The Communications and Marketing Strategy defines the marketing and communication goals and policies of Tallinn University of Technology (hereinafter TUT) for 2011-2015 based on the Strategic Plan of Tallinn University of Technology 2011-2015. The need for the strategy arises from the intensifying competition for students, participants of continuing education courses, new employees, service users, sales revenue, other resources and socio-political position. The implementation of this strategy is closely linked to the TUT Internationalization and Innovation Strategy 2012-2015 and the TUT Strategy for Provision of Education 2012-2015. The strategy focuses on two strategic goals connected with internal and external communication, innovation and entrepreneurship, image as an employer and recruitment and other sectoral goals and activities.

**Strategic goals:**

1. **PROMOTION AND STRENGTHENING IDENTITY OF THE TUT BRAND AND UNIVERSITY OF TECHNOLOGY**

2. **IMPROVING THE QUALITY AND INCREASING THE MARKET SHARE OF APPLICANTS TO DEGREE LEVEL STUDIES**

**PROMOTION AND STRENGTHENING IDENTITY OF THE TUT BRAND AND UNIVERSITY OF TECHNOLOGY**

1. Creation of a comprehensive image of TUT and distinction from other institutions of higher education and research institutions (see Annex 1 “Brand communication”, Annex 2 “Brand concept”).
   
   Conducting of branding campaigns.
   
   Implementing unit: Marketing and Communications Office (MCO)
   
   Period: 2011-2015

2. Creation of an attractive image for recruitment of high-potential (junior) researchers and international academic staff, recruitment of domestic and foreign students, implementation of cooperation projects in the field of research and development in Estonia and in the key target countries, areas and higher education institutions.¹
   
   Implementing units: Management of the University, academic units, Personnel Office, International Relations Office (IRO), Innovation and Business Centre (IBC), MCO
   
   Period: 2011-2015

3. Active promotion of R&D results (e.g. research articles, projects, etc.) and topics to media publications and target groups (pupils, students, cooperation partners, etc.).

   Implementing unit: MCO, academic units, IBC, faculty, IRO
   
   Period: 2012-2015

4. Sales of knowledge-based services and environment (e.g. Mektory) to enterprises, public sector and others (R&D surveys, laboratory services, expert consulting services, patents and inventions, spin-off companies, etc.).²

   Implementing units: IBC, academic units, Certification Centre
   
   Period: 2012–2015

5. Implementation of the TUT media plan. Appointment and supporting of spokespersons (e.g. arrangement of interviews, formulation of messages, communication to the media, etc.). Proactive communication of spokespersons in the competency areas. Organisation of trainings.³ Upgrading of the crisis communication plan.

   Implementing units: MCO in cooperation with the Management and academic units
   
   Period: 2011–2015


² See TUT Internationalization and Innovation Strategy “IV Innovation measures”, clause 3.2 of TUT Research and Development Strategy 2005-2015 “.

³ See also clause 2.4 of TUT Personnel Strategy 2012-2015.
6. Improvement of internal communication: systematic provision of information by the structural units, processing and forwarding of information, monitoring of readability, development (user comfort, content, etc.) of media (newsletter, Intranet and Extranet, social media, newspaper, notice boards, etc.).

Units responsible: MCO, Personnel Office, Management

Period: 2011–2015

7. Strengthening the identity of the University: uniform insignia, briefings, anniversaries and events (incl. anniversary of the Republic of Estonia, receptions, public ceremonies, Women’s Day, staff picnic, TUT birthday celebrations, Christmas Party for professors and employees, Christmas Party for employees’ children, TUT summer days and winter days, etc.), recognition and recording, concerts and exhibitions, photos and video recordings. Popularization and target marketing of TUT amateur activities (sports, culture, etc.) and the museum.

Implementing units: MCO, Personnel Office, Centre of Culture, Sports Centre, TUT museum

Period: 2011–2015

8. E-channel development: increasing ease of use and satisfaction with the web (information visibility, content creation, design, information architecture, SEO), deploying new applications (virtual service provider, virtual guide, digital introductions of study programmes, etc.), preparation of electronic information materials and linking thereof with social media.

Implementing unit: MCO

Period: 2011–2015

IMPROVING THE QUALITY AND INCREASING THE MARKET SHARE OF APPLICANTS TO AND STUDENTS OF DEGREE LEVEL STUDIES

9. Analytical marketing (surveys, tests, monitoring, data analysis, customer information, other feedback) in planning and implementation of the actions.

Implementing units: MCO, Office of Academic Affairs, IRO, Open University, Preparatory Courses Office, academic units

Period: 2011–2015

10. Active cooperation with general education schools (incl. regional activities), domestic and foreign higher education institutions and research institutions, enterprises, professional associations, state institutions and many other parties.

Implementing units: MCO, IRO, Innovation and Business Centre in cooperation with the Management

Period: 2012–2015

11. Organisation of recruitment activities (internal and external), including communication events, lectures-seminars, workshops, introductions to specialities, TUT (incl. Mektory) tours in collaboration with TUT students, teaching staff and employees, alumni, employers, etc.. Organisation of continuing education courses and preparation courses in Tallinn, Tartu, Pärnu. A recruitment programme for highly promising youth and their early involvement at TUT. Active marketing of TUT English-language degree level study programmes in the countries, areas and universities with high recruitment potential.

Implementing units: MCO, IRO, IBC, Office of Academic Affairs, Preparatory Courses Office, Open University in collaboration with academic units

Period: 2011–2015

12. Enhancement of cooperation of persons responsible for marketing-communication activities (administrative, support and academic units). Involvement of marketing professionals in the preparation and preliminary assessment of curricula and development of services-projects. Mapping of analysis and sales opportunities.

Implementing units: academic units, incl. curricular committees in collaboration with MCO

Period: 2011–2015

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4 See also clauses 3.1 and 3.5 of TUT Personnel Strategy 2012-2015.

5 See also TUT Internationalization and Innovation Strategy 2012-2015 “II Policies” and “IV Innovation measures”.
13. Cooperation with employers and partners for creating opportunities for TUT students for starting a business, acquiring international experiences, finding traineeship and job opportunities. Implementing units: Innovation and Business Centre, Office of Academic Affairs, incl. Career and Counselling Office, IRO, academic units
Period: 2011–2015

14. Development of the alumni information system and portal, addressing directly in newsletters and social media, building of the alumni network (coordinators at the university and outside the university in cooperation with academic units and student organisations) and supporting and organising events for the alumni (including projects of the Alumni Association), incl. the Alumni Day/Week.
Implementing unit: MCO, Management of the TUT Alumni Association
Period: 2011–2015

Implementation
The strategy shall be approved by the Rector. The implementation of the strategy shall be managed by the area director and it shall be implemented in collaboration with the Management, administrative and support units (incl. MCO) and academic units (carrying out activities on the faculty/institution and subunit level) of the University. The activities as well as the deadlines, persons responsible and financial resources shall be recorded in the action plans of the Management of the University, MCO and other structural units.

Sectoral performance indicators indicating the achievement of the goals of the University

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Result 2011</th>
<th>Result 2012</th>
<th>Result 2013</th>
<th>Goal 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand awareness, reputation (%)*</td>
<td>42%</td>
<td>44%</td>
<td>47%</td>
<td>50%</td>
</tr>
<tr>
<td>Media mentions, share of voice (number, %)***</td>
<td>4235 (20%)</td>
<td>4700 (20%)</td>
<td>5001 (24%)</td>
<td>5500 (30%)</td>
</tr>
<tr>
<td>Admission to I cycle of higher education (HE) (market share in Estonia % and number)***</td>
<td>17,8% (2425)</td>
<td>22,2% (2652)</td>
<td>19% (1937)</td>
<td>26% (2214)</td>
</tr>
<tr>
<td>state examination in mathematics &gt; 60 credit points (%)</td>
<td>62%</td>
<td>59,4%</td>
<td>74%</td>
<td>80%</td>
</tr>
<tr>
<td>state examination in mathematics &gt; 80 credit points. (%)</td>
<td>30%</td>
<td>24,2%</td>
<td>35%</td>
<td>40%</td>
</tr>
<tr>
<td>Admission to II cycle of HE (number) and market share in Estonia (%)***</td>
<td>1059 (28%)</td>
<td>1370 (34,4%)</td>
<td>1328 (35%)</td>
<td>1075 (36%)</td>
</tr>
<tr>
<td>Admission to III cycle of HE (number) and market share in Estonia (%)***</td>
<td>129 (28,1%)</td>
<td>119 (30,4%)</td>
<td>120 (31%)</td>
<td>105 (36%)</td>
</tr>
<tr>
<td>Admission to open studies (number)***</td>
<td>690</td>
<td>1996</td>
<td>2500</td>
<td></td>
</tr>
<tr>
<td>Satisfaction with the services provided to alumni****</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>70%</td>
</tr>
<tr>
<td>Satisfaction with communication of inside information (%)*****</td>
<td>86,60%</td>
<td>-</td>
<td>84,9%</td>
<td>85%</td>
</tr>
<tr>
<td>Website visitor satisfaction (%)******</td>
<td>-</td>
<td>67%</td>
<td>72%</td>
<td>80%</td>
</tr>
</tbody>
</table>

* TNS Emor brand survey
** ETA monitoring
*** Ministry of Education and Research, TUT study information system
**** Alumni information system
***** Employee job satisfaction survey
****** Website survey
Annex 1. TTÜ Simplified diagram of brand communication.

<table>
<thead>
<tr>
<th>TUT creates favourable conditions for succeeding in the labour market.</th>
<th>Partner universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary school graduates (in the background: parents and teachers)</td>
<td>Estonian public Media</td>
</tr>
<tr>
<td>Students</td>
<td>Doctoral students Post-doctoral students</td>
</tr>
<tr>
<td>TUT has top-level research groups and research projects and a contemporary compact innovation campus for fostering cooperation.</td>
<td></td>
</tr>
<tr>
<td>The intellectual and relationship capital received from TUT creates preconditions for an academic career and international cooperation in the private and public sector.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TUT has the best learning and development environment and opportunities for future career in research.</th>
<th>TUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>TUT employees (acad. admin.)</td>
<td>TUT</td>
</tr>
<tr>
<td>TUT as a rapidly developing international research university is an employer providing the best development opportunities.</td>
<td></td>
</tr>
<tr>
<td>TUT is an excellent partner in making innovative scientific discoveries, reaching and applying solutions and the only university producing labour force with such qualifications.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TUT is a unique university in Estonia – the economic development in Estonia depends on it to a great extent.</th>
<th>Enterprises (incl. TUT alumni)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government, Ministries, authorities, local governments, Enterprise Estonia, political parties</td>
<td>Target groups outside Estonia</td>
</tr>
<tr>
<td>TUT has a good micro environment and it is located in a good macro environment.</td>
<td></td>
</tr>
</tbody>
</table>
TUT brand concept

The goal of the TUT brand is to create a uniform image (identity) of the University and stand out from among other higher education institutions and research institutions in Estonia, the Baltic Sea region and wider. The TUT brand concept is primarily reflected in the creative concept (TUT brand and identification graphics collection) and brand communication (See Annex 1).

The distinguishing features of the TUT brand are TUT’s unique position in Estonia (the only university of technology) and close connections with business. In the European context, the University stands out with a relatively contemporary and spatially compact innovation campus, as well as a relatively large share of natural and social sciences and synergy of natural sciences, engineering and exact sciences. In the global context, TUT has strong research groups (oil shale research, chemical biology, materials research, ICT, electronics, energy efficient buildings).

The brand story of Tallinn University of Technology

Who are we?

We are the only university of technology in Estonia, whose diploma is rated highly by employers both, at home and abroad. Our alumni are offered good job opportunities and they earn higher wages than the graduates of other Estonian higher education establishments. We are one of the two research universities in Estonia. More than fifty per cent of the TUT budget is allocated to research and development. We are a motor of Estonian economy.

Where are we headed?

We strive to become the leading university of technology in the Baltic Sea region. World-renowned universities of technology include for example MIT, Stanford, ETH Zürich, Aalto, etc..

Which path do we choose?

We provide the students interdisciplinary education in theory and practice. For this purpose we promote equally research, academic and applied higher education as well as technical culture. On the one hand we are a top-level research university, on the other hand we are down to earth in order to meet the needs of the Estonian society and economy. We cooperate on a daily basis with other universities, employers, business clusters and the public sector.

Who or what is University of Technology?

- We are devoted to the needs of the people, the environment (including enterprises) and the society and the solution of the key problems. It must be possible to put the knowledge and skills provided to students into practice and through this to ensure progress.
- We are focused on the intellect and creative problem-solving. We encourage the students to “think outside the box” and look for solutions from another specialty or research area.
- For this purpose we provide students interdisciplinary education, the uniqueness of which lies in the synergy of engineering, natural, exact, social and health sciences. For example, the students of engineering specialties can acquire knowledge in the field of business, medicine, state governance, technology law. Such a synergy of specialties is characteristic of a modern university of technology.
- A TUT alumnus can bind his or her knowledge and skills with business and process management, product development, design, manufacturing, intellectual property, marketing, service and sales. Inventing and construction new details alone is not enough. One must know how a completed prototype or programme code becomes a product or service, which is also commercially successful.
- Our science park comprises more than 150 high-tech and start-up companies. The Mektory centre includes showrooms, workshops for enterprises and lots of activities. All this in order to provide baptism of fire for students in the business world. Ninety per cent of today’s Estonian top managers have a TUT diploma in their pocket.
- The engineers of the University of Technology break the myths and demolish stereotypes. An engineer is not a nerd in a watery-grey suit with a briefcase. This profession is creative, varied, communicative and international. Engineers are entrepreneurs, politicians, top managers and specialists, etc.
• The University of Technology is open and innovative. We do not stop at old theories and dogmas, for us the passage of time has never been constant. We are open to new knowledge, skills and innovative ideas.

• Science and the development and promotion of technologies is teamwork. Foreign teachers and students are the cornerstone of the University, we encourage students to study abroad. We cooperate closely with other universities in Estonia by creating joint curricula, exchanging teachers and initiating joint projects with the participation of our students and researchers.

• For us, research and teaching are two sides of the same coin. Our research is equally focussed on both, acquiring new knowledge and solving practical challenges in any area of life.