

**Smoothing the Rocky Road to Branding Success
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McMaster University

- Located in Hamilton, Ontario
- 30,000 students
- 7,500 employees
- Founded in 1887
- Top 50 public universities in the world
- Canada's most research-intensive university
- Advancing human and societal health and well-being
- “Brighter World”



University of Toronto

- One University, three campuses
- 85,000 students
- 21,556 employees
- Founded in 1827
- Top ten public universities in the world
- Top twenty universities in the world
- “Boundless”



Where to start?



Why? Or Why Now?

Internal

- New leader who wants to make a mark
- New board who is pressuring, bringing a more external perspective
- Fear – can we compete, ad envy, the sky is following

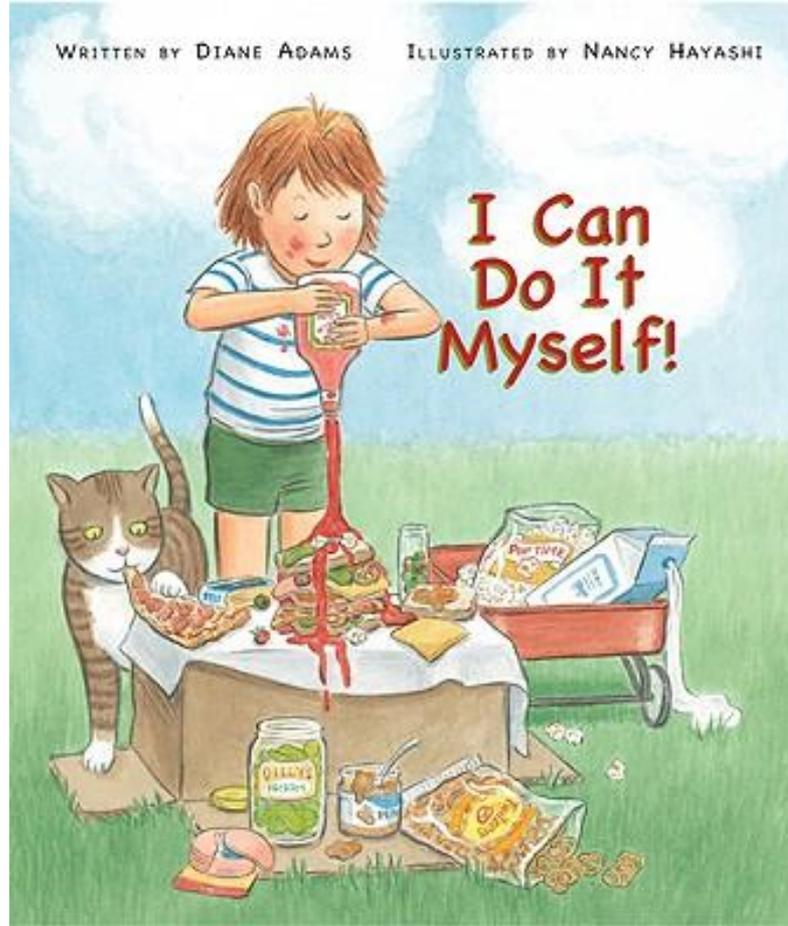
External

- Government pressure – wants differentiation
- New opportunity – International students who no longer want to go to the U.S.
- New threat – Brexit, budget cuts
- Changing landscape – new options for students, competition for experts

WRITTEN BY DIANE ADAMS

ILLUSTRATED BY NANCY HAYASHI

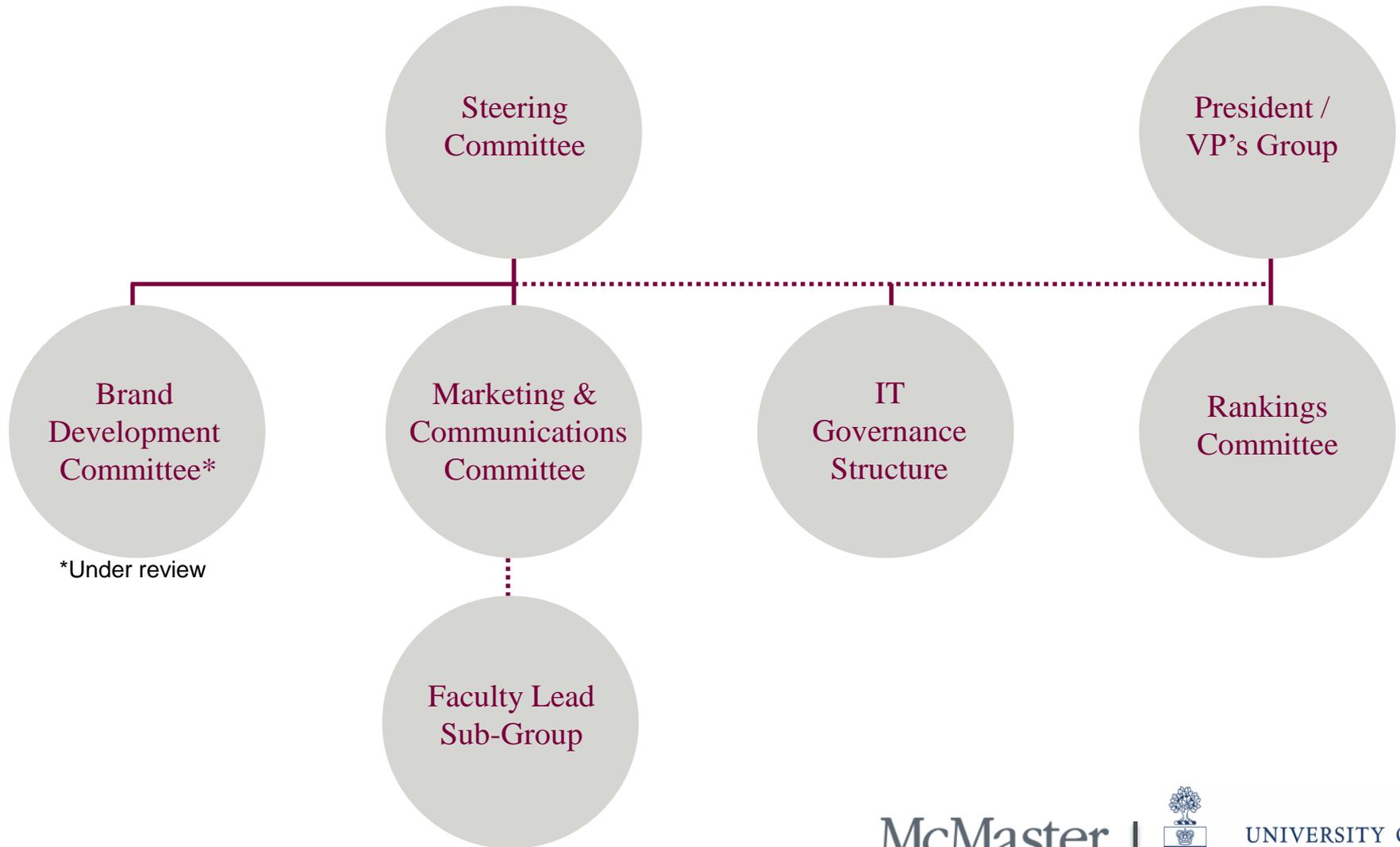
I Can Do It Myself!



Selecting the right agency

- Know what you want the agency to accomplish
- Look beyond the usual
- Engage key university leaders and other communicators in the selection process
- You're hiring expertise AND personality so make sure the fit is right
- Don't leave unattended

Governance & Leadership Structure



*Under review

We Did It!!



Advancing human and societal health and well-being

Brighter World Campaign



Paid media

In a Brighter World, we need to understand each other

The Liberal Arts give us the foundation to do just that – knowing the past to imagine the future, experiencing the power of the social sciences and the humanities to describe, document, and determine a better path. The opening of U.S. Wilkie Hall and the launch of the Sciences Project mark a milestone in McMaster's commitment to the Liberal Arts and the creation of a Brighter World.

Learn more at BrighterWorld.ca

BRIGHTER WORLD

McMaster University

McMaster University **BRIGHTER WORLD**

We're breathing **new life** into tree research

Learn More

McMaster University **BRIGHTER WORLD**

To create a **greener world**

Learn More

Measuring the mind and music

Face art moves high-tech

Creating the past to chart the future

In a Brighter World, art and science work in beautiful harmony

Art can help heal your body. Science can breathe new life into precious paintings. That's why at McMaster University, the most creative thinkers are working with the world's top scientists and engineers, using dance therapy to help Parkinson's patients and radiography to preserve precious art. We're creating, here and doing, together. We're helping to shape a Brighter World.

Learn more at BrighterWorld.ca

BRIGHTER WORLD

McMaster University

What worked and what didn't

- The brand is part of the conversation when it has nothing to do with marketing
- Educating people that brand and marketing doesn't equal advertising
- Using evidence whenever you can
- Some tools were slow getting online
- Approvals – territorial concerns...slowing down progress
- The challenge of measuring when it's not about student recruitment

Universities and branding: a tension

- A successful university: strength comes from diversity and novelty – of thought, argument, approach, pedagogy...
- A successful brand: strength comes from consistent messaging over time and across touch points
- Differentiating the world-class university depends in part on a consistent brand strategy – your audiences are only truly aware of your university when they can pick you out of the sea of sameness.

Three strategies for resolving this tension: the U of T experience

1. Look to the most senior leader: identify institution-wide priorities and principles that the president (or VC) endorses, champions, and socializes throughout the university.
2. Build a big tent: develop a brand that expresses institutional priorities and that reflects the passions and commitments of a wide range of internal constituents.
3. Make brand adherence easy: provide tools, services and products that help internal stakeholders achieve their transactional goals.

1. Senior leadership and institutional priorities

- U of T's three priorities:
 - Leverage our urban location(s) more fully, for the mutual benefit of University and City
 - Strengthen and deepen key international partnerships by means of a well-defined strategic focus
 - Re-imagine and reinvent undergraduate education
- President Meric Gertler introduced the three priorities in his 2013 installation address; held 25 discussions that included over 2,000 community members

Senior leadership and institutional priorities

One University; three campuses –
a strategic advantage in the Greater Toronto Area

ONE UNIVERSITY, THREE CAMPUSES



2. Build a big tent

**WHAT MAKES
US BOUNDLESS?**



The Boundless brand story

- Today's challenges are more complex and more global than ever before: they cross borders and transcend traditional boundaries; they demand new and powerful connections to create meaningful impact-across disciplines, cultures and people. In this environment universities have never been more essential to understanding our world and to shaping meaningful change.
- The University of Toronto is a globally significant education and research leader at the heart of the world's most multicultural urban region, actively meeting global challenges and preparing global citizens. We foster the connections that cross barriers to reveal new possibilities.
- Together we are breaking down barriers to reveal new possibilities for personal, social and global impact. Together we are turning our aspirations into reality.
- Together we are Boundless



On-campus banners



Out-of-home placements



3. Make brand adherence easy

The affinity model – marketing enables transactional relationships



The U of T brand hub: strategic service offerings





Questions

- What is happening in your market?
- What is the reason people choose your school?
- What do students think and feel about your university and the competition?
- What is likely to happen in the future?
- What should you do?