Get it Right from the Start:
How to Organize for Positive Impact

David Brond
Georgia Health Sciences University
November 12, 2012

By the end of this presentation...

You will have new ideas and additional resources to lead a successful marketing and communications team.

Agenda

I. Organizing to match organizational goals

    A. Leveraging resources across the institution

    B. Creating a one-stop-shop

II. PLAN BIG CHANGE

III. Justifying your budget

IV. Protecting your brand

V. Promoting your message across multiple media

VI. Handling crisis communications

A message from our sponsor

The University of Delaware, the flagship institution of the state of Delaware, is one of the oldest Land Grant institutions in the nation, and also has Sea Grant and Space Grant status. The University is classified by the Carnegie Foundation for the Advancement of Teaching as a research university with very high research activity.

Another message from another sponsor

Founded in 1828, **Georgia Health Sciences University** is home to the Medical College of Georgia, the 13th-oldest continuously operating medical school in the U.S. GHSU has more than 2,400 students in five colleges: the Medical College, Allied Health Sciences, Dental Medicine, Graduate Studies and Nursing. It is also home to the 478-bed Georgia Health Sciences Medical Center and the 154-bed Children's Medical Center.

Augusta State University is the oldest public university in the state of Georgia. ASU has more than 6.500 students in four colleges: Pamplin College of Arts, Humanities, and Social Sciences, Hull College of Business, College of Education and College of Science and Mathematics.

The vision of the consolidated university, soon to be **Georgia Regents University**, is to be a top-tier university that is a destination of choice for education, health care, discovery, creativity, and innovation.

Organizing to match organizational goals

PATH TO PROMINENCE™

UNIVERSITY *of* DELAWARE
Communications & Marketing

UD Strategic Plan
Strategic Milestones
1. A Diverse and Stimulating Undergraduate Academic Environment
2. A Premier Research and Graduate University
3. Excellence in Professional Education
4. The Initiative for the Planet
5. The Global Initiative
6. An Engaged University

VP for Communications & Marketing
  - Strategic Communications
  - Trademark Licensing
• Creative Services and Web Communications
• Graduate, Research and Global Communications
• Publications & Photography Services
• Public and Media Relations
• Marketing & Advertising
• Marketing Administration & Mascot Program

Organizing to match organizational goals

40 staff members
31 FTEs
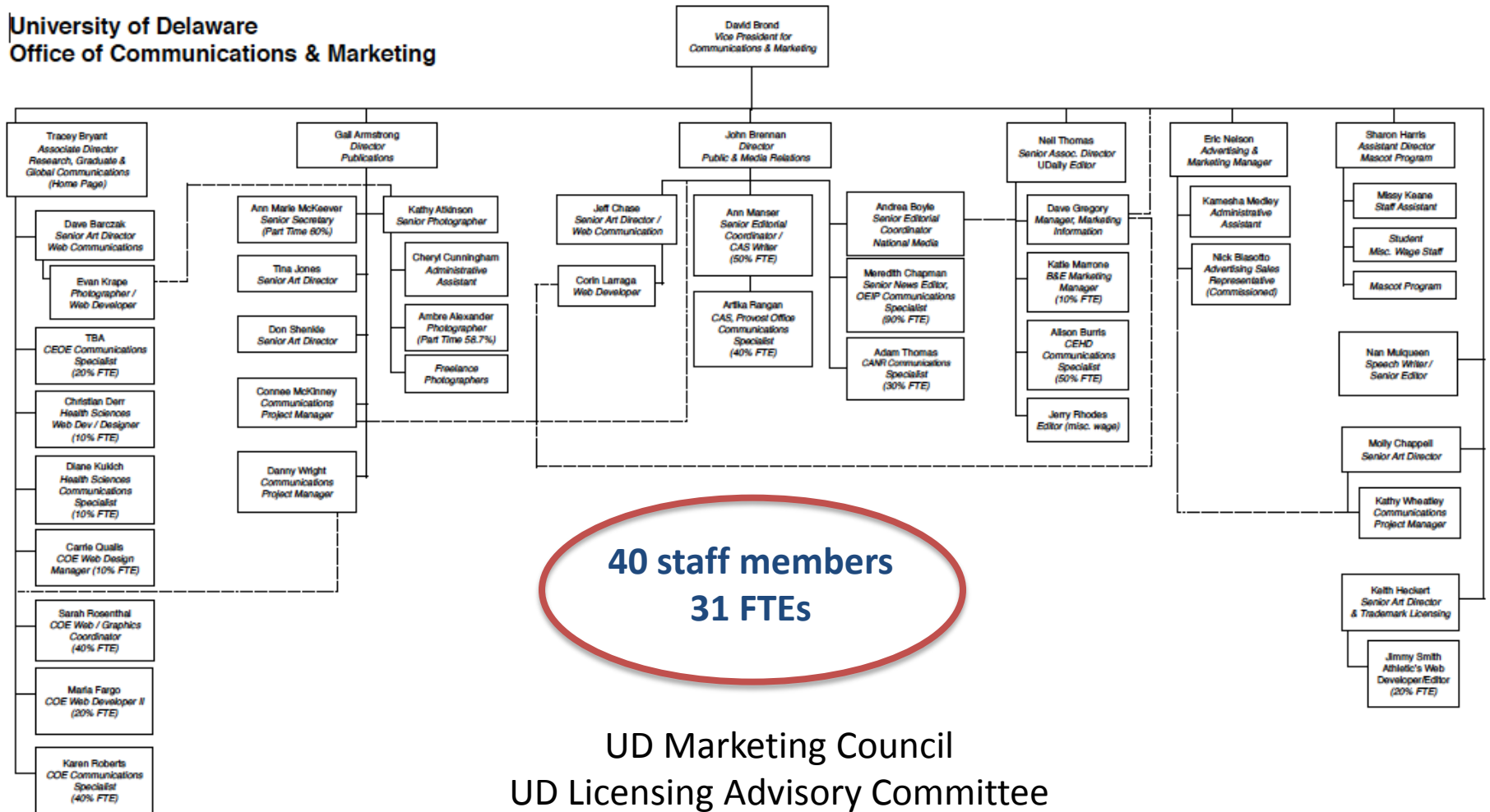
UD Marketing Council
UD Licensing Advisory Committee
UD Bookstore Advisory Committee

Organizing to match organizational goals

OCM Functional Chart

UDaily	Public & Media Relations	Creative	Admin	Web	Sales	Production	Senior
Neil (A)	John (A)	Molly/Don (A)	Sharon (A)	Jeff/Dave B (A)	Eric (A)	Gail (A)	Brond (A)
Andrea (B)	Brond (B)	Tina	Cheryl (B)	Dave G	Nick	Kathy W	John (B)
John	Neil	Dave B	Kamesha	Corin	Kamesha	Connee	Neil
Meredith	Andrea	Jeff	Ann Marie	Evan	Kathy W	Danny	Molly
Karen	Meredith	Christian	Missy	Nora			Don
Alison	Tracey	Keith		Carrie			Sharon
Katie	Nan	Kathy W		Keith			Jeff
Ann		Danny		Molly			Dave B
Artika		Connee		Kathy W			Eric
Diane		Gail		Christian			Gail
Adam		Carrie		Maria			Tracey
Dave G		Sarah					
Eric							
Kathy A							
Nan							
Tracey							
Ambre							

Functional Group Meetings should be held weekly

(A) Primary Lead
(B) Secondary Lead

# Organizing to match organizational goals

OCM Mission:

Identify and implement effective methods of promoting the University of Delaware that enhances the UD brand to key internal and external constituents so that the University is recognized around the world as one of the great public institutions of higher education.

Promote the University's actions, activities, and achievements with consistent, effective and comprehensive communications.

Creating a one-stop-shop
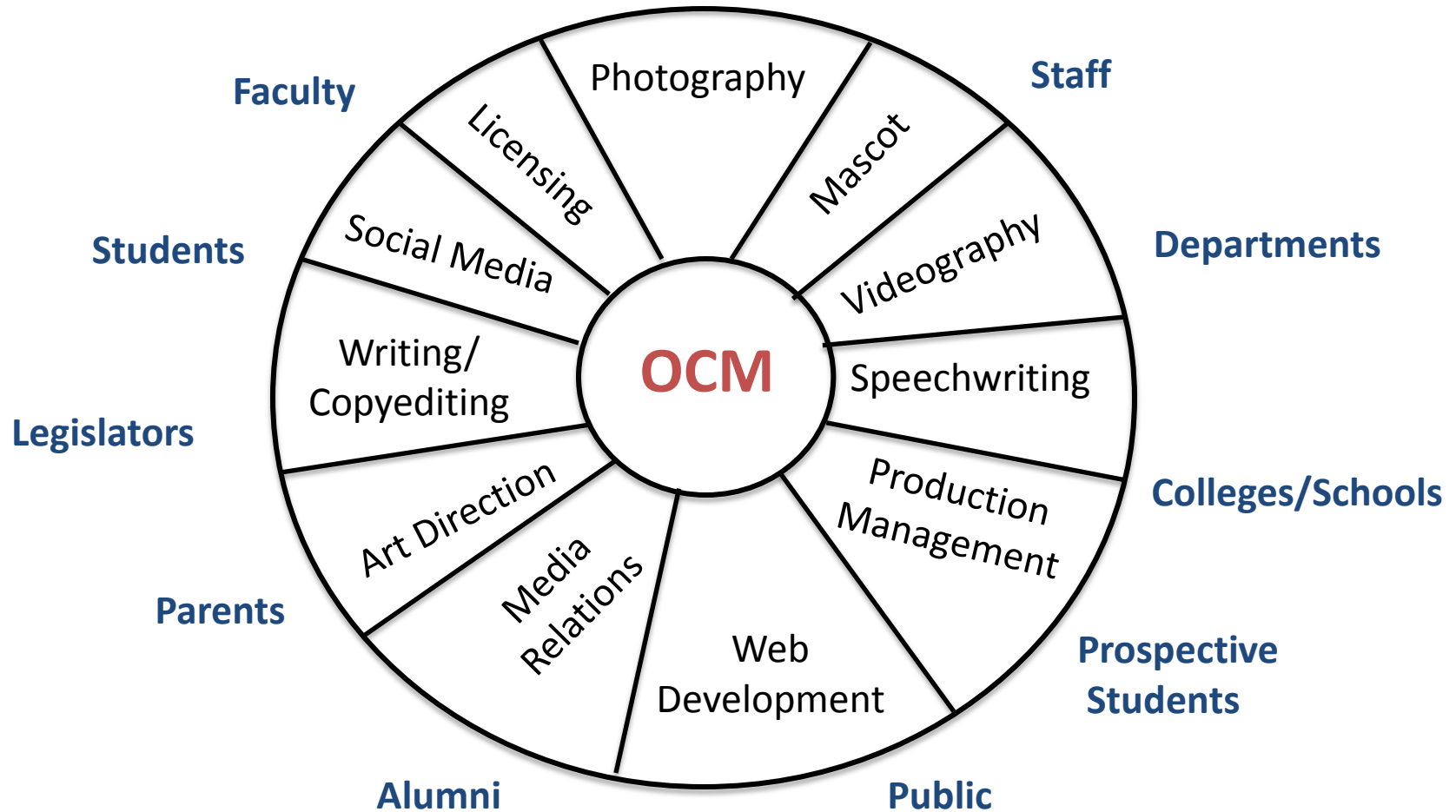
Sample OCM objectives

I. Establish processes to ensure appropriate **input, counsel and support** for strategic marketing and communications services in support of UD positioning and brand enhancement.

II. Enhance **local and statewide awareness** and understanding of UD through stories of leading edge research, educational quality and access, environmental sustainability and economic impact.

III. Increase **regional, national and international** image, positive reputation, brand recognition and resulting preference so that the University's innovation and accomplishments are publicly known throughout peer academia, and across the nation and the world.

IV. Develop and administer **policies and procedures** that protect the University of Delaware brand.

V. Provide a **one-stop-shop** resource for all University-related communications and marketing. Serve clients in all of UD's colleges and University administrative offices with compelling, creative and strategic communications.

Sample external communications
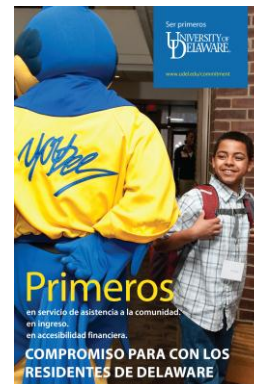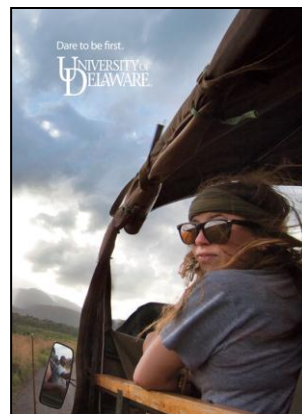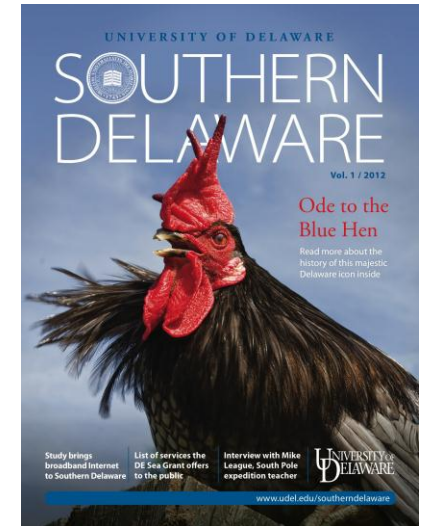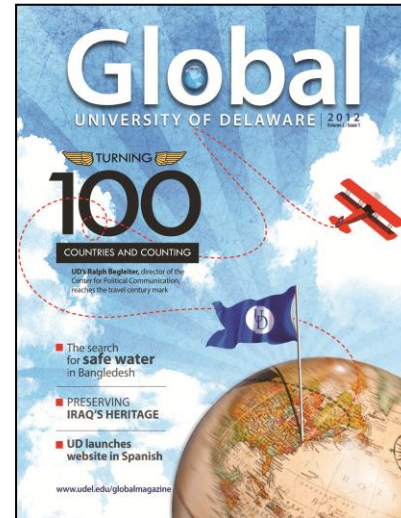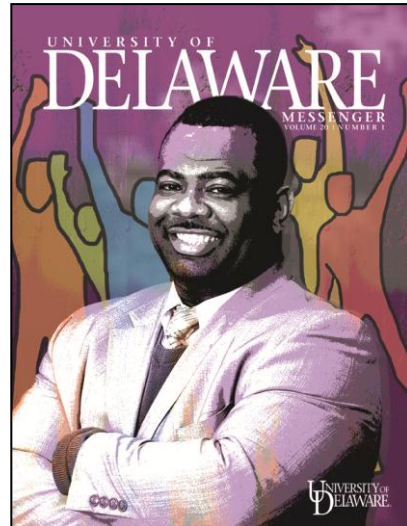
PLAN...BIG...CHANGE

"Soon...the entire world will know of my big plans."*

Create a PLAN.

Do something BIG.

Make a CHANGE.

*From: BIG Plans, by Bob Shea and Lane Smith.

Marketing philosophy

Pyramid (bottom to top): Awareness, Image, Preference, Use, Loyalty

Arrow (bottom to top):
- Know of Us
- Recognize Us
- Intend to Use Us
- Access Our Programs and Services
- Recommend Us to Others

What we want to achieve   *What we want customers to do*

OCM PRIDE

PERFORMANCE → Measure how we are doing through constant and consistent communication

RECOGNITION → Acknowledge good work by maintaining an open and fun culture

INITIATIVE → Ask smart questions and do things rights, do the right things

DELIVER → Do no harm to our brand
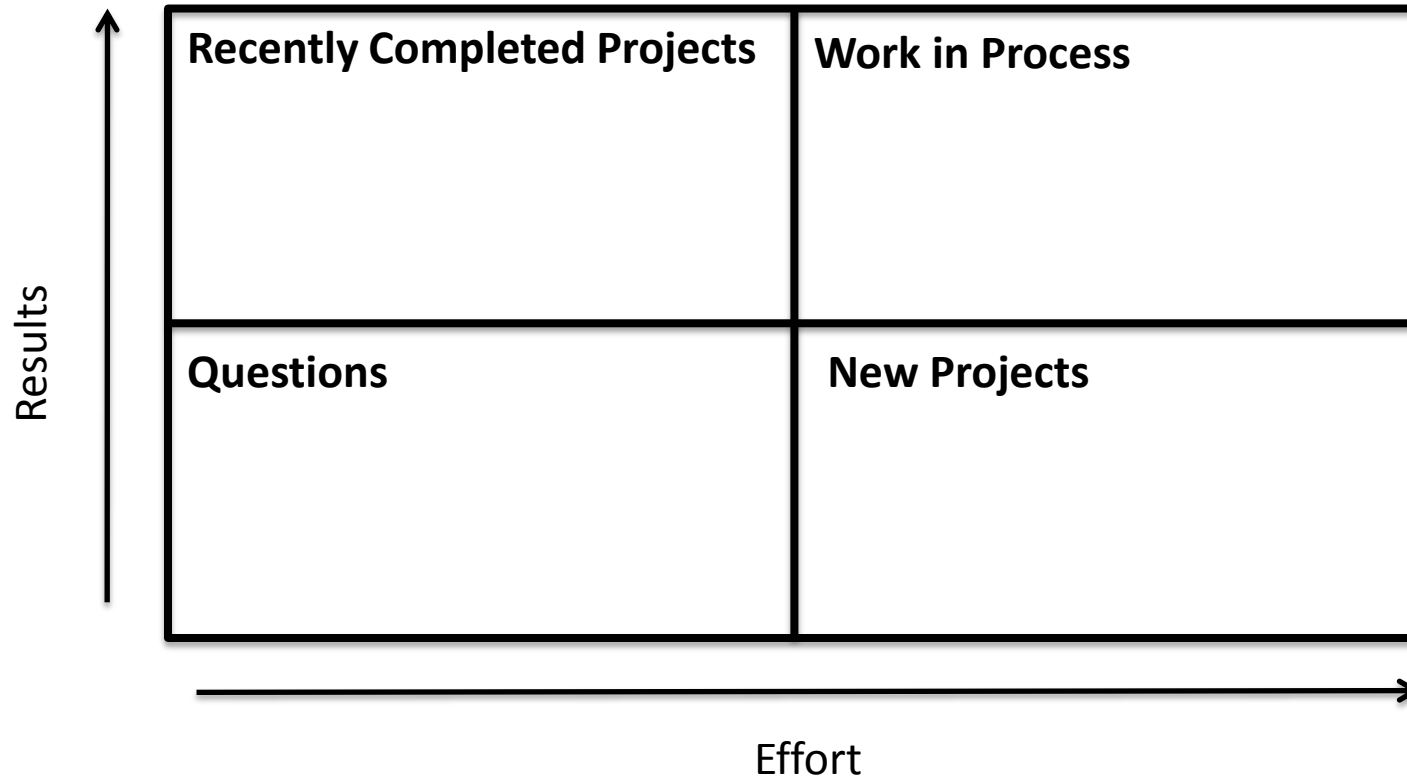
ENTHUSIASM → Show excitement for what we do from events to e-communication

Establishing and maintaining your budget

- ✓ Prior year allocation
- ✓ Zero-based
- ✓ Goal focused
- ✓ Project specific
- ✓ Return on investment

Results/Effort matrix
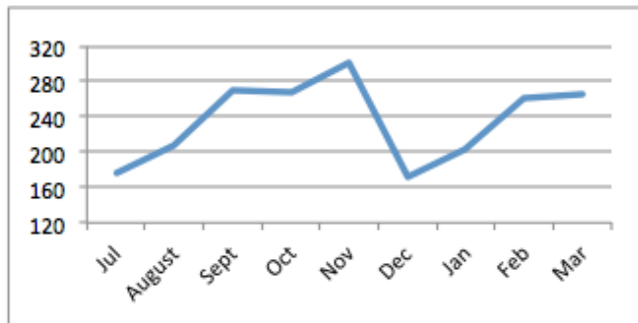
Measuring impact – processes and outputs

Measures of Success -- March 2012

Measure Name	Staff Responsibility	Unit of Measure	2011 Jul	2012 Feb	2012 Mar	FYTD	Avg/Mo	PYTD
UDaily Postings	Thomas	# of postings	176	260	266	3,512	390.2	1,761
Delaware Media Placements	Chapman	# of placements	119	136	236	1,390	154.4	1,051
Reg.l/Nat'l/Internat'l Media	Boyle	# of placements	15	289	225	2,725	302.8	2,609
Research News Articles	Bryant	# of articles	77	128	139	985	109.4	922
E-Mails/Research Magazine	Bryant	# of inquiries	58	30	102	491	54.6	553
New Web Projects	Barczak/Chase	# of projects	28	22	28	233	25.9	234
Completed Web Projects	Barczak/Chase	Completed projects	18	20	35	216	24.0	235
Website: Page Views	Brond	# of page views	2,233,710	3,584,796	3,636,644	28,508,159	3,167,573	25,095,584
Website: Unique Visitors	Brond	# of unique visitors	305,774	510,659	558,848	4,315,540	479,504	3,570,942
Facebook Fans	Chapman	# of total fans	20,598	25,974	26,743	26,743	2,971	17,654
Facebook Reach	Chapman	# of post views		1,442,276	1,917,933	1,917,933	1,917,933	n/a
Twitter Followers	Chapman	# of total followers	6,549	10,359	10,715	81,720	9,080	4044
Twitter Reach	Chapman	# of tweet views		74,633	101,508	101,508	101,508	n/a
YouTube Views	Boyle	# of views	3,829	2,417	2,769	29,926	3,325	23,596
E-Mails/President	Mulqueen	# of inquiries	106	115	231	1,308	145.3	1620
E-Mails/OCM	Brennan	# of inquiries	130	129	120	1,209	134.3	1159
Print Projects (All)	McKeever	Completed jobs	56	49	46	411	45.7	376
Video Projects	Boyle	Videos/Podcasts	3	19	11	60	6.7	11
YoUDee Appearances	Harris	# of appearances	2	11	18	124	13.8	120
Trademark Licensing Approvals	Heckert	# of approvals	290	188	344	2,160	240.0	1698
Trademark Licensing Royalties	Heckert	Gross royalties	$ 30,752.40	$ 12,841.39	$ 13,784.36	$236,144.80	$26,238.31	$188,069.60
New Advertisers	Nelson	# of customers	1	0	0	17	1.9	16
OCM Product Ad Revenue	Nelson	contract $$'s	$ 28,775.00	$ 12,300.00	$ 14,600.00	$161,235.00	$17,915.00	$15,453.00
Recreation Sponsorship Revenue	Nelson	contract $$'s	$ 14,000.00	$ -	-	$44,000.00	$4,888.89	$37,500.00
Phone Calls for Information	Keane	# of calls	3173	3141	3321	29,574	3,286	26,539
Photography Shoots	Cunninghanm	# of shoots	68	99	128	934	103.8	891
Photography Reprints	Cunningham	# of reprints	33	35	24	282	31.3	287
Messenger Comments/Suggestions	Manser	# of contacts	49	63	72	569	63.2	531
President Speeches Written	Mulqueen	# of speeches	2	5	5	72	8.0	87
Customer Satisfaction Surveys	Gregory	# completed	1	0	0	11	1.2	31

Measuring impact – processes and outputs
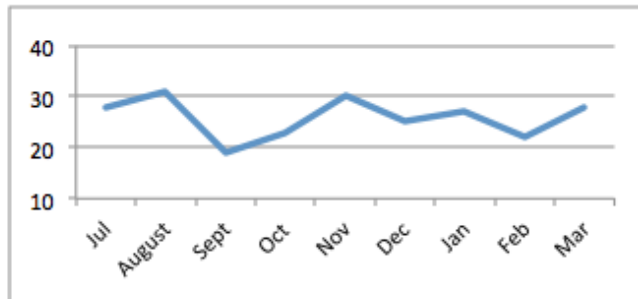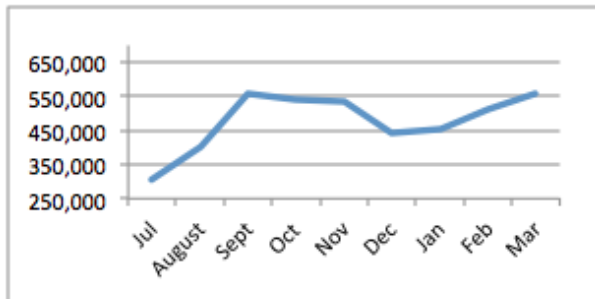

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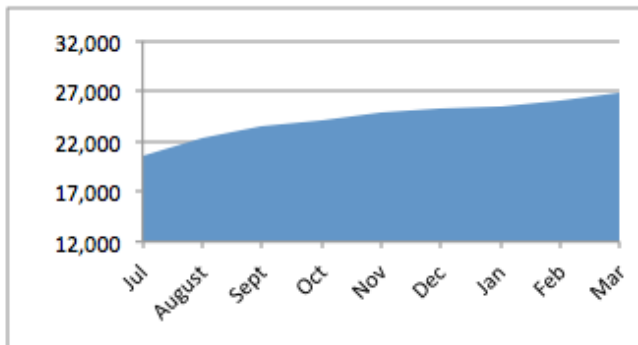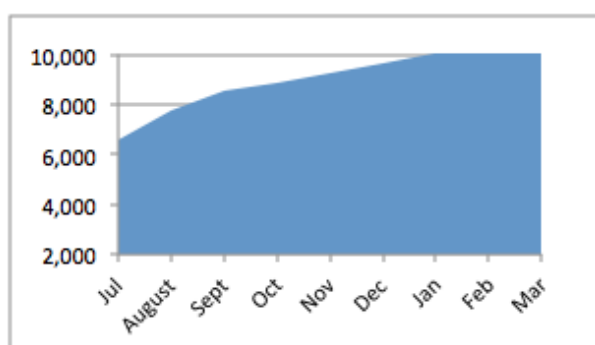
Key performance indicators for marketing and media relations

Output-Based Metrics

- ✓ Press/Media Releases
- ✓ Media Interviews/Events
- ✓ Volume of Coverage
- ✓ Tone of Coverage
- ✓ Internet Reach

Impact-Based Metrics

- ✓ Consumer Surveys
- ✓ External Surveys/Rankings

Outcome-Based Metrics

- ✓ Student/Alumni Behaviors

Source: Hanover Research, March 2011.

What is a brand?

What makes your institution worth it?

It's not what you sell, it's what you stand for.

Goal of branding

Articulate the core message that describes your attitudes, your vision, your mission and your unique identity to the world, consistently and comprehensively.
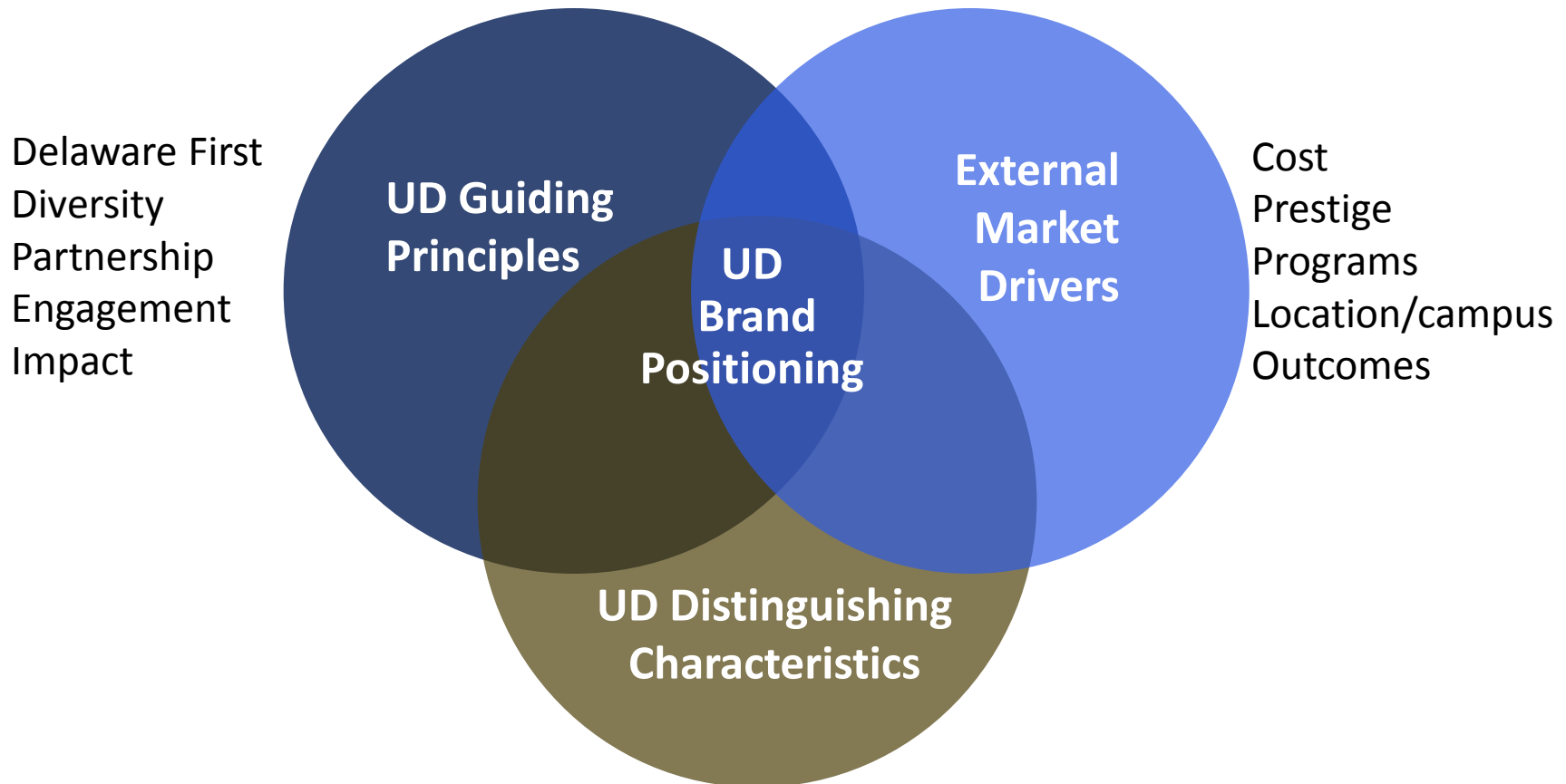
Defining your brand

Tell your story in ways that are:

- ✓ Inspirational
- ✓ Differentiating
- ✓ Memorable
- ✓ Relevant

Authentic Brands Are Created From Within

How we got to the UD brand

Delaware First
Diversity
Partnership
Engagement
Impact

UD Guiding Principles

UD Brand Positioning

External Market Drivers

Cost
Prestige
Programs
Location/campus
Outcomes

UD Distinguishing Characteristics

Active learning experiences
Central location in the Mid-Atlantic
Outstanding faculty with valuable connections to business, government, research opportunities
Traditional campus with relatively small size enrollment for a public institution

Dare to be first.

UNIVERSITY OF DELAWARE.

"Roll up your sleeves for a ride that lasts a lifetime.

- President Patrick Harker

Dare to be first – brand ambassadors

Measuring the impact of your brand

Examples of Brand Awareness Market Research

	Audience	UD Baseline*
When you think of colleges and universities throughout the East Coast of the country, which ones come to mind as excellent?	UG prospects	15%
What is UD best known for (global focus; real-world learning)?	Current UG Current Grad	26%/25% 15%/30%
The six core messages you just reviewed communicate a distinctive brand for the University of Delaware. Please rate the following message on whether it communicates a favorable message about UD.	Prospects, students, faculty, staff, alumni	85% totally agree Pillars range from 51% to 67%

*Baseline measures based on market research conducted in June 2009 and May 2010.

Protecting your brand
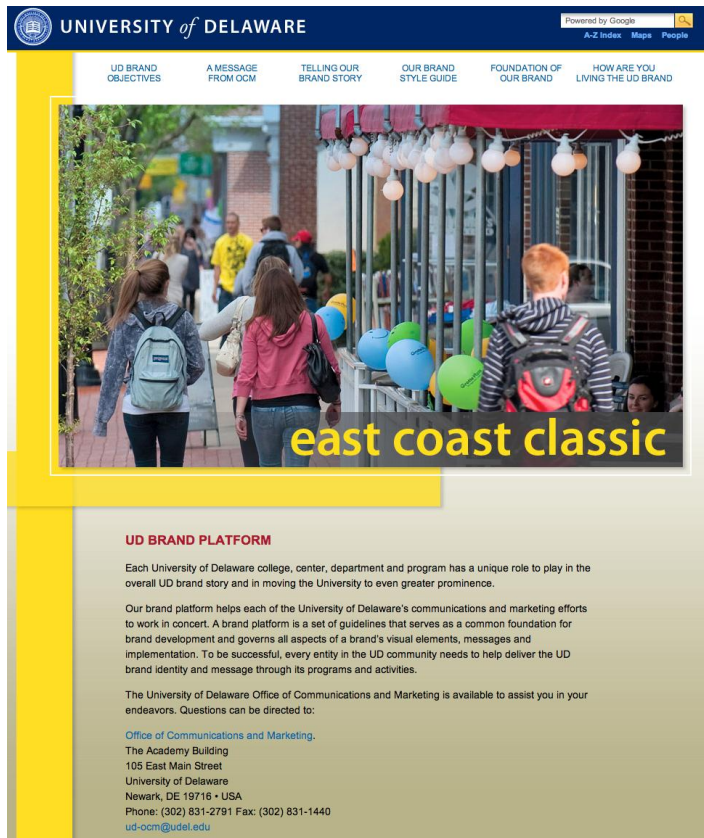
www.udel.edu/daretobefirst

Brand Style Guide
Fall 2011

1) Brand Platform
2) Editorial Style
3) Identity System
4) Athletics
5) Other Graphic Applications
6) Trademark Licensing

Lessons for branding and marketing

1. Be a champion for the cause
2. Involve internal and external stakeholders
3. Use market research
4. Present early and often
5. Ensure Marketing & Communications staff are on board
6. Be creative and bold!
7. Use the entire marketing toolbox
8. Establish rules
9. Generate enthusiasm
10. Live your brand
11. Establish measures of success

Two sides of social media

Realizing the potential

- 80% increase in time spent on social networking sites over the past year.
- Sites like Facebook and others are where our prospective and current students, alumni, donors gather
- 90% of full-time U.S. college students are users

Realizing it as a marketing tool

- Respect the fundamentals and your brand
- One voice, one message
  - The dialogue must be written
- Use data to establish direction
- Remember, not everyone is equally ready
- Don't be afraid to try new things
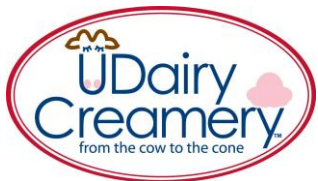
Goal is awareness, interaction and transaction

Incorporating a retail mindset

- ✓ Customer-driven
- ✓ Time to market
- ✓ Creativity
- ✓ Service

BARNES&NOBLE
COLLEGE BOOKSELLERS

UNIVERSITY OF DELAWARE.

UDairy Creamery
from the cow to the cone

 Authorized
Campus Store

STARBUCKS COFFEE

Situational communications

Develop a plan for how information will flow internally and externally in an "emergency":

- Designate a PIO (Public Information Officer/spokesperson)
- Gather known facts to develop key messages
- Identify subject matter/technical experts as needed
- Disseminate information/keep your website updated
- Open a Joint Information Center/Media Center
- Develop communications from the President
- Monitor the news
- Assess the progress of your response and tweak if needed
- Plan for future communication

Effective communication tips

- Provide a public response as soon as appropriately responsible.

- Stop when you have completed your thought.

- Don't fill the void.

- Don't get defensive or confrontational.

- Remember your audience is not the reporter.

- Stay on point.

- Be passionate -- it comes across.

- At the end of your interview, review your key points and be certain that any technical or complex subjects are clearly understood. Ask the reporter if he/she needs any clarification and invite follow up calls.

Communicating effectively
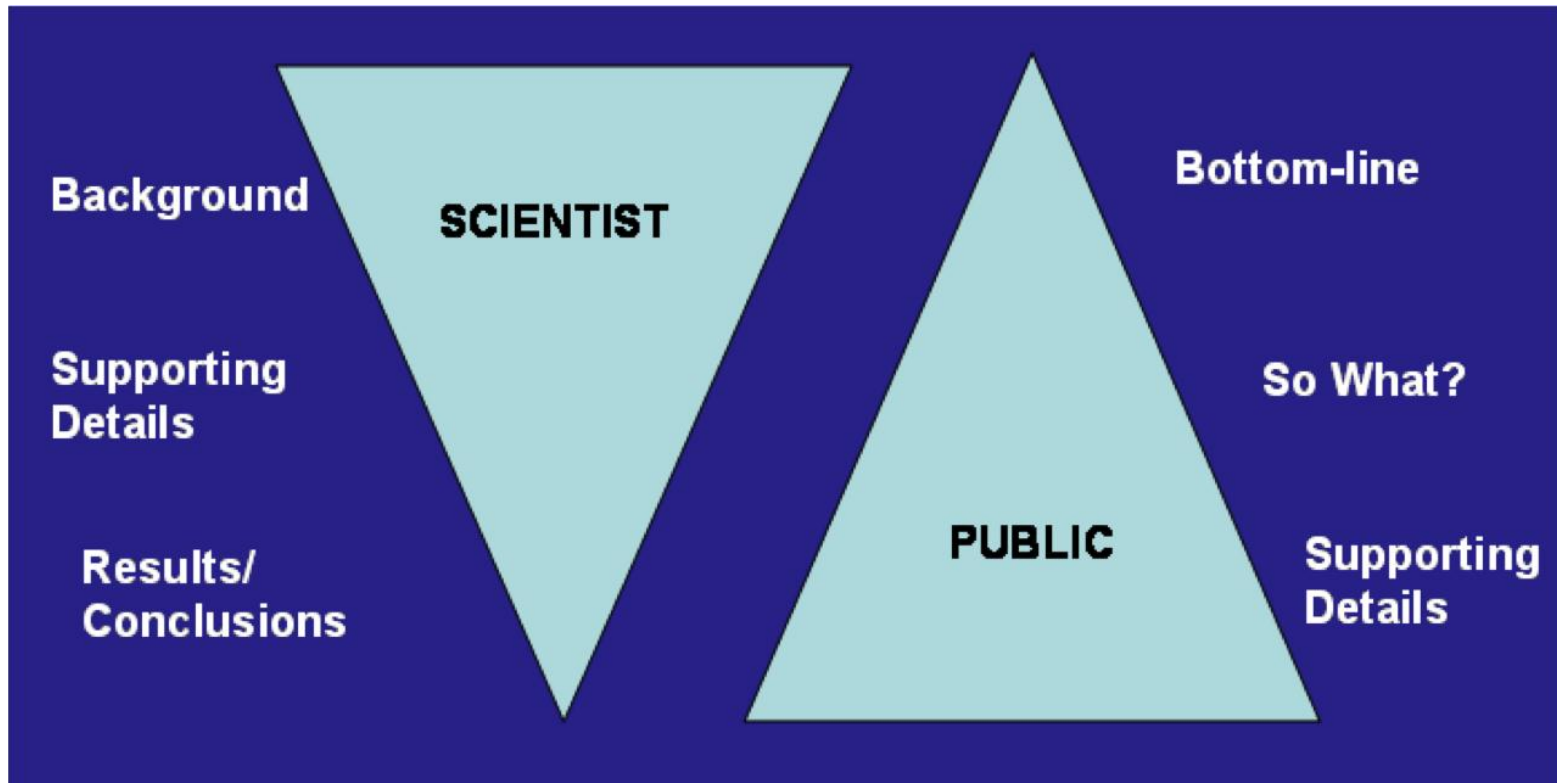
Source: American Association for the Advancement of Science.

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David Brond
Senior Vice President, Communications and Marketing
Georgia Health Sciences University
dbrond@georgiahealth.edu