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**RESPONSIBLE ORGANIZATIONS' MANAGEMENT FOR SUSTAINABLE
TRANSITION: ROMST
ERASMUS MUNDUS DESIGN MEASURES**

MARKETING STRATEGY

DELIVERABLE 1.6

Background

Across Europe, ecological, social, and technological shifts are transforming how organisations operate and generate value. Businesses, public bodies, NGOs, and social-economy actors are navigating climate risk, circularity, AI-enabled disruption, and rising expectations around ethics, inclusion, and accountability. Yet management education too often approaches these challenges separately. In response, employers are looking for leaders who can integrate sustainability with strategy, technology with responsibility, and communication with stakeholder outcomes.

ROMST—Responsible Organisations’ Management for Sustainable Transitions—was established to address this gap. Supported through an Erasmus+ EMDM (Erasmus Mundus Design Measures) grant, ROMST brings together a European consortium coordinated by UVSQ—Université Paris-Saclay, with partner universities in Bulgaria, Georgia, Germany, Portugal, Spain, and Serbia, and with the support of the European Marketing and Management Association (EUMMAS). The project aims to co-design an innovative, high-level joint Master’s programme aligned with the European Green Deal and the UN Sustainable Development Goals, and developed in accordance with the European Approach to quality assurance for joint programmes.

By building a cross-border programme with shared governance, ROMST contributes to the European Higher Education Area and helps develop a pipeline of graduates equipped to lead fair, green, and digital transformations with measurable organisational and societal impact.

Commitments

The Coordinator commits to:

- overseeing the overall coordination, management, and delivery of the project;
- acting as the main communication interface between all Beneficiaries.

Each Beneficiary (awarding HEIs, supporting HEIs, and the association) commits to:

- maintaining timely and effective communication with the Coordinator and the other Beneficiaries;
- carrying out the agreed project activities and assigned tasks.

The overall objective of the Project Marketing Strategy is to raise awareness of the project and its activities among the local and international communities and strengthen the impact of the project.

MARKETING STRATEGY

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DOCUMENT APPROVALS

Role	Name of the Institution	Date
Project Coordinator/ Key/Awarding Partner	University of Versailles Saint Quentin-en-Yvelines	
Key/Awarding Partner	University of Alcalá	
Key/Awarding Partner	University of Hamburg	
Key/Awarding Partner	Polytechnic Institute of Bragança	
Key/Awarding Partner	Business and Technology University, Georgia	
Key/Awarding Partner	University of Sofia	
Supporting Partner	University of Paris Saclay	
Supporting Partner	Union University Belgrade - Belgrade Banking Academy	
Supporting Partner / non-academic Partner	European Marketing and Management Association (EUMMAS)	

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ROMST's 360 marketing and communication strategy is built around a core set of key targets understood as an ecosystem rather than isolated segments, and is designed to maximise impact while leveraging communication assets that consortium universities already own and operate. The strategy distinguishes two targeting levels: primary audiences (enrolment decision-makers) and relay audiences (high-leverage prescribers).

Target Audiences & Segmentation

Segment	Profile	Primary Entry Channel
Final-year EU students	Bachelor in management, social sciences, law, sustainable development, engineering	Partner university websites + Erasmus Mundus Catalogue + LinkedIn
Young EU professionals (<3 yrs exp.)	Early careers in NGOs, social economy, local government, CSR-committed firms, public bodies	LinkedIn + alumni networks + career services
Non-EU students – priority targets	Motivated graduates seeking a recognised European Master's + visa/mobility pathway	Campus France /embassies + education fairs + EMJM Catalogue
Non-EU students – excellence profiles	Scholarship candidates (Erasmus Mundus scholarships, Eiffel, government grants)	Scholarship networks + official programme site + embassy networks
Socio-economic partners	Companies, NGOs, public bodies, social-economy actors : employers, project hosts, co-design contributors	Partner university industry liaison + EUMMAS network + consortium events

Relay Audiences (Prescribers)

Internal University Relays	Institutional & Diplomatic Relays
<ul style="list-style-type: none"> ▶ International relations & Erasmus+ advisors at all 7 partner universities ▶ Career services at UVSQ, Sofia, UAH, IPB, BTU, UHH, Union University ▶ Alumni communities of all 7 universities 	<ul style="list-style-type: none"> ▶ French, Spanish, German, Bulgarian, Georgian, Portuguese, and Serbian embassies abroad ▶ Campus France (global network: 160+ countries) ▶ Education fairs and Master's exhibitions (Studyrama, EAIE, AULA, etc.)

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| <ul style="list-style-type: none">▶ Academic directors of related Bachelor/Master programmes across consortium▶ EUMMAS professional and academic network (non-academic partner) | <ul style="list-style-type: none">▶ Erasmus Mundus Association & EMJM alumni communities |
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Guiding Principle: The ROMST Consortium Ecosystem as Primary Lever

- ▶ All 7 partner universities already have websites, social media pages, newsletters, and recurring events (Open Days, fairs, forums)
- ▶ The Erasmus Mundus Catalogue and EACEA communication channels provide free, high-visibility listing once the programme is accredited
- ▶ Campus France covers 160+ countries with in-person advisors: listing an accredited programme costs nothing
- ▶ Embassies of 7 consortium countries have active cultural/education sections in target non-EU countries
- ▶ Current students and alumni are the most credible ambassadors: structuring their engagement outperforms paid advertising
- ▶ EUMMAS provides direct access to a professional marketing and management network across Europe at zero additional cost

Central Hub: The ROMST Website

The ROMST website is the nerve centre of the entire strategy the single authoritative address for applications, practical information, and proof of EMJM quality. During the EMDM phase it documents the co-design process and builds desirability; once recruitment opens it becomes the primary conversion funnel.

Mandatory Website Content (Quick Wins)

- ▶ Homepage: value proposition + consortium partner logos (UVSQ, Sofia, Alcalá, Bragança, Hamburg, BTU, Union University) + EUMMAS
- ▶ Programme structure: curriculum overview, inter-site mobility pathways, academic calendar
- ▶ Student life: video testimonials, photo galleries, map of all 7 campuses across 6 countries
- ▶ Admissions & scholarships: clear criteria, timeline, list of compatible scholarships (Erasmus Mundus, Eiffel, etc.)

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- ▶ Non-EU FAQ: visas, degree recognition, cost of living per city (Paris, Sofia, Alcalá, Bragança, Hamburg, Tbilisi, Belgrade)

Institutional Amplification via Existing Partner Channels

Each partner university integrates ROMST into its own existing communication spaces. This is not optional — it is the foundation of programme visibility and costs nothing beyond coordination effort.

Existing Channel	Required Action	Responsible	Frequency
Partner RI/international website	Dedicated ROMST page with link to central site + local FAQ in local language	Each partner RI office	Annual update
University newsletters & mailing lists	ROMST section in every recruitment mailing; faculty list-serves for academic outreach	All partner comms teams	Each admissions cycle
Institutional social media (LinkedIn, Instagram)	Coordinated posts on shared editorial calendar; student ambassadors produce content	All 7 partner comms teams	Minimum 1x/month
Intranet / student portals	ROMST announcement in relevant Bachelor/Master student spaces; notice boards, student union channels	RI offices	Each semester start
EUMMAS network channels	Systematic publication of ROMST news and events via EUMMAS newsletters and professional networks	UVSQ Coordinator + EUMMAS	Every admissions cycle

Social Media: A Focused Strategy

Content production is largely delegated to student ambassadors and communication services.

Platform	Objective	Content Type	Resources Required
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LinkedIn (programme page)	Credibility, employability, EU & non-EU recruitment	Programme news, partner testimonials, faculty posts, project outcomes	1 admin + relays at 7 partner universities
Instagram / Reels	Desirability, student life, emotional identification	Campus photos, mobility stories, student testimonials, city portraits across 6 countries	Student ambassadors (volunteers / internship)
YouTube	Permanent reference, conversion	Programme trailer, "Discover ROMST" webinars, alumni testimonials...	Annual recording; university AV units for production support

Recurring Events Calendar

Event	Format	Key Timing	Resources (existing assets)
"Discover ROMST" Webinar	Online, 60 min, speakers from multiple partner universities	Oct, Jan, March	Existing Zoom/Teams licence at partner universities + RI invitation lists
Application Clinic	Online, 30 min Q&A on application files	1 month before deadline	1 presenter per session; no additional platform cost
Integration into Partner Open Days	Stand or slot within existing Open Day events at all 7 institutions	Autumn or Spring per partner calendar	Brochure + student ambassador;
Master's & Education Fairs	Stands at Studyrama (FR), AULA (ES), EAIE (EU), GIQ (BG/RS)	Per fair calendar	Mutualised registration across consortium; costs shared across 7 partners
Non-EU Student Outreach	Campus France / embassies of consortium countries in target regions	Nov-Feb	Programme factsheet + local Campus France presence; 7 embassy networks activated

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Priority KPIs

Phase	Key Indicator	Measurement Tool	Year 1 Target
Awareness	Unique visitors to ROMST website / month	Google Analytics 4	>= 1,000 UV/month by M+6
Awareness	LinkedIn ROMST page impressions / month	LinkedIn Analytics	>= 1,000 impressions/month by M+6
Awareness	Programme mentions via Campus France / partner RI offices	Partner reporting	>= 20 countries covered
Interest	Brochure downloads / newsletter sign-ups	Website forms	>= 300 qualified leads/year
Engagement	Webinar participants (cumulative / year)	Zoom / Teams reporting	>= 200 participants/year
Conversion	Applications received	Admissions platform	>= 80 applications Y1; >= 150 Y2
Retention	Active student ambassadors per cohort	Coordinator RI tracking	>= 2 ambassadors/cohort across consortium

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