



# Strategic Communications Plan

1222-2022  
**800**  
ANNI



UNIVERSITÀ  
DEGLI STUDI  
DI PADOVA

**dSEA**

DEPARTMENT OF  
ECONOMICS AND  
MANAGEMENT



# dSEA Office of Communications

The dSEA Office of Communications plans and manages all communication actions of the Department. The Communications area aims to promote the Department's research activities and teaching quality.

The Department's communication team consists of two members of administrative staff. The development of the communications plan is jointly supervised and monitored by two members of the academic staff as well as a committee of the Department appointed by the Head of Department. Communications strategies are implemented by:

- **Two Administrative staff**
- **Two Associate Directors of Communication**
- **Communications Committee**

The Administrative staff and Associate Directors hold regular meetings to review the dSEA Office of Communications overall strategy and to define a monthly Action Plan.

The Office interacts on a regular basis with all the areas of the Department:

- **Public Engagement Committee (Commissione Terza Missione)**
- **Research Committee**
- **Seminars and Events Committee**
- **Department Board (Consiglio di Dipartimento)**
- **Head of Department**
- **Communications Office of UNIPD**

# Strategic Approach

The Communications area of the Department employs communication activities with a long-term implementation plan, linked to the University's strategies. We have a friendly, trusting, cooperative, engaging and inclusive approach. Since 2020, the Department has invested in an international communications strategy with two objectives: to promote our activities more effectively and to increase engagement.

Our strategic approach consists of two key features:

## 1.

We aim to make our Department's research, teaching, and engagement efforts apparent to a wide audience, beyond the traditional academic and research community.

## 2.

We aim at segmenting appropriately our actions to successfully engage with our different audiences.

The communication actions are appropriately segmented into diverse channels (e.g., digital platforms and social media) to guarantee that our content reaches out to relevant target groups:

### Students and families

We promote the quality of our degrees and employability prospects to current and prospective students and their families through various outreach activities.

### Researchers and international institutions

We disseminate our research results reaching out to international research institutions and researchers. We promote a variety of academic events involving international audiences and researchers.

### Companies, Alumni, local, national and international stakeholders

We interact with companies, Alumni, national and international stakeholders to promote the links between our Department and their activities.

# Integrated communication: online and offline strategy

## Online Communication

We launched our Italian website in 2013. It was managed by our IT Office until the dSEA Office of Communications was created in 2017.

In 2017 we developed the English version of the website and launched our first two social media channels:

- Facebook (3618 followers/June 2022)
- Youtube (261 subscribers/ June 2022)
- MediaSpaceUnipd video portal (2.353 player Impressions)

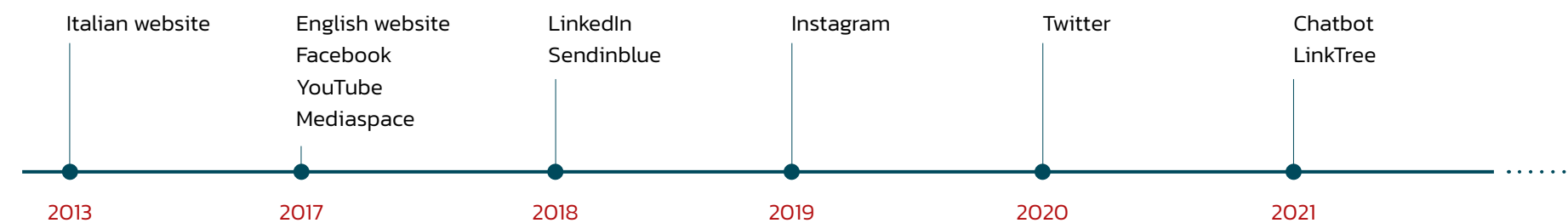
Later on, we launched other social media channels:

- Sendinblue Platform (Newsletter): launched in 2018 (69,44% open rate / June 2022)
- LinkedIn: launched in 2018 (2358 followers/ June 2022)
- Instagram: launched in 2019 (1921 followers/June 2022)
- Twitter: launched in 2020 (313 followers /June 2022)
- Chatbot: launched in 2021 (2760 active users /June 2022)
- Linktree: launched in 2021 (3200 views in total; 2630 clicks /June 2022)

## Offline Communication

We still use 'offline communication' (flyers, billboards, roll ups, selfie frame) to promote our events and initiatives (mostly locally), combining such activities with 'online communication' that achieves greater diversity.

Our 'offline communication' is always reminiscent of our online contents. We also maintain regular contact with the University's press office for the promotion of events updating them with press releases for publication and dissemination in national media.



# Activities

The activities of the dSEA Office of Communications gravitate around the three pillars of the University: **Teaching**, **Research** and **Public Engagement**.

The communication contents produced during the year are aimed at internal (faculty, administrative staff, student representatives) and external audiences (students, companies, institutions).

## Internal communication:

- Newsletter (initially twice a month, from January 2022 once a month)

## External communication:

- Through our website (Italian/English version)
- Departmental social media channels and platforms (Facebook, LinkedIn, Twitter, Instagram, YouTube, Mediaspace, Linktree)

Since 2019, the communications area has developed a consistent image of the Department by enhancing our presence on social media channels and improving the content available on our website.

The website has been redesigned to organize our activities into distinct sections dedicated to research, teaching, and recruitment. We have also improved the quality and comprehensiveness of the web material. The enhancements made to the website's design has resulted in an increase in the visibility of the material.

The university's customer satisfaction survey on organizational performance ("Good Practice" (GP) project) shows an increase in the satisfaction of our department's academic staff on our performance. Our evaluation on a scale of 1 to 6 on "Updating information on the department's website" increased from 4.21 in 2019 to 5.10 in 2020.

## Teaching

The dSEA Office of Communications is promoting all student targeted events and initiatives organized by the Department:

- **Department program portfolio** (Bachelor's degree, Master's degrees, PhD program and Professional Masters).
- **Events promoted by student services** (Meet your future, Open day, Welcome day, Q&A sessions)
- **Student opportunities** (internships, scholarships, career coaching, opportunities abroad such as Erasmus/Ulisse calls).
- **Educational seminars** (dSEA guests).
- **Guest lectures** (Inaugural lectures).

The Covid-19 emergency and 'distancing measures' increased our existing and future students' requirement for online access to departmental information.

In early 2021, we were the first Department in the UNIPD to interact with students via a "**chatbot**", a virtual assistant offering immediate answers 24/7. The virtual assistant is able to provide detailed information on enrolment, study plans, international exchanges, internships and much more. The automatic answering system allows in-depth information thanks to the link between the chatbot and the Department and University websites.

## Research and Engagement

Since 2020 the dSEA Office of Communications has been active in promoting our Department's research and engagement activities. Starting from the first lockdown, from March 2020 until today, the following 'engagement' initiatives have been carried out, aimed at bringing researchers, citizens and stakeholders closer to the Department:

- n.17 video interviews were conducted with professors and researchers of the Department, aimed at explaining the pandemic from an economic and social perspective ([dSEA Talks channel](#))
- n.13 thematic videos focused on our research ([dSEA Research channel](#))
- n.77 posts on our social media to promote the best papers published by our faculty (videos and infographics)
- In the past three years, our social media channels and website have promoted more than a hundred Economics and Management seminars featuring international lecturers and researchers
- More than **140** public events promoted through our social media channels and website in the last 3 years

Our videos had over 1,500 views on the Department's Facebook profile, over 1,000 views on the Department's Instagram profile, and over 300 views on our [Mediaspace platform](#).

Below we list all **Research and Engagement** events and initiatives organized by the Department and promoted by the dSEA Office of Communications:

- Scientific seminars: workshops and international conferences organized by our Department (see the dedicated [section on our website](#))
- Participation of our academic staff in seminars/conferences (keynotes) at other events and universities
- Papers published in reputable scientific journals (dSEA papers, dSEA Research)
- Books presentations
- Awards and grants received by our academic staff
- Funded projects
- PhD theses
- Alumni events (e.g., the celebration of the Department's 30th anniversary on 8 November 2019 with 300 participants, live-streamed Bachelor's degree graduation ceremonies from 2018-2020 held in a theater with Alumni and professionals in attendance)

The dSEA Office of Communications assists the Department and its affiliates with the planning and execution of each event through different phases.

We first organize a coordination meeting to find out all needs and details of each event. Before the event, we create promotional material (e.g., dedicated website, flyer, registration webforms, mailings, etc.) and execute any promotional actions needed (e.g., social media posts, offline billboards). In case the event is online or live streamed we also provide technical support (e.g., creating and managing webinars, zoom meetings, Facebook and/or YouTube live streaming).

During in-person events, we help colleagues with registration and make sure everything goes as planned. We frequently post on social media during or immediately after an event. Additionally, we frequently capture and edit videos covering a portion of the events, which are then uploaded to our website and social media sites.

The Covid-19 emergency gave us the opportunity to organize several online events. As of today, some events are still thought to better achieve their targets being held exclusively online. Online events were initially exclusively managed by the communication team. As several colleagues are getting used to online platforms and manage their events independently, the communication team is still present in providing them with supporting materials (e.g., virtual backgrounds, opening slide with the flyer, etc.).

### Faculty and Administrative Staff Recruitment

In addition, the Office of Communications is also helping in promoting calls for job openings (faculty and administrative staff) on our website, social media channels and external platforms (e.g., Inomics, SSRN, Akadeus, European Accounting Association, Euraxess)

## Equipment and skills

### Our Office of Communications is equipped with:

- One iPhone
- One handheld stabilizer for the iPhone
- Two digital cameras (one managed by our IT Office)
- Two laptops and two computers
- One tripod for the camera
- Two microphones

### Software:

- Video editing: Wondershare, Camtasia, Kaltura, Wochit, Powtoon;
- Graphic design: Canva

### Skills:

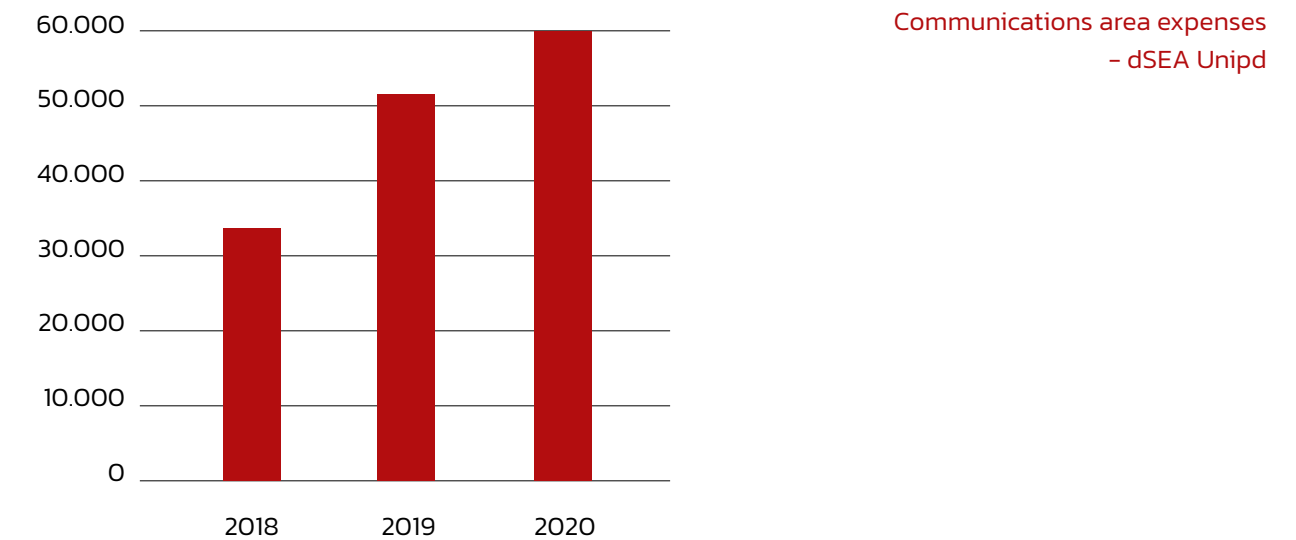
- Website management
- Social Media Management
- Design and Graphics
- Photo & Video
- Events (online and offline)
- Branding & Copywriting
- Corporate Communication

## Investments in dSEA Office of Communications

From 2018 to 2020, the Department has gradually increased the investments in the Communications area.

The human resources foreseen for the area (initially 1), are currently 2, full-time administrative staff.

The Department has also increased the budget for the promotion of our degrees and our research activities. The Department has also invested in equipment and software licenses for the production of institutional videos (e.g. Wondershare, Camtasia, Canva).



Our estimated budget for 2022 is 15,500 euros:

- 87% will be spent on software, equipment, photo shoot, social media advertising, offline promotion (brochures, prints, roll-ups), university personalized gifts for our guests
- 12% on professional training to improve our social media/storytelling/video
- shooting skills
- 1% on office supplies



## Future developments/ improvements

We intend to build an annual strategic communications **plan for the next three years** designed by the dSEA Office of Communications in collaboration with the Department's Communications Committee and **reviewed every 6 months**.

A key action to improve our Communications area is the development of a stronger audience analysis so that we can better meet the Department's marketing objectives. We aim to set up a systematic process of analyzing our actions and plan to collect more data (e.g., through digital surveys) so that we can better evaluate our recruitment, outreach, and engagement activities. Such analysis could help us further develop our communication in planning, measuring, and evaluating performance.

We also intend to give greater visibility of further aspects of our Department's research approach (e.g., research teams and events, presence of young researchers, research projects funded by competitive university-, national- and international-level grants) aiming at a stronger brand recognition and networking. Further promotion on social media and fine tuning of storytelling techniques through video interviews and video clips could help us achieve this target.

We have also identified a need to further improve our relationships with external partners. For example, we are planning to implement more functionalities on our newsletter platform 'Sending Blue' so that we can better reach out to external partners and better segment audiences to effectively disseminate relevant information.

To conclude, we are constantly aiming at updating and improving the English version of our website. We are also currently working on the English version of our chatbot since it is currently available only in Italian. Such actions will be part of a wider plan of promoting the department's three new MSc degrees offered in English.

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