



# COLLEGE OF BUSINESS EDUCATION (CBE)

## COMMUNICATIONS AND MARKETING STRATEGY

2026/27 – 2030/31

*July, 2026*

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## FOREWORD

The College of Business Education (CBE) is pleased to present the Communications and Marketing Strategy 2026/27–2030/31, a strategic framework developed to support the implementation of the Corporate Strategic Plan 2026/27–2030/31 and the realization of CBE Vision 2075. The Strategy provides clear direction for strengthening the College’s visibility, reputation, stakeholder engagement, and customer experience in an increasingly competitive, dynamic, and technology-driven higher education environment. As CBE continues to expand its academic programmes, research, consultancy services, and partnerships, effective communication and marketing have become essential tools for enhancing institutional growth and competitiveness. This strategy, therefore, outlines key interventions to strengthen institutional branding, student recruitment and retention, stakeholder and alumni engagement, digital marketing, customer service excellence, and resource mobilisation. Through these initiatives, the College seeks to strengthen its position as a leading provider of business education and a trusted partner in national and regional development.

The successful implementation of this Strategy will require commitment, collaboration, and active participation from staff, students, alumni, partners, and other stakeholders. I therefore call upon all members of the CBE community to embrace this Strategy and help promote the College’s image, reputation, and long-term growth. Together, we will continue to advance the College’s mission and strengthen its contribution to society.

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**Prof. Edda Tandi Lwoga**

**RECTOR, College of Business Education**

## ACRONYMS/ABBREVIATIONS

| Acronym | Full Form                                                                        |
|---------|----------------------------------------------------------------------------------|
| AI      | Artificial Intelligence                                                          |
| CBE     | College of Business Education                                                    |
| CMC     | Central Marketing Committee                                                      |
| CBESO   | College of Business Education Students Organisation                              |
| CRM     | Customer Relationship Management                                                 |
| CSP     | Corporate Strategic Plan                                                         |
| CSR     | Corporate Social Responsibility                                                  |
| DASS    | Director of Academic Support Services                                            |
| DPD     | Director of Planning and Development                                             |
| DR-ARC  | Deputy Rector – Academic, Research, and Consultancy                              |
| DR-PFA  | Deputy Rector – Planning, Finance and Administration                             |
| DRCP    | Director of Research, Consultancy and Publications                               |
| ESG     | Environmental, Social and Governance                                             |
| HCMU    | Head of Communications and Marketing Unit                                        |
| HICCA   | Head of Internationalisation, Collaborations, Convocation and Alumni             |
| HMICCA  | Head of Marketing, Internationalisation, Collaborations, Convocation, and Alumni |
| IP      | Investment Policy                                                                |
| JV      | Joint Venture                                                                    |
| KPI     | Key Performance Indicator                                                        |
| LMS     | Learning Management System                                                       |
| M&E     | Monitoring and Evaluation                                                        |
| MoU     | Memorandum of Understanding                                                      |
| NACTVET | National Council for Technical and Vocational Education and Training             |

|      |                                                      |
|------|------------------------------------------------------|
| PPP  | Public-Private Partnership                           |
| QAM  | Quality Assurance Manager                            |
| SADC | Southern African Development Community               |
| SEO  | Search Engine Optimisation                           |
| SO4  | Strategic Objective 4                                |
| SWOC | Strengths, Weaknesses, Opportunities, and Challenges |
| TCU  | Tanzania Commission for Universities                 |
| TZS  | Tanzanian Shillings                                  |
| WCC  | Website Content Committee                            |

## DEFINITION OF TERMS

| Term                     | Definition                                                                                                                                                                                                                   |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Brand                    | The unique identity, design, tone, and value narrative of CBE that differentiates it in the minds of stakeholders.                                                                                                           |
| Content Calendar         | A planning tool scheduling marketing content across platforms to ensure strategic consistency.                                                                                                                               |
| CRM                      | Technology for managing CBE's relationships with prospective students, current students, alumni, and partners.                                                                                                               |
| Customer Experience      | The totality of interactions that all customers—students, staff, partners, employers, alumni, regulators, and community stakeholders have with CBE across every touchpoint, from first contact through long-term engagement. |
| Digital Marketing        | Use of online channels (social media, website, SEO, email, AI tools) to promote CBE.                                                                                                                                         |
| ESG Communication        | Structured communication of CBE's environmental, social, and governance commitments and performance.                                                                                                                         |
| HCMU                     | The institutional unit responsible for all marketing, communications, PR, branding, digital, and alumni functions.                                                                                                           |
| Investment Communication | Professional communication targeting PPP/JV investors, Endowment Fund donors, and commercial partners.                                                                                                                       |
| Omnichannel Marketing    | Delivering a seamless, integrated experience across all CBE marketing touchpoints.                                                                                                                                           |
| SEO                      | Practices ensuring CBE content ranks well in search engines and AI-generated answer summaries.                                                                                                                               |
| Spokesperson             | College Rector or any other person authorised by the Rector to make official public statements or respond to media queries on behalf of CBE.                                                                                 |
| Tracer Study             | A systematic investigation of graduates' employment and career outcomes conducted at defined intervals.                                                                                                                      |

## EXECUTIVE SUMMARY

The Communications and Marketing Strategy 2026/27–2030/31 provides a framework for guiding communication, marketing, branding, stakeholder engagement, and customer experience initiatives at the College of Business Education (CBE). The Strategy operationalises the Revised Communications and Marketing Policy 2026. It supports the implementation of Strategic Objective 4 of the Corporate Strategic Plan (CSP) 2026/27–2030/31, which focuses on enhancing the College’s visibility, reputation, and customer experience.

The Strategy was developed in response to the evolving higher education environment, rapid technological advancement, increasing competition, growing student enrolment, and the need to strengthen stakeholder engagement, digital marketing, alumni relations, and investment communication. It is informed by a review of the previous strategy and a SWOC analysis that identified key strengths, opportunities, weaknesses, and challenges affecting the College’s communication and marketing function.

The Strategy is anchored on eight strategic objectives: strengthening institutional visibility and reputation; improving student recruitment and retention; enhancing stakeholder and alumni engagement; strengthening internal communication and customer experience; accelerating digital marketing and AI-driven marketing intelligence; and developing investment communication, resource mobilisation, and ESG/CSR reporting capacity; strengthening staff management and development; and strengthening marketing and communication of research, consultancy and short courses.

Implementation will be coordinated through the Head of Communications and Marketing Unit (HCMU), the Central Marketing Committee, Campus Marketing Committees, and Campus Marketing Teams. Progress will be monitored through established performance indicators, reporting mechanisms, and periodic reviews.

Successful implementation of this Strategy is expected to enhance the College’s brand recognition, digital presence, stakeholder confidence, customer satisfaction, student

enrolment, and resource mobilisation efforts, thereby contributing to the achievement of CBE Vision 2075 and the Corporate Strategic Plan 2026/27–2030/31.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background

The College of Business Education (CBE) is an autonomous public institution established by Act of Parliament No. 31 of 1965 and amended through subsequent legislation. The College operates under the Ministry of Industry and Trade (MIT) through its Governing Body (GB), its highest governing authority, while the Rector manages day-to-day operations assisted by two Deputy Rectors. CBE operates four campuses nationwide: the main campus in Dar es Salaam, established in 1965; the Dodoma Campus (1983); the Mwanza Campus (2007); and the Mbeya Campus (2013).

The College offers programmes at certificate, diploma, bachelor's degree, postgraduate diploma, and master's degree levels in Business Administration, Accountancy, Procurement and Supplies Management, ICT, Marketing, Metrology and Standardisation and Business Studies with Education. By 2025/26, CBE serves about 24,026 students.

## 1.2 Vision, Mission and Core Values

|                    |                                                                                                                                                                                            |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Vision</b>      | <i>To be a resourceful world-class College recognised for excellence in applied business education, research and public services.</i>                                                      |
| <b>Mission</b>     | <i>Delivering industry-aligned business education, applied research, and high-impact consultancy services.</i>                                                                             |
| <b>Core Values</b> | <i>Academic Freedom; Professionalism and Pursuit of Excellence; Integrity and Accountability; Teamwork and Collegiality; Service Orientation and Customer Care; Equity and Inclusivity</i> |

## 1.3 Functions of CBE

The main functions of the College are as follows:

- To provide facilities for learning and training in the principles, procedures, and techniques of Business Administration;

- ii. To provide training programmes leading to recognized professional and subprofessional qualifications in Business Administration relevant to middle-level managerial positions in trade and industry;
- iii. To advance learning and knowledge through teaching and research;
- iv. To provide technical and professional services;
- v. To promote, facilitate and sponsor research into technological, social, economic, and cultural spheres for the welfare and development of mankind within and outside the United Republic;
- vi. To conduct and administer examinations and confer degrees, diplomas, certificates, and other awards; and
- vii. To engage in any other educational activity which, in the opinion of the GB, is necessary, expedient, or conducive for the promotion of business education in the United Republic of Tanzania.

#### **1.4 Purpose of the Communications and Marketing Strategy**

This Strategy provides a clear, actionable, and results-oriented framework for delivering the marketing and communications functions essential to achieving CBE's Vision, Mission, and the Strategic Objectives of the CSP 2026/27–2030/31. It serves to align all marketing and communications activities across all campuses and units under a single institutional direction.

#### **1.5 Rationale for the Communications and Marketing Strategy**

The development of this Strategy was necessitated by the following key factors:

- a) Adoption of the CSP 2026/27–2030/31 and Vision 2075, introducing new long-term brand positioning requirements;
- b) 118% growth in student enrolment since 2020, which creates new communications demands;
- c) Adoption of the Investment Policy 2025 requiring a dedicated investment communication framework for PPP, JV, endowment fund, and holding company marketing;

- d) Adoption of the Internationalisation and Collaborations Guidelines 2024 requiring policy alignment;
- e) Introduction of online/blended programmes requiring specialised marketing provisions;
- f) Growing regional demand for business education opening international student recruitment;
- g) Rapid digital transformation and social media proliferation requiring formal governance;
- h) AI and digital marketing advancement requiring institutional adaptation;
- i) Structural expansion of the Communications and Marketing Unit (now designated HCMU).

### 1.6 Alignment of the Strategy with Key Institutional Frameworks

| Framework                                               | Alignment                                                                                                                       |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>CSP 2026/27–2030/31 (SO4)</b>                        | This Strategy directly implements SO4: enhanced marketing and superior customer experience, including all quantitative targets. |
| <b>CBE Vision 2075</b>                                  | Strategy positions CBE as a world-class institution through brand building, international marketing, and reputation management. |
| <b>Investment Policy 2025</b>                           | Objective 6 addresses investment communication, PPP/JV marketing, and ESG reporting per IP 2025 requirements.                   |
| <b>Internationalisation Guidelines 2024</b>             | Objective 2 operationalises international student recruitment and cross-border partnership communication.                       |
| <b>Revised Communications and Marketing Policy 2025</b> | This Strategy serves as the operational expression of the six Policy Areas in the Policy 2025.                                  |

|                                  |                                                                                                                                                            |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CBE Brand Identity Manual</b> | All marketing activities under this Strategy shall comply with the Brand Manual, annexed in the Revised Communications and Marketing Policy and guidelines |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|

## **1.7 Objectives of the Communications and Marketing Strategy**

### **1.7.1 Overall Objective**

To provide a guiding framework and the strategic foundation for developing marketing and communications sub-strategies and tactics that support the implementation of the CBE CSP 2026/27–2030/31 and advance the College's Vision 2075.

### **1.7.2 Specific Objectives**

This Communications and Marketing Strategy is specifically intended to achieve the following objectives:

- a) To guide the College in planning and implementing effective marketing programmes and campaigns to attract and retain high-quality students, staff, and partners;
- b) To protect, strengthen, and advance CBE's brand, institutional image, and reputation;
- c) To establish clear standards for internal and external communications and marketing across all platforms and campuses;
- d) To guide internal marketing best practices meant to boost employees' engagement and performance;
- e) To articulate CBE's customer care commitments and complaint resolution mechanisms;
- f) To ensure that the College strengthens and maintains beneficial and lasting relationships and connections with key stakeholders;
- g) To provide an investment communication framework supporting CBE's PPP, JV, Endowment Fund, and commercial development activities;
- h) To govern digital marketing, social media, AI use, and data privacy in accordance with applicable laws and best practices;

- i) To provide a communications and marketing framework for CBE's internationalisation strategy and collaborative programmes;
- j) To embed ESG and CSR communication into CBE's institutional reporting and stakeholder engagement activities.

### **1.8 Scope and Application**

This Strategy applies to all staff, students, and authorised agents of CBE at all campuses, and to any individual or organisation acting on CBE's behalf. It covers all forms of marketing and communications. The Strategy shall be read in conjunction with the CSP 2026/27–2030/31; CBE Vision 2075; the Revised Communications and Marketing Policy 2026; the Investment Policy and Guidelines 2025; the Internationalisation and Collaborations Guidelines 2024; the ICT Policy; the Code of Ethics and Conduct; the Client Service Charter; and the CBE Brand Identity Manual.

## CHAPTER TWO: SITUATION ANALYSIS

### 2.1 Review of the 2020/21–2024/25 Strategy

The preceding five-year strategy achieved an overall implementation rate of 84%, reflecting strong performance in institutional visibility, public relations, and student enrolment. The College exceeded targets in events, media engagement, and enrolment growth, demonstrating effective outreach and promotional capacity.

However, performance was uneven. Alumni engagement and customer service mechanisms, particularly satisfaction surveys, remained significantly underdeveloped. Marketing governance structures were established but not fully resourced, limiting their effectiveness. These gaps highlight the need for stronger internal marketing, customer experience systems, and alumni relations in the next strategic cycle.

**Table 1: Review of the 2020/21–2024/25 Strategy**

| Strategic Objective         | Key Targets                             | Achievement                       | Indicator Rates | Average % per SO | Rating    |
|-----------------------------|-----------------------------------------|-----------------------------------|-----------------|------------------|-----------|
| SO1: Awareness & Visibility | 50 events; 60 exhibitions               | 79 events; 50 exhibitions         | 158%/83%        | 120.5%           | Excellent |
| SO2: Public Relations       | 22 press conferences; 60 media features | ~20 PCs; ~55 features             | ~91%/~92%       | 91.5%            | Very Good |
| SO3: Student Enrolment      | Growth to 20,000                        | 23,194 achieved                   | 116%            | 116%             | Excellent |
| SO4: Alumni Engagement      | Alumni office;                          | Office established; Alumni of the | -               | 50%              | Moderate  |

|                           |                                    |                                                        |          |        |              |
|---------------------------|------------------------------------|--------------------------------------------------------|----------|--------|--------------|
|                           | engagement activities              | Month launched                                         |          |        |              |
| SO5: Customer Service     | 20 trainings; satisfaction surveys | 20 trainings; 0 surveys                                | 100%/0%  | 50%    | Moderate     |
| SO6: Marketing Governance | Functional CMU; quarterly reports  | CMU is established but understaffed; quarterly reports | 50%/100% | 75%    | Satisfactory |
| OVERALL                   | —                                  | —                                                      | -        | 83.83% | Very Good    |

## 2.2 Enrolment Trend Analysis

**Table 2: Enrolment Trend Analysis**

| Year               | Dar es Salaam | Dodoma | Mwanza | Mbeya | TOTAL                            | Growth           |
|--------------------|---------------|--------|--------|-------|----------------------------------|------------------|
| 2020/21            | 6,780         | 2,383  | 926    | 545   | 10,634                           | Baseline         |
| 2021/22            | 7,847         | 3,134  | 1,211  | 795   | 12,987                           | 22.1%            |
| 2022/23            | 10,748        | 3,962  | 1,487  | 1,008 | 17,205                           | 32.5%            |
| 2023/24            | 12,209        | 4,899  | 1,870  | 1,051 | 20,029                           | 16.4%            |
| 2024/25            | 14,678        | 5,277  | 2,081  | 1,058 | 23,194                           | 15.8%            |
| CSP Target 2030/31 | —             | —      | —      | —     | 30,000 (incl. 300 International) | 29.3% cumulative |

## 2.3 Marketing Financial Resources

Despite CBE's revenue growing strongly from TZS 26,980 billion in 2020/21 to TZS 42,898 billion in 2024/25, the actual marketing spend as a percentage of revenue

remained consistently flat and low, hovering at just 0.50%–0.60% throughout the five years. This signals that marketing investment did not scale proportionately with institutional growth.

Marketing budget utilisation rates ranged between 79% and 86%, meaning 14%–21% of the approved marketing budget went unspent each year. While this reflects reasonable fiscal discipline, it also suggests that marketing plans were either under-resourced in execution capacity or that approved budgets were not fully matched with implementation readiness.

**Table 3: Marketing Financial Resources**

| Year                | Total Revenue (TZS bn) | Marketing Budget (TZS bn) | Actual Spend (TZS bn) | % of Marketing Budget Utilisation | % of Revenue Utilised |
|---------------------|------------------------|---------------------------|-----------------------|-----------------------------------|-----------------------|
| 2020/21             | 26,980                 | 180                       | 142                   | 79%                               | 0.53%                 |
| 2021/22             | 27,844                 | 195                       | 168                   | 86%                               | 0.60%                 |
| 2022/23             | 34,930                 | 210                       | 174                   | 83%                               | 0.50%                 |
| 2023/24             | 39,704                 | 240                       | 199                   | 83%                               | 0.50%                 |
| 2024/25             | 42,898                 | 265                       | 215                   | 81%                               | 0.50%                 |
| Recommended 2026/27 | ~46,000                | ≥920                      | ≥828                  | ≥90%                              | 1.80%                 |
| Recommended 2030/31 | ~65,000                | ≥1,950                    | ≥1,755                | ≥90%                              | 2.70%                 |

*Note: Revenue data from CBE Financial Performance Reports and CSP 2026/27–2030/31.*

The jump from an actual spend of 0.50% of revenue (2024/25) to a target of 1.80% by 2026/27 and 2.70% by 2030/31 represents a 3.6× to 5.4× increase in marketing investment. The CSP 2026/27–2030/31 sets ambitious targets, including 6 million website visitors, 9 million social media followers, and 250,000 prospects reached

annually, none of which are achievable at the historical 0.50% investment level. Thus, CBE must simultaneously build the HCMU staffing capacity and operational systems needed to actually spend and account for the larger allocations effectively.

## 2.4 CSP SO4 Baseline Indicators and Five-Year Targets

Table 4 establishes CBE's five-year marketing performance roadmap under CSP SO4, tracking 14 KPIs across digital presence, student recruitment, physical visibility, service quality, and community engagement. The most ambitious targets are website visitors growing six-fold to 6 million and social media followers tripling to 9 million, alongside a fourfold increase in prospective students reached annually (23,194 → 30,000), all requiring sustained investment in the staffing, systems, and campaigns outlined in SO2 and SO5.

Equally significant are the accountability baselines that start from zero, notably customer satisfaction survey reports (0 → 5) and formalised newsletter production (10 → 15 over five years), confirming that several foundational governance and communication practices are crucial. Modest incremental targets for exhibitions, media features, signage, and CSR activities reflect areas where CBE already has an operational baseline, with the focus being on consistency, professionalisation, and measurable improvement rather than volume alone.

**Table 4: CSP SO4 Baseline Indicators and Five-Year Targets**

| KPI                                     | Baseline  | Target 2030/31 |
|-----------------------------------------|-----------|----------------|
| Website unique visitors/year            | 1,000,000 | 6,000,000      |
| Social media followers (total)          | 3,000,000 | 9,000,000      |
| Digital engagement metrics/year         | 1,500,000 | 6,500,000      |
| Promotional materials distributed/year  | 50,000    | 60,000         |
| Signage/information boards (cumulative) | 10        | 16             |
| Exhibitions participated in/year        | ~12       | 13             |
| Media features/interviews/year          | ~12       | 13             |
| Press conferences (5-year total)        | 20        | 25             |

| KPI                                            | Baseline | Target 2030/31 |
|------------------------------------------------|----------|----------------|
| Institutions (schools) visited (cumulative)    | 340      | 800            |
| Prospective students reached/year              | 23,194   | 30,000         |
| Newsletters published (5-year total)           | 10       | 15             |
| Customer care training sessions (5-year total) | 100      | 150            |
| Satisfaction survey reports (5-year total)     | 0        | 5              |
| CSR activities implemented/year                | ~18      | 24 (120 total) |

## 2.5 SWOC Analysis

The following SWOC analysis informed the design of this Strategy, drawing on the diagnostic assessment, CSP baseline data, and global trends in higher education marketing.

### 2.5.1 Strengths

- i. Established brand with over 60 years of operation and high graduate employment rate;
- ii. Broad geographical presence in Tanzania (4 campuses);
- iii. High student enrolment of 24,026, demonstrating strong and sustained market demand;
- iv. Diverse and marketable programme portfolio at all qualification levels;
- v. Dedicated ICT infrastructure including LMS (MOODLE), COSIS, and institutional website;
- vi. Active alumni network with distinguished graduates across public and private sectors;
- vii. Industrial Metrology and Standardisation laboratory commended as a key national differentiator;
- viii. CBE Entrepreneurship Hub and student enterprise activities providing brand visibility;

- ix. Growing portfolio of consultancy and public service activities generating goodwill;
- x. Investment Policy 2025 enabling income diversification through PPP, JV, Endowment Fund, and Holding Company.

### **2.5.2 Weaknesses**

- i. Limited international brand visibility;
- ii. Absence of a formal brand identity standard, style guide, or approved visual identity system;
- iii. Communications and Marketing Unit is understaffed;
- iv. Low online presence (website traffic, SEO, and social media followership below benchmarks);
- v. Limited structured alumni engagement and inadequate alumni database;
- vi. Inconsistent messaging across campuses and departments;
- vii. Limited use of data analytics in enrolment, marketing and stakeholder targeting;
- viii. Lack of mechanism to evaluate crisis communication protocol;
- ix. Inadequate customer care delivery at some service units due to staff attitudes and coordination gaps;
- x. Weak student retention strategies;
- xi. No formal investment communication framework aligned to Investment Policy 2025.

### **2.5.3 Opportunities**

- i. Growing demand for online, flexible, and short-course business education nationally and regionally;
- ii. Government commitment to economic transformation (TDV 2050, CCM Manifesto 2025–2030) creating demand for business professionals;
- iii. Growing regional demand for business education in East, Central, and Southern Africa;
- iv. Tanzania's expanding economy creating strong demand for CBE graduates;
- v. Increasing digital and mobile penetration enabling cost-effective digital marketing;

- vi. Government and development partner investment in TVET and business education;
- vii. Untapped regional (EAC, SADC) and diaspora markets for international student recruitment;
- viii. Active internationalisation agenda creating platforms for International student recruitment;
- ix. UNESCO, SIDA, WTO, and other development partners offering collaboration opportunities;
- x. Increasing ESG and CSR expectations creating reputation-building opportunities for responsible institutions;
- xi. AI tools enabling low-cost, high-impact targeted marketing and personalised communication.

#### **2.5.4 Challenges**

- i. Intensifying competition from growing higher learning institutions, online providers, institutions offering similar programmes and cross-border education;
- ii. Rapid digital disruption requiring constant technology investment and capacity building;
- iii. Data privacy regulation and platform algorithm changes reducing digital marketing predictability;
- iv. Public perception risks if online/blended programmes are not well communicated and regulated;
- v. Resource constraints limiting the scale and sustainability of large-scale marketing campaigns;
- vi. Majority of the qualified prospective students find it difficult to afford tuition fees, and the Government does not grant loans to all students;
- vii. Misalignment between individual campus communication and CBE central branding.

## CHAPTER THREE: THE CBE'S COMMUNICATIONS AND MARKETING STRATEGIC FRAMEWORK

This chapter presents the various building blocks of the CBE's Communications and Marketing Strategy, 2026/27–2030/31. It outlines eight strategic communications and marketing objectives, target audiences, specific approaches and tactics, communication channels and tools, feedback mechanisms, and marketing and communication principles and guidelines. The detailed implementation matrix is provided in Appendix I.

### 3.1 Eight Strategic Objectives

This Strategy will be operationalised through eight strategic objectives, each aligned to a corresponding Policy Area in the Revised Communications and Marketing Policy 2026. Over the next five years (2026/27–2030/31), eight strategic communications and marketing objectives will support the implementation of the College's Corporate Strategic Plan. The eight strategic objectives of this Strategy have been synthesised from the recommendations of the diagnostic assessment, the eight policy areas of the Revised Communications and Marketing Policy 2020/21–2024/25, and the strategic priorities of the CSP 2026/27–2030/31 (SO4). The objectives are mutually reinforcing and collectively support the attainment of the CSP 2026/27–2030/31 Strategic Objective 4.

#### 3.1.1 Strategic Objective 1: Strengthen Strategic Institutional Visibility, Brand Identity, and Reputation Management.

CBE will project a consistent, compelling, and professionally governed institutional brand across all channels and campuses; proactively manage its reputation through evidence-based storytelling, media engagement, and crisis communication; and significantly expand its public visibility through integrated multi-channel campaigns.

##### 3.1.1.1 Strategic Approaches and Tactics:

- 1) Develop, publish, and enforce a CBE Brand Manual governing all visual and verbal identity standards across all campuses and materials;

- 2) Implement multi-channel marketing campaigns (digital, print, broadcast, outdoor) to raise public awareness;
- 3) Strengthen proactive media engagement through structured press briefings and institutional storytelling;
- 4) Develop and operationalise a Crisis Communication Protocol designating a Crisis Communication Management Team (CCMT) with detailed procedures, approval hierarchies, and designated spokespersons to protect institutional reputation; a standalone Crisis Communication Guideline is being developed and will be presented to participatory organs for endorsement;
- 5) Expand CBE's presence at national and international education fairs, trade exhibitions, and conferences, as well as games and sports;
- 6) Mandate the HICCA to serve as Campus Brand Champion at each campus, ensuring and enforcing brand compliance across all campuses;
- 7) Develop and implement a Reputation Management Strategy including regular media monitoring and stakeholder sentiment surveys;
- 8) Promote CBE's accreditations, research outputs, and achievements through an Annual Institutional Achievements Report.

### **3.1.2 Strategic Objective 2: Improve Student Recruitment, Retention, and Market Competitiveness**

CBE will implement structured, data-driven student recruitment campaigns for each intake period, develop demand-driven academic programmes, expand domestic and international recruitment reach, and embed student retention strategies across the full student lifecycle to meet and exceed enrolment targets.

#### **3.1.2.1 Strategic Approaches and Tactics:**

- 1) Implement Annual Student Recruitment Marketing Plans covering school visits, exhibitions, open days, digital campaigns, and career talks;
- 2) Participate in community social responsibility (CSR) activities to enhance institutional visibility and boost student enrolment;

- 3) Develop and execute a Regional and International Recruitment Strategy aligned to Internationalisation Guidelines 2024;
- 4) Leverage international partnerships (SWUFE, University of Eastern Finland) as international recruitment assets, and expand collaboration with additional institutions across every global region, including within Africa;
- 5) Embed student retention strategies including orientation and career support communications;
- 6) Promote CBE offerings in at least five regional (EAC/SADC) platforms annually
- 7) Conduct Tracer studies at least every two years to evaluate programme relevance in the labour market;
- 8) Develop targeted campaigns for online and blended learning programmes.

### **3.1.3 Strategic Objective 3: Strengthen Stakeholder Engagement, Alumni Relations, and Community Partnerships**

CBE will systematically engage and nurture relationships with alumni, employers, media, government, development partners, and investors through structured, consistent, and strategically coordinated engagement activities, ensuring CBE's stakeholder ecosystem becomes an active asset in institutional marketing, resource mobilisation, and reputation building.

#### **3.1.3.1 Strategic Approaches and Tactics:**

- 1) Develop and implement a Stakeholder Engagement Framework that defines clear roles, establishes structured consultation methods, and integrates stakeholder feedback into decision-making and reporting processes; covering database management, communication, mentorship, and ambassadorial roles;
- 2) Strengthen CBE's media relations through regular briefings, institutional storytelling, press releases, and features in national and regional outlets;
- 3) Publish a quarterly CBE Alumni Newsletter (print and digital);
- 4) Conduct at least one Alumni Engagement Forum per year;

- 5) Establish structured employer forums, industry advisory engagements, and career fairs at each campus;
- 6) Develop an Investment Communication Framework aligned to IP 2025 targeting PPP partners, JV investors, and Endowment Fund donors;
- 7) Submit at least five partnership/MoU proposals annually to prospective collaborators, and ensure that at least five such partnerships/MoUs are concluded and signed each year, rather than merely expressing intent;
- 8) Communicate CBE's CSR and ESG commitments through annual reporting and public engagement.

#### **3.1.4 Strategic Objective 4: Enhance Internal Marketing, Communications, and Customer Experience**

CBE will build a motivated, aligned, and service-oriented institutional culture through structured internal communications, staff capacity development, and a rigorous customer experience framework, ensuring that every staff member is an informed brand ambassador and every student and stakeholder interaction reflects the College's values of service orientation and excellence.

##### **3.1.4.1 Customer Service Standards – Seven Dimensions**

| <b>Dimension</b>                     | <b>Standard</b>                                                                                   |
|--------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>Professionalism</b>               | Staff shall demonstrate the knowledge and skills required to resolve customer issues competently. |
| <b>Attitude and Behaviour</b>        | Staff shall be courteous, empathetic, and customer-focused in all interactions.                   |
| <b>Accessibility and Flexibility</b> | Services shall be easily accessible; staff shall adapt to reasonable customer needs.              |
| <b>Reliability</b>                   | Commitments, deadlines, and promises made to customers shall be consistently honoured.            |

|                                   |                                                                                                                  |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Service Recovery</b>           | When service failures occur, staff shall immediately take corrective action and communicate progress.            |
| <b>Service Environment</b>        | Physical and digital environments shall be welcoming, clean, safe, and accessible for persons with disabilities. |
| <b>Reputation and Credibility</b> | All service interactions shall reinforce customer confidence in CBE as trustworthy and value-for-money.          |

#### **3.1.4.2 Strategic Approaches and Tactics:**

- 1) Review the CBE Client Service Charter every three years;
- 2) Develop and publish CBE Customer Service Standards; display at all service points;
- 3) Establish structured customer complaint-handling mechanisms (physical and digital) at each campus with quarterly complaint reporting;
- 4) Conduct mandatory annual customer satisfaction surveys to ensure continuous measurement and improvement of service quality; share results with management and staff;
- 5) Conduct annual customer care and service excellence training for all staff across all campuses;
- 6) Maintain structured internal communications, e.g. quarterly newsletters, staff forums, and all-staff briefings to align staff with CBE strategy
- 7) Conduct quarterly customer care audits at each campus;
- 8) Celebrate Customer Service Week annually to promote a service culture and recognise excellence across all campuses.

#### **3.1.5 Strategic Objective 5: Accelerate Digital Marketing Capability, Social Media Governance, and AI-Driven Marketing Intelligence**

CBE will establish formal governance standards and procedures for all digital marketing activities, including website management, social media, AI-assisted marketing, SEO, digital analytics, and data privacy.

#### **3.1.5.1 Strategic Approaches and Tactics:**

- 1) Relaunch and continuously upgrade the CBE website as a mobile-first, SEO/AEO-optimised flagship digital platform with an integrated analytics dashboard;
- 2) Strengthen Website Content Committee (WCC), chaired by HCMU, to approve all website contents;
- 3) Install a digital analytics dashboard; report website KPIs monthly;
- 4) Invest in SEO and targeted digital advertising to grow website traffic to 6M visitors/year;
- 5) Target 9 Million total social media followers by 2030/31 across Facebook, Instagram, X/Twitter, LinkedIn, and YouTube;
- 6) Maintain a register of authorised official social media accounts; deactivate unauthorised accounts;
- 7) Publish a monthly CBE News Digest (digital newsletter) for all stakeholders;
- 8) Govern AI-assisted marketing content: all AI-generated content must be reviewed and approved by a qualified staff member; maintain a register of approved AI tools;
- 9) Train marketing teams on social media governance, data privacy, and AI-powered marketing tools annually.

#### **3.1.6 Strategic Objective 6: Develop Investment Communication, Resource Mobilisation, and ESG/CSR Reporting Capacity**

CBE will develop and implement structured investment communication, CSR, and ESG reporting frameworks that build confidence among investors, donors, and development partners; communicate the College's social and community contributions; and demonstrate responsible governance consistent with CBE's institutional values and Vision 2075.

##### **3.1.6.1 Strategic Approaches and Tactics:**

- 1) Develop an Investment Communication Package (prospectus, pitch materials, progress reports) for each IP 2025 investment vehicle by December 2026;

- 2) Maintain a confidential Investor Register for all active and prospective investors and partners; update quarterly;
- 3) Organise an annual CBE Investment Forum and participate in national and international investment events.
- 4) Publish an Annual CBE Investor Update Report highlighting investment opportunities and institutional performance;
- 5) Communicate investment opportunities through appropriate channels, with prior management approval;
- 6) Market CBE's revenue-generating services, including short courses, consultancy, and commercial facilities through dedicated targeted campaigns;
- 7) Conduct an annual fundraising campaign targeting alumni, corporate partners, and development partners;
- 8) Publish an annual CSR Report communicating CBE's community engagement, staff welfare, and social contributions;
- 9) Incorporate ESG and CSR messaging into institutional branding and stakeholder communication materials.
- 10) Develop and implement a Partnership Strategy for collaboration that identifies, targets, and formalises partnerships with local, regional, and international institutions, corporates, and development partners to diversify institutional resources and enhance CBE's profile;
- 11) Establish a Resource Mobilisation Framework that identifies diversified funding streams, including grants, donations, endowment income, PPP/JV revenues, and commercial services, and sets annual resource mobilisation targets linked to CBE's financial sustainability indicators;
- 12) Align all investment and resource mobilisation communication directly to CBE's financial sustainability indicators, ensuring that investor and donor communication materials demonstrate measurable contributions to the College's long-term financial health.

### **3.1.7 Strategic Objective 7: Strengthen Staff Management and Development**

CBE will ensure the Communications and Marketing Unit (HCMU) is adequately staffed with qualified personnel and continuously developed to deliver effective institutional communication and marketing. The College will prioritise recruitment, professional development, and retention of marketing professionals to strengthen institutional visibility, enhance stakeholder engagement, and ensure timely execution of all communication and marketing activities.

#### **3.1.7.1 Strategic Approaches and Tactics:**

- i) Develop clear job descriptions for all HCMU positions aligned with institutional communication and marketing needs;
- ii) Advertise vacancies and conduct transparent recruitment processes to fill staffing gaps in the HCMU;
- iii) Develop and implement annual professional development plans for each HCMU staff member;
- iv) Conduct quarterly workshops on digital marketing, branding, AI tools, and stakeholder communication;
- v) Establish a structured communication calendar for campaigns, newsletters, and press releases;
- vi) Conduct quarterly performance reviews of the Communications and Marketing Unit;
- i) Partner with external experts for specialised training in digital marketing, SEO, data analytics, and AI-powered marketing tools;
- ii) Explore staff retention incentive mechanisms to reduce turnover in the HCMU.

### **3.1.8 Strategic Objective 8: Strengthen Marketing and Communication of Research, Consultancy and Short Courses**

CBE will develop and implement targeted marketing strategies for its research outputs, consultancy services, and short course programmes, aligning institutional visibility with

academic service delivery and revenue generation. The College will improve the visibility of its research outputs, expand consultancy reach, and market short courses as accessible professional development offerings for industry and community partners.

#### **3.1.8.1 Strategic Approaches and Tactics:**

- i) Develop and market short courses tailored to industry and community needs through digital platforms, brochures, and industry networks;
- ii) Conduct annual research dissemination workshops and consultancy forums to showcase CBE's academic capabilities;
- iii) Develop annual short course catalogues aligned with industry and community needs, coordinated by the Directorate of Research, Consultancy and Publication (DRCP);
- iv) Strengthen partnerships with government, industry, and international institutions to expand research and consultancy opportunities;
- v) Introduce staff incentive and recognition schemes for staff engaged in research, consultancy, and short course delivery;
- vi) Implement monitoring and evaluation frameworks to assess the impact of research, consultancy, and short-course activities;
- vii) Publish annual reports on research outputs, consultancy projects, and short course enrolments;
- iii) Establish and communicate a Research and Consultancy Development Fund to attract research funding partners and donors.

## **3.2 Target Audiences**

The College has and serves a multitude of stakeholders in executing its functions. CBE's communications and marketing strategy focuses on two target audience segments.

### **3.2.1 Primary Audiences**

- i. Current CBE Staff (academic and administrative);
- ii. Current and prospective students and their families;
- iii. Parents and guardians of current and prospective students;

- iv. Governing Body and College Academic Board members;
- v. CBE Management;
- vi. Secondary school teachers, guidance counsellors, and management;
- vii. College of Business Education Students Organisation (CBESO);
- viii. Donors, sponsors, and employers;
- ix. Regulatory organs (NACTVET, TCU).

### **3.2.2 Secondary Audiences**

- i. Prospective staff;
- ii. Business and professional associations;
- iii. Government ministries and public institutions;
- iv. Employers and professional bodies;
- v. Local, national, and international media outlets;
- vi. Suppliers and service providers;
- vii. Collaborating and partner organisations (domestic and international);
- viii. Development partners and international organisations (UNESCO, SIDA, WTO, EAC, SADC);
- ix. Investors and PPP/JV partners (per Investment Policy 2025);
- x. General public and community at large.

With such a multitude of audiences, each marketing and communications campaign must be clearly designed to account for the specific interests, needs, language preferences, and digital access levels of the intended audience.

For institutional effectiveness, CBE staff will need information they require to carry out their duties, including: the vision, mission, core values, and functions of the College; systems, structures, and processes; policies, rules, and regulations that affect their work; CBE's programmes and initiatives that require their cooperation; appraisal reports and feedback on their performance; the available tools for channelling their communication messages; and College events and accomplishments.

### 3.3 Communication Channels and Tools

#### 3.3.1 Internal Communication Channels

CBE has several communication tools to allow information to be communicated to and from members of the CBE community. Internal messages will be disseminated through: telephone; regular departmental meetings; review meetings; Master Workers Council; workers' meetings; intra-departmental meetings; memos; reports; face-to-face interactions; notice boards; letters; diary of events; College website; social media (official channels); handing-over notes; special events; circulars; posters; banners; and structured orientation and induction programmes for in-service and new staff.

#### 3.3.2 External Marketing and Communication Tools

A variety of tools will be used to ensure CBE conveys consistent messaging when engaging external stakeholders. These include mass media, newsletters, the College website, emails, bulk SMS, social media platforms, academic publications, ceremonies, outreach events, alumni publications, and investment communication materials.

- 1) **Mass Media:** Radio, television, and newspapers remain critical channels for reaching broad domestic audiences. CBE will maintain structured media relations, including press briefings, press releases, and feature stories. Radio remains particularly effective for rural outreach in Tanzania.
- 2) **Newsletter.** Institutional newsletter will be published to profile initiatives, provide progress on CBE developments, and report on achievements. It will be distributed through existing stakeholder networks and channels.
- 3) **CBE Website.** The College website is the primary official digital platform. It will be governed by the Website Content Committee (WCC) and will provide up-to-date programme information, fee structures, application procedures, news, publications, and links. A dedicated International Students Information Page will be established and maintained. Content will be reviewed and updated at least quarterly; website traffic will be tracked monthly using a digital analytics dashboard, with a target of 6 million unique visitors per year by 2030/31.

- 4) **Social media platforms.** CBE's main official social media platforms are Facebook, Instagram, X/Twitter, LinkedIn, YouTube, and an institutional blog. Only HCMU-authorised staff shall post on official accounts. Social media analytics will be reviewed monthly, with a target of 9 million total followers across all platforms by 2030/31.
- 5) **Other Marketing awareness-raising tools.** Brochures, posters, banners, billboards, tear-drops, table tents, flyers, and branded promotional devices will be produced in compliance with the CBE Brand Manual. Scripts for public education pieces for TV and radio will also be developed.
- 6) **Investment and ESG communication materials.** In line with the Investment Policy 2025, CBE will develop professional investor prospectuses, pitch materials, and annual Investor Update Reports. Annual CSR and ESG Reports will be published from FY2026/27 to communicate CBE's social, environmental, and governance contributions.

### 3.4 Feedback Mechanism

The success of CBE's functions depends to a large extent on its ability to receive and act on feedback from stakeholders. Feedback mechanisms to be maintained include: annual customer satisfaction surveys (shared with management and staff); a Customer Complaints Register at each campus; student end-of-semester evaluations; regular staff forums and meetings; media monitoring reports; digital analytics reporting (website bounce rate, social media engagement); and stakeholder sentiment surveys conducted annually by the HCMU.

All feedback data will be consolidated by the HCMU into the quarterly Customer Care Audit Report and the Annual Marketing Performance Report, which will be submitted to management and the Governing Body.

In addition, the HCMU shall conduct an annual review of the effectiveness of each communication channel against its specific objectives — for example, assessing website performance through the number of unique visitors and the volume of online applications

generated through the website — to identify the channels yielding the greatest impact and to inform resource allocation in subsequent years.

### 3.5 Marketing and Communication Principles and Guidelines

- 1) **Strategy cycle.** This Communications and Marketing Strategy shall be updated every five years to keep activities current, respond to new initiatives, and reflect changing strategic objectives and priorities. A mid-term review will be conducted at the end of Year 3 (2028/29).
- 2) **Alignment with institutional strategy.** CBE's communications and marketing strategy must be consistent with the College's strategic objectives and core functions. Marketing efforts shall support CBE's research accomplishments, consultancy achievements, and academic excellence by communicating them to appropriate audiences.
- 3) **Brand compliance.** All marketing and communications, print and digital, must adhere to the CBE Brand Manual. All materials must use the approved logo, fonts, colour palette, and visual identity standards. The HCMU is responsible for brand governance across all campuses.
- 4) **Proactive communication.** The College will be proactive in its marketing and communication efforts. Rather than waiting for prospective students to contact CBE, the College will proactively reach out through school visits, digital campaigns, exhibitions, and targeted outreach.
- 5) **Student-centred messaging.** Promotional initiatives shall focus on providing prospective students with a clear idea of what it means to study at CBE, the skills our programmes provide, graduate employment outcomes, and the College's unique differentiators such as the Metrology and Standardisation laboratory.
- 6) **Internal communication as foundation.** Internal communication is a prerequisite for effective external communication. All CBE staff members must have equal access to relevant information about management decisions, College initiatives, events, and accomplishments. Quarterly internal newsletters and regular staff forums will be the primary mechanisms for ensuring this.

- 7) **Alumni as ambassadors.** CBE's communication with alumni shall be engaging, structured, and sustained. Through the Alumni Engagement Strategic Plan, the quarterly Alumni Newsletter, and annual Alumni Forums, the College will encourage lifelong attachment and activate alumni as ambassadors, advisors, and supporters.
- 8) **Slogan.** CBE will be committed to embracing the tenets of its slogan: "CBE-For Business Success."
- 9) **HCMU as functional lead.** The HCMU shall be responsible for all marketing, communications, public relations, branding, digital media, and investment communication activities.
- 10) **Spokesperson policy.** The Rector is the primary institutional spokesperson at College level and may seek advice from any other relevant organ when interacting with the media. The Rector may delegate this responsibility to a Deputy Rector, Campus Director, or the HCMU. Only authorised spokespersons by the Rector shall make public statements or respond to media queries on behalf of CBE.
- 11) **Media relations.** The HCMU is CBE's primary line of contact with the media and is responsible for coordinating all College media relations. Before responding to media queries, the HCMU must be consulted. All responses shall be in writing and verified before release. Official social media accounts shall not comment on legal matters, elections, political parties, or issues that could expose CBE to reputational risk.
- 12) **Media approval.** Any information that goes out to the media must be approved by the Rector or the designated spokesperson of the College/Campus.
- 13) **Staff responsibility.** All CBE staff members share a responsibility to communicate in accordance with the intentions of this Strategy and within their respective domains. Staff must contribute to openness and participation through communication with colleagues, managers, students, and external audiences.
- 14) **Digital governance.** All official digital marketing activities, including website management, social media, AI-assisted marketing, SEO, digital analytics, and

data collection, shall comply with the Revised Communications and Marketing Policy 2026. AI tools may be used to assist in drafting content, but all AI-generated content must be reviewed and approved by a qualified staff member before publication.

15) **Digital risk management and cybersecurity.** The HCMU, in collaboration with the College's ICT Directorate, shall maintain a Digital Risk Management Framework and Cybersecurity Guidelines to safeguard institutional data, digital platforms, and online communication channels against cyberattacks, data breaches, and information misuse.

16) **Brand identity.** The CBE logo must be included in all official communications regarding CBE, including presentations at conferences, workshops, seminars, and public events. All print and digital materials must comply with the CBE Brand Manual.

17) **Content owners.** All content owners throughout the College are responsible for ensuring the accuracy and appropriateness of communications from their respective areas.

18) **Confidentiality.** Staff shall not disclose confidential College information, including examination results, financial data, legal matters, Board decisions, or personnel records to the media or the public without authorisation from the Rector.

## CHAPTER FOUR: IMPLEMENTATION AND GOVERNANCE FRAMEWORK

The Strategy, upon periodic review, shall follow an inclusive approval process through participatory institutional organs as follows: Campus Marketing Committees → Central Marketing Committee (CMC) → Executive Committee → Workers' Council → Governing Body (final approval authority), ensuring institutional ownership, compliance, and broad stakeholder participation at each stage.

The chapter outlines how the CBE's marketing and communication strategy will be implemented and governed.

### 4.1 Governance Structure

The following governance structure applies to the implementation of this strategy:

| Level                    | Authority/Body      | Role                                                                                                                                                                                                                                                                                                                            |
|--------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Institutional</b>     | Governing Body (GB) | Approves the Strategy; provides strategic direction on implementation.                                                                                                                                                                                                                                                          |
| <b>Executive</b>         | Rector              | Overall responsible for Strategy implementation; approves investment communication; authorises spokespersons.                                                                                                                                                                                                                   |
| <b>Senior Management</b> | DR-PFA              | Provides strategic guidance on marketing and resource allocation, respectively; chairs CMC                                                                                                                                                                                                                                      |
| <b>Functional Lead</b>   | HCMU                | Leads, coordinates, and monitors all marketing and communication activities; chairs WCC; monitors and reports on KPIs quarterly to management; leads crisis communication in coordination with the Rector; manages the CBE Brand Manual, social media register, AI tools register, and data stewardship; coordinates with HICCA |

|                             |                                                                            |                                                                                                                                                                                                     |
|-----------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             |                                                                            | on internationalisation marketing and alumni engagement                                                                                                                                             |
| <b>Internationalisation</b> | HICCA                                                                      | Leads internationalisation communication collaborations, convocation and alumni activities                                                                                                          |
|                             | HMICCA                                                                     | Leads internationalisation communication collaborations, convocation and alumni activities at Campus level in collaboration with HICCA and HCMU                                                     |
| <b>Planning/Investment</b>  | DPD                                                                        | Supports investment communication and ESG reporting in collaboration with HCMU.                                                                                                                     |
| <b>Coordination</b>         | Central Marketing Committee (CMC)                                          | Reviews marketing plans, monitors campaigns, identifies marketing opportunities and recommends initiatives to management; meets at least quarterly; emergency meetings may be convened as needed.   |
|                             | Head of Marketing, Communications, Internationalisation and Alumni Section | Leads, coordinates, and monitors all marketing and communication activities at Campus-level; monitors and reports on KPIs quarterly to campus management                                            |
| <b>Campus Level</b>         | Campus Marketing Committees                                                | Lead marketing activities at campus level; build an internal marketing culture within the campus; evaluate campus-level marketing initiatives; identify local marketing opportunities and report to |

|                                   |                                                             |                                                                                                                                                 |
|-----------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   |                                                             | CMC; submit quarterly reports to CMC Chair                                                                                                      |
|                                   | Campus Marketing Teams                                      | Prepare and implement annual campus marketing plans, execute campus-level marketing activities, and foster a strong internal marketing culture. |
| <b>Stakeholder Representation</b> | College of Business Education Students Organisation (CBESO) | Represents student interests on relevant marketing committees; provides student perspective on campaigns and initiatives targeting students.    |

## 4.2 Staff in Communications and Marketing Unit (HCMU)

The following staffing structure is recommended for the HCMU:

| Position                                  | Key Responsibilities                                                                                                                                                                                            |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Head of Communications and Marketing Unit | Strategic leadership; CMC secretary; Strategy custodian; management liaison; satisfaction surveys; social media governance;                                                                                     |
| Public Relations and Marketing Officer    | Media relations; School visits; exhibitions; recruitment campaigns; enrolment marketing; Customer service standards;                                                                                            |
| Digital Marketing and Brand Officer       | Website management; SEO; digital campaigns; analytics; brand manual implementation; design; promotional materials; signage.                                                                                     |
| Social Media Officer                      | Social media content creation, scheduling, and community management; Social Media Content Calendar maintenance; monthly analytics reporting; monitoring of official accounts for crisis or reputational issues. |

|                  |                                                                                                                                                                                                            |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Graphic Designer | Design of marketing collateral, signage, and digital assets; implementation of the Brand Manual's visual identity across campuses; multimedia content production for campaigns, website, and social media. |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 4.3 Composition of Marketing Committees

#### 4.3.1 Composition of Central Marketing Committee

|                                                 |             |
|-------------------------------------------------|-------------|
| 1) Deputy Rector-PFA                            | Chairperson |
| 2) HCMU                                         | Secretary   |
| 3) Deputy Rector-ARC                            | Member      |
| 4) Campus Directors                             | Members     |
| 5) DAC                                          | Member      |
| 6) DPD                                          | Member      |
| 7) DASS                                         | Member      |
| 8) DSS                                          | Member      |
| 9) Director of Finance                          | Member      |
| 10) Quality Assurance Manager                   | Member      |
| 11) ICT Manager                                 | Member      |
| 12) HICCA                                       | Member      |
| 13) Head of Resource Mobilisation               | Member      |
| 14) Marketing Team -Chairpersons (Coordinators) | Member      |

## **4.3.2 Campus Marketing Committees**

### **4.3.2.1 Dar es Salaam Campus**

|                                                 |             |
|-------------------------------------------------|-------------|
| 1) DAC                                          | Chairperson |
| 2) HCMU                                         | Secretary   |
| 3) HSLA                                         | Member      |
| 4) Head of Admissions                           | Member      |
| 5) Heads of Academic Departments                | Members     |
| 6) HAW                                          | Member      |
| 7) Head of Consultancy and Continuing Education | Member      |

### **4.3.2.2 Other Campuses**

The Campus Marketing Committee shall consist of the following members:

|                                  |             |
|----------------------------------|-------------|
| 1) Campus Director               | Chairperson |
| 2) HICCA                         | Secretary   |
| 3) Campus Manager PFA            | Member      |
| 4) Campus Manager-ARC            | Member      |
| 5) Head of Quality Assurance     | Member      |
| 6) Heads of Academic Departments | Members     |
| 7) Head of Students Affairs      | Member      |
| 8) CBESO Representative          | Member      |
| 9) Heads of Units                | Member      |

**4.4 Composition of Campus Marketing Teams**

**4.4.1 Dar es Salaam Campus**

|                                                |             |
|------------------------------------------------|-------------|
| 1) DAC                                         | Chairperson |
| 2) HCMU                                        | Secretary   |
| 3) Head of Admissions Section                  | Member      |
| 4) Other 6 Staff Members (Appointed by DR-PFA) | Member      |
| 5) CBESO Representative                        | Member      |

**4.4.2 Other Campuses**

|                                                |             |
|------------------------------------------------|-------------|
| 1) Campus Director                             | Chairperson |
| 2) HMICCA                                      | Secretary   |
| 3) Other 6 Staff Members (Appointed by DR-PFA) | Member      |

At the campus level, the HMICCA serves as Secretary to both the Campus Marketing Committee and the Campus Marketing Team, coordinating the implementation of this Strategy's activities at the campus and reporting progress to the HCMU.

Head of market inter convo

**4.5 Meetings**

- 4.5.1 There will be one meeting for the Central Marketing Committee per quarter.
- 4.5.2 There will be one meeting for Campus Marketing Committee each month.
- 4.5.3 Ad hoc meetings may be held whenever deemed necessary

## CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

### 5.1 Monitoring and Evaluation KPIs

The HCMU shall monitor implementation of this Strategy against the KPIs in Table 5 and produce:

- i. Quarterly campus marketing reports submitted by Campus Marketing Committees to the CMC;
- ii. Monthly KPI reports on digital analytics (website visitors, social media followers, engagement rates) compiled and submitted to the CMC quarterly;
- iii. Quarterly social media audit reports submitted to CMC and management;
- iv. Quarterly customer care audit reports (per campus) submitted to DR-PFA;
- v. Annual customer satisfaction survey reports submitted to Rector and CMC;
- vi. Annual brand audit reports submitted to Rector and CMC;
- vii. Annual Marketing Performance Report submitted to Rector and GB;
- viii. Annual CSR and ESG Reports submitted to Rector and GB (from Year 2);
- ix. Annual Investor Update Report submitted to Rector and GB (from Year 2);
- x. Mid-Term Strategy Review at end of Year 3 (2028/29) submitted to GB;
- xi. End-of-Strategy Evaluation Report at end of Year 5 (2030/31) submitted to GB.

**Table 5: Monitoring and Evaluation KPIs**

| # | SO  | KPI                                                       | Baseline | Target by June 2031    | Responsible |
|---|-----|-----------------------------------------------------------|----------|------------------------|-------------|
| 1 | SO1 | CBE Brand Manual published and enforced                   | 0        | 100% campus compliance | HCMU        |
| 2 | SO1 | Number of branded signage boards installed (all campuses) | 10       | 16                     | HCMU        |

| #  | SO  | KPI                                                             | Baseline     | Target by June 2031 | Responsible |
|----|-----|-----------------------------------------------------------------|--------------|---------------------|-------------|
| 3  | SO1 | Number of press conferences/media briefings held                | 20           | 25                  | HCMU        |
| 4  | SO1 | Number of national/international exhibitions attended           | 60           | 65                  | HCMU/HICU   |
| 5  | SO1 | Media sentiment score (% positive coverage)                     | Not measured | ≥70% positive       | HCMU        |
| 6  | SO1 | Crisis Communication Protocol in place and tested               | 0            | 1 Protocol          | HCMU/Rector |
| 7  | SO2 | Number of Annual Marketing Plan produced                        | 1            | 6                   | HCMU        |
| 8  | SO2 | Number of institutions visited (school visits — cumulative)     | 340          | 750                 | HCMU        |
| 9  | SO2 | Number of prospective students reached                          | 60,000       | 250,000             | HCMU        |
| 10 | SO2 | Number of International students enrolled                       | 30           | 300                 | HCMU/HICCA  |
| 11 | SO2 | Number of online programmes marketed with NACTVET accreditation | 5            | 8                   | HCMU/DAC    |
| 12 | SO2 | Number of tracer studies conducted in 5-year cycle              | 1            | 2                   | DR-ARC      |

| #  | SO  | KPI                                              | Baseline  | Target by June 2031 | Responsible |
|----|-----|--------------------------------------------------|-----------|---------------------|-------------|
| 13 | SO3 | Number of verified alumni in database            | 500       | 7,000               | HCMU/HICCA  |
| 14 | SO3 | Number of employer Engagement Forums held        | 1         | 6                   | HCMU/DHRMA  |
| 15 | SO3 | Number of CSR activities implemented             | 90        | 120                 | HCMU/DHRMA  |
| 16 | SO3 | Number of new MoUs / partnerships signed         | 7         | 40                  | HCMU/HICCA  |
| 17 | SO4 | Client Service Charter reviewed                  | 0         | 1                   | HCMU        |
| 18 | SO4 | Number customer care training sessions conducted | 4         | 24                  | HCMU/DHRMA  |
| 19 | SO4 | % complaints resolved within 5 working days      | 50%       | ≥90%                | HCMU/DHRMA  |
| 20 | SO4 | Customer satisfaction score (% satisfied)        | 50%       | ≥75%                | HCMU/QAM    |
| 21 | SO4 | Number internal staff newsletters published      | 10        | 48                  | HCMU        |
| 22 | SO5 | Number of unique website visitors per year       | 1,000,000 | 6,000,000           | HCMU        |
| 23 | SO5 | Total social media followers (all platforms)     | 3,000,000 | 9,000,000           | HCMU        |

| #  | SO  | KPI                                                      | Baseline | Target by June 2031 | Responsible |
|----|-----|----------------------------------------------------------|----------|---------------------|-------------|
| 24 | SO5 | Number of paid digital campaigns per year                | 3        | 12                  | HCMU        |
| 25 | SO5 | CRM system operational                                   | 0        | 2                   | HCMU/ICT    |
| 27 | SO6 | CBE Investment Prospectus developed and updated annually | 0        | 5                   | HCMU/DPD    |
| 28 | SO6 | Number of CBE Investment Forums held                     | 0        | 5                   | HCMU/DPD    |
| 29 | SO6 | Number of annual ESG/CSR Reports published               | 0        | 5                   | HCMU/DPD    |

**Table 6: Measures Used to Evaluate CBE's Communications and Marketing Strategy 2026/27–2030/31**

| Output Measures                                                                                                                                                                                       | Outcome Measures                                                                                                                                                                    | Impact                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>SO 1: Strengthen Strategic Institutional Visibility, Brand Identity, and Reputation Management</b>                                                                                                 |                                                                                                                                                                                     |                                                                                                                   |
| <ul style="list-style-type: none"> <li>Multi-channel marketing campaigns launched (digital, print, broadcast, outdoor)</li> <li>CBE Brand Manual developed and distributed to all campuses</li> </ul> | <ul style="list-style-type: none"> <li>Website unique visitors per year</li> <li>Total social media followers (all platforms)</li> <li>% decrease in brand inconsistency</li> </ul> | Increased awareness, positive profile, and competitive reputation of CBE locally, nationally, and internationally |

| Output Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Outcome Measures                                                                                                                                                                                                                                                                                                                                                                           | Impact                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Branded signage installed and maintained at all campuses</li> <li>• Annual brand audits conducted</li> <li>• Crisis Communication Management Team (CCMT) established and operationalized</li> <li>• Press conferences, media briefings, and media features conducted</li> <li>• Institutional newsletter published quarterly</li> <li>• Success stories, testimonies, and research outputs produced and promoted</li> <li>• Annual Institutional Achievements Report published</li> </ul> | <ul style="list-style-type: none"> <li>• across campuses and materials</li> <li>• % of crises handled per approved protocol</li> <li>• No. of media briefings/press releases issued per year</li> <li>• No. of success stories produced per quarter</li> <li>• No. of exhibitions attended (national and international)</li> <li>• No. of Annual Achievements Reports published</li> </ul> |                                                       |
| <b>SO 2: Improve Student Recruitment, Retention, and Market Competitiveness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                            |                                                       |
| <ul style="list-style-type: none"> <li>• Annual Intake Marketing Plans prepared per intake period</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• No. of prospective students reached per year</li> </ul>                                                                                                                                                                                                                                                                                           | Improved student enrolment, retention, and CBE market |

| Output Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Outcome Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Impact                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| <ul style="list-style-type: none"> <li>School visits and career talks conducted at secondary institutions</li> <li>Open day events hosted at each campus per year</li> <li>Bulk SMS recruitment campaigns sent to targeted prospects</li> <li>Digital/social media campaigns to engage prospective students</li> <li>Scholarship and fee waiver programmes communicated</li> <li>New competitive academic programmes developed and marketed</li> <li>Online/blended learning programmes marketed with NACTVET authorisation</li> <li>International recruitment strategy implemented (EAC, SADC, diaspora)</li> </ul> | <ul style="list-style-type: none"> <li>No. of school visits conducted per year</li> <li>No. of students admitted per year</li> <li>No. of new academic programmes developed and launched</li> <li>% of online programmes marketed with NACTVET authorisation</li> <li>No. of international students enrolled from partner institutions</li> <li>% of graduating students retained</li> <li>No. of Annual Intake Marketing Plans produced per intake period</li> </ul> | <p>competitiveness nationally and internationally</p> |

| Output Measures                                                                                                                                                                                                                                                                                       | Outcome Measures                                                                                                                                                                                                           | Impact                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• International Students Information Page maintained on CBE website</li> <li>• Tracer studies conducted and findings used to guide recruitment</li> <li>• Student retention seminars and incentive programmes implemented</li> </ul>                           |                                                                                                                                                                                                                            |                                                                                                                                                            |
| <b>SO 3: Strengthen Stakeholder Engagement, Alumni Relations, and Community Partnerships</b>                                                                                                                                                                                                          |                                                                                                                                                                                                                            |                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Alumni Engagement Strategic Plan developed and implemented</li> <li>• Alumni database established, maintained, and updated</li> <li>• Quarterly Alumni Newsletter (print and digital) published</li> <li>• Alumni Engagement Forums held annually</li> </ul> | <ul style="list-style-type: none"> <li>• No. of active alumni in comprehensive database</li> <li>• No. of Alumni Engagement Forums held per year</li> <li>• No. of alumni engaged as brand ambassadors per year</li> </ul> | Enhanced relationships and expanded partnerships with key stakeholders including alumni, employers, media, government, development partners, and investors |

| Output Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Outcome Measures                                                                                                                                                                                                                                                                                                                | Impact                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Alumni engaged as marketing ambassadors and exhibition participants</li> <li>Employer Engagement Forums held annually</li> <li>MoU/partnership proposals submitted and signed</li> <li>CSR and ESG Reports published annually</li> <li>Donor engagement and resource mobilisation activities conducted</li> <li>Investment Communication Package developed for IP 2025 vehicles</li> <li>Media relations maximised through structured briefings and press releases</li> </ul> | <ul style="list-style-type: none"> <li>No. of MoUs/partnerships signed per year</li> <li>No. of CSR/ESG Reports published per year</li> <li>Investment Communication Package completed (by December 2026)</li> <li>No. of media briefings and press releases issued per year</li> <li>No. of donors engaged per year</li> </ul> |                                                             |
| <b>SO 4: Enhance Internal Marketing, Communications, and Customer Experience</b>                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                 |                                                             |
| <ul style="list-style-type: none"> <li>Quarterly internal newsletters distributed across all campuses</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Customer satisfaction score</li> </ul>                                                                                                                                                                                                                                                   | Enhanced employee engagement, service-oriented culture, and |

| Output Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Outcome Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Impact                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Customer Service Standards (7 dimensions) published and displayed at all service points</li> <li>Client Service Charter reviewed and operationalised</li> <li>Customer complaint desks established at all campuses</li> <li>Annual customer satisfaction surveys conducted</li> <li>Capacity building training on customer service conducted for all staff</li> <li>Customer Service Week celebrated annually</li> <li>Customer care audits conducted quarterly at each campus</li> <li>Staff sensitisation sessions on vision, mission, values,</li> </ul> | <p>(target <math>\geq 75\%</math> satisfied)</p> <ul style="list-style-type: none"> <li>% of complaints resolved within 5 working days (target <math>\geq 90\%</math>)</li> <li>No. of customer care training sessions per year</li> <li>No. of internal newsletters published per year</li> <li>% of staff sensitised on CBE vision, mission, values, and programmes</li> <li>No. of quarterly customer care audits per campus</li> <li>Employees' satisfaction level</li> </ul> | <p>improved customer satisfaction across all campuses</p> |

| Output Measures                                                                                                                                                                                                                                                                                                                                 | Outcome Measures                                                                                                                                                                                                                                                                                                                                   | Impact                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>programmes, and policies</p> <ul style="list-style-type: none"> <li>Employee succession plan developed and implemented</li> <li>Regular staff forums and feedback meetings held</li> </ul>                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                       |
| <b>SO 5: Accelerate Digital Marketing Capability, Social Media Governance, and AI-Driven Marketing Intelligence</b>                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>Website Content Committee (WCC) established and functioning</li> <li>Digital analytics dashboard installed; monthly KPI reports produced</li> <li>SEO and targeted digital advertising campaigns implemented</li> <li>AI marketing tools register established; staff trained on AI governance</li> </ul> | <ul style="list-style-type: none"> <li>Website unique visitors per year (target: 6M/yr by 2030/31)</li> <li>Total social media followers — all platforms (target: 9M by 2030/31)</li> <li>No. of social media audit reports per year</li> <li>Data privacy compliance audit completed per year</li> <li>% of marketing staff trained on</li> </ul> | <p>A data-driven, digitally governed, and technologically advanced marketing function that maximises CBE's reach, engagement, and competitiveness</p> |

| Output Measures                                                                                                                                                                                                                                                                                                                                                      | Outcome Measures                                                                                                                                                                    | Impact                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Data privacy compliance audits conducted annually</li> <li>• Quarterly social media audits conducted and reported to management</li> <li>• Authorised social media accounts registered; unauthorised accounts deactivated</li> <li>• Website International Students Information Page live and updated per intake</li> </ul> | <ul style="list-style-type: none"> <li>• digital governance and AI tool use</li> <li>• Website analytics dashboard operational (Yes/No)</li> </ul>                                  |                                                                                                                                                                   |
| <b>SO 6: Develop Investment Communication, Resource Mobilisation, and ESG/CSR Reporting Capacity</b>                                                                                                                                                                                                                                                                 |                                                                                                                                                                                     |                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Investment Communication Package (prospectus, pitch materials) developed for IP 2025 vehicles</li> <li>• Confidential Investor Register established and updated quarterly</li> </ul>                                                                                                                                        | <ul style="list-style-type: none"> <li>• Investment Communication Package developed (by December 2026)</li> <li>• Annual Investor Update Reports published (from Year 2)</li> </ul> | Strengthened institutional credibility among investors, donors, and development partners; enhanced social and reputational capital through ESG and CSR disclosure |

| Output Measures                                                                                                                                                                                                                                                                                                                                                                                                                     | Outcome Measures                                                                                                                                                                                                                                                                                                                                                      | Impact |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| <ul style="list-style-type: none"> <li>Annual CBE Investor Update Report published</li> <li>Fundraising campaigns and donor engagement events conducted</li> <li>ESG Report published annually</li> <li>CSR Report published annually</li> <li>ESG/CSR messaging incorporated into all core institutional marketing materials</li> <li>Investment communication materials reviewed and approved by Rector before release</li> </ul> | <ul style="list-style-type: none"> <li>Amount of funds raised through donor and resource mobilisation campaigns</li> <li>No. of CSR Reports published per year</li> <li>No. of ESG Reports published per year</li> <li>% of institutional marketing materials incorporating ESG/CSR messaging</li> <li>No. of active investors/donors in Investor Register</li> </ul> |        |

## 5.2 Reporting Structure

| Report                                 | Frequency | Prepared by                | Submitted to       |
|----------------------------------------|-----------|----------------------------|--------------------|
| <b>Campus Marketing Reports</b>        | Quarterly | Campus Marketing Committee | DR-PFA (CMC Chair) |
| <b>Social Media Performance Report</b> | Quarterly | HCMU                       | CMC / Management   |

|                                            |           |         |                      |
|--------------------------------------------|-----------|---------|----------------------|
| <b>Annual Marketing Performance Report</b> | Annual    | HCMU    | Rector / GB          |
| <b>Customer Care Audit Report</b>          | Quarterly | QA Unit | DR-PFA               |
| <b>Customer Satisfaction Survey Report</b> | Annual    | HCMU    | Rector / CMC         |
| <b>ESG/CSR Report</b>                      | Annual    | DPD     | Rector / GB / Public |
| <b>Investor Update Report</b>              | Annual    | DPD     | Rector / GB          |

### 5.3 Strategy Review

This Strategy shall be reviewed at the midpoint (2028/29). An earlier review may be triggered by: significant changes in CBE's strategic direction; new regulatory requirements; significant technological disruptions; or a Governing Body resolution. All material revisions must be approved by the Governing Body.

Signature: \_\_\_\_\_



**Prof. Edda Tandi Lwoga**

Date: 27<sup>th</sup> August 2026

**RECTOR, COLLEGE OF BUSINESS EDUCATION**

Signature: \_\_\_\_\_



**Prof. Zacharia Mganilwa**

Date: 27<sup>th</sup> August 2026

**CHAIRPERSON, GOVERNING BODY**

## APPENDIX I: CBE COMMUNICATIONS AND MARKETING STRATEGY MATRIX 2026/27–2030/31

*Note: Target values are cumulative by end of each year. Rows in RED reflect changes derived from CMC policy feedback. Baseline and target values for items marked (\*) are aligned to Objective 4 HCMU reference template. YR1=2026/27 | YR2=2027/28 | YR3=2028/29 | YR4=2029/30 | YR5=2030/31.*

| Strategy                                                                                                        | Target                                                        | Activity                                                                                                  | Measurable Indicator (KPI)                                  | Baseline  | YR1<br>2026/27 | YR2<br>2027/28 | YR3<br>2028/29 | YR4<br>2029/30 | YR5<br>2030/31 | Responsible |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-----------|----------------|----------------|----------------|----------------|----------------|-------------|
| STRATEGIC OBJECTIVE 1: Strengthen Strategic Institutional Visibility, Brand Identity, and Reputation Management |                                                               |                                                                                                           |                                                             |           |                |                |                |                |                |             |
| 1.1 Strengthen institutional visibility through integrated multi-channel marketing campaigns                    | Institutional visibility significantly increased by June 2031 | Leverage diverse digital tools (website, SEO, social media, email, AI) to boost engagement and visibility | Number of unique visitors per year                          | 1,000,000 | 3,000,000      | 4,000,000      | 5,000,000      | 5,500,000      | 6,000,000      | HCMU        |
|                                                                                                                 |                                                               | Produce and distribute updated promotional materials (brochures, flyers, banners, billboards)             | Number of promotional materials distributed                 | 50,000    | 52,000         | 54,000         | 56,000         | 58,000         | 60,000         | HCMU        |
|                                                                                                                 |                                                               | Participate in national and international education exhibitions and trade fairs                           | Number of exhibitions attended (national and international) | 60        | 61             | 62             | 63             | 64             | 65             | HCMU        |

|  |  |                                                                                                                                            |                                                                |        |         |         |         |         |         |                         |
|--|--|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------|---------|---------|---------|---------|---------|-------------------------|
|  |  | Conduct school visits, career talks, and regional marketing drives, including a Student and Alumni Ambassador Programme to expand outreach | Number of institutions visited                                 | 340    | 400     | 450     | 490     | 670     | 800     | HCMU<br>400 450 590 670 |
|  |  | Conduct school visits, career talks, and regional marketing drives, including a Student and Alumni Ambassador Programme to expand outreach | Number of prospects reached                                    | 60,000 | 100,000 | 140,000 | 180,000 | 220,000 | 250,000 | HCMU                    |
|  |  | Collaborate with media for feature stories, interviews, and educational programmes                                                         | Number of media features and interviews conducted (cumulative) | 60     | 61      | 62      | 63      | 64      | 65      | HCMU                    |
|  |  | Organise press conferences and media briefings on key                                                                                      | Number of press conferences and media                          | 20     | 21      | 22      | 23      | 24      | 25      | HCMU                    |

|                                                                                      | institutional developments                                                                          | briefings held per year                                             | 10 | 11  | 12  | 13  | 14  | 15  |                |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----|-----|-----|-----|-----|-----|----------------|
|                                                                                      | Publish institutional newsletters quarterly                                                         | Number of institutional newsletters published (cumulative)          | 10 | 11  | 12  | 13  | 14  | 15  | HCMU           |
|                                                                                      | Embrace co-branding partnerships with corporations and development partners                         | Number of active co-branding partnerships                           | 2  | 3   | 6   | 9   | 12  | 15  | HCMU           |
| 1.2 Develop and enforce CBE Brand Identity Standard across all campuses and channels | CBE Brand Manual published and brand identity consistently applied across all campuses by June 2031 | CBE Brand Manual developed and distributed to all campuses (Yes/No) | No | Yes | Yes | Yes | Yes | Yes | HCMU           |
|                                                                                      | Install and maintain CBE-branded signage and information boards across all campuses                 | Number of branded signage pieces installed and maintained           | 10 | 12  | 13  | 14  | 15  | 16  | HCMU / Estates |
|                                                                                      | Conduct annual brand audits to assess brand consistency and effectiveness                           | Number of annual brand audits conducted (cumulative)                | 0  | 1   | 2   | 3   | 4   | 5   | HCMU           |

|                                                                                 |                                                                                      | Enforce compliance with Brand Manual; reduce brand inconsistency across campuses | Percentage decrease in brand inconsistency across campuses               | 10% | 30% | 50% | 70% | 85%  | 90%  | HCMU        |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----|-----|-----|-----|------|------|-------------|
| 1.3 Establish proactive reputation management and crisis communication capacity | CCMT operational and standalone Crisis Communication Guideline endorsed by June 2031 | Handle all crisis communications per approved protocol                           | Percentage of crises handled per approved protocol                       | 70% | 80% | 90% | 95% | 100% | 100% | HCMU / CCMT |
|                                                                                 |                                                                                      | Monitor media coverage and conduct stakeholder sentiment surveys                 | Number of media monitoring reports produced (cumulative)                 | 4   | 8   | 12  | 16  | 20   | 24   | HCMU        |
|                                                                                 |                                                                                      | Produce compelling success stories, alumni testimonials, and student experiences | Number of success stories produced and promoted per quarter (cumulative) | 2   | 4   | 6   | 8   | 10   | 12   | HCMU        |
|                                                                                 |                                                                                      | Publish Annual Institutional Achievements Report for all stakeholders            | Number of Annual Achievements Reports published (cumulative)             | 0   | 0   | 1   | 2   | 3    | 4    | HCMU / DPD  |

## STRATEGIC OBJECTIVE 2: Improve Student Recruitment, Retention, and Market Competitiveness

| 2.1 Implement structured student recruitment and retention campaigns | Student recruitment and retention improved, and market competitiveness enhanced by June 2031 | Implement Annual Student Recruitment Marketing Plans covering school visits, exhibitions, open days, and digital campaigns | Number of Annual Student Recruitment Marketing Plans implemented (cumulative)          | 0 | 1  | 2  | 3   | 4   | 5   | HCMU         |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---|----|----|-----|-----|-----|--------------|
|                                                                      |                                                                                              |                                                                                                                            |                                                                                        |   |    |    |     |     |     |              |
|                                                                      |                                                                                              | Develop and execute a Regional and International Recruitment Strategy aligned to Internationalisation Guidelines 2024      | Number of international students enrolled per year                                     | 0 | 40 | 80 | 120 | 160 | 200 | HCMU / HICCA |
|                                                                      |                                                                                              | Promote CBE offerings in regional (EAC/SADC) platforms and international channels                                          | Number of regional and international platforms where CBE is actively promoted per year | 0 | 1  | 2  | 3   | 4   | 5   | HCMU / HICCA |
|                                                                      |                                                                                              | Embed student retention strategies including orientation communication and career support                                  | Number of student retention initiatives implemented per year                           | 2 | 3  | 4  | 5   | 5   | 5   | HCMU / DSS   |

|                                                                                                               |                                                                                                 |                                                                                                                                                                             |                                                                                  |     |       |       |       |       |        |               |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----|-------|-------|-------|-------|--------|---------------|
|                                                                                                               |                                                                                                 | Conduct tracer studies to evaluate programme relevance in the labour market                                                                                                 | Number of tracer studies conducted in the 5-year cycle (cumulative)              | 0   | 1     | 1     | 2     | 2     | 3      | HCMU / DR-ARC |
|                                                                                                               |                                                                                                 | Develop targeted campaigns for online and blended learning programmes                                                                                                       | Number of online and blended programme marketing campaigns launched (cumulative) | 0   | 1     | 2     | 3     | 4     | 5      | HCMU          |
| <b>STRATEGIC OBJECTIVE 3: Strengthen Stakeholder Engagement, Alumni Relations, and Community Partnerships</b> |                                                                                                 |                                                                                                                                                                             |                                                                                  |     |       |       |       |       |        |               |
| 3.1 Develop and implement a Stakeholder Engagement Framework                                                  | Stakeholder Engagement Framework operationalised and alumni relations strengthened by June 2031 | Develop and implement a Stakeholder Engagement Framework defining clear roles, structured consultation methods, and feedback integration into decision-making and reporting | Number of structured stakeholder consultations held per year (cumulative)        | 0   | 2     | 4     | 6     | 8     | 10     | HCMU          |
| 3.2 Develop and implement a Stakeholder Engagement Framework                                                  | Stakeholder Engagement Framework                                                                | Establish, maintain, and update                                                                                                                                             | Number of verified active alumni                                                 | 500 | 2,500 | 4,000 | 5,000 | 6,000 | 7,000+ | HCMU / HICCA  |

| Engagement Framework | operationalised and alumni relations strengthened by June 2031 | a comprehensive alumni database                                                                      | captured in database                                                             |    |    |    |    |    |    |              |
|----------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----|----|----|----|----|----|--------------|
|                      |                                                                | Publish quarterly CBE Alumni Newsletter (print and digital)                                          | Number of alumni newsletters published (cumulative)                              | 0  | 4  | 8  | 12 | 16 | 20 | HCMU         |
|                      |                                                                | Conduct at least one Alumni Engagement Forum per year                                                | Number of Alumni Engagement Forums held (cumulative)                             | 0  | 1  | 2  | 3  | 4  | 5  | HCMU / HICCA |
|                      |                                                                | Strengthen media relations; maintain updated media contacts list; designate authorised spokespersons | Number of active media contacts maintained                                       | 20 | 30 | 40 | 60 | 65 | 70 | HCMU         |
|                      |                                                                | Secure positive media coverage of College events and accomplishments                                 | Number of College events receiving positive media coverage per year (cumulative) | 10 | 20 | 30 | 40 | 50 | 60 | HCMU         |
|                      |                                                                | Hold annual Employer Engagement Forums at                                                            | Number of Employer Engagement Forums at                                          | 0  | 1  | 2  | 3  | 4  | 5  | HCMU / DHRMA |

|                                                                                                   |                                                                                   | campus and institutional level                                                                     | Forums held (cumulative)                                                                         | 0    | 1    | 2    | 3    | 4     | 5     |              |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------|------|------|------|-------|-------|--------------|
|                                                                                                   |                                                                                   | Hold annual Stakeholder Engagement Forums                                                          | Number of Stakeholder Engagement Forums held (cumulative)                                        | 0    | 1    | 2    | 3    | 4     | 5     | HCMU         |
|                                                                                                   |                                                                                   | Submit partnership and MoU proposals to prospective collaborators                                  | Number of partnership / MoU proposals submitted per year; agreements signed (cumulative)         | 5; 2 | 7; 3 | 8; 4 | 9; 5 | 10; 6 | 11; 7 | HCMU / DPD   |
| <b>STRATEGIC OBJECTIVE 4: Enhance Internal Marketing, Communications, and Customer Experience</b> |                                                                                   |                                                                                                    |                                                                                                  |      |      |      |      |       |       |              |
| 4.1                                                                                               | Optimise internal communications to build an informed and brand-aligned workforce | Internal communications optimised and employee engagement improved by June 2031                    | Prepare and distribute quarterly internal newsletters (digital and physical) across all campuses | 0    | 4    | 4    | 4    | 4     | 4     | HCMU         |
|                                                                                                   |                                                                                   | Conduct regular staff sensitisation sessions on CBE policies, programmes, admissions, and branding | Number of sensitisation sessions conducted (cumulative)                                          | 0    | 4    | 8    | 12   | 16    | 20    | HCMU / DHRMA |

|  |                                                                                                              |                                                       |     |     |     |     |     |              |                         |
|--|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----|-----|-----|-----|-----|--------------|-------------------------|
|  | Conduct regular staff sensitisation sessions on CBE policies, programmes, admissions, and branding           | Percentage of all staff sensitised                    | 0%  | 60% | 80% | 90% | 95% | 100%         | HCMU / DHRMA            |
|  | Arrange regular staff forums and all-staff briefings to communicate institutional developments               | Number of staff forums and meetings held (cumulative) | 16  | 32  | 48  | 64  | 80  | 96           | Rector / HCMU           |
|  | Conduct regular training for staff on customer care, communications, digital tools, and marketing excellence | Number of training sessions conducted (cumulative)    | 100 | 110 | 120 | 130 | 140 | 150          | HCMU / DHRMA            |
|  | Measure and reward employee performance; organise engagement events                                          | Number of staff rewarded per year (cumulative)        | 35  | 70  | 105 | 140 | 175 | 210          | DHRMA                   |
|  | Develop and display Customer Service Standards across 7                                                      | Number of Customer Service Standards displayed        | 1   | 8   | 16  | 24  | 32  | All campuses | HCMU / Campus Directors |

|  |  |                                                                                                                                                                     |                                                                                |     |     |     |     |     |      |   |  |  |                         |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----|-----|-----|-----|-----|------|---|--|--|-------------------------|
|  |  | dimensions at all service points                                                                                                                                    | across all campuses                                                            |     |     |     |     |     |      |   |  |  |                         |
|  |  | Review CBE Client Service Charter every three years                                                                                                                 | Number of Client Service Charter reviews completed (cumulative)                | 0   | 1   | 1   | 1   | 1   | 1    | 2 |  |  | HCMU / DR-PFA           |
|  |  | Strengthen customer complaint desks at each campus                                                                                                                  | Percentage of complaints resolved within 5 working days                        | 50% | 60% | 70% | 80% | 90% | 100% |   |  |  | HCMU / Campus Directors |
|  |  | Conduct mandatory annual customer satisfaction surveys to ensure continuous measurement and improvement of service quality; share results with management and staff | Number of mandatory customer satisfaction survey reports produced (cumulative) | 0   | 1   | 2   | 3   | 4   | 5    |   |  |  | HCMU                    |
|  |  | Conduct quarterly customer care audits at each campus                                                                                                               | Number of customer care audits conducted per campus                            | 0   | 4   | 8   | 12  | 16  | 20   |   |  |  | HCMU / QAM              |

[illegible]

|  |                                                                                                         |                                                                             |           |           |           |           |           |           |            |
|--|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
|  | Grow CBE social media presence and engagement across all platforms                                      | Number of total social media followers / subscribers (all platforms)        | 3,000,000 | 4,000,000 | 6,000,000 | 7,000,000 | 8,000,000 | 9,000,000 | HCMU       |
|  | Publish monthly CBE News Digest (digital newsletter) for all stakeholders                               | Number of CBE News Digests published (cumulative)                           | 0         | 12        | 24        | 36        | 48        | 60        | HCMU       |
|  | Govern AI-assisted marketing content: all AI-generated content reviewed and approved before publication | Percentage of AI-generated content reviewed and approved before publication | 0%        | 60%       | 80%       | 90%       | 95%       | 100%      | HCMU       |
|  | Train marketing teams on social media governance, data privacy, and AI-powered marketing tools          | Number of digital marketing and AI training sessions conducted (cumulative) | 0         | 1         | 2         | 3         | 4         | 5         | HCMU       |
|  | Install and operate a digital analytics dashboard; report website KPIs monthly                          | Digital analytics dashboard installed and operational (Yes/No)              | No        | Yes       | Yes       | Yes       | Yes       | Yes       | HCMU / ICT |

|                                                                                                                       |                                                                                                                                             | Implement a CRM system for managing relationships with students, alumni, and partners                                               | CRM system operational (Yes/No)                                  | No | In progress | Yes | Yes | Yes | Yes | Yes | HCMU / ICT           |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----|-------------|-----|-----|-----|-----|-----|----------------------|
| <b>STRATEGIC OBJECTIVE 6: Develop Investment Communication, Resource Mobilisation, and ESG/CSR Reporting Capacity</b> |                                                                                                                                             |                                                                                                                                     |                                                                  |    |             |     |     |     |     |     |                      |
| 6.1 Develop structured investment communication capacity aligned to CBE Investment Policy 2026                        | Investment communication capacity, resource mobilisation framework, and works, and ESG/CSR reporting developed and operational by June 2031 | Develop an Investment Communication Package (prospectus, pitch materials, and progress reports) for each IP 2026 investment vehicle | Investment Communication Package developed and approved (Yes/No) | No | Yes         | Yes | Yes | Yes | Yes | Yes | HCMU / DPD / Rec-tor |
|                                                                                                                       |                                                                                                                                             | Establish and maintain a confidential Investor Register for all active and prospective investors and partners                       | Number of active investors and donors in register                | 0  | 3           | 5   | 8   | 10  | 12  |     | HCMU / DPD           |
|                                                                                                                       |                                                                                                                                             | Organise annual CBE Investment Forum and participate in national and international investment events                                | Number of CBE Investment Forums organised (cumulative)           | 0  | 1           | 2   | 3   | 3   | 4   |     | HCMU / DPD           |

|     |                                                                    |                                                                                                 |                                                                                   |           |      |      |      |      |      |            |
|-----|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------|------|------|------|------|------|------------|
|     |                                                                    | Publish Annual CBE Investor Update Report highlighting investment opportunities                 | Number of Investor Reports published (cumulative)                                 | 0         | 0    | 1    | 2    | 3    | 4    | HCMU / DPD |
|     |                                                                    | Engage in PPP, Joint Ventures, and Endowment Fund development; communicate progress             | Number of PPP/JV agreements signed (cumulative)                                   | 1         | 2    | 2    | 3    | 4    | 4    | HCMU/DPD   |
| 6.2 | Build institutional fundraising and resource mobilisation capacity | Resource mobilisation capacity strengthened and fundraising targets met by June 2031            | Number of resource mobilisation capacity building sessions conducted (cumulative) | 0         | 1    | 2    | 2    | 3    | 4    | DPD / HCMU |
|     |                                                                    | Develop and submit competitive grant proposals and funding applications to development partners | Number of grant proposals submitted per year; number awarded (cumulative)         | 1 awarded | 2; 1 | 2; 1 | 3; 2 | 3; 2 | 4; 4 | DPD        |
|     |                                                                    | Organise fundraising campaigns and donor engagement                                             | Number of fundraising events held (cumulative)                                    | 3         | 4    | 5    | 6    | 7    | 8    | DPD        |



|     |                                                   | sustainability indicators                                                                                                                                              |                                                                                                         | 0% | 50% | 75% | 90% | 100% | 100% |          |  |
|-----|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----|-----|-----|-----|------|------|----------|--|
|     |                                                   |                                                                                                                                                                        |                                                                                                         |    |     |     |     |      |      |          |  |
|     |                                                   | Align all investment and resource mobilisation communication to CBE financial sustainability indicators; produce annual financial sustainability communication reports | Percentage of investor and donor materials demonstrating linkage to financial sustainability indicators | 0  | 50  | 75  | 90  | 100  | 100  | HCMU/DPD |  |
|     |                                                   | Align all investment and resource mobilisation communication to CBE financial sustainability indicators; produce annual financial sustainability communication reports | Number of annual financial sustainability communication reports produced (cumulative)                   | 0  | 0   | 1   | 2   | 3    | 4    | HCMU/DPD |  |
| 6.3 | Establish annual ESG and CSR reporting frameworks | Annual CSR and ESG Reports published and ESG/CSR messaging                                                                                                             | Establish ESG Steering Committee and designate ESG Coordinator                                          | No | Yes | Yes | Yes | Yes  | Yes  | HCMU/DPD |  |

|                                                                    |                                                      |                                                                                                                                            |                                                                                      |     |     |     |     |     |      |  |            |
|--------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|------|--|------------|
|                                                                    | embedded in institutional communication by June 2031 |                                                                                                                                            | designated (Yes/No)                                                                  |     |     |     |     |     |      |  |            |
|                                                                    |                                                      | Publish an annual CSR Report communicating community engagement, staff welfare, and social contributions                                   | Number of annual CSR Reports published (cumulative)                                  | 0   | 1   | 2   | 3   | 4   | 5    |  | HCMU/DPD   |
|                                                                    |                                                      | Publish annual Report ESG aligned to internationally recognised ESG principles (IFRS S1/S2 and NBAA Technical Pronouncement No. 1 of 2024) | Number of annual ESG Reports published (cumulative)                                  | 0   | 1   | 2   | 3   | 4   | 5    |  | HCMU/DPD   |
|                                                                    |                                                      | Incorporate ESG and CSR messaging into all core institutional branding and marketing materials                                             | Percentage of core institutional marketing materials incorporating ESG/CSR messaging | 10% | 20% | 50% | 75% | 90% | 100% |  | HCMU       |
| STRATEGIC OBJECTIVE 7: Strengthen Staff Management and Development |                                                      |                                                                                                                                            |                                                                                      |     |     |     |     |     |      |  |            |
| 7.1 Ensure adequate HCMU staffing through                          | HCMU staffed fully with                              | Develop clear job descriptions and                                                                                                         | No. of HCMU staff positions filled                                                   | 2   | 6   | 6   | 6   | 8   | 10   |  | DHRMA/HCMU |

|                                                                                                                 |                                                                                                         |                                                                                  |                                                   |    |    |    |    |     |     |             |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------|----|----|----|----|-----|-----|-------------|
| structured recruitment and professional development                                                             | qualified personnel by June 2031                                                                        | advertise vacancies                                                              | Number of training in SEO, data analytics, and AI | 0  | 4  | 8  | 12 | 18  | 20  |             |
| 7.2 Build HCMU technical capacity through training and performance management                                   | HCMU staff trained in digital marketing, AI tools, branding, and stakeholder communication by June 2031 | Conduct training for HCMU in SEO, data analytics, and AI                         |                                                   |    |    |    |    |     |     | HCMU/ICTM   |
| <b>STRATEGIC OBJECTIVE 8: Strengthen Communication and Marketing of Research, Consultancy and Short Courses</b> |                                                                                                         |                                                                                  |                                                   |    |    |    |    |     |     |             |
| 8.1 Develop and implement targeted marketing for short courses and consultancy services                         | Short course enrolments and consultancy visibility increased through structured marketing by June 2031  | Market short courses through digital platforms, brochures, and industry networks | Number of short courses marketed                  | 20 | 40 | 60 | 80 | 100 | 120 | HCMU / DRCP |
| 8.2 Strengthen research output dissemination and visibility of CBE's academic work                              | Research dissemination events held, and annual research reports published by June 2031                  | Conduct annual research dissemination workshops and consultancy forums           | No. of research dissemination workshop conducted  | 4  | 8  | 12 | 16 | 20  | 24  | HCMU / DRCP |
|                                                                                                                 |                                                                                                         |                                                                                  | No. of annual research reports published          | 0  | 1  | 2  | 3  | 4   | 5   | HCMU / DRCP |