

MEMORANDUM

TO	Grant Guilford, Vice-Chancellor
FROM	Madeleine Setchell, Director Communications, Marketing and Engagement
CC	Rawinia Higgins, Deputy Vice-Chancellor Engagement
DATE	1 March 2018
PAGES	4
SUBJECT	Brand Project 2018

Purpose

During the last few months there have been a number of discussions about changing the University's name and, more recently, changing the University's brand.

The purpose of this memo is to provide a high-level overview of the work required from the Communications, Marketing and Engagement perspective. This overview is for discussion and also raises questions for further exploration.

Background

The Vice-Chancellor is currently exploring a number of options regarding the name of the University, the strategic drivers of which are:

- 1) Increasing our international brand awareness, particularly for prospective international students.
- 2) Advancing our position in international university rankings and the global reach of our academics.

More recently there has also been discussion about making changes to Victoria's brand, although this piece of work has not been fully defined yet. The desire to change our name and re-examine our brand are closely connected, but for the purposes of this paper will be discussed individually.

The below assumes full costings and an analysis of impact will be undertaken, drawing on international and domestic research already provided, prior to any decisions being made — the outcome of which would inform the detailed programme of work.

Focus one: Changing our name

If a decision were made to change our name, a project would need to be developed to manage such a significant piece of work. This would require input and leadership from a number of areas of the University and involve a number of work streams. The project would need to be managed through the University's recently approved project management structure.

The following are the areas of work we consider vital from an engagement perspective:

International reputation building

As noted above, the key driver for the change is strengthening our profile in international markets. This can be undertaken by both direct and indirect means—through recruitment agents to prospective students and their parents and via our academics to their international colleagues. There has also been discussion about using channels like the Times Higher Education.

A communications and marketing strategy will need to be developed to provide a roadmap for how the change can be effectively communicated to the various audiences. However, as much of the core work in this stream is based on our academic engagement and research citations, this stream of work will need to involve other areas of the University.

[REDACTED]

Internal communications

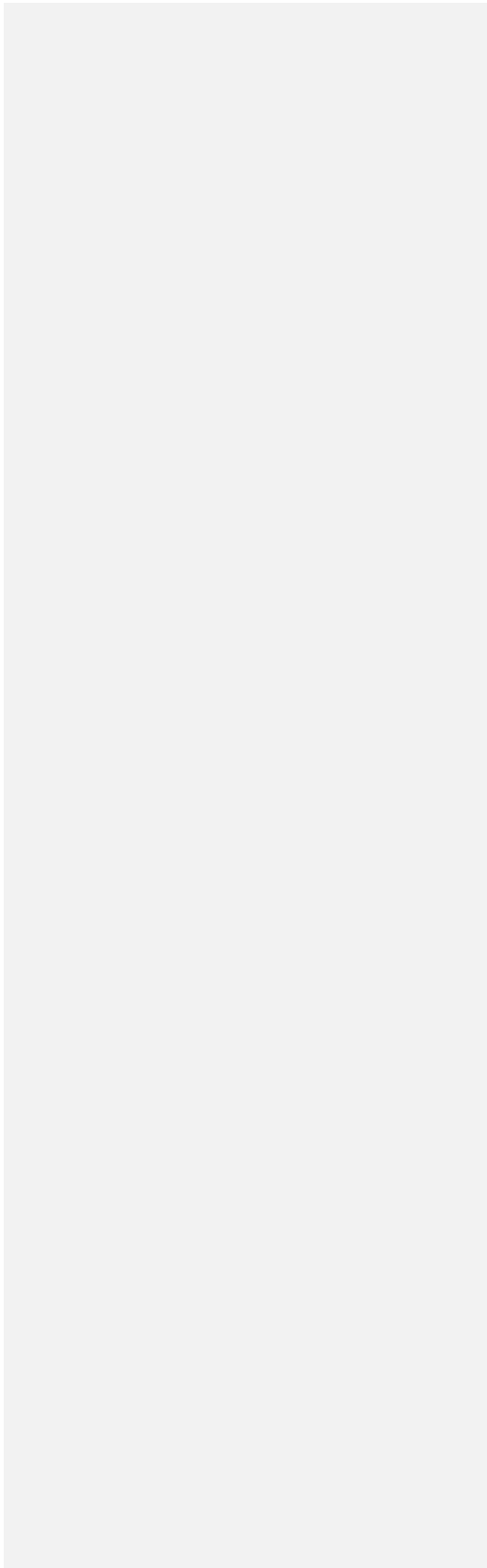
In order to achieve the international profile and internal buy-in, internal communications will be vital. A structured approach to support the Vice-Chancellor and other senior leaders will be required, and work in this area has already begun.

Recruitment marketing

This area of work is somewhat linked to the international reputation building but given the lead times for people deciding which University to study at (both domestically and internationally) and the marketing material required, this would be a separate work stream with associated advertising components.

External communications and stakeholder engagement

A planned approach to external engagement is required, focusing on key stakeholders, alumni, donors and other influencers. This would involve developing an engagement plan with associated material to support the Vice-Chancellor and other SLT members in their engagement with key stakeholders and related entities.



A key piece of work needed soon would be to work with Legal on [REDACTED]

Digital

As well as a project to update the look, feel and content of the University's web channel (162 sites) this work stream would also need to consider the brand's digital footprint (including social media) and search engine ratings.

Creative development

Initial creative concepts will need to be peer reviewed by a creative agency before being finalised and corporate brand guidelines developed.

Brand campaign

In order to cement the new brand in the minds of various audiences, a brand campaign would be required using traditional and digital media. A media strategy and advertising plan would support this work.

Collateral roll out

This is a significant piece of work and ranges from replacing our stationery and merchandise through to the signage on all our buildings.

Other operational work streams

In order to develop a full project, other work streams that would need to be scoped by other areas of the University include:

- Legal— [REDACTED]
- Human Resources—contracts, role descriptions and recruitment
- Research citations and ranking impacts (as noted under international reputation)
- Graduation and qualifications
- IT and research systems
- Naming of related entities (VUW Foundation, VUWSA, VUP etc.)

Focus two: Changing Victoria's brand

At Victoria we define our brand as the following core activities:

Positioning

Who are we and what makes us different. This is currently Victoria as New Zealand's Globally Ranked Capital City University with a brand expression of "Capital thinking. Globally minded." This is supported by a number of agreed organisational messages and activities.

Our name and organisational logo

The Victoria University of Wellington name and crest with its portrait, landscape and recruitment design iterations.

Our look and feel (sometimes called brand personality)

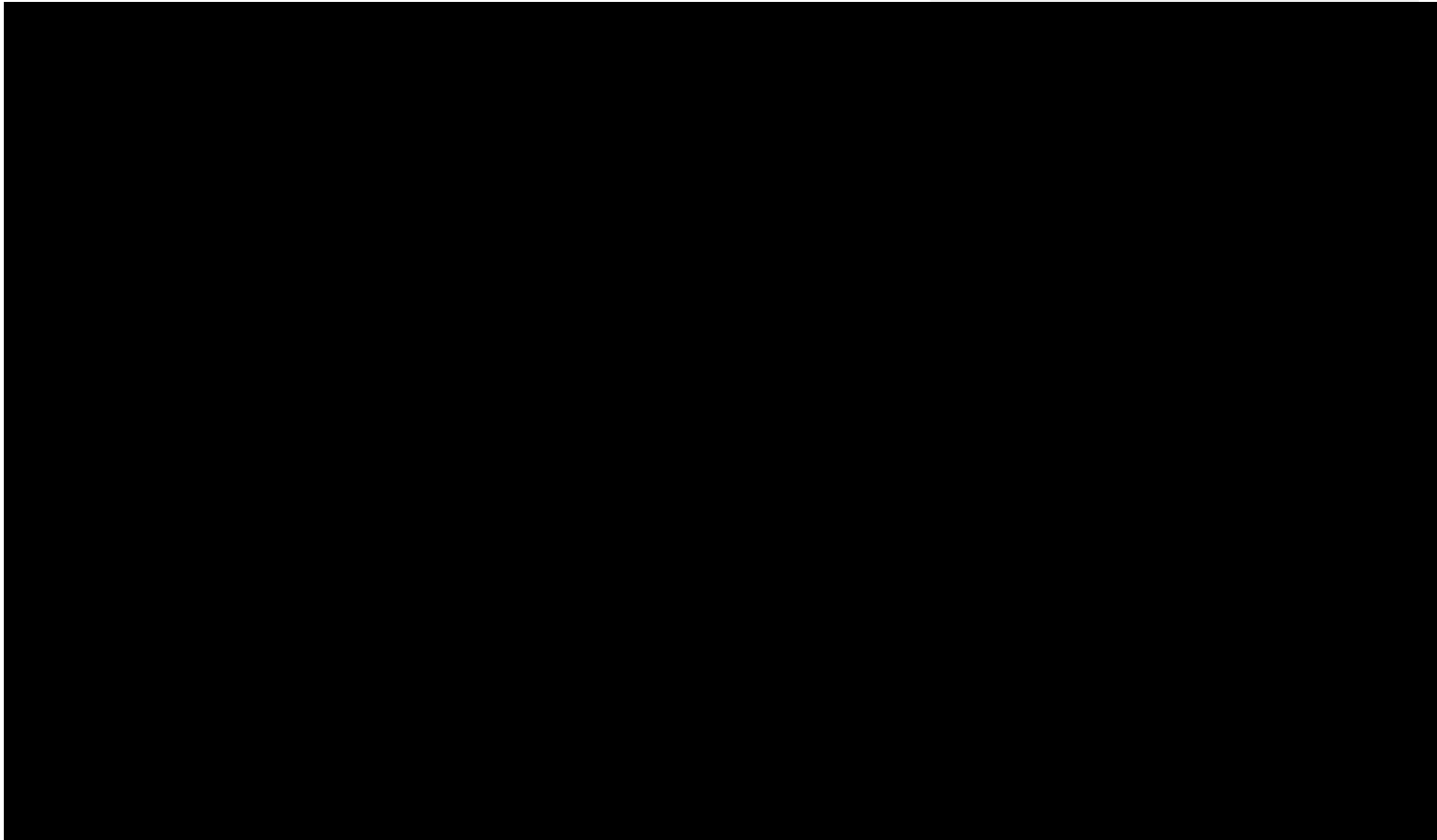
The Victoria University green, the palette of brand colours, including red and gold, and the family of typefaces used across the organisation. This also includes images and photography.

What we do

This is how we bring to life that which is distinctive about us and how it is a real experience for our audiences. This includes things like our academic distinctiveness and our student experience.

To develop a project that looks at refreshing our overall brand at the same time as changing our name, we would need to have absolute clarity about which parts of our brand we are focused on changing and which parts are non-negotiable.

Victoria's current brand framework is complicated by the size and scope of the University and its many audiences, as shown below in Figure 1.



[Redacted text block]

Recommendations

1. The Vice-Chancellor considers the work streams outlined in this paper.
2. The Vice-Chancellor considers what should be included in the project, particularly which areas of our brand are up for debate.
3. The Vice-Chancellor considers the scope of work to be undertaken and begins work with the Strategic Project Office and the Engagement Group to scope the project.

