



## **Punjab Skills Development Fund**

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### **Marketing and Communication with Stakeholders Policy**

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<b>Approval Date:</b>	January 08, 2021
<b>Effective Date:</b>	January 08, 2021
<b>Version Number:</b>	1
<b>Last Review Date:</b>	-
<b>Next Review Date:</b>	-
<b>Policy Owner:</b>	Board of Directors
<b>Approval Authority Signature:</b>	-

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## 1. Introduction

Punjab Skills Development Fund (PSDF), also referred to as “the Fund”, is committed to enhance its brand name and image, developing brand equity and raising awareness among the stakeholders. This is attained by brand positioning, good communication and effective marketing and advertisement. The Fund uses marketing as tool to convince, influence and encourage its stakeholders an ensure that our vision is understood and reflected through internal and external communications

The Fund considers the ability to create, enhance and preserve the trust and confidence of its stakeholders as a key performance indicator. The marketing policy ensures that every part of the Fund is firmly integrated in promoting the Fund to achieve its targets in a consistent way. Consistency in an organization helps to create a brand image in the minds of the outside world.

The Fund’s marketing objective is market-informed, that is, the need of skills is identified and the gap is then filled through provision of skilled people in the market with an aim to encourage greater participation in the labor force either in gainful employment or entrepreneurship.

## 2. Purpose

The objective of this policy is to:

- Promote the purpose, mission and core values of the Fund;
- Create and expand the public awareness of the Fund as a brand and enhance its visibility;
- Create a distinct identity of the Fund in the market i.e., a fund provider as opposed to skills provider;
- Project the Fund as a modern & innovative public – private partnership that delivers result-oriented outcomes meeting the expectations of all its stakeholders
- Improve communication with the stakeholders, through targeted, meaningful and cost-effective messaging. Also, put a mechanism in place to measure the impact of the communication on a regular basis;
- Build positive word of mouth marketing for the Fund and its offerings by utilizing the effective communications channels, which can change from time to time.

Consistency in promoting the brand image is necessary for the Fund. For the purpose of achieving the objectives, the Fund should develop communication channels and apply them consistently. However, new opportunities for communication should be continually explored and used. Using a range of communication channels creates a risk of inconsistency of the message that is being delivered, therefore it is necessary to ensure that the marketing and communication activities are coordinated to deliver a consistent voice.

## 3. Scope

The policy includes establishing lines of responsibility of PSDF Marketing and Communication Department. It applies to all premises of PSDF and its Directors, officers and employees. The

policy should be read and applied in conjunction with the Fund's other policies including but not limited to Brand Guidelines, Branding Guideline for Training Service Providers (TSPs), Call Center Process, Service level agreements, Social Media Engagement Policy, Trade and Market Research, Press and Public Relations, Trade and Market Events – both hosted and participated in, Internal and External Communication and advertising policies and guidelines, and all communication whether in person or in written or audio form by PSDF to any stakeholder or member of public.

#### 4. Definitions

- i. **“PSDF”** means Punjab Skills Development Fund, also referred to as **“The Fund”**;
- ii. **“Board”** means The Board of Directors of the Fund;
- iii. **“CEO”** means the Chief Executive Officer of the PSDF;
- iv. **“Management”** means the Head of the relevant Department or any designated person by the Head of the Department;
- v. **“Senior Management Committee”** means the management committee of the PSDF which constitutes of all Departments heads and the CEO;
- vi. **“M&C”** means Marketing and Communication Department,
- vii. **“Training Services Providers”** is also referred to as **“TSPs”**;
- viii. **“Placement Service Providers”** is also referred to as **“PSPs”**;
- ix. **“Relevant Department”** means the Department connected or appropriate to the situation.

#### 5. Roles and responsibilities vis-à-vis M&C

The roles and responsibilities of the PSDF Departments, officers and employees, that are relevant to the Policy, are stated below. The details of the communication to be made, the purpose of the communication and the means and timings of the communication are stated in Annexure I.

- **Responsibilities of Marketing and Communication Department**

The Marketing and Communication Department, hereinafter referred to as “M&C” Department, has the responsibility of overseeing the development of Marketing and Communications strategies and for coordinating the communication activities with the stakeholders of the Fund. The responsibilities of the M&C Department, including but not limited to, are stated below.

- All contracts with marketing consultants or firms, social media consultants or firms, advertising agencies, digital agencies, Below the Line (BTL) agencies, market research companies and graphic and/ or video design studios and all other individuals or companies

that are in the development or use of our brand ID – which includes our logo should be made through and with the approval of M&C Department;

- All external communications i.e. print, electronic, verbal, on social media (owned as well as those that belong to partners) and website etc., shall be approved by the M&C Department, which shall ensure consistency of the information and validation of the content;
- Marketing Research: M&C department will perform relevant market research by contracting research companies to understand our audiences better and to identify potential stakeholders / markets and how to promote our services to them. Market-centered research includes the use of tools such as surveys, focus groups and questionnaires to become familiar with the needs, preferences and motives of primary and secondary stakeholders. This research is also used to develop or enhance our offerings.
- Develop all marketing campaigns i.e. Above the Line (ATL), BTL, Digital and on-ground, and collateral that uses or can be used to enhance the image, publicity or presence of PSDF on any medium that is necessary for that particular activity.
- Digital: Manage the website and all owned social media assets of the Fund and periodically review them to ensure message consistency, regularity in the information, validation and relevance of the content; including comments, moderation and community management.
- Public Relations: Review and approve all content and material generated by PR agency and internally to ensure that PSDF is mentioned in the appropriate light, is venerated accordingly and is seen to maintain the highest level of professionalism and integrity in the projects, schemes and partnerships we participate in. This includes, but is not limited to, press and web insertions, articles, white papers and reports.
- Events: This includes the promotion of our brand and services through in-person interactions. Events can be hosted to build stronger relationships with prospective trainees, current and prospective training partners or employers along with any and all internal and external customers. It may also include attending an event as an exhibitor to educate potential customers about the Fund at all districts around Punjab.
- Call center: 0800 Hunar is the single point of contact for all queries that come to PSDF. As such call center agents become the first line of communication with multiple stakeholders in their journey with the Fund. Agent training, call and complaint handling and query resolution are all part of communication department.
- Support other officers, employees and departments in performing their duties.
- Update the media, current and potential training partners, current and potential employers and the general public about upcoming scheme and projects, share achievements and success stories to raise awareness about the Fund.
- In terms of liaising with M&E department, the M&C should develop its media content based on facts, figures, evidence and analytics available with the M&E department.

- **Responsibilities of the CEO and COO**

Apart from other responsibilities of the CEO and the COO, their responsibilities in respect of this Policy include, but are not limited to, the following:

- To inform the current and potential Sponsors, in collaboration with Research and Planning Department and M&C Department, about the project outcomes, achievements, future strategy and progress made against the targets;

- To ensure that the Board is aware of the current events that are happening in the Fund. CEO should inform the Board about the decisions taken by the Departments, and matters requiring attention of the Board, etc.
  - Update and involve M&C Department at the conceptualization phase of the initiatives for the development of effective communication and determination of efficient communications channels;
  - To keep M&C Department updated with all future initiatives for effective campaign development.
- **Responsibilities of the Senior Management Committee (SMC)**

The responsibility of SMC includes, but are not limited to, to update the workforce, with the assistance of the M&C Department, about upcoming events, relevant opportunities, internal decisions and any change in policy that might affect the employees.

#### **Responsibilities of Monitoring and Evaluation (M&E) Department**

- M&E Department in association with M&C Department, shall ensure that PSDF Brand guidelines and Brand guidelines for TSPs are followed for consumable items (uniforms, bags etc.) and creatives/design of any communication developed by the TSPs.
  - M&E will also ensure the proper, M&C approved use of PSDF brand guidelines for all fixed (immovable) and non-fixed (collateral based) communications that TSPs may do where PSDF's name, logo or other brand properties or intellectual property are used.
- **Responsibilities of the Business Development & Partnerships (BD&P) Department and Program Development (PD) Department**

The BD&P and PD Department is responsible for, including but not limited to, the following:

- BD&P will be responsible to share the branding guidelines of PSDF as approved by M&C with their partner organizations under cost-sharing scheme and also with any other organization working under the Business Development model. M&C will support BD&P in informing potential trainees about upcoming training schemes, admission details, mobilization for increasing enrolment, etc. through advertisements in newspapers, electronic media and digital media as per relevant PSDF brand guidelines and Contact Center.
- BD and PD need to mobilize employers to secure suitable employment and self-employment opportunities for trainees. In order to achieve this, BD&P Department/PD Department, in collaboration with the M&C Department, will communicate achievements and successes to the relevant stakeholders. M&C will strategize and

design campaigns in consultation with BD and PD to generate leads/attract potential partners by collecting information from both departments.

- BD&P or PD will help M&C identify the success stories from their relevant businesses and will share with M&C the broad story line along with details of the program and trainees involved. Once agreed and finalized, M&C will be responsible to develop, present and project the success stories

## 6. Mapping of the Stakeholders

As an organization, PSDF identifies the following stakeholders as primary and secondary:

Primary	Secondary
<ul style="list-style-type: none"> <li>• Trainees (Vulnerable youth, male, female and transgenders within an age bracket of 18-35 years)</li> <li>• Training Service Providers (TSPs)                             <ul style="list-style-type: none"> <li>a) Institutional Training Service Providers</li> <li>b) Businesses acting as Training Service Providers</li> <li>c) Businesses entering into cost-sharing arrangements with PSDF for training</li> <li>d) Community based organizations</li> </ul> </li> <li>• Employers</li> <li>• Employees</li> <li>• Sponsors</li> <li>• Government of Punjab</li> <li>• Placement Service Providers (PSPs) i.e. job facilitators Board Members</li> </ul>	<ul style="list-style-type: none"> <li>• Media</li> <li>• General Public</li> </ul>

## 7. Current Communication Channels

The communication used by the Fund includes but are not limited to the following.

1. **Personal 1-2-1 Communication**
  - Contact Centre
  - Telephone Calls
  - Holding of seminars and events
  - E-mail
  
2. **Digital Media Communication**

- Social media platforms
- Videos on the website and all social media platforms
- Press release
- Audit, Annual and Sponsor reports
- Website
- Digital video commercial (DVC)
- Blogs

**3. Print Media Communication**

- Newspaper advertisement;
- Internal and external reporting;
- Newsletters and other printed publication
- All other marketing collateral (flyers, brochures, venue branding etc.)
- Direct mail
- Press releases
- Articles in newspapers

This is not an exhaustive list and items listed may change according to needs of the Fund.



## 8. The Brand name PSDF

The logo of the Fund, consisting of Brand mark and name, and the tag line are registered trademarks of the Fund and should be used only for authorized purposes. The Fund's logo, including its approved variations, are trademarks of the Fund which is designed to accelerate the visual identity of the Fund and its employees.

- **Brand Guidelines**

M&C Department has established branding guidelines for communications to stakeholders (internal & external) along with templates that need to be followed by all the internal Departments when developing any communications and documents. The logo and the tag line should be used only with the prior approval of the M&C Department in accordance with Fund's Brand Guidelines. M&C Department is responsible for putting in place, maintaining, disseminating and ensuring compliance with the Fund's Brand Guidelines for internal use and Branding Guideline for TSPs. It is also the prerogative of the Fund to alter in any way it deems fit the logo, design, color, typeface, font or placement of the logo and tag line. In such cases, M&C will disseminate new brand keys and guidelines to partners and stakeholders.

In order to ensure that these guidelines are followed;

- Procurement Department shall add a hardcopy of the brand guidelines with the contracts;
- M&C Department shall share the brand guidelines via email to all TSPs who have signed the contract with the Fund;
- M&E Department shall include Brand Guidelines in all capacity building sessions for TSPs;
- M&C department shall ensure that these guidelines are publicly available at the Fund's website.

## 9. Approval from M&C Department

### Internal documents and presentations

All Departments of the Fund should ensure that all internal documents are branded as per Logo guidelines of the Fund.

Standard templates, Corporate presentation and product presentations have been prepared for all departments to follow the when creating any content for sharing and strict adherence to same shall be ensured.

### External documents and presentations

External creatives, design or any other item prepared by TSPs, that involves PSDF placement, should be shared and communicated after obtaining approval of M&C Department which shall ensure that the Brand Guidelines and the specific instructions have been followed.

## 10. Requirements for the Content

- All communications should be made through the approved communication channels as mentioned in this policy and should be approved by the M&C Department.

- All external communications shall conform to sponsor's guidelines for use of sponsor's brand in communication materials and fulfil the requirements regarding when not to use them i.e. in case of sensitive areas or situations.
- The Fund's logo along with the logo of the sponsor shall appear on all published and printed communications in accordance with Brand guidelines.
- The logo must be in approved color, font and size as stated in the Brand Guidelines. No variation in the logo to be made.
- Communications will be consistent and not contradict with the purpose of the Fund and should fulfil its purpose.
- All communication should be easy to understand by its intended recipient. For this purpose, it might be translated in Urdu, Punjabi and any other native language if required. The translated version of the communication should also be approved by the M&C Department.
- All communications should always be legal, honest, decent, accurate and valid. It should not be made to deceive or mislead the recipient.

## **11. Personal Communications**

- **Contact Centre 0800- HUNAR (48627)**

The Fund's fully automated Customer Relationship Management System (CRM), "0800-HUNAR (48627)", shall be used to provide quick answers and solutions to all stakeholders through systematic database and real time reporting. It will help manage relationships and to remain connected with the current and prospective TSPs, current and prospective trainees and other stakeholders. It is a dedicated helpline that will cater the different needs of different customers. The call center also operates as an outbound center to ensure that complaints that are logged in CRM and assigned to respective Key Account Managers (KAMs) meet resolution within the agreed Turn Around Times (TATs). The outbound call center is also used for data collection, surveys and checks to see that complaints have been addressed and resolved.

The Fund shall provide the contact details of PSDF's call center (0800-HUNAR) on social media, including its website and on every external communication made by it.

- **Telephone Calls**

M&C Department shall assist user Departments (any and all PSDF departments) to place telephone calls. These calls can be for various purposes, including but not limited to holding seminars, meetings, mobilization confirmations, follow ups for capacity building sessions, brand awareness and customer satisfaction surveys etc. These calls may be made using the call center or using our office front desk staff.

For placing the telephone calls, initial guideline and contact details shall be provided by user Department and final Scripts for calls to be made shall be shared by M&C with the call center.

- **Holding of Events**

The Fund will hold events: meetings /seminars/ townhalls/ conferences for internal as well as external stakeholders in order to communicate directly to a greater audience in person.

- **Direct Emails**

All email should be consistent the Fund's Policies, including Brand Guidelines, and should give due regard to the privacy of the Fund and its employees. The Fund's official email address should be used for official purposes only and all data contained in the email must be protected against unauthorized use. The M&C Department should establish guidelines for communication through emails.

Emails should have the signature along with the sender's designation and association with the Fund. The official e-mails should be appropriately formal. The tone of formal emails should be professional.

Emails may be used for internal and external communication. All internal communication to employees for announcements of events, change in policy or any other announcement should be made through the M&C Department.

## **12. Digital Media Communication**

- **Websites**

PSDF website should present official PSDF information, in conformity with the Policy, and should have consistency throughout the website in terms of its content and information. The website should be regularly updated and have highest level of quality, reflecting the Fund's image, purpose and activities. Content on website shall be approved and regularly updated by M&C Department.

The website should contain information related to the training schemes provided by the Fund in order to attract potential trainees. Furthermore, the website will contain a placement forum (portal based) in which graduated trainees can find placement opportunities and TSPs can offer placements to the graduates. The M&C Department shall be responsible for placement of relevant data and information which should be defined from time to time.

The website should also provide corporate and governance structure related information, which should include compositions and functions of the Board of Directors, press releases and newsletters issued by the Fund.

- **Social Media**

The Fund should encourage and support the use of social media websites for the promotion of its objectives. One of the main purposes should be to promote the schemes, programs and events that the Fund conducts and to communicate mobilization of the graduated trainees. Furthermore, social media should be used to add value to the Fund by sharing relevant information and content that should reinforce the Brand name PSDF.

The employees shall use social media forums with the exercise of due discretion and thoughtfulness and shall respect the privacy of other employees and that of the Fund's while using the social media. Confidential or the Fund's exclusive information should never be shared publicly on social media forums. For further guidance, kindly refer to Social Media Engagement Policy of the Fund.

All social media forums of the Fund will be managed by the M&C Department. All notices or information to be uploaded on the social media should be approved by the relevant Department head and then passed onto the M&C Department. No user department other than M&C will have upload, moderation, community management, creative layout or comments rights on owned social media or digital assets. The M&C Department will approve the information and content and then upload it on the relevant forum.

The social media forums include, but are not limited to, Facebook, YouTube, Twitter and LinkedIn.

- **Videos on the websites**

The M&C Department will be responsible for the production of such videos for marketing and promotion of the Fund.

The videos should be produced in accordance with the policies and Brand Guideline of the Fund, privacy of the Fund and the people associated with and included in the video while producing the content.

Every Department contributing information that is used in the video shall be responsible for the relevant content/information. The videos should be produced by the M&C Department and then shared on the relevant external/ internal forums.

In case of any request from an external party to produce video on the Fund and on its activities, such requests should be forwarded to the M&C Department and approval should be obtained from the M&C Department and the CEO, PSDF before publicizing such video.

- **Press release**

The M&C Department shall be the only department allowed to make and create press releases on behalf of PSDF. Before making the press release, M&C Department shall review the content and give authorization to publicize the information.

M&C has established a monitoring mechanism in order to oversee all the public announcements made on social media and to remain alert of any press release involving the Fund. Any announcement or information relating to the Fund should be authenticated to ensure that the information is true and fair and is not made to deceive any person or to falsely degrade the reputation of the Fund. If any such false information is identified, M&C Department shall escalate the matter to CEO for initiating any legal or disciplinary action.

In case of any untoward news covering PSDF, media lines of PSDF will be in conformity with its sponsors and it will liaison closely with them.

### **13. Print Media Communication**

- **Newspapers advertisement**

All advertisements of the Fund shall be made through M&C Department. The content to be advertised shall be approved by the Head of relevant department and then verified by M&C

Department. M&C will create and publish advertising in print media in conjunction with approvals from Directorate General, Public Relations (DGPR).

- **Internal and external Reporting**

Internal and external reporting should be made by the relevant Department directly to the party to be reported. The employee sending the reports should be responsible for the information that is being transmitted.

The means of reporting should be pre-decided with the party and the relevant Department should ensure confidentiality of the information while transmitting the data. The parties should ensure compliance with the Policy, including the Brand Guideline, and should give due regards to the privacy of the Fund and its employees.

- **Newsletters and other printed publications**

The Fund should circulate the newsletter bi-annually, through M&C Department. The relevant employee or Department contributing to the newsletter should be responsible for the content shared by them. M&C Department shall be responsible for ensuring the authenticity of the content received and for its appropriate representation in the newsletter and their distribution.

For any other publications, the same procedure should be followed for printing and same roles and responsibilities may be assumed.

## **14. Review**

This policy should be reviewed by the Board and may be changed, modified or abrogated at any time on recommendation of the M&C Department to the CEO.

## **15. Enforcement**

This policy is effective from \_\_\_\_\_ and any subsequent revisions shall be effective from the date of communication after approval.

16. Annexure  
Annexure I

Stakeholders (Who)	Message (What)	Purpose (Why)	Medium (How)	Schedule (When)
<b>Sponsors (current and potential)</b>	<p><b>Current:</b> inform them about project outcomes against the targets set; success stories.</p> <p><b>Potential:</b> PSDF's achievements; success stories; future strategy</p>	To sustain the current ecosystem of Sponsors associated with PSDF. Secondly, to gain mileage with other sponsor agencies who are interested in funding skills development initiatives	<p><b>Current:</b> Review Meetings; Progress Reports; Testimonials; Annual Reports; Audit Reports; Newsletter; other packaged content via e-mail</p> <p><b>Potential:</b> Meetings; Newsletter; Annual Reports; other content</p>	Quarterly, Yearly and whenever requested
<b>Board Members</b>	Project updates & outcomes; success stories; organizational & Departmental decisions; key learnings	To keep them up-to-date on the latest happenings within the organization so that they can engineer the business goals & strategy accordingly.	Progress Reports; Review Meetings; Newsletters	Quarterly; and whenever requested
<b>Employees</b>	Updates about upcoming events and relevant opportunities, internal decisions, change in policies	To keep the PSDF work force engaged and to make them feel that they are valuable assets for the organization.	Meetings; E-mails sent via Internal Communications Mailbox; Memos; Newsletters	As and when required
<b>Training Service Providers (TSPs)</b>	Share information on upcoming schemes/projects by PSDF relevant to them; mobilization activities; upcoming events	To secure partnerships with the best training service providers in the TVET sector, in order to meet the set targets.	E-mails; Meetings & Orientation Sessions; Advertisements in newspapers, electronic and via digital media; Newsletters; Contact Centre	On-going and whenever required
<b>Trainees</b>	Upcoming training courses; admission details; mobilization for increasing enrolment; securing suitable jobs for	To ensure that the most deserving candidates learn about PSDF's free of cost training courses and enroll	Advertisements in newspapers, electronic and updates via digital media; Contact Centre	On-going and whenever required

<b>Stakeholders (Who)</b>	<b>Message (What)</b>	<b>Purpose (Why)</b>	<b>Medium (How)</b>	<b>Schedule (When)</b>
	them; following up to collect success stories	in them; allowing the organization to meet its targets.		
<b>Placement Service Providers (PSPs) Employers</b>	Highlight our operational model; achievements and success stories	To secure suitable employment and self-employment opportunities for our trainees.	Newsletters; Meetings: Engage with employers via LinkedIn and other digital platforms	On-going
<b>Media</b>	Updates about upcoming scheme & projects; share achievements, success stories and upcoming events	To raise awareness about PSDF and maintain a healthy working relationship with the media in order to ensure that PSDF receives the maximum coverage.	Standardized invites to events sent via the media Directory; Telephone calls or personalized E-mails, working closely with the PR firm to ensure 100% relationship with the media.	On-going, as per requirement
<b>General Public</b>	General information about PSDF; achievements and success stories	Raise awareness; encourage WOM; remove taboos surrounding blue collar jobs.	All Communication Channels possible	On-going