

# Innovation Communications Strategy

Vicky Pearson, Senior Communications Planning Manager,  
Public Affairs Directorate  
[victoria.pearson@admin.ox.ac.uk](mailto:victoria.pearson@admin.ox.ac.uk), (2)80762

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# Why do we need another strategy?

*“It is strategically important for the University of Oxford to be (and be seen to be) a global leader in knowledge exchange, innovation and entrepreneurship. This is a key route by which the fruits of research and teaching contribute to the good of the nation and the world.”*

- Innovation Communications Strategy has two main purposes:
  - to provide a basis for better **coordination** of cross-University communications activity for innovation
  - to provide **guidance** on the University’s objectives and messages for academic divisions, departments and colleges in communicating their own innovation activities.

# What does it do?

Improve the profile, internally and externally, of the University's achievements in **innovation, knowledge exchange** and **entrepreneurship** and to pitch Oxford as a place where talented and creative people can generate and exploit new ideas.

Identifies:

- the University's communications **priorities** for innovation
- a top-level **narrative** around innovation
- the key **audiences** we are seeking to reach
- how the University can improve the internal and external **profile** of its achievements
- ways of better **coordinating** the innovation communications activities that take place across the collegiate University.

# So, what is innovation?

“Innovation means encouraging students and researchers to **exchange knowledge** across disciplinary and institutional boundaries, to take **risks**, and to realise the **latent potential of their intellectual capital**. The impacts of our innovation may take many forms, including **entrepreneurial activity, social enterprise, or cultural engagement**, but all share their common roots in a commitment to creative and lateral ways of thinking, connecting and problem-solving.”





**THINK OUTSIDE THE BOX**

# 'Innovation' in a broad sense...

- Not just about 'gadgets' and 'tech'.
- Aimed at giving greater visibility to a wide range of activity – including social enterprise, knowledge exchange, policy influence, student entrepreneurship
- When sourcing content, looking for activities and achievements that:
  - are **creative**
  - demonstrate **lateral** thinking
  - enable **solutions** for contemporary challenges
  - are **interdisciplinary** and **collaborative**
  - show **real-world** application of knowledge

# That's all very nice. What are you actually doing about it?

- Established a cross-University Innovation Communications Working Group – PAD, Research Services, academic divisions, GLAM, Careers Service, Saïd Business School, Department for Continuing Education, Oxford University Innovation.
- The group meets on a monthly basis and is currently focusing on four main areas:
  - benchmarking
  - identifying campaign themes
  - planning the shape and approach of external communications campaigns
  - internal communications
- Will launch themed campaigns in 2017 – aim to do around 3 a year.

# What are our key messages?

- Oxford is home to some of the most talented people from across the globe, working in an environment that encourages creative thinking and supports the generation and exploitation of new ideas.
- The breadth and interdisciplinary nature of Oxford's world-leading research sparks imaginative and inventive insights, connections and solutions.
- Oxford has a long-established record of creating ground-breaking solutions for issues that affect not just our own future but that of generations to come.
- Through access to a huge network of partnerships and collaborations across many sectors, Oxford's work has real-world social, cultural, scientific and economic impact.
- Oxford students are independent critical thinkers, whose contribution to innovation and enterprise across a broad range of fields continues long after they graduate.



# What will campaigns involve?

- **Broad, public-facing activity:** large-scale channels creating a 'buzz' or background for...
- **Targeted activity with key audiences:** focusing where possible on face-to-face.

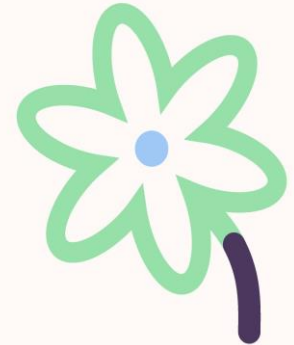
Supported by innovation messages in general communications and consistent messaging across the collegiate University.

# Who are our priority audiences?

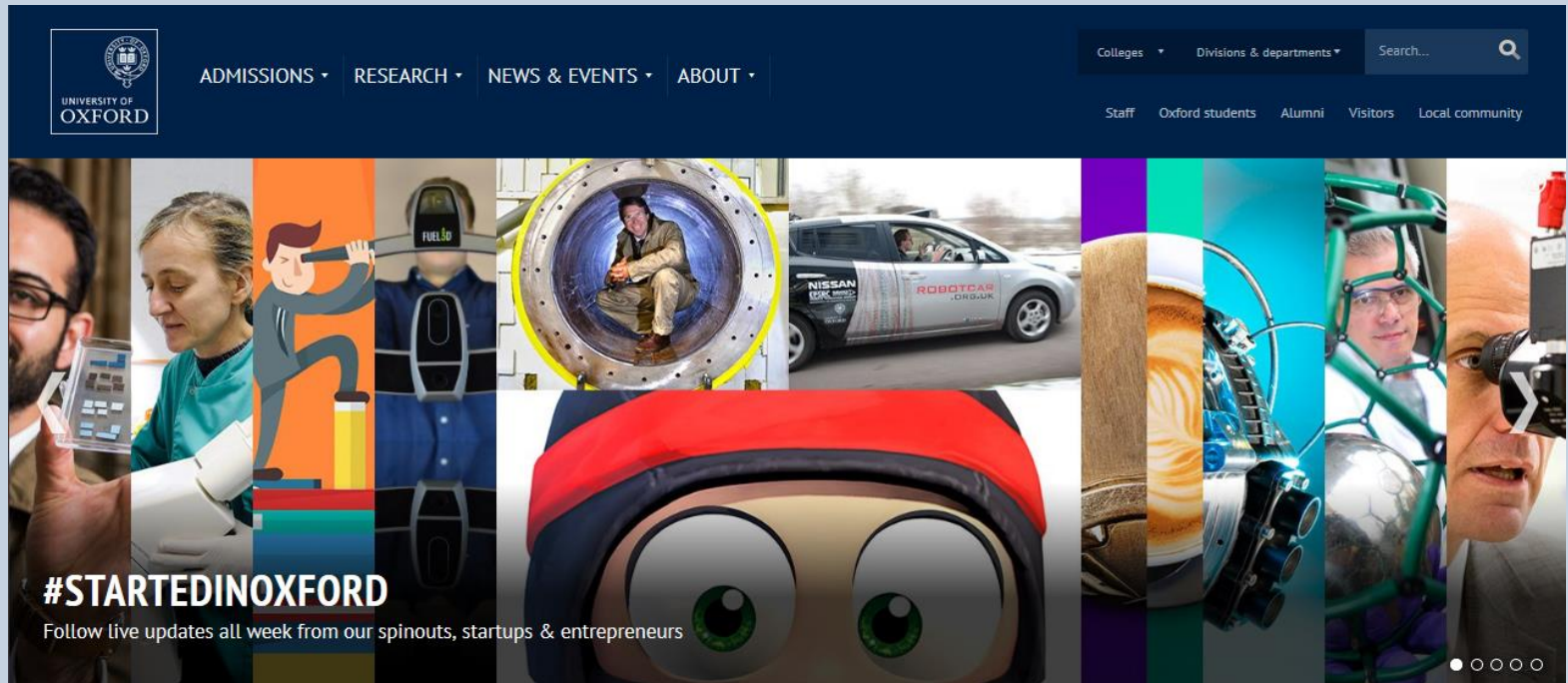
- Central government as funder, decision-maker and end user of research and innovation
- Local government and businesses
- Potential collaborators (eg industry, charities, NGOs)
- Current and potential funders and investors
- Prospective students (graduate and undergraduate) and prospective staff
- Recruiters and employers
- Oxford-based or originated start-ups
- Mainstream and specialist media

# Campaign themes

- Themes intended to give campaigns momentum and coherence.
- Themes identified:
  - Health and Wellbeing
  - Growth and Globalisation
  - Communities
  - Communication
  - Environment
  - Security
  - Identity (this may be reworded)



# Applying lessons from previous activity



#Started in Oxford featured on the University website and across social media

# Improving media & perception on innovation


- Have **goals** about your key messages and a **strategy** to promote them
- Identify a set of spokespeople for a range of queries
- Have journalist-appropriate facts & figures to hand (independent is better) and details of initiatives, stories, major projects, capital works
- Map out messages and responses to likely questions
- Identify potential pitfalls and negative messages and have strategies to manage them
- Listen and engage
- Consider how this type of coverage feeds into our messaging about the value of higher education research funding to the economy
- We're visual creatures – IMAGES about innovation are key



# What does innovation look like

- The importance of consistent visual identity and reinforcing messages through the use of images.
- Raises the question of what innovation looks like and how we can portray it in our campaign visuals
- Potential to gather images through competitions amongst researchers which we couldn't easily commission eg images from technical research or field work.





Charing perception is a long-term strategic initiative that requires consistency and constant reinforcement

# How you can get involved....



# Find out more...

- You can find the University's Innovation Strategy and the Innovation Communications Strategy at:  
[www.admin.ox.ac.uk/researchsupport/researchcommittees/scworkgroups/ouiwg](http://www.admin.ox.ac.uk/researchsupport/researchcommittees/scworkgroups/ouiwg)
- Think about how these messages fit with your own activity. Can your local communications support the University's priorities around innovation? Can you weave the key messages into your existing communications?



› About research support

› Contacts

📰 News

› Consultations

› Research committees

Terms of Reference and  
Membership

Agendas and Minutes

Meeting Dates

Strategic Agenda

Sub-Committees and Working  
Groups

Central University Research  
Ethics Committee (CUREC)  
(external link)

Graduate Panel (external link)

Innovation Implementation  
Leadership Group

Intellectual Property Advisory  
Group (IPAG)

John Fell OUP Research Fund  
Committee (external link)

Knowledge Exchange and  
Impact Sub-Committee

Open Access Oxford Project

## Oxford University Innovation Working Group

Research Committee established the Oxford University Innovation Working Group to examine the University's aspirations, activities and future strategy in relation to knowledge exchange and our contribution to the innovation eco-system. The Group, chaired by Professor Ian Walmsley, Pro Vice Chancellor (Research, Academic Services and University Collections), met in the period March - June 2014. Its membership included representatives from each of the academic divisions and the Conference of Colleges and four externals.

The Working Group reported to Research Committee, PRAC and Council in Trinity Term 2014. The report, including its major recommendations, was endorsed at the July 2014 meeting of Council. Council also approved the recommendation that the PVC(R) convene a group to 'determine the actions necessary to implement the recommendations.'

An [Implementation Leadership Group](#) was established, chaired by the Professor Walmsley, along with four Sub Groups. The Leadership Group reported to Research Committee and Council in Trinity Term 2015. Council at its meeting in July approved the University of Oxford Innovation Strategy, supported in principle the new resourcing model and referred it to PRAC for detailed consideration. Council endorsed the 55-point action plan. That plan set out the actions to date and other actions to be taken in 2015-16 to give effect to the OIWG report recommendations.

The documents associated with this initiative (see right hand column) are for internal use only by members of the University.

The Vice-Chancellor and the Pro Vice Chancellor (Research and Innovation) are

### Documents

- › Oxford Innovation Working Group: Background and Membership 📄 (305kb)
- › OIWG - Report 📄 (978kb)
- › The University of Oxford Innovation Strategy 📄 (434kb)
- › The Innovation Action Plan 📄 (346kb)
- › Innovation Communications Strategy 📄 (252kb)

### Related links

- › Innovation Implementation Leadership Group



# Content is king!

- Campaign activity relies on high-quality, interesting content – what content do you have locally?
- Case studies, podcasts, video, images, lecture capture, social media content – we're interested in everything!
- Let us know if you have content that fits the campaign themes. Encourage you to think laterally – eg, information about partnership with the local NHS trust could fit 'Healthy & Wellbeing' but could also be 'Communities'.



# Follow, share, repurpose!

- We all have different channels and access to different audiences.
- Follow the University campaigns and amplify with your own audiences, repurpose content etc.
- Equally, let us know what you're doing in your department/service/college and we can look for ways to share that too.



# Follow, share, repurpose!

- We'll be supplying 'toolkits' to help you support the campaigns and theme your local communications activity.
- Let us know what would be useful to you. Key messages, images, video, templates, hashtags, slides etc?
- Are there other ways we can support you?



# The Innovation Communications Working Group

- **PAD:** Vicky Pearson, Suzi Ardley, Jess Turner, Anne Brunner–Ellis, Margaret Ounsley, Lisa Seddon
- **Research Services:** Helen Carstairs, Leah Thompson, Lesley Paterson
- **Humanities:** Louise Botley
- **Medical Sciences:** Alison Brindle
- **MPLS:** Sarah Loving
- **Social Sciences:** Fleur Adolphe
- **SBS Entrepreneurship Centre:** Becky Fishman
- **Careers Service:** Rachel Bray
- **Cont Ed:** Liz Sanders
- **GLAM:** Lucy Shaw and Suzanne de la Rosa
- **Oxford University Innovation:** Simon Gray