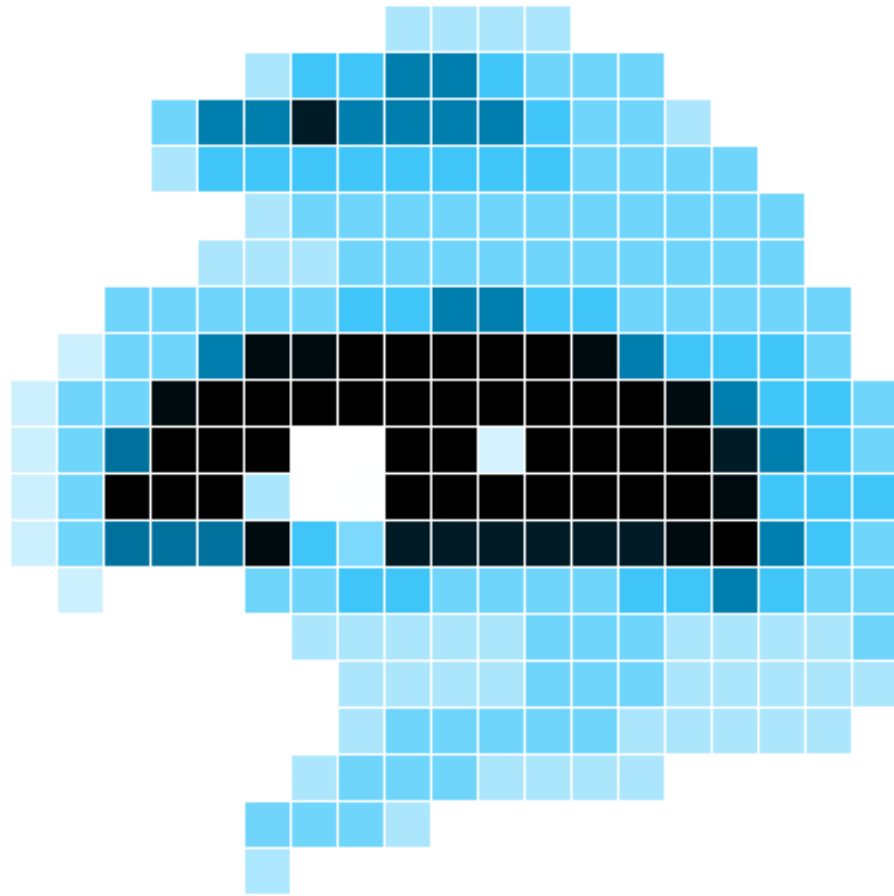


IT-UNIVERSITETET I KØBENHAVN

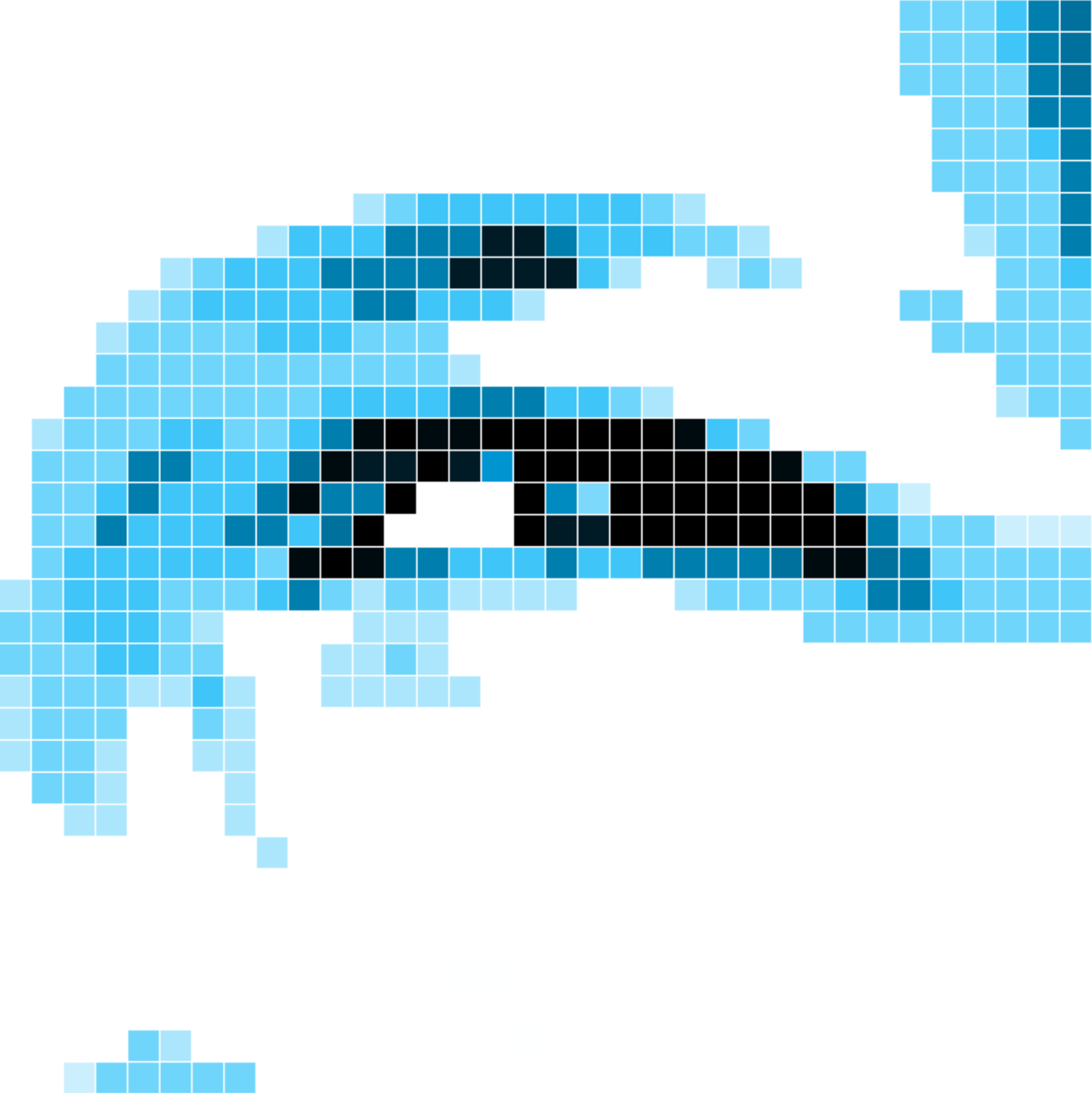
COMMUNICATION STRATEGY

2012 - 2016



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This communication strategy for the period 2012-2016 replaces the previous communication strategy, which expires at the end of 2011.

During 2011, a new master brand platform was developed 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

The communication strategy must contribute to accomplishing the University's strategy, mission and vision. This is done through pursuing the following overall strategic objectives:

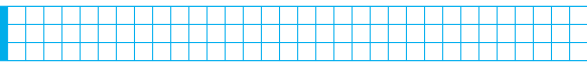
- The communication strategy must help **build, develop and maintain a positive image for the university and its education programmes and research** through efforts guided by clear and consistent master brand- and sub-brand narratives – both in terms of public opinion in general; in terms of image among stakeholders (internally, in private and public organisations and at the political level) and not least, in terms of helping the university's research and researchers move up the reputation spiral.
- The communication strategy must contribute to meeting the University's business 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 business objectives / budget figures for **securing external research funding** for the strategy period.
- The communication strategy must contribute to the University **communicating efficiently, consistently, openly, and credibly** and in keeping with the University's values as well as best practice for professional communication.

PROCESS AND METHOD

The strategy development 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.

The communication and marketing strategy (i.e. this document which includes the master brand) is to a large 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 differ slightly in terms of style and structure – this is a conscious choice.



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 business 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 room to set out supplementary individual communication objectives.

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. 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 for 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.

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.
- **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'S MASTER BRAND

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).

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*. 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.

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:



Simply put, 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). Notably, the 'Future' angle is one that nearly all other universities seek to profile themselves with.

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:



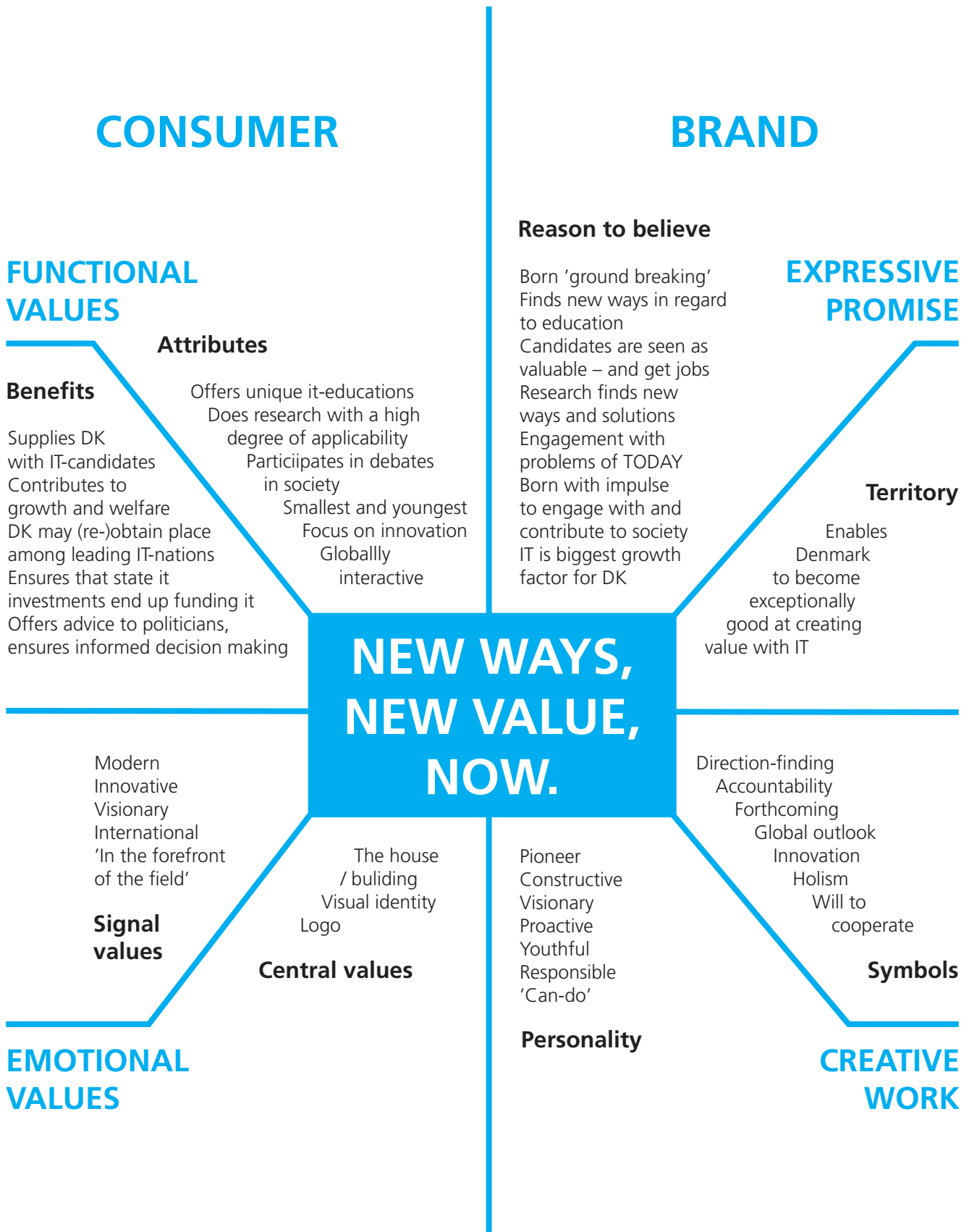
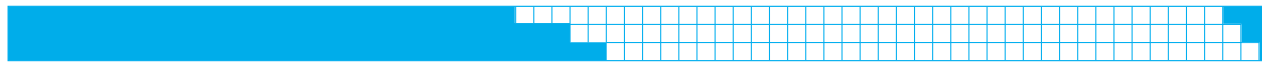
THE ESSENCE OF THE IT UNIVERSITY MASTER BRAND

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</i> reputation spiral – 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, self-service Need to ensure mooring of brand narrative Staff, student involvement in design	Being an IT university sets a high bar for communication on digital platforms Strategic 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...

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

FUTURE MASTER BRAND- / IMAGE COMMUNICATION

Building a brand is a slow, incremental process; requiring sustained visibility over a long period of time. We will ensure the presence of the master brand in the brand landscape – albeit not necessarily a through a fixed amount for media spending.

The master brand can easily be expanded in other visual executions (as long as this happens with a clear and consistent relation to the sender's role in other campaigns) if for example we wish to target a specific target group with master brand communication – e.g. young people or potential collaborators at home or abroad.

Using **sponsors** offers an interesting proactive means of building relevant values into the brand through association with suitable organisations, large or small. Essentially, the amount of money is not paramount in this respect – rather, common ground in terms of brand values are crucial. A communication policy for this will be presented to Senior Management in early 2012.





STATUS AND DIVISION OF RESPONSIBILITY

As a part of the execution of the Help-to-self-help strategy, adopted by Senior Management in 2009, we have developed various digital communication platforms 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

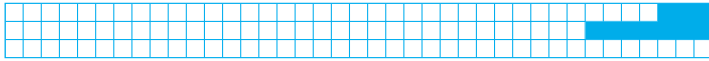
Naturally, a large amount of internal communication takes place everyday at the University via platforms and channels not maintained by the Department of Communications – via e-mail, via sms, by phone, on third-party platforms such as DropBox et al. This communication goes largely unsupported and unregulated 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 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 Senior Management. This will happen in part through an increased editorial effort and also through counselling on new meeting structures and internal information 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, it now consists of an editorial section with news and a series of so-called web widgets enabling users to customise it to their own preferences. The goal is to develop the front page further, to the point where it becomes a valuable 'hub' for students and staff alike.
- 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.



PRESS AND STAKEHOLDER COMMUNICATION

STATUS

The IT University is in good standing in terms of media coverage, we have a fairly high impact as a source of experts on IT and our researchers are in high demand. In fact, the IT University has such a number of valid, positive stories to share that it is sometimes a challenge to choose between them – which makes a strategic master narrative a welcome tool for prioritization.

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 may expand in the future.

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 key position(s) media-wise on ‘creating value for Denmark’ and the ability to develop and tread new paths.

PROACTIVE AND REACTIVE MEDIA EFFORT

The **proactive** part of the media work entails, cf. above, getting the most important stories exposed in the media. The subjects that are of a strategic importance are value creation for Denmark, innovation, applicability, 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. Ideally, the IT University should become known as the place to contact for a journalist with IT-related questions.

The **reactive** part is to a certain extent the prerequisite for 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 STRATEGIC COMMUNICATION 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.
 - In 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.
 - In 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 STRATEGIC COMMUNICATION 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 management and faculty and partly through forums such as e.g. the University's Employer Panel.

Our qualitative interviews show that stakeholders generally rank the IT University highly image-wise and their opinion of the IT University's candidates is high. Meanwhile, stakeholders would like to see a stronger contribution from the university as an innovation driver and powerhouse and 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.

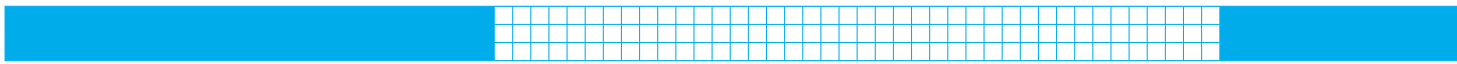
The Department of Communication will aim to provide support in the wider stakeholder relations by helping to make it easier for everyone at the University to narrate the short version of the ITU master brand history when dealing with the outside world, through boiler plate texts, slides etc.

STRATEGIC COMMUNICATION OBJECTIVES FOR STAKEHOLDER COMMUNICATION

- To help the IT University become more visible as an inspirational force and driver of innovation. Partners and stakeholders report that they would welcome a more direct form of communication from the university in terms of inspirational stories about new research and new ways of doing research and education. We aim to tap into this potential.
- To establish a bi-annual newsletter geared towards the former segment of public organisation and private industry stakeholders in order to provide inspiring stories about relevant new results, research projects and approaches within research and education.
- To continue the effort of placing stories in relevant media that may contribute to image building on the corporate level in terms of value creation, innovation and engagement with society and its challenges, nationally and globally.

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.





STATUS

Basically, the flow of research communication is steady: We have good contact with many researchers, we often succeed in providing well- appreciated advice, we have had more than 20 ITU research stories accepted in relevant media in 2011, and ITU faculty are in high demand by the media as expert sources.

RELATION TO THE MASTER BRAND PLATFORM

The essence of the master brand of the IT University provides an overall editorial criterion for research communication: New ways, new value, now is an essential selection parameter for research stories: While research communication contributes to the brand narrative of the IT University as an innovative and value-creating institution, it is especially the university's research that help satisfy the master brand claim of 'treading new paths' and creating value through application-oriented solutions to the benefit of business and society. This link is essential.

Also, a brand that treads 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, i.e. moving images and rich content.

STRATEGIC COMMUNICATION OBJECTIVES FOR RESEARCH COMMUNICATION

- 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.



SPECIAL PRIORITY AREAS DURING THE STRATEGY PERIOD

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

www.itu.dk/research

Our stakeholder analysis revealed that our stakeholders might find it difficult to locate information about the actual subjects researched at the IT University; that it can be difficult both to locate a specific researcher within a particular field, and to locate information about the organisation of research activities in groups/fields. Neither is conducive to our efforts to attract external funding or collaborators or to help researchers move up the reputation spiral.

Thus, we propose a redesign, while the strategic objective of the page remains unchanged. Roughly described, we aim to simplify page design, improve the search functionality, improve information architecture, implement a faculty roster and offer video streaming.

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

Television and (web-) video offer an attractive means of achieving research communication goals that are hard to obtain by traditional means: They have multiple fields of application, and television and video features are an effective way of communicating research results, not just to the public in general but also to narrow, targeted segments that are difficult to reach by conventional marketing and PR activities since researchers may serve as 'distributors' to the small, but also important target groups, through networks, conferences, etc. The proposed rules of engagement in this respect are:

- **Multi-functionality**
Production will aim at making the videos produced applicable for broadcast transmission on national public service channel DR2 (meeting the obligation to communicate research results to a wider audience), but also on www.itu.dk, via social media and through the researchers themselves.
- **Social media dissemination**
It is a goal for us to strengthen the voice of ITU research on open digital platforms. We do not expect millions of hits initially, but IT is perhaps the most discussed subject on the net and its digital/social media platforms, and we need to tap into this. Preferably, the ITU should eventually build a position in terms of the social media conversation as the voice of well-researched and fact-based IT-knowledge.
- **Researchers as standard bearers**
It is a clear goal to produce television features that may be used proactively by the researchers to 'sell' their research. A well-produced video may constitute both a business card and an elevator pitch speech. At the same time, video submission is becoming common at some conferences, which may often lead to contacts to new potential collaborators or valuable contacts.



MARKETING, FULL-TIME PROGRAMMES

STATUS

In 2011, the IT University experienced the largest number of applicants ever for its full-time programmes. The bachelors' programmes saw the largest growth in applications in 2011 among all Danish universities measured by percentage, and in the spring of 2011 the University received the largest number of applications for five years; 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 probably accounts for some of this success, we are wary of deducing too close a connection. There are strong indications that other factors - like the possibility for undergraduates with a professional bachelor's degree to obtain a credit transfer - also play a decisive role. Thus, we recommend keeping the IT University top-of-mind with the target group by maintaining the tactical campaigns at the current level or even higher.

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. However, it should also be noted 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 awareness. Rather, we need to increase communication of attractive sub brands 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.

BUSINESS 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.



STRATEGIC COMMUNICATION OBJECTIVES FOR FULL TIME PROGRAMME MARKETING

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'. E.g. marketing should contribute to increasing the number of female applicants.
- To ensure that the study programmes are marketed as being reliable and academically sound.



SUB-BRAND POSITIONING AND PRIORITY AREAS DURING THE STRATEGY PERIOD

- The Department of Communication aims to **maintain the existing visual look and its primary focus on tactical marketing.**
 - For the strategy period ahead, we've made the strategic choice to always adapt communication to reflect the individual study programmes. This is based on two findings: Firstly, students choose a specific study programme rather than a specific university. Secondly, 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 the above 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.
- In order to ensure clear sub-brand narratives, the Department of Communication aims to make use of conceptual advertising to a larger extent than before. By **hiring external creative specialist** help, we will attempt to hone a sharper creative edge and impact beyond pure rational arguments.
- We will **investigate the possibilities of using viral marketing** to promote the study programmes of the IT University. The target group are of the right age (typically 18-30 years), are very Internet savvy, and are deemed to be highly familiar with various media and trained in decoding such messages, and viral dissemination of messages would be highly beneficial to the IT University due to the fairly limited advertising budgets (especially for international recruitment).
- **International recruitment:** It is the assessment of the Department of Communication that the necessary impact in terms of international applicants can be reached through carefully selected, effective initiatives: E.g. 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.
- **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.
- **Social media** is an obvious way of trying to strengthen the recruitment activities and general visibility/image of the IT University among some essential target groups. We will continue the current effort in this respect.





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, a number of important factors are at work apart from communication alone. The global financial crisis has created a sluggish market for further education and supplementary training because most companies have reduced or completely cut education budgets. It is therefore important to have a realistic perception of the field of the marketing game.

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.

STRATEGIC COMMUNICATION OBJECTIVES FOR PART-TIME PROGRAMME MARKETING

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 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 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

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:

'Threats'

Do you dare to not educate yourself any further? Are you bright enough? Will you be left behind?

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.

E.g. IT-Vest and CBS take this position.

'Reach the top'

Knowledge is power. Want to reach the top? Upgrade yourself to gain influence. One step up the career ladder... Join the secret yuppie club...

Appeals to the career aspirations, personal and financial ambitions and competitive mentality of business people.

E.g. AU, AAU, CBS, SDU, IT-Vest, Henley, Mannaz et al. take this position.

'Hard facts'

What you get from us...

Hardly a communication position at all, no real payoff, more like a nicely layouted neutral functional description with images and logo.

E.g. KU and SDU take this position.

'Personal growth and development'

You grow as a human being through learning. Lifelong learning. It is fun and a personal challenge. 'High school feeling'...

Focus on the values of and very personal human gains from supplementary training. Rhetoric almost life coaching-like counselling.

E.g. RUC, CBS and DTU take this position.



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.
- **‘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 FOR PART-TIME EDUCATION SUB-BRANDS

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 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 appreciate dry facts – on study programmes and product contents alike – but facts without added value hardly make any difference in terms of branding or creating synergy to the other communication and branding activities of the IT University.

The position that attempts 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 therefore offer the following recommendation:

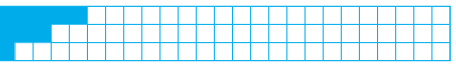
We recommend that the IT University positions its part-time programmes close to the field of personal development but in its very own position of **professional commitment** - about getting new energy into a competency or professional identity which is already thriving and at balance but where further 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.

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.



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 WEB AND CMS

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 will be met through 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.



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.



