

## Making a promise

# Memorial set to launch new marketing campaign this year

After more than a year of planning, meetings with focus groups, consultations with people around the campuses, brainstorming with the university's senior officials, and one-on-one discussions with stakeholders, Memorial University will start rolling out a new marketing campaign later this year.

The effort is being headed up by a team drawn from around the university and led by the Division of Marketing and Communications.

Spearheading the effort is Michael Pickard, associate director (marketing). He was recruited from a local marketing firm in the winter of 2005 to help develop a long-term marketing plan for Memorial, including the creation of a brand focus for the university.

Mr. Pickard said the efforts to create a well-recognized brand for Memorial really boil down to delivering a promise to stakeholders – employees, students, alumni, funders and donors.

"When people think about the concept of 'brand' they may think about Microsoft and what they are trying to sell," he said. "Really, brand theorists would say that a brand is a promise; at its core, the process is about defining and achieving a common understanding of the promise we want to make to our stakeholders and then delivering on that promise.

"We've gone through a process to try and understand the core things that differentiate Memorial from other universities that are competing for the same students or research dollars or donations."

### What makes Memorial unique and appealing?

Last year the university hired Manifest Communications, a social marketing company experienced in building university brands, to do an analysis of Memorial's reputation, its strengths and its competition, and to recommend the most compelling points to focus on to help achieve a variety of institutional objectives. After dozens of meetings with internal and external groups, Mr. Pickard said some key core points became evident.

"It became obvious that the issues important to most people were the high value placed on creativity and ingenuity, and that this is a place where people transform," he explained. "People said, for example, that those who thrive at Memorial are the curious and intrepid, the problem solvers, '21st century explorers' – these could be students who come here, or faculty or staff we're trying to recruit, or those who have been here for years and have helped build what this institution is, or donors or groups that we partner with."

### Defining the Memorial promise

Getting the opinions of employees, students and alumni – as well as the greater community – has been vital to the project, added Victoria Collins, director of Marketing and Communications.

"Because part of this process has been defining who we are and want to be, it has been vital to get input from representatives of our stakeholder groups and get buy in to the brand

development process across the institution. We have been most fortunate – many people value Memorial and want to help shape its future so they were generous with their time and their thoughts."

Some other Canadian universities are undertaking or have just completed similar processes to bring a strategic focus to their marketing efforts. Like Memorial, they also see the multiple benefits of delineating a clear brand in today's higher education marketplace, Ms. Collins said.

## Our brand is the promise that we stand for – how we want people to see us and talk about us, and what are we saying about ourselves.

"With increased competition from other universities and organizations, it is critical that we have a shared vision and expression of Memorial," she said. "Our brand is the promise that we stand for – how we want people to see us and talk about us, and what we are saying about ourselves. We must present Memorial's unique brand promise in a unified and compelling way that speaks clearly to each of our audiences, so marketing efforts across the university must be co-ordinated and complementary."

### Launching the brand

Mr. Pickard said his team is fine tuning some of the key brand messages and will be rolling out their efforts later this year.

"Whether it is our recruitment material or the way we conduct our orientation, or even some of the signage around campus, when the new school year starts in September, it's all going to look a little bit different," he said. "There will be no radical changes. It's more like we have learned some core ideas

that set the Memorial experience apart and we want to communicate them consistently, creatively and continuously."

And communicating, he noted, will happen in many ways, through formal communications vehicles and through informal ways in virtually everything the university does – from how it supports students, to the design of a campus building, to the programs offered to alumni. "As Dr. Jim Barnes, professor of marketing in Business Administration, likes to say, 'Everything communicates!'"

What does that mean for members of the Memorial community? "We don't think people need to do things differently; rather that they need to view things differently. One way to do this is to ask yourself how can I foster ingenuity in the work I do each day? For example, there's value when faculty and staff explicitly encourage and then recognize ingenuity and creativity in others," added Mr. Pickard.

Memorial will showcase the new marketing campaign on campus this spring but most people, particularly those outside of faculty and staff, likely won't really notice a major difference until this fall.

### Keeping the promise

Mr. Pickard said the university wants to execute a strong brand building campaign about a solid promise. He said he wants employees, faculty and pensioners to know about and care about the brand building process. That's why his team will be posting updates on the brand campaign on Memorial's website to keep people informed.

"At its core, Memorial's vision is to foster ingenuity and creativity, to be a place where people and ideas become. We want this to be more than a marketing strategy – this is something that is true to who we are and why Memorial is such an amazing place. We simply want to recognize it, celebrate it, and keep living it."

## Celebrating 30 years of service

Memorial held a special employee service recognition luncheon on Thursday, Jan. 19, to honour employees who have achieved 30 years of service in 2005. Here, Maureen Lewis, an accounting clerk in the Grants Office, Division of Financial and Administrative Services; Delores Wheeler, an administrative assistant at the Ocean Sciences Centre; and retiree Vieve Edison, look over a copy of the *Memorial Gazette* from 1975 – the same year they started working at the university. To hear memories from some of the honourees, visit <http://today.mun.ca> and type in: **Celebrating 30 years of service.**



Photo by Jeff Green

## THE HOME



# COOK

MUN employees share their culinary creations

Got a favourite recipe?

Are you a whiz in the kitchen? Maybe you're just an occasional cook. Either way we want to hear from you! *The Communicator* is on the hunt for new healthy home-made meal ideas from you – our readers. Send your recipes to [jeffg@mun.ca](mailto:jeffg@mun.ca).

### SLOP

Submitted by Luanne Agriesti-Cleary, Family Medicine, Faculty of Medicine

Olive oil or 1 tbsp Becel margarine  
2 halves of chicken breasts, de-boned and cubed  
4 carrots sliced in 1/2 inch coins  
6 medium potatoes, cubed

1 can of Campbell's Cream of Chicken soup (low fat/fat free)  
2 cups shredded cheddar cheese  
Extra chopped vegetables such as broccoli, onion, celery and turnip are optional

In a frying pan, fry cubed chicken breasts in a few drops of olive oil or 1 tbsp Becel margarine until lightly golden and fully cooked. In a large saucepan, boil vegetables to desired tenderness. Discard most of the water from the veggies when cooked, leaving about a cup of water in the pot. Gently fold in cooked chicken cubes, Campbell's Cream of Chicken Soup, and shredded cheese. Heat as desired. Plop "slop" into bowls with a ladle for full effect.