

THE UNIVERSITY OF THE WEST INDIES
DIGITAL TRANSFORMATION PROJECT
TERMS OF REFERENCE

**CONSULTANCY SERVICE FOR A REVIEW OF THE UWI'S DIGITAL MARKETING
AND DEVELOPMENT OF A DIGITAL MARKETING STRATEGY**

1. BACKGROUND

1.01 The University of the West Indies (UWI) was established in 1948 and is the largest and longest-standing higher education provider in the English-speaking Caribbean. The University comprises five campuses, namely, the Mona Campus in Jamaica, St. Augustine Campus in Trinidad and Tobago; the Cave Hill Campus in Barbados; the Five Islands Campus located in Antigua and Barbuda; and the Global Campus, which offers multi-mode teaching and learning services through virtual and physical site locations across the Caribbean region; and The UWI Regional Headquarters (RHQ) located in Kingston, Jamaica, which houses the offices of the Vice-Chancellery, including the Chancellor, Vice-Chancellor, University Registrar, University Bursar, and the University Chief Information Officer. The UWI's mission is "to advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world."

As part of its modernisation programme, The UWI has embarked on a digital transformation programme that seeks to assist in achieving the institution's strategic goals as outlined in its Triple A Strategy (2022-2027). The digital transformation programme will enable a shared services operating environment, which will allow the UWI to provide consistent and reliable services and optimise engagement with all internal and external stakeholders. It will also enable the University to achieve greater operational efficiencies and economies of scale.

As part of the digital transformation programme, The UWI has secured support from the Caribbean Development Bank (CDB) for a regional UWI Digital Transformation Project to strengthen the institution's teaching, learning and research delivery as well as its operational efficiency, resilience and global competitiveness. The UWI Digital Transformation Project will include, among other things, the provision of expanded and upgraded technology platforms for teaching and learning, the provision of hardware to support administration and management, and consultancy services to assist The UWI with harmonising business process and developing and projecting a unified **OneUWI** brand.

The University's digital marketing assets and a related strategy to guide their use are key components of the digital transformation programme. As a digitally transformed university, a strategic digital marketing agenda will serve as one lynchpin in the UWI's efforts to attain its vision to be an excellent global university rooted in the Caribbean, maintain and leverage its global reputation, and advance its strategic goals and objectives.

The specific digital marketing agenda includes the following:

- (a) Designing and maintaining an institutional-level UWI presence on a network of digital platforms, including but not limited to – websites, social media, email, internal communication platforms and tools
- (b) Assessing and refining the governance structure for a **OneUWI** digital marketing approach
- (c) Ensuring optimal visibility of The UWI brand to a global audience
- (d) Enhancing two-way engagement with key internal and external stakeholder groups
- (e) Expanding the follower/user base across the network of institutional and campus-level digital platforms
- (f) Promoting the achievements and accomplishments of the University, including but not limited to advancements in research and advocacy
- (g) Promoting the University’s offerings, including but not limited to programme offerings and partnership opportunities
- (h) Developing a suite of policies and procedures to guide digital marketing and communications activities across The UWI network, including appropriately updating existing policies, e.g. The UWI Brand Manual
- (i) Facilitating data-driven decision-making and stakeholder engagement leveraging digital marketing metrics and analytics.

1.02 The UWI is unique in its multi-campus structure and broad stakeholder community base. This structure means that various teams operationalise elements of their digital marketing. Dedicated teams at The UWI’s five campuses manage campus-level digital marketing efforts with much autonomy and have developed distinct campus sub-brands. The University Marketing and Communications Office is responsible for institutional-level marketing and communications and champions significant cross-campus collaboration. While there is no intention to remove autonomy from the campus teams, aligning with the **OneUWI** programme, there is a critical need to streamline and strategize a governance plan and re-engineered approach to digital marketing that supports a unified institutional brand and optimised stakeholder engagement.

2. OBJECTIVE

2.01 The expected outcome of this Consulting Assignment is the development of an internationally designed digital marketing system, along with a clearly defined digital marketing strategy to support:

- a) The promotion of a unified **OneUWI** brand
- b) Optimal brand visibility and
- c) Increased engagement with key internal and external stakeholders and audiences.

3. SCOPE OF SERVICES

3.01 In undertaking the assignment, the Consultant will work closely with The University Marketing and Communications team and cross-campus marketing and communications team members and report to the Project Coordinator (PC). Specifically, the Consultant will:

- (a) Conduct a full audit of The UWI's primary network of digital marketing assets at both the campus and institutional levels – assessing and reporting on key performance metrics. This audit includes assets managed by University Marketing & Communications, Campus Marketing & Communication Offices, Institutional Advancement Division and all other relevant departments, units and centres.
- (b) Conduct an assessment and report on The UWI's existing digital marketing governance structure, including recommendations for consolidations, appropriate tools and other improvements to support the **OneUWI** programme
- (c) Design and conduct any preliminary **OneUWI** online brand research that is relevant to this assignment
- (d) Develop a digital marketing strategy to support the **OneUWI** programme
- (e) Support updating existing policies and procedures and any new policies and procedures that may be required. These include, but are not limited to:
 - The UWI Brand Guidelines
 - The UWI Social Media Policy
 - The UWI Web governance guidelines

4. QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

4.01 The consultant firm must have a minimum of 5 years experience in Digital Marketing. The firm must have successfully completed a minimum of two Digital Marketing projects of similar or greater complexity than the requirements set out in the Scope of Services. Any experience working in the Caribbean Region is beneficial and should be stated. Any experience working with universities, public bodies or on Development Bank funded projects would be an asset.

4.02 If selected to submit a Proposal, the Consulting Firm will be required to appoint a qualified team of key and non-key experts, as appropriate, to ensure the successful implementation of the assignment.

The Consulting Team must include a minimum of two (2) key experts, with the following roles, minimum qualifications and experience:

Key Expert 1 – Team Leader

The Team Leader shall possess the following minimum qualifications and experience:

- a. Bachelor's degree in Marketing, Communications, or a related field of study.
- b. At least five (5) years of professional experience in Communications, Marketing, Public Relations and Advertising with a strong Digital Marketing portfolio.

In addition, the candidate must demonstrate the following knowledge and experience:

- a. Knowledge of the higher education industry and higher education marketing and communications. For example as demonstrated by referenced past projects/completed trainings/assignments/ published papers or research/certifications. Which may demonstrate understanding of the specific field and challenges.
- b. At least five (5) years experience conducting reviews and audit actions for digital marketing and social media, including interpreting and analysing data and key performance metrics.
- c. At least five (5) years experience in marketing, communications, advertising and/or digital marketing strategy development and implementation for both outward and inward-facing communications.
- d. At least five (5) years experience in brand development, including brand research.
- e. At least five (5) years experience in Marketing and Communications policy development.
- f. Knowledge of emerging technologies and trends to determine their relevance to the digital marketing efforts, e.g. Ask Engine Optimisation.
- g. Strong oral and written communication skills and the ability to communicate technical information.
- h. Possession of above-average project and time management skills.
- i. Ability to work with various internal teams, departments and offices to assimilate high volumes of data and propose solutions as necessary.

Key Expert 2 – Digital Marketing Specialist

The **Digital Marketing Specialist** shall possess the following minimum qualifications and experience:

- a. Bachelor's degree in Marketing, Communications, or a related field of study.

- b. At least five (5) years of professional experience in Communications, Marketing, Public Relations and Advertising with a strong Digital Marketing portfolio.

In addition, the candidate must demonstrate the following knowledge and experience:

- c. In-depth knowledge of Digital Marketing platforms and tools, including social media and Microsoft Office 365 Enterprise / SharePoint Online tools, among others.
- d. At least five (5) years experience conducting reviews and audit actions for digital marketing and social media, including interpreting and analysing data and key performance metrics.
- e. At least five (5) years experience in marketing, communications, advertising and/or digital marketing strategy development and implementation for both outward and inward-facing communications.
- f. Knowledge of emerging technologies and trends to determine their relevance to the digital marketing efforts, e.g. Ask Engine Optimisation.
- g. Strong oral and written communication skills and the ability to communicate technical information.

5. DELIVERABLES & REPORTING REQUIREMENTS

5.01 The Proposal of the selected firm/consultant shall have outlined a work plan and approach to the assignment, the scope and methodology and a schedule for the completion of the assignment.

The Consultant will be required to submit to the Project Implementation Unit the following deliverables:

- (a) Assessment report detailing the audit of Digital Marketing assets and the review of digital marketing governance with recommendations within three (3) weeks of the start of the engagement. The UWI will provide comments upon receipt of the report;
- (b) Report on **OneUWI** Online Brand Research within three (3) weeks after the assessment report;
- (c) **OneUWI** Digital Marketing Strategy within four (4) weeks of the last report on Brand Research.

6. DURATION

The consultancy assignment is expected to be implemented over a period of 40 working days over three months duration.