



UCL

**INTERNATIONAL OFFICE DIGITAL MARKETING
STRATEGY**

JULY 2013

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1. Executive summary

The International Office Digital Marketing Strategy is the first of its kind. Its purpose is to establish a structure for the digital marketing activity undertaken by the International Office and to define how it will contribute to the achievement of UCL's objectives in respect of international student recruitment, as set out in the *International Student Recruitment Strategy and Marketing Plan, 2012-17*.

Since September 2012 the International Office has dedicated one of its three teams to digital marketing. The team is headed by the International Liaison and Recruitment Manager (Digital Marketing), and comprises one International Liaison and Recruitment Officer (Digital Marketing), and three International Liaison and Recruitment Officers.

The following tasks need to be enacted in order to provide a more detailed analysis of current digital marketing capabilities:

- A review of the search engine optimisation (SEO) of the International Students website; Implementation of recommendations where possible.
- International student user testing of the International Students website in order to evaluate its performance; Implementation of recommendations where possible.
- Comprehensive training for all International Office staff in use of the Hobsons CRM system.

The objectives of the International Office in respect of international student recruitment are as follows:

- increase the academic quality of international applicants to UCL
- increase the number of international students enrolled at UCL in line with faculty objectives and three year rolling plans;
- enhance UCL's global positioning
- ensure that international students at UCL enjoy an excellent experience.

The following digital marketing strategies will contribute towards the achievement of these aims:

- Increase visitor traffic to UCL websites
- Grow the presence of the International Office on social media
- Extend knowledge of the UCL brand and offering to a greater number of international markets

- Reinforce and promote the UCL brand, values, and messages
- Optimise the online user experience of the International Students website
- Increase the quality of enquirer data held by the International Office
- Increase the quantity of enquirer data held centrally by the International Office
- Optimise the conversion rate from the International Students website
- Increase the ways in which prospective students can engage with the International Office
- Increase and improve engagement with prospective students via post-enquiry activity and targeted communications
- Develop coordinated digital marketing activities with individual departments and faculties
- Increase engagement with offer holders via digital marketing

It is expected that appropriate digital marketing activity by the International Office will help departments and faculties to achieve student recruitment targets, not just in respect of overall student numbers, but also in terms of the desired composition of the student body by domicile profile.

Monitoring and review of the International Office's digital marketing activities will take place on a regular basis: A quarterly Google Analytics scorecard will be produced in order to monitor visitor use of the International Students website; a quarterly Social Media scorecard will assess activity on the Office's social media accounts; a yearly user testing exercise will take place in order to assess how well the website is meeting the needs of prospective international students; the International Office will register for weekly reports from www.siteimprove.com which will highlight any issues with the functionality of the website; a yearly digest of enquirer data collected in the Hobsons CRM system will be produced; virtual activity will be reviewed on a yearly basis.

2. Introduction

Scope and purpose of the Digital Marketing Strategy

2.1 The purpose of the *International Office Digital Marketing Strategy* is to establish a structure for the digital marketing activity undertaken by the International Office and to define how it will contribute to the achievement of UCL's objectives in respect of international student recruitment. It provides a summary of previous International Office digital marketing activity and an appraisal of the current environment for such activity to be developed. The objectives, strategies, and tactics contained within the paper are intended to complement those detailed in the *International Student Recruitment Strategy and Marketing Plan, 2012-17*.

2.2 The International Office Digital Marketing Strategy is the first of its kind. As such there are no previous papers to reference, or key performance indicators (KPIs) against which to measure current performance. This paper will establish some KPIs for the International Office and will act as a reference point for future digital marketing strategies.

2.3 The *International Student Recruitment Strategy and Marketing Plan, 2012 – 2017* makes specific reference to the role of digital marketing activities in achieving international student recruitment goals. Following an increase in staff resource and a re-organisation, a team responsible for digital marketing was created within the International Office. This included two new roles: an International Liaison and Recruitment Manager (Digital Marketing) and an International Liaison and Recruitment Officer (Digital Marketing).

2.4 Despite previous use of digital marketing tools by the International Office, this paper represents the first attempt to define the Office's approach to digital marketing.

2.5 The paper will outline the key responsibilities of the International Office digital marketing team and will establish how digital marketing will be used to achieve the International Office's objectives as set out in the *International Student Recruitment Strategy and Marketing Plan, 2012 – 2017*.

What is digital marketing?

2.6 Digital marketing, also known as internet marketing, web marketing, online marketing, or 'webvertising', is generally recognised as being the marketing of products or services via the internet. Digital marketing is considered to be broad in scope because it not only refers to marketing on the World Wide Web, but also includes marketing done via e-mail and wireless media. As such, digital marketing activity usually includes the following: Emails; e-zines; website-hosted content (including text, audio, and video); social networking; chat rooms; instant messaging (including video calls); blogging; display advertising; search engine marketing. It also includes the use of customer relationship management (CRM) software used to maintain a database of customers and potential customers, and to manage communication with them.

UK competitor context

Digital marketing to prospective international students is becoming increasingly common in the UK, including among UCL's Russell Group competitors. An audit of the websites of the Russell Group institutions (see Table 1, page 34) shows that all of them have pages dedicated to international students. The vast majority also have country-specific pages providing information on entry requirements, scholarships, and outward recruitment visits.

Where social media is concerned, 13 of the 24 Russell Group institutions have a Twitter account associated with their international office and/or with international students, and 11 of the 24 have a Facebook account for the same purpose.

Still fewer institutions operate a client relationship management (CRM) system in order to manage enquirer data and events such as open days. Of those that do have CRM, most use the same Hobsons system that was recently purchased by the UCL International Office. They are the universities of Birmingham, Bristol, Liverpool, and Southampton. The LSE uses its own in-house CRM system, the University of Warwick uses Azorus, and the University of Nottingham uses Microsoft Dynamics.

Virtual presentations are becoming more commonplace. Recently the student recruitment teams at Oxford University and King's College London have been utilising Skype technology to speak to groups of interested students. Oxford presents to schools across the world and King's to both individuals and groups. In addition, King's encourages students to contact them via Skype, a service which is available for four hours daily on weekdays. The University of Edinburgh holds virtual presentations for prospective students between October and May. The University of Warwick has started to host a virtual open day for international students in the form of online 'live chat' events.

UCL International Office is in a reasonably good position as far as digital marketing is concerned when compared to our Russell Group competitors. UCL is one of the few institutions which have all of the following: dedicated web pages for international students; web pages providing country-specific information; a CRM system; an international office Twitter account; and International Office Facebook account.

UCL and International Office context

In the context of the work undertaken by the UCL International Office digital marketing has a very broad definition. It encompasses a range of practices not just limited to the direct promotion of UCL's services, academic programmes, and associated activities. These practices include pro-active dissemination of information (e.g. notifications; news items; advice); re-active provision of information (e.g. responses to requests); customer service (e.g. providing assistance; responding to queries); relationship management (e.g. liaison with prospective students, school counsellors, universities, funding bodies, and the British Council); brand promotion and awareness (e.g. uploading content to social media websites, course search engines, and other websites used by prospective students; advertising; search engine optimisation). The digital marketing team will be responsible for the International Office's approach to all of the above, as set-out in this paper.

Despite the absence of a clearly defined approach to digital marketing the International Office was engaged in ad hoc digital marketing activities throughout the period of the last *International Marketing and Recruitment Strategy* (2007-2012). There follows a summary of those activities together with an assessment of the current situation with regards to digital marketing.

3. Situational analysis

3.1 Until September 2012 the International Office did not have any member of staff officially responsible for digital marketing activities. Activities such as management of the website, communications with students and partners, and use of social media platforms were shared between members of staff. After increasing its staff numbers in September 2012 the International Office was divided into three teams, one of which is headed by the *International Office Liaison and Recruitment Manager (Digital Marketing)* and is responsible for the Office's approach to digital marketing. The team comprises three *International Liaison and Recruitment Officers* and an *International Liaison and Recruitment Officer (Digital Marketing)*. The role of the *International Liaison and Recruitment Officer (Digital Marketing)* is divided equally between digital marketing activities and the standard student recruitment and liaison work undertaken by the *International Liaison and Recruitment Officers*. While the *International Liaison and Recruitment Officers* do not have any official responsibility for digital marketing activities, they are expected to use digital marketing techniques and technologies as part of their marketing efforts in relation to their individual market portfolios and faculty responsibilities¹. It is intended that the increase in staff numbers and the creation of a team dedicated to digital marketing will allow the International Office to build upon and develop the activities previously undertaken.

3.2 The International Office has long since realised the importance of driving new traffic towards the UCL website, and specifically towards the 'International Students' website maintained by the International Office (www.ucl.ac.uk/international). All presentations, flyers, adverts, posters, and business cards used by the International Office carry the International Students website address. According to Google Analytics, between 1st July 2012 and 1st July 2013 there were 1.88m 'Pageviews'² to the International Students website (i.e. www.ucl.ac.uk/international and all pages below it in the structure). This included 1.42m 'Unique Pageviews'³.

3.3 To date there has been no search engine optimisation (SEO) work carried out on the International Students website. The International Students website benefits greatly from the excellent performance of the www.ucl.ac.uk domain, but it is likely that the performance of the International Students website could be improved by a review of the SEO.

3.4 The website has carried social media icons and an *AddThis* buttons for many years. These have encouraged visitors to engage with the UCL via social media and to share content from the International Students website.

3.5 The International Office has generally adhered to the official branding and values of UCL when creating digital marketing content, although this is not something that has been

¹ There is an *International Liaison and Recruitment Officer* assigned to each faculty at UCL. It is their responsibility to liaise with faculty staff in order to assist them with their international student recruitment objectives and activities.

² Pageviews is the total number of pages viewed. Repeated views of a single page are counted.

³ Unique Pageviews is the number of visits during which the specified page was viewed at least once. A unique pageview is counted for each page URL + page Title combination.

strictly monitored.

3.6 An International Office account was established on Facebook and on Twitter in 2010 as it was felt important that the International Office should have a presence on these platforms. There were no specific goals in mind other than giving students an opportunity to use Facebook and Twitter to make contact with the International Office if they wished to do so. In the same year an International Office account was created on Orkut, at the time the most popular social networking site in India and Brazil. It is useful for the International Office to have a presence on such sites so that students can link to our profile via their own, and so that they can interact with informative posts made by the International Office.

3.7 In addition to establishing social media accounts, icons for each account were added to the email signatures of International Office employees. The same icons were also placed on the International Students pages of the UCL website in order to encourage users to engage with our social media pages. The addition of *AddThis* icons invited visitors to share the content of our pages via their own social media accounts.

3.8 Content on the social media accounts was originally limited to FAQs (Facebook) and notifications of forthcoming recruitment visits around the world (Facebook and Twitter). The Twitter account was also used to post notifications of events taking place at the International Students' Orientation Programme (ISOP). All International Officers were supplied with log-in details and were supposed to be responsible for uploading interesting and useful content relating to their own individual markets. However, in practice the use of social media websites was sporadic: some international officers would not use Facebook or Twitter at all, others would post regularly. Since 2011 a second member of the International Office has been actively engaged in producing regular, image-based content for the International Office Facebook page. This helped the Facebook account to build a following of 7,502 by 1st May 2013 – the largest number of followers for a comparable account of any Russell Group institution. A review of activity on the Facebook page has been intermittently produced in the form of a 'scorecard'.

3.9 As of 1st August 2013 the UCL Twitter account (www.twitter.com/UCL_IntOffice) had 2,072 followers. This is the fourth largest number for a comparable account at any Russell Group institution. Posts on Twitter are limited to 140 characters they often include links to information, articles, or stories on other websites.

3.10 The structure of the International Students website has been the same since at least 2009. The appearance and content has changed organically from one year to the next, but without any one member of staff being responsible for the overall user experience. No user testing has been carried out on the International Students website to establish how well it meets the needs of international students.

3.11 The current International Students website offers few opportunities for visitors to interact. There is little in the way of multi-media content and there is no opportunity for prospective students to register their details or subscribe to a newsletter or blog. There are few direct links from the International Students website to such content held elsewhere on

the UCL website. Between 1st July 2012 and 1st July 2013 the average time spent on the pages of the International Students website was 54.73 seconds. The average Bounce Rate⁴ was 40.66%.

3.12 Since 2009 the International Students website has carried icons linked to UCL social media accounts (International Office Facebook; International Office Twitter; UCL YouTube; UCL Soundcloud) and more recently to UCL pages of the Student Room forum (www.thestudentroom.co.uk). There is currently no feed from either the Facebook account or the Twitter account displayed on the International Students website, so visitors are required to click on the small icons if they wish to see what is being posted.

3.13 For several years the International Students website has hosted a contact form, but it has low visibility and the form does not collect detailed data. In any case the data is rarely used in follow-up communications.

3.14 Similarly, there was a prospectus request form on both the undergraduate prospectus website and the graduate prospectus website, but the data collected provided insufficient detail for use by the International Office (for example it did not request the enquirers academic subjects of interest).

3.15 In January 2013 the International Office purchased a new CRM system from Hobsons. The International Office worked closely with Publications and Marketing Services (PAMS) and Outreach (now part of Access and Admissions) to implement the system and it went live in May 2013. This CRM system will allow the International Office to collect, store, and manage more detailed enquirer data.

3.16 Although there is undoubtedly a great deal of information on the general UCL website (www.ucl.ac.uk – hereafter know as “the UCL website”) which is of importance for prospective international students, the International Office only has responsibility for the content on the International Students website at www.ucl.ac.uk/international. These pages include standard information divided into the following sections: Before You Apply; After You Apply; Arriving at UCL; Study Abroad. There is also a news ticker which contains links to news items, a link to the UCL Visits You page (which provides up-to-date information on overseas visits to be undertaken by the International Office), and links to individual country pages. Individual International Officers have been responsible for updating their own country pages (with assistance from the International Assistant), and for logging their visits on the UCL Visits You pages. The country pages contain information on Entry Requirements (responsibility of UCL Admissions), Funding, Visits and Contacts, Student Society, as well as student profiles and the number of students currently enrolled from that particular country. However, due to the time taken to update all of the country pages every year the information is sometimes allowed to fall out of date.

3.17 The International Office has long engaged with students via email and more recently via branded, colour, and image-rich html e-zines. Such communications have typically been the responsibility of individual staff members who have communicated with prospective

⁴ Bounce Rate is the percentage of single-page visits (i.e. visits in which the person left your site from the entrance page without interacting with the page).

students and applicants on a country by country basis. The International Office started to send out e-zines in 2010. E-zines are html emails which can include images, banners, and branding, and links that can be followed directly to a webpage. Initially a company called *Interspire* was used, but since November 2011 this has been replaced by *dotMailer*.

3.18 The e-zines sent by the International Office have included pre-event notifications; post-event follow-up; scholarship notifications; miscellaneous announcements (e.g. changes to entry requirements). The International Office has its own account manager at dotMailer. All mass electronic mail-outs are now sent via dotMailer using the templates designed specifically for UCL International Office. The International Office is charged at a fixed rate for each e-zine sent.

3.19 Sending e-zines via dotMailer can be quite time consuming since it is necessary to edit and upload a spread sheet of contacts each time an e-zine is to be sent. This involves manually filtering the data using programmes such as Microsoft Excel.

3.20 Until May 2013 the International Office operated without a central CRM system. Enquiry data was gathered via the online prospectus request forms, the paper enquiry forms used at recruitment fairs, and online registration forms used for presentations. This prospective student data was not fed into a central repository but was usually stored by individual International Officers for use in their own way.

3.21 The absence of a CRM system has made it difficult to manipulate enquiry data in order to send out tailored communications. Furthermore, the problem has been compounded by the poor quality of the data, particularly with regard to recording the exact subjects that students are interested in studying.

3.22 In the past year initiatives have taken place within the International Office to develop the practice of virtual events in order to recruit prospective students. *Adobe Connect* software has been used on several occasions to give presentations on UCL to school counsellors and also to create our own virtual fairs. With an increased number of staff in the International Office from autumn 2012, one would hope that it will be possible to increase considerably the use of the *Adobe Connect* software in order to connect with key partners, prospective students, and offer holders, and also to help extend our reach to markets that we do not normally visit in person.

3.23 The International Office has participated in two external virtual fairs organised by the British Council in Pakistan, one fair organised by the British Council in Canada, and a virtual study abroad fair arranged by Harvard University. None of these was particularly impressive.

3.24 The International Office has previously been active in maintaining information on external websites such as www.hotcourses.com and www.edufindme.com.

3.25 Digital marketing SWOT analysis

According to the established SWOT analysis factors internal to UCL can be classified as strengths (S) or weaknesses (W). Those external to UCL can be classified as opportunities (O) or threats (T).

Strengths

- Relatively strong brand recognition among the global academic community and across a broader range of groups in mature markets.
- Strong reputation/ academic standing.
- The International Office has a new Client Relationship Management (CRM) system.
- The creation of new roles within the International Office: International Liaison and Recruitment Manager (Digital Marketing) and International Liaison and Recruitment Officer (Digital Marketing).
- The creation of a new Digital Marketing team within the International Office.
- Within the UCL Communications and Marketing Division there are multi-media producers and a digital media manager with whom the International Office can collaborate.
- Access to Google Analytics via the UCL Communications and Marketing account.
- Strong SEO for the International Students website due to the strong SEO of the UCL domain name.
- An International Office structure which supports faculty-oriented activity via staff with dedicated faculty responsibilities.

Weaknesses

- Low brand recognition/ visibility in new and developing markets
- Absence of a permanent web-designer.
- Absence of knowledge of HTML, databases, scripts.
- Lack of multi-media content for international students.
- The International Students website requires modernisation and some of the information needs to be updated.

- Inefficient and varied means of gathering and processing enquirer data (e.g. paper forms, Excel spread sheets, online forms).
- Absence of a central database of international enquirers from previous years.
- Poor quality enquirer data gathered via the UCL prospectus web site.
- UCL websites are not optimised for mobile viewing i.e. (e.g. on tablets or smart phones)

Opportunities

- A wide variety of free web-based tools that can be used.
- Large potential pool of enquirer data from the UCL website and from International Office attendance at fairs and events around the world.
- Increasing worldwide acceptance of webinars/virtual fairs to promote higher education.
- UCL International Office has valuable contacts in higher education institutions, governments, and funding bodies around the world who will promote UCL when and where appropriate.
- New markets which cannot be visited in person due to resource limitations can be reached via digital marketing.
- Existing markets which are inaccessible for security reasons can be reached via digital marketing.

Threats

- Rapidly developing technology can render digital marketing software obsolete within a short space of time.
- Popular trends in social media, web-browsing, and information gathering can change quickly.
- A very crowded virtual market place for higher education can make it hard for institutions to distinguish themselves via digital marketing and risks students becoming overburdened with electronic communications.
- Competitor institutions with greater digital marketing resources at their disposal (particularly in the US).

- Competitor institutions have more attractive international students' pages on their websites.
- Increasing percentage of websites viewed on mobile devices (e.g. smart phones and tablets).

The strengths (S) or weaknesses (W) can be classified as factors internal to UCL. The opportunities (O) or threats (T) can be classified as factors external to UCL. The strategies in this paper have been developed to exploit UCL's strengths and the opportunities presented, and to mitigate the weaknesses and threats.

4. Objectives

Since digital marketing is only a means to an end, rather than an end in itself, this paper will address how digital marketing strategies and tools will be used to contribute to the overall aims and objectives specified in the *International Office Student Recruitment Strategy and Marketing Plan 2012-17*.

The Plan states that the objectives for UCL in respect of international student recruitment are to:

- Increase the academic quality of international applicants to UCL
- Increase the number of international students enrolled at UCL in line with faculty objectives and three year rolling plans;
- Enhance UCL's global positioning
- Ensure that international students at UCL enjoy an excellent experience.

With these objectives in mind the digital marketing activities of the International Office will be driven by four basic principles:

- Maximise global awareness of UCL and its programmes.
- Encourage prospective students to interact with UCL.
- Convert interaction into high quality applications.
- Convert offer holders to enrolled students.

5. Digital marketing strategies for achieving International Office objectives

5.1 Increase traffic to UCL websites

In the autumn 2012 wave of the International Student Barometer (ISB) there were responses from 64,527 international students studying in the UK. Asked to select which factors helped them choose where to study, the university website was the most commonly cited factor, selected by 39% of respondents. Similar results appear in countless other surveys. The website is undoubtedly one of the most important sources of information for a prospective student, and even more so for a prospective student from overseas whose exposure to, and opportunities to interact with, a UK institution are likely to be more limited than his/her counterpart in the UK.

In recent years UCL has cut the number of printed promotional materials it produces and has reduced the size and scope of the graduate prospectus. Focus has instead turned towards the UCL website, which now provides the most complete resource of information about UCL. Indeed research has shown that, for graduate students in particular, the website rather than a prospectus is what students favour as their principal source of information. In light of this it makes sense that as much traffic as possible should be driven towards the UCL website. The more traffic we can drive towards the website, the more prospective students will be exposed to the UCL 'product' (that is, our reputation, our programmes, our location, our values) which, if the website is performing its function, should help to encourage students to engage with the institution. It is by visiting the website that prospective international students will be able to better inform their decision about whether to apply, how to apply, and what programme to apply for. For graduate students the UCL website also offers the opportunity to submit an application.

One of the main focuses for the International Office will be to drive prospective international students towards both the International Students website, and the general UCL website. Where possible traffic should be driven towards the International Students website since this, ultimately, will be optimised for an international audience. Traffic can be driven to the website as follows:

- *HTML e-mail communications sent out to enquirers by the International Office should be used to drive visitors to the UCL website, the International Students website, and department or faculty websites, as appropriate. The International Office will work with departments and faculties to develop communications containing specific information for students who have expressed an interest in a particular subject.*
- *Any advertising (online or offline) undertaken by the International Office should include links to the UCL website with the intention of driving prospective students towards the CRM registration forms.*
- *A review of the International Students website's SEO should be undertaken and recommended changes implemented. This is likely to include changes to features*

such as structure content, headings, link names, and metadata.

- *Social media channels should be used to drive traffic to UCL websites. Links to the UCL websites should be provided in social media posts at every opportunity.*
- *Materials used at overseas fairs, presentations, and other events at which International Office-branded materials (e.g. flyers, business cards) are distributed should include links to the International Office website.*
- *Links to International Office social media accounts should be added to the business cards of International Office staff in order to provide a means for prospective students who prefer those channels to engage with the International Office. Social media channels should in turn be used to drive traffic towards the UCL website (see above).*
- *All virtual fairs/information sessions should include links to the International Students website in order to drive students to the International Office web pages.*
- *All VIP pages on the Hobsons CRM system should drive traffic towards the UCL website.*

5.2 Grow the presence of the International Office on social media

Social media is playing an increasing role in helping higher education institutions to connect with prospective students. At the same time the use of social media by prospective students to help inform their choice of higher education institution is growing: A 2012 poll of US students showed that 44 per cent had used social media sites to inform their college [university] search, up from 18 per cent in 2008⁵.

Nevertheless, the value of social media in student recruitment is difficult to judge and institutions are often unsure about how to measure its impact. It is important that the International Office does not equate a large number of followers (Twitter) or fans (Facebook) with a successful social media strategy, since this is too simplistic an evaluation. What is important is the quality of the relationships cultivated via social media. The International Office should therefore attempt to grow its social media presence while maintaining a well defined reason for visitors to engage. The Office's social media channels should be used as vehicles for imparting clear messages and information which adds value in the eyes of the audience, and which in turn can help attract the sort of followers or fans that are of value to the International Office. A high quality following should not be sacrificed in favour of an ever greater following.

Increasing the numbers of high-quality followers/fans can contribute to the mission of the International Office since such followers are likely to: extend the 'reach' of the International Office via re-posting or re-tweeting content; alert the International Office to important information which might be suitable for re-posting or re-tweeting; promote the university to

⁵ *The Chronicle of Higher Education*, 4th September, 2013 (www.chronicle.com)

their followers; follow the links to the UCL website posted on the International Office social media accounts.

The International Office can increase its social media presence in the following ways:

- *By establishing a presence on various social media channels, as appropriate, in order to accommodate different social media trends around the world (e.g. Weibo in China; Twitter for elsewhere).*
- *By encouraging the promotion of the UCL brand via the creation of interesting and informative content which can be shared via social media e.g. Positive results from the International Student Barometer; rankings; notable achievements.*
- *By limiting (not exclusively, but for the greater part) news and notifications posted to the International Office Twitter and Facebook accounts to information specifically related to prospective international students. In this way the motivation for following the accounts will remain clear.*
- *By creating a social media calendar which can serve as a reminder to post key, recurring content, such as application deadlines, scholarship deadlines, and national holidays.*

5.3 Extend knowledge of the UCL brand, reputation, and academic offering to a greater number of international markets

Digital marketing provides a cost-effective way to build-upon the work that is done by the International Office during overseas recruitment trips, and to extend the reach of the Office to countries that, due to constraints of time, budget, and manpower, would not otherwise be visited.

By connecting with prospective students, parents, school counsellors, and study abroad advisors in new markets the International Office can increase the range of countries from which it recruits students and so help to ‘spread risk and to achieve a heterogeneous student population’ – one of the driving principles of the *UCL International Student Recruitment Strategy and Marketing Plan, 2012-17*⁶. The International Office can extend its reach by:

- *Giving virtual presentations to school counsellors and/or their students, particularly at schools in new markets and/or markets that the International Office is unable to visit. Such presentations can be given via Adobe Connect.*
- *Giving virtual presentations to overseas partners, e.g. funding bodies or embassies.*

⁶ UCL International Student Recruitment Strategy and Marketing Plan, 2012-17, p.17; 4.1

- *Participating in virtual fairs, either those organised by third parties or those created by UCL.*
- *Online advertising with external websites, as and when appropriate. The International Office should work with the Graduate Marketing Manager to maintain a presence on listings sites such as FindaPhD.com etc...*
- *Maintaining a list of external websites (including, where possible, statistics and prices) that could be passed on to departments or faculties who are interested in web-based advertising.*

5.4 Reinforce and promote the UCL brand, values, and messages

UCL is well known in many regions of the world and it has a good reputation for its teaching and research in a variety of subjects. Yet there are areas where a more pro-active approach to marketing the institution may be necessary. For this reason the digital marketing undertaken by the International Office should reinforce and promote the key branding, values, and messages found in media produced throughout the institution (e.g. the UCL website, multi-media, publications, and presentations), as defined by the UCL Communications and Brand Manager (Communications and Marketing).

- *The International Office will work with colleagues in PAMS and CAM to ensure that all branding and communications conform to the UCL style guidelines*
- *Communication with enquirers and other contacts will be made via branded html emails and e-zines. These will conform to the UCL style guide and should promote key UCL messages: World Leading; Interdisciplinary; Central London location; Research-led; Engaged with the community.*
- *VIP pages created via Hobsons Connect will use UCL branding and will carry key UCL messages*
- *The International Office Facebook and Twitter accounts will use approved UCL social media branding*
- *The International Office will create a shared folder of PAMS approved images and branding for use in all forms of digital marketing*
- *Maintain 'AddThis' links to pages of the International Students website in order to facilitate the sharing of UCL content*

It is important that our digital marketing activities encourage prospective students to interact with UCL via the website, social media, email, and various online events in ways that will develop their relationship with the institution and which will encourage high quality applications. In this context interaction would include: completing a registration form; sharing

content from the International Students website or social media sites; commenting on social media sites; following or 'liking' the International Office social media accounts; watching a video on the UCL website; contacting the International Office.

5.5 Optimise the user experience of the International Students website

The user experience of the International Students website should be optimised in order to make content easy to locate and to encourage repeat visits.

More than printed prospectuses or other publications, the website is now considered the preeminent source of information about UCL. As such the UCL website should be able to provide prospective students with relevant, detailed, and accurate information so that they can make an informed decision about any application they are considering. It is important that the user experience of the International Students website is optimised so that it is easy for visitors to locate this information. By enhancing prospective international students' understanding of the types of study programmes offered by UCL they will be better placed to choose a fitting programme and this should reduce the risk of inappropriate applications or dissatisfaction with programme content. Similarly, by providing more detailed information on entry requirements the International Students website can help to discourage applications from under-qualified students and raise the overall quality of international applications. The user experience will be optimised in the following ways:

- *The International Students website will be the subject of an international student user testing exercise. The results will inform a new design, structure, or content as necessary.*
- *Regular checks will be made for broken links that appear on the International Students website, and those found will be fixed.*
- *Checks will be made to ensure that all link names are accurate and working*
- *A review of page headings will make sure that they accurately reflect the page content.*
- *Clear links on the landing page of the International Students website will be established in order to drive visitors towards the country pages. The country pages will provide specific and detailed information for prospective students from each country. International Office staff will be encouraged to provide relevant content for the country pages*
- *Work with UCL Access and Admissions to ensure that more detailed and accurate information on entry requirements is maintained on the country pages of the International Students website. This will be done via an entry qualifications database.*
- *Display information on forthcoming visits on each country page. These visits are currently only listed on the more general 'UCL visits you' page. The International Office will list the visits on www.eventbrite.com from where relevant visits will be*

added to individual country pages.

- *Display relevant scholarship information for each country page. This will require working with UCL Student Funding and PAMS to develop a scholarships database which will be used to populate the pages with relevant information.*
- *Add improved information to the International Students website concerning what programmes of study are available at UCL (e.g. BA; MSc; MPhil; PhD) and what they mean in practice.*
- *Add to the UCL International Office Year Planner a reminder for the data held on the databases to be checked and, if necessary, updated by relevant parties.*
- *Improve the International Students website guidance towards specific entry requirements elsewhere on the UCL website; work with PAMS and UCL Admissions to feed specific information on entry requirements through to country-specific pages on the IO website. This should make it easier for such information to be updated on a yearly basis and should therefore reduce the risk that out-dated and misleading information remains published.*
- *Easier location of information on tuition fees, entry requirements, application process.*
- *Ensure that it is easy for prospective students to contact the International Office.*

5.6 Increase the quality of enquirer data held by the International Office

The collection of more detailed data from prospective students will allow the International Office to take a more refined approach to international student recruitment. It will facilitate more targeted communications which will provide prospective students with more specific and tailored information. Higher quality data will allow more detailed analysis of enquirer demographics and interests, and of the impact of various recruitment activities. This will help inform the International Office recruitment strategy in the future.

- *The implementation of a new client relationship management (CRM) system will allow the International Office to collect and maintain detailed data on enquirers. It will allow the International Office to record the source of the data (e.g. UCL website enquiry forms, recruitment fairs, presentations, and open days) and subsequent points of contact with the enquirers. It will also allow the International Office to monitor and record communications with enquirers. If combined with application data in the future it would allow the International Office to measure the impact on applications of various events and communications.*
- *The new CRM system will be linked to the UCL website via three enquiry/registration forms – one each for prospective undergraduate, graduate, and affiliate students. In this way the UCL website will be one of the key sources of enquirer data for the CRM system.*

- *The online enquiry/registration forms for prospective students will require more detailed information from the enquirer than has previously been the case. This will include such information as subjects of interest, intended year of entry, and previous institution.*
- *Enquirers who register for events via the CRM Events and Interviews module should subsequently be encouraged to complete a more detailed registration form or 'interest page'.*
- *An Excel spread sheet will be created which must be used by UCL student ambassadors when transferring enquiries from paper to electronic format. The spread sheet will limit the margin for error in order to ensure that the data is as clean as possible.*
- *The potential for adding applicant data from SITS to enquirer records in Hobsons should be explored. This would greatly enrich the enquirer data and would allow the International Office to track students from the point of enquiry to the point of enrolment or even graduation.*

5.7 Increase the quantity of enquirer data held centrally by the International Office

An increase in the number of enquirer contacts held by the International Office will mean a greater audience for post-enquiry engagement. Successful post-enquiry engagement with a greater audience could result in a larger, high-quality applicant pool from which UCL could select – something which is especially important at undergraduate level.

- *All of the International Students web pages should include a 'Register your interest in UCL' button which will link to the CRM registration forms.*
- *Departments and faculties should be encouraged to add a 'Register your interest in UCL' button to their prospective student web pages. It is important that the International Office work with the departments and faculties to explain how this will benefit them.*
- *All enquirer data collected during overseas recruitment trips should be added to the CRM system as soon as possible. This will be easiest if the data is gathered electronically via a laptop or tablet (e.g. an iPad). Options will be explored for a suitable platform for collecting the data.*
- *When possible data should be collected from visitors to the International Office counter*

- *Emails from new enquirers should be logged using the Hobsons Outlook plugin⁷ which, subject to ISD approval, will be installed for International Office employees.*

5.8 Optimise the conversion rate from the International Students website

The International Students website should encourage the submission of enquirer data via the online registration forms and/or it should guide students towards making a high quality application. It should therefore be optimised with these goals in mind.

In order to encourage students to register their interest in UCL via the 'Register Your Interest' pages, the following should be done:

- *Prospective international students should be able to easily access information on the benefits of studying at UCL via the website. As well as carrying key messages ('Multi-disciplinary'; 'World Leading'; 'Heart of London') the website should provide a more prominent and attractive proposition in the form of a 'Why UCL?' page. This is especially relevant for markets where the reputation of UCL is relatively weak or unknown.*
- *Virtual fairs by market or, in partnership with faculties, by subject area, will be used to engage with prospective students and encourage visits to the International Students website for further information.*
- *Generate a new collection of international student profiles (text and picture). In order to avoid duplicating work the International Office should liaise with PAMS to ensure that the student profiles which they produce for the online prospectus pages are fit to be used by the International Office. This means, amongst other things, ensuring that information about a student's country of origin is collected.*
- *Liaise with PAMS and CAM to produce video content of relevance to international students e.g. interviews with students from different countries;*
- *Liaise with UCL Alumni Office to collect a series of international alumni profiles for the international Students website.*
- *Liaise with UCL Careers Service to provide either career-focussed profiles of alumni or data concerning the career paths taken by alumni from different countries.*
- *Contact details for the International Office for different countries should be provided on the International Students website. This will enable enquirers to have general questions answered by the International Assistants or country-specific questions answered by the relevant International Liaison and Recruitment Officer.*

⁷ This plugin allows contact details from emails received within Microsoft Outlook to be added automatically to the CRM system. It is provided free of charge by Hobsons, but installation would need to be done by UCL ISD.

5.9 Increase the ways in which prospective students, applicants, and offer holders can engage with the International Office

Prospective international students, applicants, and offer holders should be encouraged to engage with the International Office across a variety of channels in order to build affinity with UCL and encourage advocacy. Prospective students in particular should be given maximum opportunities for repeated interaction to ensure that UCL remains a preferred institution throughout the recruitment cycle.

- *Add a feature to all of the country pages whereby prospective students can contact either a current student or alumnus/a from their home country.*
- *Add links to the International Office Twitter feed to the International Office web pages.*
- *All pages of the International Office website should include links to UCL social media accounts (e.g. Twitter; Facebook; Weibo; YouTube; Sound Cloud). These should be International Office accounts where possible.*
- *In addition to the 'UCL visits you' page, the country pages of the International Students website will include information about visits to countries outside the UK giving students the chance to meet UCL representatives in person.*
- *Work with PAMS to develop the Hobsons Connect VIP pages in order to encourage repeat visits by those registered.*
- *Work with current international students from priority countries to develop student blogs which can be linked to via the International Students website.*

5.10 Increase and improve engagement with prospective students via post-enquiry activity and targeted communications

The new CRM system will allow the International Office to significantly increase the volume of follow-up communications with enquirers via automated emails. The purpose of such communications will be to sustain an enquirer's interest, to encourage repeated interaction with UCL (for example visits to the website, in person at overseas events, or by participation in virtual events), and to convert enquirers to applicants. Of greater value than increasing the volume of communications, the CRM system will allow the International Office to send targeted communications which will provide tailored information related to an enquirer's subjects of interest, country of domicile, application and scholarship deadlines, open days and other events and International Office visits overseas. This is especially important since the *UCL International Student Recruitment Strategy and Marketing Plan, 2012-17* states that “[international] student recruitment objectives for the next five-year period will need to be less focused on overall growth per se and more informed by targets for growth in specific

areas”.⁸ The International Office will therefore need to be able to target prospective students according to such factors as subject of interest or level of study.

Recognising that prospective international students have a mixture of broadly common needs and interests (information on UCL facilities; location; rankings; accommodation; application procedures; immigration) and very diverse needs and interests (information on programme content; departmental facilities; departmental ranking; country-specific admissions requirements), the UCL International Office will undertake a segmented approach to digital marketing where possible. That is to say, when engaging with prospective students using digital marketing tools, account will be taken of factors such as country of residence, subject of interest, and level of study in order to provide information which is more relevant and specific to the individual.

- *Contact will be maintained with enquirers who have registered with the CRM system via a set of automated emails created in the CRM system as part of a communications plan. The communications will be segmented according to the level of study that an enquirer is interested in and the country that they are from. Communications will include such information as application deadlines, housing deadlines, and open days.*
- *VIP pages on the Hobsons CRM system will include dynamic content. That is, the content on the page will relate to the particular interests and attributes of the enquirer.*
- *Enquirer data will be used to send invites to open days, virtual open days, virtual presentations, and other events for prospective students.*
- *All enquirers whose data has been gathered via sources other than the Interest Pages should be sent a follow-up e-mail encouraging them to register with the CRM system via the UCL website. This will include enquiries in person to the UCL counter, enquiries via email or telephone, or those completing the International Office contact form.*

5.11 Develop coordinated digital marketing activities with individual departments and faculties

The expansion of the International Office has meant that there is now one International Liaison and Recruitment Officer (ILRO) who is responsible for liaising directly with each UCL faculty. This structure is designed to encourage a closer-working relationship between the International Office and individual faculties in order to produce a more coordinated approach to international student recruitment. This includes digital marketing activities, and it is intended that the International Office will be able to provide bespoke assistance to faculties and departments in this area, especially when one considers the more detailed subject-specific enquirer data that will be available. It is recommended that the International Office work with faculties and departments in the following ways:

⁸ UCL International Student Recruitment Strategy and Marketing Plan, 2012-17, 1.3.6

- *The International Office will work with faculty and departmental offices to produce emails with content specifically promoting those departments and faculties. These emails will be designed to drive traffic to the departmental website and will be sent via the CRM system exclusively to enquirers who have expressed an interest in the relevant subjects.*
- *Subject to the input of the department or faculty, different emails will be produced and sent according to the level of study in which the enquirer has expressed an interest (e.g. affiliate; undergraduate; graduate taught; graduate research).*
- *The International Office will use the Hobsons 'Events and Interviews' module to assist departments or faculties with the management of invitations to events such as open days and online presentations or fairs. This will include: creating a registration form(s); sending html email invitations to enquirers in the CRM system; automated invites sent to future registrants; sending of a reminder email; a regular export of registration data to faculties/departments; imposing a cap on attendee numbers and creating an automated waiting list.*
- *Online enquirer events (e.g. presentations, Q&A sessions) will be arranged by the International Office in order for faculties or departments to target students in markets where there is expected to be a reasonable chance of attracting high quality applications. The International Office will be able to suggest suitable markets. The International Office will be able to provide the necessary software for such activities.*
- *Online conversion events will be arranged by the International Office in order for faculties or departments to improve the ratio of offer holders to enrolments in key markets.*
- *The International Office will assist departments to promote new programmes via its social media accounts and via targeted emails to enquirers on the Hobsons CRM database.*

5.12 Increase engagement with offer holders via digital marketing

It is important to remember that the student recruitment process does not stop at the point where an applicant receives an offer of admission. It is often the case that high quality international applicants will receive offers from UCL's key competitor institutions (e.g. Imperial, LSE, Oxford, Manchester), and so the receipt of an offer from UCL does not mean that enrolment is a foregone conclusion. For many years the International Office has acknowledged this by organising in-country conversion events or meetings, but via digital marketing the International Office will be able to increase its engagement with offer holders. It is recommended that the following steps are taken in order to do so:

- The International Office will work with departments to arrange online conversion events during the spring. These events can take the form of a virtual presentation

together with a virtual counselling session for offer holders. Ideally these will be held in collaboration with staff from Residences, Admissions, Student Funding and Student Fees in order to cover all types of queries that an offer holder might have.

- The International Office will cultivate a network of administrative and academic staff in faculties and departments with which it can collaborate on subject-led digital marketing activities.
- The International Office will develop one or more conversion emails which will highlight specific reasons for choosing to enrol at UCL. These will be most effective if developed in collaboration with academic departments.

It should be noted that at present the Hobsons CRM system deals only with enquirer data. There is no exchange of data between Hobsons CRM and SITS, and so there is no applicant data available to the Hobsons CRM system. This does not mean that the International Office is unable to send emails to offer-holders: Offer-holder data is available in the form of a PORTICO download and has been used for years to invite offer-holders to overseas events. Nevertheless, the availability of applicant data in Hobsons CRM would make such communications a lot easier, not to say automated. It would also allow for the analysis of application, offer, and enrolment trends linked to both digital and non-digital marketing activities undertaken by the International Office. This would have significant implications for the evaluation of such activities and the setting of future international student recruitment strategies. It is therefore recommended that the International Office:

- Consult with relevant parties within UCL in order to establish whether there might be any interest in establishing a link between enquirer records in Hobsons and applicant records in SITS.
- Establish the feasibility of populating enquirer records in Hobsons CRM with applicant data from SITS.

6. Monitoring and evaluation

6.1 Traffic to the International Students website will be measured by Google Analytics and monitored via a quarterly scorecard. Using Google Analytics we can compare the average number of visits or the average number of unique visits to the International Students website for any two corresponding time frames.

6.2 Factors affecting the SEO of the website will be monitored by registering for regular performance reports from www.siteimprove.com.

6.3 A social media scorecard will be produced on a quarterly basis by the International Office Digital Marketing Team. This will monitor the reach (number of Twitter/Facebook/Weibo followers), engagement (number of re-tweets or shares of International Office content) and conversion (traffic driven to the UCL website or YouTube

pages.

6.4 Details of virtual activities such as presentations and fairs will be monitored on a yearly basis. These activities will depend upon the availability of sufficient time within the schedules of individual members of the International Office.

6.5 The user experience will be measured by looking at the average time spent on the International Students website pages, as well as the bounce rate and exit rate from those pages. In general terms the longer spent on the website indicates a better user experience. The bounce rate should be monitored since this shows the percentage of visitors to a landing page who leave without visiting any other pages, and as such is indicative of how well the pages meet the expectations of the user. Information on the average time spent on the pages of the International Students website, their bounce rate and exit rate, will be provided in the quarterly Google Analytics scorecard.

6.6 Conversion statistics for international applicants should be monitored in order to assess if there has been any discernible effect on the quality of applications resulting from the addition of more detailed entry requirements information to the country pages. The ratio of *applications* : *offers* is an indicator of the quality of the applications made by prospective students. A notable increase in the ratio amongst non-UK domiciled students when compared with UK domiciled students may, *ceteris paribus*, indicate that this has had a positive effect.

6.7 For a more holistic view of the user experience the Digital Marketing team will institute yearly user testing of the International Students website in order to monitor and improve its performance. A report on the testing will be provided.

6.8 The quantity of enquirer data will be measured via the new CRM system. This will allow the International Office to see how many enquirers are registered at any one time. It will also allow detailed reporting on the various sources of the data. A yearly digest of enquiry data entered into the CRM system will be published. This will include information on sources of data, level of study, and subjects of interest.

6.9 Given the focus outlined in this paper on increasing the quantity and quality of enquirer data, a useful conversion to measure would be the submission of registrations to the new CRM system that occur as a result of 'click-throughs' from the International Students website. Google Analytics will be used to establish 'goals' such as the number of registration forms completed, videos watched, or enquiry forms completed by visitors to the International Students website.

6.10 So long as engagement is done via the CRM system then we will be able to monitor how many students have been contacted and how many have engaged, either via clicking on links contained within emails or via registering for events (e.g. virtual presentations, counselling sessions) created in the CRM *Events and Interviews* module. The CRM system can create detailed data reports.

6.11 A yearly review will take place to ensure that post offer engagement has taken place. The Digital Marketing Team should aim to run at least three pilot conversion events in the

spring of 2014. The impact of post offer engagement activities will be difficult to analyse without the integration of admissions data from SITS and enquirer data from Hobsons CRM. In this case, in addition to post-offer activity, we would be able to analyse the impact of all activities involving prospective students which take place throughout the recruitment cycle. This would include the impact of various recruitment fairs, presentations, open days, and conversion events.

6.12 With statistics on the number of enrolments made by students who did and did not register an interest via an IP page we will be able to assess the value added by the Hobson's CRM system. We will also be able to attribute an average monetary value to UCL for each registration received via an IP page. However, this will only be possible if we are able to integrate the Hobsons CRM enquiry data with UCL application data from SITS.

Neil Green
International Office
July 2013

7. Implementation schedule – updated December 2013

Objective	Action / Resources required	Who (IO)	Target date
International Students website			
A review of the search engine optimisation (SEO) of the International Students website, and a written report to include recommendations		Chidi Umeh	May 2013 Complete
Implementation of recommendations from the SEO evaluation report		Chidi Umeh Neil Green	August 2013 Complete
International student user testing of the International Students website in order to evaluate its performance		Lesley White Chidi Umeh	May 2013 Complete
Written report on International Students website user testing, to include recommendations		Lesley White	June 2013 Complete
Implementation of recommendations in website user testing report		Chidi Umeh Neil Green	August 2013 Complete
Develop and launch IO website with new structure: www.ucl.ac.uk/international	Work with Ben Johnston (PAMS)	Chidi Umeh Neil Green	August 2013 Complete
Work with PAMS to create a database of country-specific information for the country pages of the International Students website	Work with Ben Johnston (PAMS)	Chidi Umeh Neil Green	September 2013 Complete
Work with PAMS and Student Funding to use a database of scholarships to populate the funding tabs of the country pages of the International Students website	Work with Ben Johnston (PAMS); Input from Kevin King (Student Funding)	Chidi Umeh Neil Green	September 2013 Complete
Work with Access and Admissions and PAMS to provide more detailed entry requirements for country pages of the International Students website	Input from Caroline Hayward (Admissions)	Neil Green Ben Johnston	September 2013 Complete
Regular checks of broken links on the International Students website		Neil Green	Ongoing
Transition to a system of listing IO overseas visits on www.eventbrite.com and write code to display these on the International Students website		Chidi Umeh Neil Green	September 2013 Complete
Update the International Office Year Planner to include an annual review of information for the country pages of the International Students website		Neil Green David Stevens	October 2013 Complete
Liaise with PAMS to ensure that all student profiles collected in future are	Work with Rachel Hobbs (PAMS)	Neil Green	

fit for use on the International Students website			
Liaise with PAMS and CAM to produce video content for the International Students website	Work with Niko Van Poorvliet (PAMS) and Rob Eagle (CAM)	Lesley White Jessica Moule	February 2014
Liaise with UCL Alumni to collect alumni profiles for the International Students website	Work with James Davis and Miriam Waters (Alumni)	Penny Kossifos Neil Green	February 2014
Liaise with UCL Careers Service to collect careers profiles and/or statistics for the International Students website	UCL Careers	Julie Rolls Neil Green	February 2014
Virtual events and presentations			
Initiate virtual presentations with markets we are unable to visit		All IO	Autumn 2014
Pilot a virtual study abroad fair	Work with Faculty representatives	Mark Pickerill Hannah Legg Ghazi Lashab	November 2013
Participate in virtual fairs as appropriate		All IO	Ongoing
Social media			
Create a social media calendar of notifications		Travis Edwards	Autumn 2013 Complete
Add the International Office Twitter feed to all pages of the International Students website		Chidi Umeh	September 2014 Complete
Hobsons CRM			
Create a Microsoft Excel spread sheet template to be used by student ambassadors when transcribing enquirer data for Hobsons CRM		Lydia Harwood Jessica Moule Neil Green	October 2013 Complete
Add a 'Register Your Interest' button to all pages of the International Students website		Chidi Umeh Neil Green	September 2013 Complete
Notify UCL faculties and departments of the CRM system and invite adoption of the 'Register Your Interest' button.		Neil Green Julie Rolls	October 2013 Complete
Import data collected overseas to the Hobsons CRM system		All IO	Ongoing
Liaise with ISD to explore the possibility of installing the Hobsons Outlook Plugin for IO staff		Neil Green David Stevens	February 2014
Develop the Hobsons CRM VIP pages to keep information current		Neil Green Jessica Moule	Ongoing
Develop international student blogs which can be linked to the International Students website		Penny Kossifos Neil Green	September 2014
Create a set of general communication		Jessica Moule	May 2013

plans in the Hobsons CRM system in order to maintain contact with enquirers			Complete
Invite faculty/departmental representatives to a presentation on Hobsons CRM		Jessica Moule Neil Green David Stevens	September 2013
Develop faculty/department-focussed automated communications to be sent out to enquirers via the Hobsons CRM system	Work with faculty/department representatives	Jessica Moule	Ongoing
Hold a pilot event to manage registration for a faculty open day via the Hobsons CRM 'Events and Interviews' module	Work with faculty representatives of AH and SHS	Jessica Moule	November 2014
Send follow-up emails to all enquirers whose data is imported into Hobsons CRM to encourage them to register		All IO	Ongoing
Organise pilot online conversion events with a few select departments		Jessica Moule	May 2014
Investigate the possibility of automatically populating enquirer records in Hobsons CRM with application data from SITS.	Liaison with ISD and Portico Services	Neil Green David Stevens Jessica Moule	Ongoing
Monitoring and evaluation			
Produce a Google analytics scorecard for the International Students website		Travis Edwards	Quarterly as of January 2014
Produce a Social Media scorecard for the International Office accounts		Travis Edwards	Quarterly as of June 2013
International student user-testing for the International Students website		Lesley White	Yearly as of January 2014
Monitor conversion statistics for non-EU students to assess impact of better entry requirement guidance on the International Students country pages		Neil Green Lydia Harwood	Yearly as of November 2014
Produce a twice-yearly digest of CRM enquirer data in December and June		Jessica Moule Neil Green	Yearly as of December 2013
Produce a yearly analysis of CRM registrations that occur as a result of traffic from the International Students website	Work with Ben Johnston (PAMS) to modify the registration forms submission page	Neil Green	Yearly as of June 2014

Appendix I: Digital marketing competitor analysis

Institution	CRM	International students page	Country-specific pages	International Twitter	International Facebook
University of Birmingham	Hobsons	Yes	Yes		
University of Bristol	Hobsons	Yes	Yes	Yes	Yes
University of Cambridge		Yes	Yes	Yes	
Cardiff University		Yes	Yes	Yes	Yes
Durham University		Yes	Yes	Yes	Yes
University of Edinburgh		Yes	Yes	Yes	
University of Exeter		Yes	Limited		
University of Glasgow		Yes	Yes		Yes
Imperial College London	None	Yes	No		
King's College London		Yes	Yes	Yes	Yes
University of Leeds		Yes	No		
University of Liverpool	Hobsons	Yes	Yes	Yes	Yes
LSE	In-house CRM	Yes	Yes		
University of Manchester	None	Yes	Yes		
Newcastle University		Yes	Yes	Yes	
University of Nottingham	Microsoft Dynamics	Yes	Yes	Yes	
University of Oxford		Yes	Limited		
Queen Mary, University of London		Yes	Yes	Yes	Yes
Queen's University Belfast		Yes	Yes		Yes
University of Sheffield		Yes	Yes		
University of Southampton	Hobsons PLC	Yes	Yes	Yes	Yes
UCL	Hobsons	Yes	Yes	Yes	Yes
University of Warwick	Azorus	Yes	Limited	Yes	Yes
University of York		Yes	Yes	Yes	

Table 1: Features of digital marketing to international students by Russell Group institution (July 2013)

Institution	Fans
UCL	7,502
University of Southampton	5,166
University of Glasgow	5,110
University of Liverpool	5,027
Cardiff University	4,118
King's College London	2,554
University of Warwick	1,716
Queen Mary, University of London	1,598
University of Bristol	978
Durham University	787
Queen's University Belfast	719

Table 2: Facebook accounts associated with the International Offices of Russell Group institutions (July 2013)

Institution	Handle	Tweets	Following	Followers
Cardiff University	@CardiffIO	2,984	1,889	10,107
King's College London	@KingsGlobal	1,920	926	2881
University of Nottingham	@UoNIntOffice	1,733	150	2312
UCL	@UCL_IntOffice	970	540	2072
Newcastle University	@NUInternational	2086	882	1143
University of York	@York1963	620	263	1048
University of Southampton	@UniSotonIntl	1858	371	676
Durham University	@durhamIO	615	290	642
Queen Mary, University of London	@QMULIntOffice	713	702	610
University of Liverpool	@livuniglobal	452	101	596
University of Warwick	@WarwickIO	279	283	558
University of Bristol	@UoBristol_Intl	196	7	398
University of Edinburgh	@iscad	251	22	199
University of Cambridge	@cam_intlstudent	59	84	137

Table 3: Twitter accounts associated with the International Offices of Russell Group institutions (July 2013)