that the work on research communication comprises the following ...

COMMUNICATION STRATEGY OBJECTIVES

- To contribute to moving the University upwards in the 'reputation spiral' relative to other universities – in particular the relevant competitor universities – and to communicate research to both a broad and a narrow audience.
- To contribute to maximising the scope of external research funds and creating visibility and awareness among potential investors and partners, whether private or public, in order to contribute to meeting the future challenge faced by the entire sector that universities will have an ever greater responsibility for raising funds themselves for research purposes.

- To highlight that research at the IT University creates value with IT, both relative to numerous global challenges and to the Danish population and the Danish society in general. It should be added in this respect that we basically prefer communicating research *results* rather than *intentions*.
- To strengthen the researchers' own possibilities of communicating more effectively, and to some extent utilise the researchers and their access to individual networks and exclusive, but important, target groups as a 'carrier wave' for communication.
- To maintain and develop our role as a sounding board and sparring partners for the researchers in communication issues.
- To strengthen the general knowledge of research at the IT University among stakeholders and the Danish population.

We use the above list of objectives (ranked according to priority) as a checklist, in the sense that at least one of the items (and preferably more of them) must be covered if we are to spend resources on communicating about a research project.

SPECIFIC COMMUNICATION OBJECTIVES

The work on research communication during the strategy period is focused on meeting the following objectives:

- To place or produce at least 15 researcher stories in 2011, at least 18 stories in 2012, at least 20 stories in 2013 and at least 22 stories in 2014.
- To contribute to the fulfilment of the ambition that the IT University will raise DKK 25 million as external funding for research in 2011, DKK 30 million in 2012, DKK 40 million in 2013 and DKK 45 million in 2014.
- To have the Department start up a new production of television programmes and videos and resume our involvement in the television programme *Danskernes akademi* (the Danes' Academy) broadcast on DR2, aiming at communicating research findings both widely and in a targeted manner.
- To develop our involvement in various media platforms, the video portal at www.itu.dk, the presence in social media, the distribution through research networks, submissions at conferences, etc.

SPECIAL PRIORITY AREAS DURING THE STRATEGY PERIOD

We have planned to make extraordinary efforts in two areas to achieve further optimisation of the research communication:

www.itu.dk/research

Our stakeholder analysis revealed that our stakeholders might find it difficult to locate information about the actual subjects researched by the researchers at the IT University. In general, that is. The analysis also confirmed our suspicion that it can be difficult to locate a specific answer quickly if you are looking for a researcher within a particular field, or you want to know more about the organisation of the research activities in groups/fields. This is a problem as we risk appearing as an opaque institution, or at worst, as an institution that fails to abide by best practices in communication, which is not conducive to relations with potential partners or investors. We have therefore suggested various ways of optimising the research front page to better accomplish the existing objectives. It should be emphasised that the strategic objective of the page remains unchanged.

Based on inspiration from the front page of www.itu.dk, we have made a rough draft of the structure that we believe may make the site easier to get an overall view of, more accessible and

more user-friendly for stakeholders and, in particular, potential investors (primary target group) as well as journalists (secondary target group, although it is also important to provide service to journalists as they are to convince our primary target group). The suggestion is to simplify the design, improve the search functionality/faculty roster (extracts from the Pure database) and offer television streaming.

A key step is first to clarify the extent to which the current research page satisfies the needs of visitors. We have therefore very carefully fixed a tentative deadline, although it seems possible to make a preliminary presentation in H1 2012.

Television and video

We are convinced that good television and video features are effective for arousing interest in the research activities at the IT University and will even enable us to reach some target groups that we would otherwise have difficulties in contacting through traditional PR or marketing activities, and we would therefore like to strengthen our position in this field. It should be noted that the Department has submitted a strategic budget request for the 2012 budget, which is crucial for resuming the production of television programmes and videos, let alone expand as much as suggested here. This issue naturally awaits clarification.

Our basic intention is to produce television features that can be used in different connections: for www.itu.dk, the television programme *Danskernes akademi* and social media and by the researchers themselves when presenting their research. For further details, see below.

Expansion of research communication through video/TV/rich content production

Although television and video require a lot of resources, it is deemed a good investment to put resources into such productions: They have multiple fields of application, and television and video features are an effective way of communicating research results, not just to a wide group (e.g. the television programme *Danskernes akademi*), but also to targeted segments that are more difficult to reach by conventional marketing and PR activities because the researchers can contribute as the 'distributors' for the small, but also important target groups, through networks, conferences, etc. The objective is to distribute the television features produced to an ever wider audience. Ways of doing this are:

- **Multi-functionality**
To the extent possible, the idea generation and script writing phases will be based on the intention of making the television features produced applicable for broadcast transmission on the DR2 television channel (to satisfy the obligation to communicate research results to a wide audience), www.itu.dk, social media and the researchers themselves. As regards the last two 'channels', we have the following thoughts:
- **Social media dissemination**
Research conducted at the IT University continues to be rather inconspicuous in the social media as yet. We know that motion pictures normally hit in the new media. Moreover, distribution channels like YouTube and Vimeo have made it possible to reach a huge audience for free. We do not expect millions of hits, but it might be interesting to investigate whether we could in fact use those channels to reach people who are relevant to us.
- **Researchers as standard bearers**
In our assessment we have to improve our collaboration with researchers to produce television features that can be used proactively by the researchers to 'sell' their research. A well prepared video recording may constitute both a business card and an elevator pitch speech (the well-known concept according to which you have two minutes to account for your idea and why it is important), and it is also becoming usual at some researchers' conferences to have the possibility of submitting videos, which will often lead to contacts to new parties. In this manner we may also urge researchers to be proactive themselves and, if needed, guide them on how to do it.

MARKETING, FULL-TIME PROGRAMMES

STATUS

In the spring of 2011, the IT University experienced the largest number of applicants ever for its full-time programmes. To mention an example, the bachelors' programmes experienced the largest growth in applications in 2011 among all Danish universities measured by percentage, and in the spring of 2011 the University received almost 800 applications for masters' programmes, which is the largest number of applications for five years and an increase by nearly 40 per cent on the year before and more or less the same number as total applications for masters' programmes in 2010.

Although marketing is essential, one should be cautious of deducing a too direct connection. There are strong indications that facts like the possibility for undergraduates with a professional bachelor's degree to obtain a credit transfer and the broad range of highly relevant education programmes offered at the IT University also play a role at a time when young people are probably very mindful of ensuring that they will have optimum job opportunities once they have graduated. The Department of Communication therefore finds it essential despite this success to maintain its efforts to keep the IT University top-of-mind with the target group and to be extremely careful of reducing the extent of the tactical campaigns with reference to the high number of applicants.

TODAY'S MARKET IS AWARE OF THE IT UNIVERSITY

It has become clear in 2011 that the IT University no longer has any major problems with lack of 'raw' familiarity with the University.

The awareness and image study carried out around the turn of the year of 2010 to 2011 shows that the rate of unaided awareness of the IT University in the target group of 'Danes aged between 18 and 30 and in the market for further education' was 44 per cent. This means that almost every other person of the target group is able to volunteer the information that they know the IT University and that they would actually consider the IT University if they were to take a course on IT, whereas 57 per cent would consider the Technical University of Denmark. This is a fairly good result considering the fact that the IT University is much smaller and much younger. It should also be emphasised that the target group did not state that they know the IT University 'well'; only 10 per cent responded that they knew the IT University 'well'.

This means that the need is not so much to generate pure, raw surface awareness as it is to communicate an attractive sub brand with high-quality contents. The challenge is to communicate the benefits of the individual study programme while keeping in mind the three major parameters of the target group (according to the study): the study environment, the possibilities of a career, and a good balancing of theory and practice during the course.

COMMERCIAL OBJECTIVES OF MARKETING EFFORTS

The main marketing task is to contribute to meeting the target number of applicants and admitted full-time equivalent students relative to the number of bachelors' and masters' programmes by aiming at the right number of qualified applicants for each individual programme. In this manner, the marketing activities will contribute to achieving the financial objectives of the University. The marketing also contributes, through the style and tone of various brand narratives, to attracting a group of applicants who have a satisfactory average level of prior qualifications, to increasing the proportion of female students at the IT University and to changing the general image of IT as a concept. The last outcome is also achieved through the involvement of the Department in the 'Future People' network of universities offering programmes on IT.

COMMUNICATION OBJECTIVES

The marketing of the full-time programmes is based on the commercial objectives for budget figures and student FTEs and pursues the following communication objectives:

- To contribute to keeping the study programmes top-of-mind with the target group and creating brand preference for the IT University.
- To contribute to making the target group aware of the wide range of subjects offered (from design and ethnography over hard core coding to business studies).
- To contribute to making the target group familiar with the USPs of the relevant study programmes (e.g. a good study environment, a good physical setting, a high degree of employability of Masters of Science in IT and good international opportunities).
- To contribute to making the target group familiar with the USPs of the study programmes (e.g. you become part of the youngest and smallest university in Denmark, a modern, ground-breaking educational institution – you become part of an institution saturated with the yes-we-can attitude and you yourself become such a person who can make a difference).
- To contribute to changing the perception of IT to something broader and more complex than 'a subject for geeks', 'pure computer science' or 'mainly for people with a tech fetish'.
- To ensure that the study programmes are marketed as being reliable and academically sound.

OVERALL STRATEGIC DIRECTION AND PRIORITY AREAS DURING THE STRATEGY PERIOD

- The Department of Communication recommends that the University **maintain the existing visual look and its primary focus on tactical marketing**. The visual identity and the line of design of the study programmes have been strengthened by several years of media investments, and we recommend that the current course be maintained to reap the fruits of this on-going effort.
- The Department of Communications recommends that the University make the strategic choice to always adapt communication to reflect the individual study programmes. This recommendation is based on two findings:
 - Students choose a specific study programme rather than a specific university.
 - There is a fundamental difference in the mind-sets of potential undergraduate students and potential graduate students. To potential *undergraduate students*, the choice of study programme is also a choice of lifestyle and identity. To potential *graduate students*, the choice of study programme is more clearly a choice according to specific fields and subjects.

For this purpose, the Department of Communication intends to develop a **specific positioning strategy for each study programme** based on the intentions of the target group for choosing this particular study programme and the USPs of the individual study programme.

- The Department of Communication finds it interesting and potentially beneficial to the outcome of such marketing of the full-time programmes to make use of conceptual advertising. By **hiring creative external inspirators**, it will become possible to achieve a creative edge and impact beyond pure rational arguments.
- During the strategy period, the Department of Communication will develop a suitable **link from the marketing of the full-time programmes to the master brand**. To mention an example, the **style and tone** used in the communication of the study

programmes will be in line with the personality of the master brand and will be saturated with the yes-we-can attitude: *'new value, now'*.

- During the strategy period, we will **investigate the possibilities of using viral marketing** to sell the study programmes of the IT University. Offhand it may seem that there are good arguments for doing so: the target group are of the right age (typically 18-30 years), have their attention extremely focused towards the Internet, and are deemed to be highly familiar with various media and trained in decoding such messages, and viral spreading of messages would be highly beneficial to the IT University due to the fairly limited advertising resources of the University (especially for international recruitment). Particularly for the purpose of international recruitment, viable viral communication would be a good suggestion for a realistic campaign method.

However, there is also a caveat in that a viral campaign is one of the most difficult marketing disciplines because it requires extreme edge, provocation and consumer insight to succeed in a viral campaign. This means that we might end up with some kind of aftershock or provocation that a public institution may find it hard to match. A further assessment of this risk requires a preliminary analysis that will be carried out in H2 2012.

- **International recruitment:** At present, the IT University cannot allocate any portion of its marketing budget for comprehensive campaigns outside of Denmark. Taking the ambitions of the University in this field into consideration, this is not necessary, either. It is the assessment of the Department of Communication that the necessary impact can be reached through carefully selected, effective initiatives: Selected education fair activities, Internet communication through the website and Wikipedia, Google AdWords and search engine optimisation, proactive use of social media, and not least profiles on all major portals for foreign student supported by banner advertisements on the relevant sites.
 - **Education fair activities and division of work with the Study Administration:** It has been agreed that the Department of Communication and the Study Administration will work jointly to select future international education fairs that the IT University will partake in. The Department of Communication is to pay the exhibition costs for the fairs selected (booth registration fee, materials, etc.), whereas the Study Administration will provide exhibition staff (e.g. International Coordinator, Study Coordinator and Student Counsellor) and pay their travel and accommodation expenses.
- **Media planning:** In 2011, the Department of Communication initiated collaboration with a media agency, which has subsequently performed media planning of both image and recruitment campaigns for full-time and part-time programmes. This means that advertisements are inserted tactically in the most suitable media in view of the relevant target groups and that the IT University also makes more of its advertising space without any extra cost. We expect to continue this practice for the rest of the strategy period, and it should be mentioned in this context that the Department has no contractual obligations towards any particular agency.

Social media would be an obvious way of trying to strengthen the recruitment activities and general visibility/image of the IT University among some essential target groups as mentioned in the section on the involvement strategy.

MARKETING, PART-TIME PROGRAMMES

STATUS

Although the current marketing activities of the University are effective when seen in isolation - e.g. if measured by page views and hits - the number of applicants does not quite reach our target figure.

However, according to the assessment of the Department of Communication, there are a number of influential factors at stake apart from communication alone. For one thing, the financial crisis has created a sluggish market for further education and supplementary training because most companies have reduced or completely abandoned budgets for courses and supplementary training.

Moreover, the University is a fairly small player with natural limitations on recruitment and marketing budgets in a tough market in which the number of players has increased and competition has become fiercer. It is therefore essential to have a realistic perception of the field of the marketing game.

OVERALL IMAGE

In the stakeholder interviews that formed part of the data basis for this strategy (and in which no distinction was made between full-time and part-time programmes), the good, overall image perception of study programmes at the IT University seemed to dominate. However, the array of image factors surrounding part time education is complex because of numerous stakeholder sets, and at present, we do not have fully representative and valid knowledge of the overall image of the University's part time programmes.

COMMERCIAL OBJECTIVES OF MARKETING EFFORTS

The main marketing task is to contribute to meeting the target number of applicants and admitted full-time equivalent students relative to the number of part-time programmes (master's and diploma programmes and single subjects) by aiming at the right number of qualified applicants for each individual programme. In this manner, the marketing activities will contribute to achieving the financial objectives of the University.

RELATIONS TO MASTER BRAND

The IT University's image campaign in the summer of 2011 was directed at managers of private and public organisations (and politicians and opinion formers), while concurrently focusing on visibility and relevance among the target group that are considered essential to part-time programmes. Moreover, we succeeded in timing the image campaign to run in parallel to our tactical communication.

It is our opinion, that the master brand's articulation of value creation and innovation has created a strong synergy for the tactical campaigns for part-time programmes due to the obvious harmony between values and themes. We will aim at strengthening and developing this synergy.

COMMUNICATION OBJECTIVES

The marketing of the part-time programmes is derived from the IT University's commercial objectives for budget figures/student FTEs and will pursue the following communication objectives:

- To contribute to keeping the study programmes top-of-mind with the target group and creating brand preference for the IT University.
- To contribute to making the target group aware of the wide range of subjects offered (from design and ethnography over hard core coding to hard core business studies).
- To contribute to greater awareness of the relevant USPs of the IT University (e.g. that education from the IT University will in fact increase the individual candidate's career potential; that a course at the IT University may contribute to increased technical and financial bottom-line profit of the organisation; that a course at the IT University is not

just a bunch of courses in what IT people know already but substantial professional upgrading; that students develop great flexibility by completing supplementary training or a part-time programme at the IT University; that studies at the IT University is a way of kick-starting/re-starting/maintaining one's professional enthusiasm as an IT professional; and that a wide range of programmes are offered, from management over business studies to communication studies).

- To give the target group a clear-cut reason to believe in the benefits of choosing a course at the IT University e.g. by ensuring clear differentiation towards other educational offers in the market (see below regarding the positioning strategy).
- To contribute to a presentation of the study programmes in a way that appeals and is relevant to the target group by providing descriptions and course names that are easy to decode in an expedient manner, reflect the contents and send a signal of value to the company.

OVERALL STRATEGIC DIRECTION AND MAJOR INITIATIVES DURING THE STRATEGY PERIOD

The Department of Communication recommends the University to **maintain the existing tactical marketing of the part-time programmes** during the strategy period, including their visual identities and look. In a certain sense, the visual identity and line of design of the IT University have become synonymous with its education campaigns.

At the same time, it is our assessment that it would be beneficial to work on the overall position of the part-time programmes relative to the other programmes offered and the brand landscape - and that it generally makes sense to work on an overall positioning strategy, since the target groups of our various part-time programmes may well be different from each other but probably display more similarities than differences in the end. For example, it is reasonably safe to say that they all belong to the same three segments of the Kompas segment model of TNS Gallup: the modern segment, the modern individualistic segment and approximate the individually oriented consumer segment.

POSITIONING STRATEGY

The Department of Communication has analysed competitor communication and the communicated market positions related to part-time/full-time programmes within IT, IT management, IT business, etc., in order to determine the most beneficial positioning of the IT University relative to our competitors (Copenhagen Business School, Copenhagen University, the Technical University of Denmark, Roskilde University, Aalborg University, Aarhus University, the University of Southern Denmark, the networking universities of IT-Vest, the Management and Leadership Diploma (Mini-MBA) providers, Henley Business School and Mannaz) when it comes to communicating to the market for supplementary training.

When examining market communications, we see, roughly speaking, the following positioning cards:

<p>'Threats' <i>Do you dare to not educate yourself any further? Are you bright enough? Will you be left behind?</i></p> <p>Appeals to the recipients' fear of losing their footing in the job market to hungry colleagues who are younger and keener as well as to the fear of the fast-paced modern labour market.</p> <p>Examples of those using this position for communication are IT-Vest and Copenhagen Business School.</p>	<p>'Reach the top' <i>Knowledge is power. To the one who wants to reach the top. Do you want to become dressed for success? Upgrade yourself to gain influence. One step up the career ladder... Join the secret yuppie club...</i></p> <p>Appeals to the career aspirations, personal and financial ambitions and competitive mentality of business people.</p> <p>Examples of those using this position for communication are Aarhus University, Aalborg University, Copenhagen Business School, the University of Southern Denmark, IT-Vest, Henley Business School, Mannaz, the Management and Leadership Diploma providers...</p>
<p>'Hard facts' <i>What you get from us...</i></p> <p>Hardly a communication position at all, no real payoff, more like a nicely layouted neutral functional description with images and logo.</p> <p>Examples of those using this position for communication are Copenhagen University and the University of Southern Denmark.</p>	<p>'Personal growth and development' You grow as a human being through learning. Lifelong learning. It is fun and a personal challenge. 'High school feeling'...</p> <p>Focus on the values of and very personal human gains from supplementary training. Rhetoric almost life coaching-like counselling.</p> <p>Examples of those using this position for communication are Roskilde University, Copenhagen Business School and the Technical University of Denmark.</p>

POSITIONING OBSERVATIONS

- As can be seen from the chart, there is a large generic crowd communicating the **'reach the top'** position, which is a reflection of the fact that the market has to a certain extent bought into the mythology of MBAs from INSEAD and similar schools as a ticket to the corner office, higher salary and greater influence.

The communication reflects the fact that it is aimed at potential students who are deemed to have an affirmative relationship to power and great ambitions, and who are almost exclusively in the 'Modern' segment if characterised according to the Gallup-Kompas terminology. However, many providers take a more or less similar approach to the same target group, which means that branding value for the individual player is limited because no one stands out.

- The same – limited real value – applies to the position of **'Hard facts'**, which is barely a positioning attempt at all as can be seen above. Instead, printed advertisements are inserted. The only things these advertisements do are to inform about the existence of the education and provide functional facts on curriculum and what the knowledge learned can be used for.

It cannot be ruled out that this type of communication may appeal to the segment that prefers being informed in a factual, simple style and who dissociate themselves from all kinds of branding or sales efforts.

- **'Threats'** is the most scarcely populated position – although it is hard to tell whether the reason for this is that it has become conventional knowledge in the communication industry that scare tactics are not really suited to influence behaviour –and it is used to stir up the target group by invoking guilty conscience about their professional skills that might have become outdated as well as invoking a concern about being able to keep up in general.
- The position pursued under **'Personal growth and development'** is a constructive style where it is attempted to provide the target group with a solid reason-to-buy by appealing to their desire to develop and grow as human beings in a wide, albeit very personal sense. This means that the focus is not on educational skills or USPs for the study programmes or the educational institution but rather on offering of a kind of self-coaching tool.

RECOMMENDED OVERALL POSITION ON PART-TIME EDUCATION AT THE IT UNIVERSITY

As described earlier about the master brand platform, it is not a productive strategy for a small and fairly young player to go where all the big players are already communicating the same messages. Therefore, the recommendation is that the IT University should not position itself close to 'Reach the top' where Aarhus University, Aalborg University, Copenhagen Business School, the University of Southern Denmark, IT-Vest, Henley Business School and the Management and Leadership Diploma providers are already stood.

Everything even remotely reminiscent to scare tactics should simply be ruled out as a possible position, on the grounds it is unsuited for our purpose, which is solely dependent on our ability to engage people - and likewise, the rhetoric is counterintuitive to the values of the IT University.

There are segments that only appreciate cold facts – on both study programmes and contents of a product – but it is our duty to incorporate additional values into our communication and to attain harmony and synergy with the other communication and branding activities of the IT University. And we have the feeling that the low-budget material is more a consequence of the lack of knowledge on branding than a conscious strategic decision.

On the other hand, we believe that the position attempting to involve the target group by virtue of personal development is on to something both in terms of constructiveness and a current trend. On the other hand, the position does not have much to offer in terms of value to study programmes that have pronounced academically substantial content and which represent a solid upgrade to one's range of professional skills.

We have therefore reached the following conclusion:

We recommend that the IT University positions its part-time programmes close to the field of personal development but in its very own position of **professional commitment** - about getting new energy into a competency or professional identity which is already thriving and at balance but where further training may revitalise the original curiosity of and passion for the subject and/or provide greater skills and focus as an IT professional.

This position is in direct harmony with the master brand, since people who are professionally committed - and moreover are given a shot in the arm in the shape of a competency upgrade - are usually very good at creating value with IT; and after completing a programme at the IT University, they too have a good chance at becoming exceptionally good. The position also draws on the part of the University's set of brand values dealing with making a difference, trading new paths and having faith in the ability to make things happen in its underlying tone and style.

This is not a U-turn on our existing activities -as a matter of fact, we have inched closer to this approach in our recent campaigns that used the phrase '...sharpen up', and it is therefore rather a refinement on and further development of our existing strategy.

OTHER INITIATIVES DURING THE STRATEGY PERIOD

- **Implementation of a new position:** Prerequisites additional work on campaign strategy and not least creative work to combine the position with the many tactically good initiatives already taken to market the part-time programmes.
- **Shift from advertising in newspapers and magazines to focus on electronic advertisements:** This initiative will be planned together with a media planner. The economics pose certain limitations, as it is difficult to cover two lengthy application periods. The official application deadline is 1 June, but we inform students that they can apply up until the programme commences (late August).
- **Marketing through social media:** LinkedIn, Facebook and Twitter will be used more proactively for marketing purposes. See also the section on involvement.
- Greater efforts to **get to know the target group** and to find **new key consumer insights** by means of data collection through interviews, the Employers' Panel, focus groups like those used for the Professional Master in IT (Organisation and Implementation) and findings from those groups, as well as desk research and more qualitative interviews like those of the stakeholder interviews for the master brand study.
 - **Increased work on segmentation:** Our thesis is that there are profiles -across the full range of public and private organisations where we are to attract applicants from – that the organisations wish to invest their modest corporate education budgets in, as well as others that are finding it much more difficult to convince their bosses. This line of thinking has already prompted a shift in procedures so that our master's newspaper is no longer distributed with the Danish Association of Masters and PhDs' monthly magazine but with the Association of Danish Lawyers and Economists (DJØF)'s magazine.
- **More proactive use of newsletters addressed to the target group:** The stakeholders that were interviewed said that they would be very open towards direct communication from the IT University. Newsletters with serious educational offers, possibly combined with other news from the relevant sphere of the IT University, are a good idea. It also requires an expression that, as a minimum, is on a par with the rest of the market, which may require some development work.

WEB AND CMS

STATUS

The University relaunched its intranet and website using new CM systems in the summer of 2010. After some teething troubles, both CMSs are now functioning properly. Resources have therefore been allocated for optimisation projects and further/continued development of our website and intranet CMSs in the future. Both itu.dk and the research front page could potentially be developed to include new functionalities and rich content, so that they contribute to meeting the communication objectives of the University to an increasing extent.

TO WHAT COMMERCIAL OBJECTIVES CAN/SHOULD THESE TOOLS CONTRIBUTE?

The CMS and the website contribute primarily to the communication objectives described under the other sections on the communication strategy, as they are both tools used for different purposes rather than being separate purposes in and of themselves.

E.g. the nature of the overall itu.dk design must support the master brand narrative of a university that breaks new ground and enables Denmark to become exceptionally good at creating value with IT, while the education programme front pages and sub pages must support the marketing goals of the University in terms of contributing to recruitment and STÅ production etc. and the research section must support the goals of the university of attracting new partners for collaboration, increasing visibility to potential investors and support peer communication in order to help move the University and its research up the 'reputation spiral' in terms of peer- as well as public image perception.

STRATEGIC OBJECTIVES FOR THIS STRATEGY PERIOD

1. **Transition to a more analysis-based design, development and optimisation** of www.itu.dk and other digital platforms - i.e. that communication and design objectives will be set on the basis of usability studies and user input to a greater extent than before.
2. **Full redesign of www.itu.dk** with a view to supporting the master brand narrative and ITU mission; with a view to better support the University's goals for student recruitment, with a view to better support the research communication goals of furthering advancement up the reputation spiral and contributing to attracting external funding and collaboration; and with a clear focus on increasing staff and student co-ownership and engagement via usability studies and agile development.
3. **Support of new/altered visit and user patterns** with current and potential students and staff due to smartphones and apps - i.e. ensure that our platforms are up to standard and make use of the new communication possibilities provided by the media development.
4. **Ensure that the user experience of the CMSs is as easy and smooth as possible** – partly through on-going development and partly through access to courses/tutorials and the possibility of assistance, if needed.
5. **High operational stability of the CMSs.** Both this objective and the fourth objective are expected to be met by expanding the web development skills of the Department.
6. **Triennial evaluation of the content management systems.**

SPECIFIC DERIVED WEB AND CMS OBJECTIVES

1. Automatic tests of optimisation potential to be launched in collaboration with the marketing team by the end of 2011. User tests/usability studies of the five main areas of the website to be carried out jointly with those responsible for the areas by the end of 2012.

2. Re-design of www.itu.dk based on master brand, user involvement and data from the usability study to be completed by the end of 2013.
3. Evaluation of users' mobile habits and the need for/possibilities of changes to our digital communication to be completed by the autumn of 2012. Derived projects (e.g. a mobile website) will continue for the remainder of the strategy period from the autumn of 2012 until 2015.
4. An evaluation of the need for replacement of the intranet and/or website CMS will be made in the autumn of 2013. Any replacement of content management systems will be made in 2014.

DRAFT

DESIGN AND VISUAL IDENTITY

Some years ago, the IT University hired an external graphic bureau to develop a new line of design and a new visual identity. This line is characterised by the pixelated faces, the use of colours to indicate education programmes and logotypes with white capital letters (Frutiger) in black boxes.

The Department of Communication finds that the IT University should maintain its current line of design and visual identity without making any major revisions during this strategy period.

- The slightly 'square' look functions well as a visual metaphor of the distinctive meeting room 'boxes' of the University building as well as the many clear vertical and horizontal lines of the rooms.
- Moreover, there is the pure financial consideration that considerable investments have already been made (measured relative to the overall budget of the IT University) in the form of media expenses and man-hours to increase the awareness of the visual identity of the IT University in the brand landscape through tactical recruitment campaigns.
- The visual identity has shown itself to have an advantage due to its great flexibility - obtained among other things by virtue of the slightly modular expression - and its ability to be inclusive for the many different study programmes, research projects and research laboratories at the IT University in a manner that shows respect for the nature of the individual task, while not risking any loss of communicative consistency.

FUTURE DESIGN

The future tasks of the Department relative to the line of design and visual identity are as follows:

- **To maintain** the use of the line of design for all communications of the University in order to keep consistency and to ensure that all colleagues are familiar with the possibilities and limitations as well as the correct use of the elements of design.
- To ensure on-going **development** of the visual identity - e.g. the use of pixilation, etc. - to avoid becoming visually out-dated and to avoid the risk of resorting to a template-based or conventional mode of thinking. As mentioned, the design has proven to be flexible, and therefore contains inherent possibilities of on-going innovation and optimisation of the expression, as well as the possibility to find new ways of applying the design across platforms.
- **To adapt** the visual identity to any new marketing platforms or channels chosen by the IT University for marketing or communication purposes, e.g. social media, viral communication, direct mail and more systematic video and rich content production.
- The specific major **tasks** include the preparation of a comprehensive external-facing video portal of the IT University and the updating/redesign of the www.itu.dk website - including optimising the web page targeted at international students (regarding time frame, see section on website and CMS) - as well as the previously mentioned relaunch of the intranet. In addition there is of course the extensive, on-going work of developing specific recruitment campaigns for full-time and part-time programmes and elements for the website and the intranet and the usual marketing material.

SPONSORSHIPS

STATUS

Until 2011, KMD has been a significant sponsor of the IT University, although the annual amount of the Sponsorship Agreement has been limited to DKK 125,000. The IT University is in the process of terminating this sponsorship effective 2011, since the costs and time consumption spent on managing the sponsorship have turned out to be too great relative to the benefits to the University.

VALUE OF SPONSORSHIPS: FINANCIAL BOOST OR BRANDING?

Here, we are working from the premise that affiliation with certain sponsors is a kind of communication (e.g. to both current and potential students as well as potential partners and investors) that 'builds value into our brand' by associating ourselves with organisations that serve this very purpose – and that this aspect will often be worth substantially more than any monetary sums that the University could hope to achieve through sponsorships on the bottom line.

That being said, it is deemed a fundamental requirement that the IT University have an affirmative and proactive approach to its collaboration with sponsors.

Image-wise, the IT University is an innovative institution; it is a start-up organisation with a pronounced 'can-do' attitude and in practice somewhat more in sync with employers of candidates and the business community *per se* than is usual in the educational sector as such.

Adding to that the fact that IT is a global product by definition and that Silicon Valley and also the rest of the USA in general has been the historical hotbed of many paradigmatic IT-business breakthroughs and numerous IT start-ups, it is not completely off to think that the IT University may benefit from thinking and acting in a slightly more 'American' manner – i.e. to have an open and positive approach to allowing sponsorships and generally to be undaunted by close connections between the business community and the IT industry.

Therefore, the IT University could thus benefit from working more proactively and systematically with sponsorships - and the recommendations are as follows:

FUTURE STRATEGY

- The IT University should have several sponsors rather than one 'main sponsor' - and the IT University should ensure the possibility of always being able to add a new sponsor at any time.
 - The IT University cannot provide special treatment or exclusivity to specific sponsors that we cannot or will not offer to others.
- The IT University should compile a gross list of potential sponsors that fit with the University's master brand values:
 - Sponsors that choose new paths or create value on their own initiative – preferably using IT, although this is not a must – or who are exceptionally good themselves at creating value with it...
 - In addition to the brand value requirement, a guiding principle for such a selection should be that the potential sponsor company is of such a size and vision that it agrees to not ' earmark every single penny' but instead is ready to support the IT University on the University's terms.
 - After selection and approval by the Management, a tactical plan for establishing contact with the first five or six prospects will be drawn up.

- Such contact is to be initiated by the Head of Communication, unless for example a member of Management or the Board of Directors or a researcher has any special basis on which to establish contact.
- In connection to this, the IT University should ensure that the arm's length principle is in place between the sponsorships and the IT University's research independence and freedom to arrange study programmes and teaching according to its academic principles and intentions only.
- It is essential that any sponsorship agreements actually provide the IT University with more benefits than administrative or contractual obligations - ideally, the exposure of organisation X as a sponsor to the IT University should give the University unrestrained resources directly into its budget with limitations placed by the sponsor not exceeding 30 per cent of the sponsorship's budget.

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