

# TRANSFORMING OUR PROFESSIONAL SERVICES



# UCL

## TRANSFORMING OUR COMMUNICATION AND MARKETING (CAM) PLUS NETWORK

The Service Leadership Team for this review is made up of Collette Lux (Director of Communications and Marketing) and Donna Williamson (Faculty Manager, MAPS).

Communication and marketing services are vital to UCL's continuing success and ability to attract researcher and funding as well as students. As UCL's profile continues to grow, we want to ensure we maximise our reputation and profile as a world-leading organisation, and continue to be an aspirational choice as a study destination in a demanding marketplace.

We also need to continue our work in ensuring staff are connected, engaged, and informed about all the excellent work that is going on in, and around, UCL. In doing so, we could be making a positive difference to the overall levels of staff satisfaction at UCL, whilst also ensuring that we can exploit as many opportunities as possible for collaboration.

### 1. We have heard from a large number of colleagues regarding the issues they are facing. These include:

- There is variation in the underpinning processes and limited coordination of activity
- Few communications channels are used beyond email
- Duplication of activity between faculties and central teams
- Lack of governance contributing to complexity
- Uncontrolled use of external specialist agencies such as design or video production
- No clear professional career ladder with aligned Continuous Professional Development.

In essence, UCL needs to re-align our whole communications and marketing professional discipline and transform the relationships through better service delivery.

### 2. Overview of the principles and emerging ideas

There are a number of ideas to address these issues which fall across the faculty and central teams, ranging from governance, infrastructure frameworks and know-how. Many of these ideas have been, are being or are due to be implemented. Once this first tranche of improvements is delivered, with trust and confidence raised as a result, it is hoped that further integration can take place.

The key principles and emerging ideas are:

- We could **kick-start a new approach to communications and marketing** at UCL, benchmarking ourselves against the communications and marketing industry rather than against HE alone
- We could **reduce duplication of effort and activities between centre and faculties**, including recruitment activities and content production, through a new collaborative culture that brings different areas of UCL (faculties, institutes, etc.) together to solve shared business challenges and create more impactful 'umbrella' campaigns. This could include the creation of **faculty-level communications and marketing teams** headed by a Communications and Marketing Manager

- We could **create one professional community** which encourages more sharing, networking and genuine collaboration
- We could **improve capability of personnel** through communities of practice knowledge sharing, programme of CPD, external appointments and specific project use of communications and marketing industry experts, as required
- We could **increase capacity through using specialist external services**, including professional rosters and self-service systems, to accommodate peaks and troughs in demand.

This could provide the expert advice and resource needed across our leadership teams and wider communities.

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### 3. What has already been delivered?

Some preliminary governance structures have already been set up:

- **2034 Communications Steering Group** has held monthly meetings since June 2017, aiming to co-ordinate and orchestrate communications and marketing across UCL. Convened by the Director of CAM, this group comprises representatives from VP offices, Schools and central divisions. To date, the group has reviewed communications plans to simplify messaging around Transforming UCL and the Digital Masterplan, as well as giving critical feedback on CAM's annual plans and OVPE's communications plans
- **Four Communities of Practice** have been set up covering Digital, Events, Internal Communications and Student Recruitment. Leaders have been appointed for 6–12 months and represent the full range of talent across the institution, with only one of the initial leaders being from CAM. Each community has its own launch event and series of improvement projects
  - The student recruitment practice is the most mature and is developing ideals in partnership with colleagues in the faculties as well as cross-fertilising ideas from international marketing to re-invigorate UK undergraduate recruitment.
  - The digital practice is currently being launched. The range of ideas emerging from this group could bring ISD, CAM and the faculties closer together as they focus on the benefit of co-creating content for the new homepage and underpinning pages.
- The energy of these two professional groups has led to the formation of CAM Plus to define the entire professional community. **CAM Plus held an off-site Away Day in July 2017** where sessions were held on how the Communications and Marketing strategy related to 2034, and new ideas and platforms were shared to encourage the whole community to work together and improve the professional standards. Feedback from the sessions was so strong that **CAM Plus could meet termly** for the next year and people are starting to share job opportunities and ideas via the email distribution list.

Shared ideas to improve **professional capability and capacity**:

- Reduce duplication through a shared Outlook planning calendar with weekly 'stand ups'
  - Improved internal communication pilot through Unitu, led by Engineering
  - Improved social media listening through Pulsar pilot
  - CPD through pilots of wearesquared digital training and the IPA Foundation Certificate.
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### 4. What is currently underway?

Improved service delivery and reduced cost, but allowing for specific areas of professional expertise:

- Introduction of a model to **prioritise student recruitment investment** in different markets, to make the best use of resources and improve the calibre of applicants across UG and PGT. Working with faculties to understand their subject priorities, the approach has been to devise a robust methodology to map subject demand against key markets to assist in the targeting of resource and activity where it could have the highest ROI. This model takes into account performance vs target, market potential and attributes as 'going for Gold, Silver, Bronze' priority against each area. This is being piloted during this year's Student Number Planning round with each Faculty



- Introduction of a series of **professional rosters** with pre-approved specialist agencies that can offer higher standards of delivery and allow for increased capacity requirements whilst working within brand guidelines. These could cover: media buying; graphic design; video production; photography; and PR agencies. The Communities of Practice in place could help to appoint them
- This could be complemented by **templated design**, with preloaded design layouts and photography that can be tailored to reduce the cost of ad hoc collateral production whilst ensuring it stays within brand guidelines.

## 5. What is planned moving forward?

- We could expand our use of **Customer Relationship Management (CRM)** tools to enable greater personalisation and tailoring of messages for maximum impact and engagement. This means expanding Hobsons CRM capability to extend to current students, whilst also expanding Dynamics CRM capability for communications to current staff
- We could design an approach to **content management and the editorial process** to ensure that we focus first on the story and its alignment to strategy, brand and priorities and then deploy it via a number of different channels that are tailored to audience preferences and perspectives to increase impact. This is likely to be realised with the introduction of Drupal and the development of a single technology platform (UCL Connect) for online staff and student content. This approach could help orchestrate the production of content for the website and other platforms such as social media and e-comms, whilst allowing for more input from faculties and VP Offices
- Source and set up an off-the-shelf service to improve **events planning** and resourcing for departments.

Improve professional standards by:

- We could establish a **faculty-level communications and marketing teams** headed by a Communications and Marketing Manager. This could provide dedicated, professional communications and marketing expertise at various levels of the University. These centres of excellence could provide consistent levels of support to all departments, institutes and research centres, helping them tell their stories and attract students and research funding. The focus and orientation of the roles on these teams would vary according to individual faculty priorities.
- We could develop detailed **staff and student integrated communication plans** to ensure we are maximising our impact. This could mean more communications within faculties, providing greater and more relevant information to staff and students alike. In turn, this could produce stronger UCL and specialist brands (e.g. Bartlett, Slade), because messages are prioritised according to their alignment to brand and UCL themes
- We could **co-create umbrella communications campaigns** by scaffolding big ideas that faculties and VP offices can co-own, such as extending the student campaign #loveUCL, as well as showcasing emerging research talent through UCL Minds
- We could **build job families** across communications and marketing, identifying cross cutting behavioural and technical competencies which could open up further CPD, consistent job descriptions and increased opportunities for professional progression within UCL. CAM has been identified as the TOPS pilot to design the career pathway framework that could apply across UCL.

## 6. What is not changing?

There are a number of areas which are not covered by the emerging ideas and would not change. Although not exhaustive, these include:

- CAM could retain central coordination of certain areas where it makes sense to do so, such as: media relations and comment on UCL or high profile issues, brand management, UK and international student marketing,

leadership, staff and student communications and management of set-piece events such as graduations, open days etc..

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## 7. The potential benefits and investment we could make

The following table details the benefits we are aiming to achieve within the CAM service, as well as the investments we need to make in order to realise these benefits.

Benefits	Costs
<ul style="list-style-type: none"><li>• Transformed communication and marketing services that could contribute significantly in helping UCL attract researcher and funding as well as students</li><li>• Enhance our ability to maximise our reputation and profile as a world-leading organisation</li><li>• Reduce duplicated effort of central and faculty communication and marketing staff</li><li>• Enhance our student and staff experience through improved communications</li><li>• Improve staff satisfaction by ensuring colleagues are connected, engaged and informed about all the excellent work that is going on</li><li>• Better career development and pathways which improve retention and increase staff satisfaction</li><li>• Improve processes and systems that reduce wasted effort (e.g. setting up campaigns manually)</li><li>• Enhanced value for money of spend on external suppliers through the roster.</li></ul>	<ul style="list-style-type: none"><li>• The cost of implementing CRM Dynamics</li><li>• The continuous professional development of communication and marketing staff and events</li></ul>

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## 8. We would welcome feedback on these ideas

1. What is your feedback on the ideas we have suggested?
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### Disclaimer:

These documents contain emerging ideas for how UCL professional services could be delivered in a more effective way in the future. At present, no formal change proposals are being put forward by UCL and so engagement remains at an informal stage. No formal or collective consultation obligations have been triggered. Where a preferred option is mentioned, this pertains to PA Consulting recommendations and does not constitute a formal proposal for change by UCL.