



Swansea University
Prifysgol Abertawe

Marketing Department Annual Report

December 2012 – December 2013

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1 Context

Marketing vision

“To position the University as an internationally recognised, research-led institution”

Over the last year Central Marketing has supported the University’s Key Strategic themes by providing a professional service to the Colleges and delivering against the objectives of the Marketing department’s 2009-14 Strategic Plan.

The objectives of the Marketing Plan are to:

- 1 Drive recruitment to enable the institution to become a selective university across most subject area
- 2 Improve the way the University’s reputation is managed and presented
3. Position the University effectively and consistently in order to attract higher quality students, excellent staff and to encourage partners to engage with the University

The following underpins all our marketing activity:

- Professionalization of approach and presentation
- Co-ordination and sharing of best practice
- Working to the marketing strategy themes*
- A “can-do” innovative attitude
- A strengthening University brand and profile
- A great team of people to be amongst

***Marketing themes are:**

MS.1 Effective reputation and brand management

MS.2 Marketing intelligence and planning

MS.3 Global recruitment marketing

MS.4 Digital marketing

MS.5 Marketing organisation

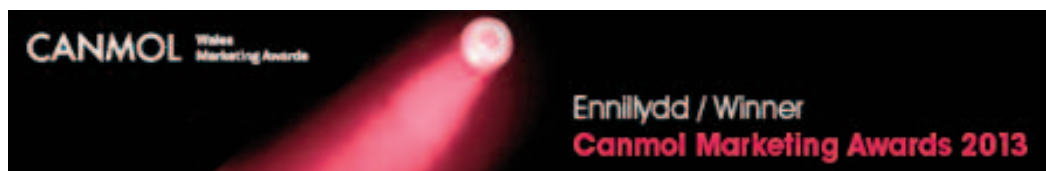
MS.6 International development

MS.7 Development

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2 Awards and Highlights 2013



- Won the 2013 Chartered Institute of Marketing CANMOL Wales Marketing Award (Education and Training section) on 2 October 2013 for the UK Undergraduate (UG) student recruitment campaign and shortlisted for two HEIST awards (UG prospectus and digital media).

UK Student recruitment and admissions

- All UG and Postgraduate (PG) enrolment targets likely to be met by the end of the academic year – representing a 20% increase in new enrolled students compared with last year

UG UK recruitment activities for 2014

- Pre-application Open Days in October and November for 2014 entrants exceeded all previous records (bookings 34% up on 2012)

International

- Big increase in year abroad student numbers in 2013/14 (212 against 146 in 2012/13)
- International Partnerships conference with 30 agents held October 2013
- New International Prospectus and international student video launched and Internationalisation strategy brochure published

Business Marketing

- Campus Development Marketing plan developed
- Campus Development Marketing campaign in place to include
 - Publication: Brochure, inserts, newsletter
 - Displays: Onsite marketing, exhibitions and marketing suite
 - Communication and Event Plan for internal and external
 - Website and Microwebiste
- Publicity, presentation and events
- Business Marketing Forum - revisited

Public Relations

- 15,969 unique visitors to the clearing website (published on 2 August 2013), an

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Increase of 54.4% on 2012

- Launch of Richard Burton Diaries in both the UK and USA, achieving major international media coverage
- Publication of Breakthrough, showcasing the breadth and quality of Swansea research

Development and Alumni

- Implemented a new Development & Alumni CRM system (Raiser's Edge) with over 80,000 records
- Established bespoke scholarship fund which will assist students in Texas and Swansea, the Swansea Fund to receive donations for initiatives across campus, a Legacy strategy to enable long-term financial planning and an appeal for mosque and multi-faith provision on campus
- 51,500 copies of the annual alumni magazine, *Sail*, produced and circulated worldwide, bilingual alumni web pages maintained and a quarterly e-newsletter distributed to over 16,000 alumni and stakeholders; around 3,000 new graduates registered in 2013
- Numerous proposals submitted for funding pan campus

Sports and events

- Delivery of the Swansea University Sport and Active Lifestyle Strategy and Sport Swansea Committee
- Prominent Sports Advertising with Swansea City and Ospreys rugby and development of a robust relationship with Ospreys Rugby
- Successful launch of the Campus Expansion Project in Brussels' European Parliament
- Biggest ever Welsh Varsity attracting close to 18,000 supporters and in a new initiative 750 school children

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3 Growing the student population

- New student enrolments increased by almost 20% compared with 2012
- 2013/14 UG home enrolments increased by c. 30% and enrolment target exceeded
- Home PG (taught) enrolments increased by 10% and target exceeded
- Overseas enrolments increased by at least 10% with a further cohort of Brazilian Science Without Borders programme students expected to enrol in January 2014. Target likely to be met by January
- Research targets likely to be met by end of academic year

3.1 The UK UG student recruitment campaign launched in February 2013 and targeted at potential students in England represents a sea-change in the way the University now presents itself to the outside world and was so successful that it won the 2013 Chartered Institute of Marketing CANMOL Award for Marketing in the Education section. Having secured an advertising budget for the first time in its history, the student recruitment team went on to deliver the overall “#making waves” campaign theme, embracing the five University themes in its sub messages (including “where bright futures begin”). Market research was first undertaken to inform this integrated campaign, web content and social media developed to propel it into action and the UG prospectus adapted to take on board the new approach. Outside advertising and promotions ranged from highly popular Geek bags for use at HE fairs to advertising in the London underground and Liberty stadium.



4. Implementing new Customer Relations Management (CRM) systems

CRM for UK Recruitment and Admissions

- Phase 1 of the iengage CRM was developed over a three month period and launched on 1st July. The system has allowed the University to record and monitor enquiries from prospective UK students for the first time; and to communicate with different applicant groups in a more effective manner.
- Pre-arrival communications were channelled via the CRM ensuring branded, professional and consistent messages were sent to all incoming students in the run-up to enrolment. This will be extended during the 2014 admissions cycle to cover the majority of communications with UK undergrad and postgraduate applicants.
- Phase 2 developments are underway and will include methods for the capture of contact details at recruitment events, a schools and colleges contact database, an applicant portal and FAQ management system, social media and SMS integration.

CRM for Alumni and Development

- Raisers Edge is an industry led CRM system for Development and Alumni purposes. It ensures all donations and sponsorship payments are recorded and provides a mechanism for professional stewardship purposes.



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5 Developing key new strategies and partnerships

The Head of the Development and Alumni Relations Office (DARO), Michael Rees, Corporate Events Manager, Richard Lancaster, and Business Marketing Manager, Ali Parker have all made great strides this year in developing strategies highlighting the importance of partnership work. Examples include the following -

- 5.1 Partnerships with Swansea City and Ospreys rugby and detailed terms of sponsorship have been drawn up to raise the profile of Swansea University in the UK and Europe through brand exposure. Opportunities for business engagement and student benefits form part of these sponsorship activation plans.
- 5.2 The Development and Alumni Relations Office (DARO) exists to engender a culture of pride, advocacy and support for the University, and to secure private gift support for its strategic, educational and developmental priorities. Its 2013-2017 strategy is based on a detailed fundraising policy developed this year and comprises the targeted engagement of, and meaningful interaction with business, trusts and foundations, alumni and other stakeholders to foster advocacy, involvement and support.

In order to effectively steward relationships with donors and supporters of Swansea University worldwide, to promote institutional advancement and to encourage life-long relationships, this year DARO has adopted the following aims:

- secure financial support for the Campus Development Programme
- develop a Major Prospect Plan for fundraising/development activities
- develop the Swansea Fund Programme
- develop a Legacy Programme to raise awareness of legacy giving, help generate additional major gifts and develop a system and tools to help capture details of legacy gifts
- develop a comprehensive alumni/stakeholder engagement plan
- design and implement a development campaign for the University's centenary
- develop a robust operational framework and to ensure University wide engagement in Development and Alumni activities

6 Strengthening international links

"Swansea University will, through maintaining its development as an international institution with proven world-class quality, expertise, capacity and strength, continue to extend its global reach as it moves towards its centenary, reaching for a place amongst the world's top 200 universities" (The University strategic plan 2012-17).

- There has been a 52% increase in students studying abroad in 2013/14
- Swansea was one of the biggest recipients of visiting Brazilian students in 2012/2013, the inaugural year of the prestigious Brazilian government Science without Borders scheme

6.1 Over 3,000 students from more than 100 countries are currently studying at Swansea. With the £450 million campus development programme, Marketing is playing a major part in preparing the way for this.

6.2 Over the year, the International Development Office (IDO) has taken a major part in developing teaching-led collaborations through a programme portfolio which is attractive and relevant to international as well as home students. A targeted international scholarships strategy is bringing the brightest and best students to Swansea and increasing the diverse international student base. The IDO works closely with the English Language Training Service and works effectively with our affiliate College, ICWS.

6.3 Making Swansea a destination of choice for more international students from more countries

Strong recruitment of international students is the cornerstone of the IDO's strategy. Successful events like October's Partnerships conference with 30 agents, the launch of an international student video and publications including the Internationalisation strategy brochure and prospectus have sparked a significant increase in international enrolments. Our market share is growing too, in line with our aim to develop the University's reputation as a global hub of academic excellence and to foster lively cosmopolitan campus environments.

6.4 Creating global graduates

The IDO's study abroad team is continually developing a wide range of study and work abroad opportunities for Swansea students to help them become global graduates, equipped to undertake employment in today's globalised workplace. Every student is able to spend a period of time overseas during their degree, if they choose. These opportunities include not only year and semester-long programmes but also short summer programmes to destinations such as the US, India and China.

6.4 Building global engagement in research

Drivers for change include the development of partnerships with top international universities, multinational companies and other global stakeholders, maximising the potential for knowledge transfer, cutting-edge research, innovative teaching collaborations and the commercialisation of research for the benefit of the region and the wider knowledge economy. Thanks to the Building Global Engagements in Research programme, Swansea has been placed at the centre of a global hub with strategic partners in the USA, China and

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France. The focus has been on a small number of sustainable, research-led multi-dimensional partnerships, including staff and student mobility and teaching collaboration.



7 Marketing campus development opportunities

The Bay Campus will open in September 2015 and the University is working in partnership with the UK's leading regeneration specialist, St Modwen, their construction partner, Vinci, and the University's framework contractor, Leadbitter. The Business Marketing Manager has created a Campus Development Marketing Plan and set up forums to enable the University to maximize the opportunities for communicating its overall Campus Development programme as well as a combined marketing plan with St. Modwen for the Bay Campus. The strapline for the campaign focuses on the message that Swansea University is 'Investing for a Brighter Future' and capitalizes on the successful marketing campaign for Student Recruitment and the major investments creating an ongoing transformation of both Singleton Park Campus and the Bay Campus.



In addition to the campaign identity, brochures showing the timeline of development at both campuses have been produced to include information sheets on the overall development and buildings. A number of displays and exhibition boards have been situated across campus and at local venues including the Liberty Stadium and the National Waterfront Museum. A construction newsletter has been issued and a project microsite developed to communicate updates on construction and local community engagement - www.baycampus-swansea.ac.uk. The University campus development pages are currently under reconstruction following external evaluation. The new webpages will include an interactive timeline, detailed sections for each user group (current students, future students, staff, local community, business), photos, time-lapse video and weekly news updates.



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7.1 A number of key events and presentations have been organized to promote the campus to stakeholders and introduce its opportunities to businesses, including:

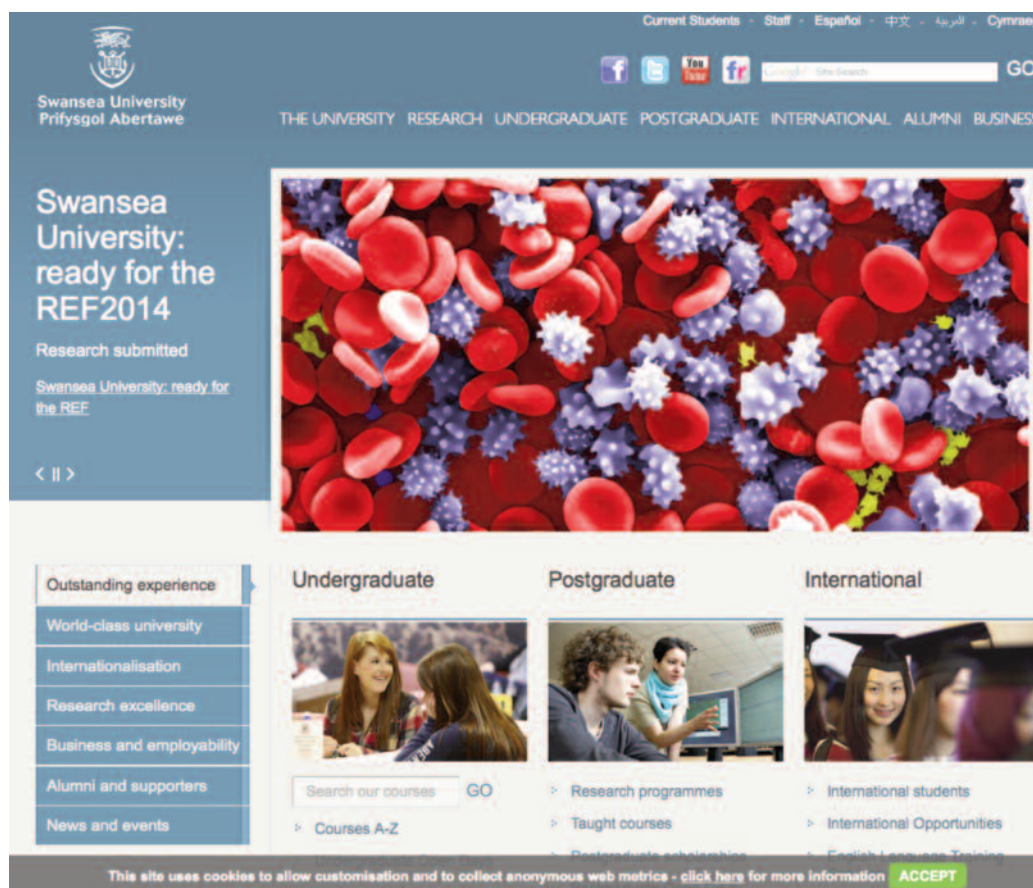
- European Parliament Event (June)
- London Houses of Parliament Event (Sept)
- City Region Event (Oct)
- Meet the buyer events to attract local suppliers (March to Dec)

Local Business engagement events to include

- Swansea Bay Futures Event
- Institute of Directors
- Federation of Small Business AGM
- ILS Bio breakfast

7.2 A plan is also in place working closely with PSPU and DRI to fully understand the University's business proposition and use of social media for business engagement. The Business Marketing Forum has continued to grow in membership with a new Terms of Reference and commitment to work collectively towards delivering the strategic aims of the University on the knowledge economy.

8 Developing brand awareness



- 8.1 The web team has developed impactful new content including new clearing and conversion microsites, new graduation, Welsh language and CSAR microsites, the VC blog, new course pages and series of videos. A Google adwords campaign and targeted landing pages for specific information niches have also been developed, social media provision expanded and a social media analytics platform introduced, so that we can now easily track and benchmark the effectiveness of our Facebook, Twitter and YouTube content. The digital marketing officer has also provided Google analytics and other digital training and guidance to marketers and others across the University

First time visitors to the Undergraduate webpages

First time web visitors – ie people who have never visited our website before – are a good index of brand awareness. A University's website is the most-used and most-trusted information source for enquirers and applicants, so the greater the awareness of Swansea University, the more people seek out information on our website.

The number of first time visitors to our undergraduate information has increased significantly compared to 2012 (+102.7%), suggesting that awareness of the

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Swansea University brand has improved considerably since last year:

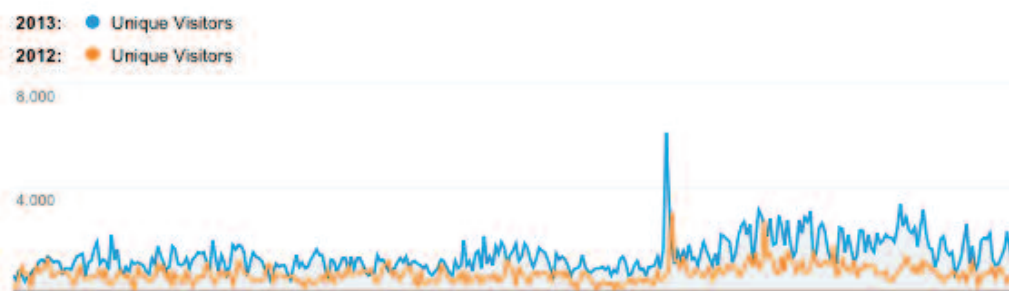
2011-2013

First time visitors to Undergraduate webpages (index of brand awareness)



2013 vs 2012

First time visitors to Undergraduate webpages (2013 vs 2012)



Visits via mobile

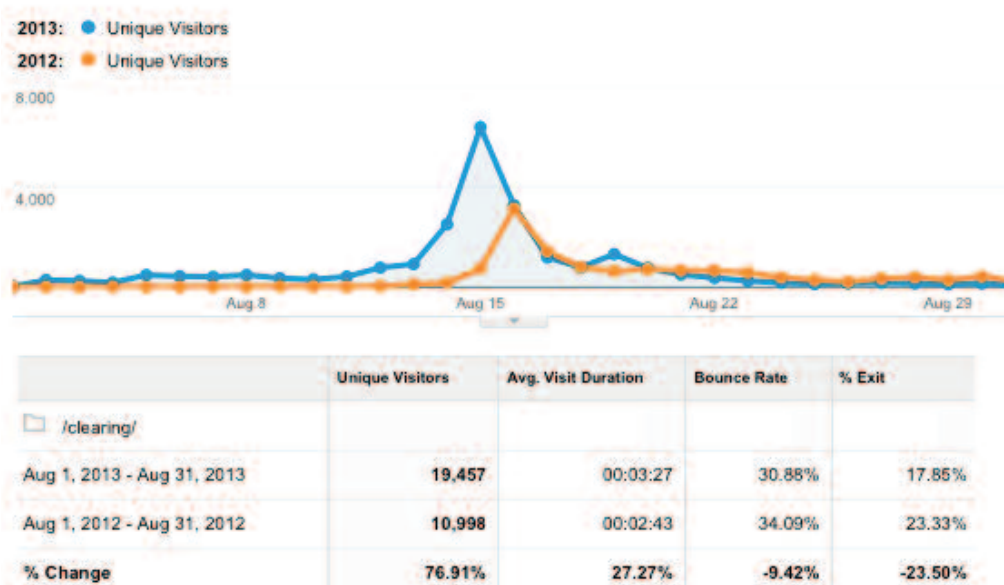
The number of visitors accessing our undergraduate information using mobile devices is over 4x what it was in 2012 (+489.4%), and almost 20x what it was in 2011 (1981.5%)

First time visitors using mobile to access Undergraduate webpages



Clearing

Visitors to Clearing webpages (2013 vs 2012)



There were 15,969 unique visitors to the clearing website published on 2 August 2013, an increase of 54.4% on 2012. People were researching their clearing options well before A-level results day, which resulted in a significant number of visits during late July and early August.

- 8.2 Each month the PR team handles over 50 media enquiries, issues around 100 news releases to the local, national and international media and publishes news items on the web. It monitors over 300 items of coverage of which around 50% usually emanate from the PR office, reaching over 50 million people and countries including Germany, US, India, Brazil, Canada, China, Australia, France, Spain, Turkey, Russia, Denmark, Lithuania, Greece, Poland, Romania, Singapore. The launch of the Richard Burton Diaries in both the UK and USA, received extensive media coverage and established Swansea as having a significant archive.
- 8.3 A new Marketing Toolkit has been produced, enabling marketers throughout the University to easily select and download images, templates and other materials. As part of this online photographic library and asset management facility elements and details of UG campaign will also be made available for use by College marketers.

Other publications produced during the year include the UG, PG and Welsh prospectus, graduation brochures, Bay campus plan, Breakthrough and Momentum research publications.

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9 Working together to enhance performance throughout the University

Strategic marketing has initiated monthly marketing digests for marketing staff throughout the University and work has included -

- Coordination of academic involvement with three key events at 2013 Cheltenham Science Festival
- Organising a cross-university marketing conference in May 2013 and regular marketing, business marketing and service excellence fora
- Customer Service Excellence submission for Marketing underway, service values agreed and service excellence timetable under development by Service Excellence Forum
- Employability and careers marketing working group established; Welsh-medium recruitment marketing working group and engagement strategy under development; media training undertaken by six staff

10 Staff structure

Business Marketing - New Business Marketing Manager post established in 2013

DARO - A fixed term Development Officer to be created early 2014

Admissions Office - now split into 3 teams to better support the different activities of the Office:

- Undergraduate Admissions (Manager: Helen Wright)
- Postgraduate Admissions (Manager: Judith Meyrick)
- Analysis and Communications (Manager: Claire Cowell and new CRM assistant, Jenni Weston)

International - new appointment for EU Recruitment, transfer of posts from DRI. Head and Deputy Head, who is also Head of Internationalisation, lead teams focussed broadly on student mobility programmes, international recruitment, international communications and marketing, and the development of international partnerships.

Main Marketing Office - now incorporating the Corporate Events Manager and Strategic Marketing Co-ordinator (permanent post from November 2013). No Manager in post since October 2012.

Student Recruitment Office - Currently 3 staff short with 2 Postgraduate Officers, 4 Undergraduate Recruitment Officers, 1 Marketing Officer and 1 Administrator.

