



**‘THE ROLE OF MARKETING AND COMMUNICATION IN
THE VUCA(BANI) WORLD — A STRATEGIC STAKEHOLDER
ENGAGEMENT APPROACH’**

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INTRODUCTION

- There have never been a complex yet exciting moment to be a leader, more importantly leading marketing and communication in higher education
- Covid-19 presented an opportunity to show-off the value of marketing and communication, it also showed us where we need to adjust and adapt to lead in an engaging way
- The big question is: where to from here?

SOME REALITIES

REPORTING LINES

OPERATIONAL

RESOURCES

STAFF SKILLS SET

DEIB

M&E

RESEARCH

TECHNOLOGY

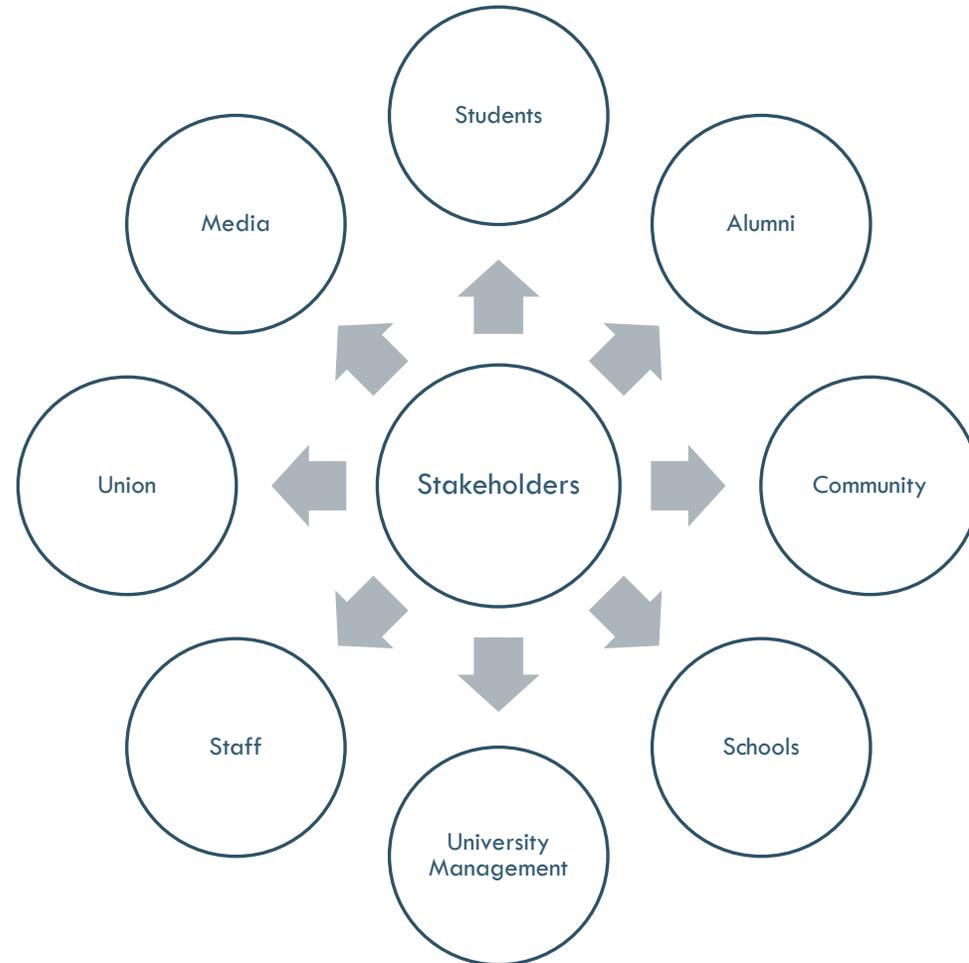
STRATEGIC MARKETING AND COMMUNICATION

- “Strategic marketing communication is a process that builds mutually beneficial relationships between an organisation and the stakeholders.”
- Strategic marketing and communication aims to achieve a positive reputation thus contributing to a sustainable competitive advantage which enables future financial growth
- A plan is the blue print on how the strategy should be implemented.

THE BIG ROLE



WHAT IS AT STAKE?



VUCA (VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS)

Accelerated rate of change (Volatility),

A lack of predictability (Uncertainty),

An interweaving of technological, societal and environmental forces (Complexity), and

A strong potential for misinterpretations (Ambiguity).

Strong leadership communication is key to building the relationships and trust required to succeed in a VUCA world.

Authentic and collaborative stakeholder management stories that engage and evoke emotion.

**THE VUCA WORLD IS DEAD. WELCOME TO
THE NEW BANI WORLD.**



VOTALITY/BRITTLE



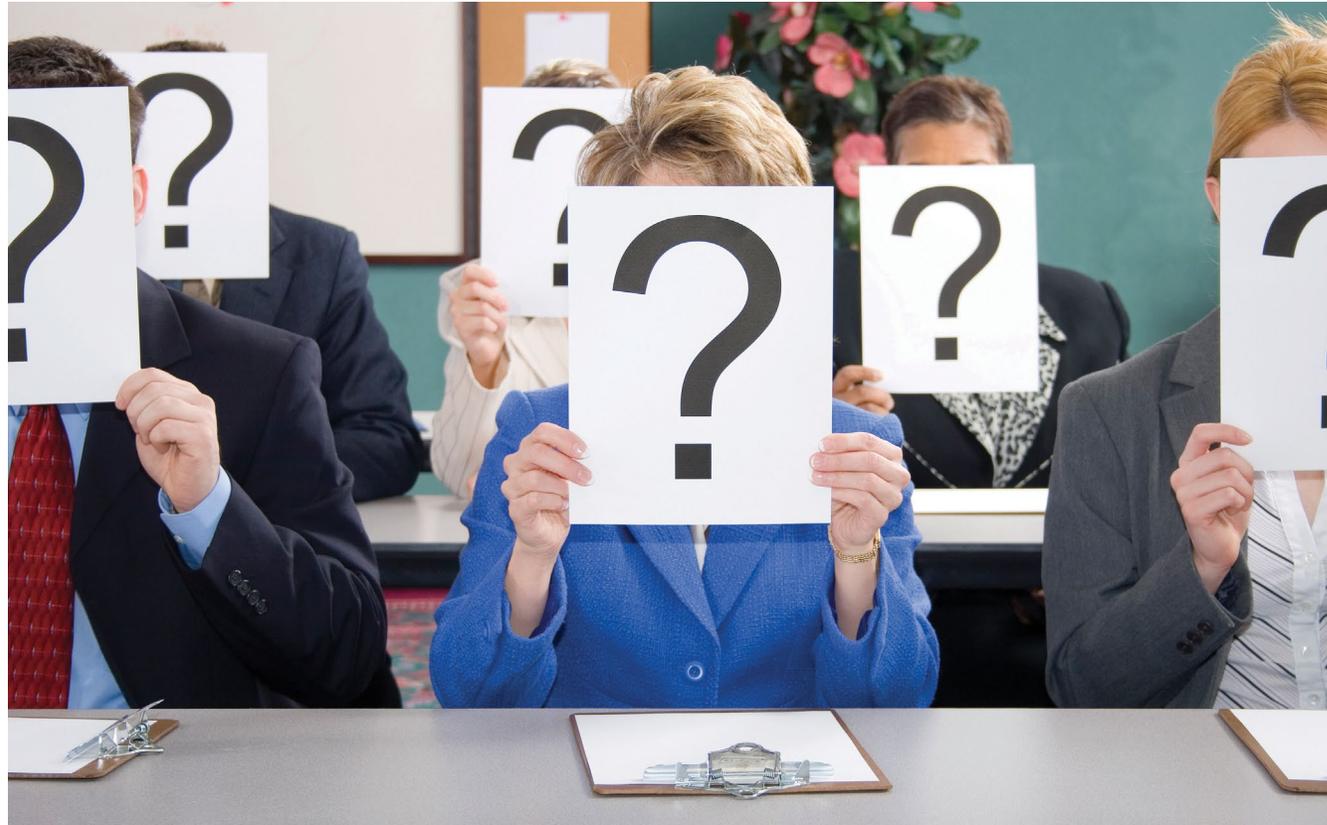
UNCERTAINTY/ANXIOUS

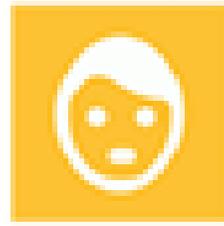
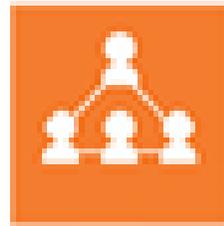
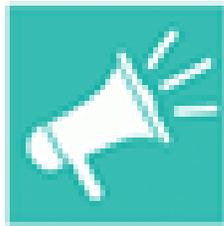


COMPLEXITY/NON-LINEAR



AMBIGUITY/INCOMPREHENSIBLE





10 key principles of stakeholder engagement



Strategic marketing and communication planning checklist

Must Do's	May Do's	Don'ts!
Assemble your support team early: Who will inform your strategic plan with their data, insights, experience and connections?	Bring a relevant team member (just one) with you to critical planning conversations so that they can jump in with greater detail when asked and allow you to focus on the big picture.	Don't build your strategic plan alone. Your team not only has critical information to share but also benefits from the opportunity to participate.
Connect your communications priorities and projects to organisational priorities and needs. Which organisational priorities can communications meaningfully impact?	Talk to your organisational partners, collaborators, and other stakeholders. Start these conversations early to respect their time and concerns – and be responsive to their varying receptivity for making strategic connections.	Don't go beyond communications in your planning. Double check each potential project with the question: Does this project aim for a do, feel or know communications objective?
Establish a connection and build a relationship with your organisation's strategy group. They can keep you in the know about what's on the horizon and where appropriate, bring you into the conversations early.	Get familiar with your organisation's planning continuum. The annual strategic plan is likely just one of many planning outputs that should inform your work.	Don't personally take on the job of managing the shared strategic planning calendar for the leadership team. The task is not aligned with your role or expertise and creates a headache of scheduling work.
Support your communications priorities with data. Be comfortable distinguishing projects based on where you are certain and where you'll need to wait and see.	Gather your sourcing data and documentation across the year, using external benchmarks for reassurance but not as a substitute for internal data and experiences.	Don't leave data holes or use bogus statistics that will sabotage your plan. Sometimes planning for small pilots can help balance the need for more information with the need for concrete plans now if your leaders are open to it.
Match the depth of your presentation to the needs of your stakeholders. For sharing your plans with leaders especially, stick to the top-line insight without getting buried in the details.	Keep your presentation simple and succinct, especially if that's what the organisation expects and wants. Two slides are often more powerful than 10.	Don't ask for more budget on more projects than you can do in the given timeframe, especially if you have a small team. Projects rarely end up requiring less work than we anticipate at the outset.

IN CONCLUSION: THE FIVE COMMANDMENTS

Know your organisation

Be consistent

Own your story - Good or Bad

Your opinion matters (Remember the 3Cs and 3Vs)

Keep it real and listen

Thank you!

