

An introduction to
Marketing and Publicity



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An Introduction to Marketing and Publicity

This guide offers a general introduction to marketing to support any organisation or artist working in the arts. It presents an overview of the key theories associated with arts marketing including strategic planning, branding and audience development, and a practical approach to developing and delivering a publicity campaign.

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What is Marketing?

“Marketing is the management process responsible for anticipating, identifying and satisfying customer requirements efficiently and profitably.”

Chartered Institute of Marketing

“Marketing is a co-ordinated process that aims to make the best use of available resources, to communicate a product proposition to a target market in order to achieve agreed objectives and then monitoring how successfully this has been done.”

Peter Verwey, TMA Marketing Manual

“Marketing management is the process of planning and executing programs designed to create, build and maintain beneficial relationships with target audiences for the purposes of satisfying individual and organisational objectives.”

Kotler & Andreasen, Strategic Marketing for Non-profit Organisations

Whichever definition you prefer, the fundamental role of marketing is to offer you a way of delivering your organisation's aims by understanding and reaching an audience.

A simpler, and easier to remember, definition is known as the 4 Ps.

The 4 Ps

Product, Price, Place, Promotion

The 4 Ps define the broad scope of marketing and underline its importance in everything you and your organisation do. In recent years this definition was expanded to 7 Ps:

The 7 Ps

Product (the event or activity that your organisation produces that you would like a 'customer' to engage with)

Price (the cost of your product to your 'customer'. Your price places your product against alternative options and needs to meet with your customer's expectations)

Place (where your customers buy your product and how it is presented e.g. a theatre box office, a website, etc)

Promotion (how you communicate what you do and what you can offer to your customers and how it benefits them e.g. publicity, promotions, stakeholder and internal communications)

People (the internal culture, how this reaches customers and how your staff are trained)

Process (how you communicate and deal with customers)

Physical evidence (how you communicate what you do before audiences have the opportunity to experience the product, e.g. quality of a website, cleanliness of a building, reviews, etc)

Why is Marketing important?

Marketing is important to any organisation - commercial, not-for-profit, public sector, large or small - because:

- It creates and manages the relationship between your organisation and its audiences
- It helps define the culture of your organisation
- It reduces risk
- It enables efficient use of resources

To manage the development and delivery of your organisation's marketing, an holistic view of your organisation and its customers / audiences must be established and maintained.

To do this it must be understood that:

- Marketing is the responsibility of everyone associated with an organisation
- Everyone's role is vital - from the chief executive to the front line staff
- Marketing needs to be managed, reviewed and resourced

Successful marketing also requires an approach that places the customer / audience at the centre of the organisation and makes every effort to understand their needs and engage with them, and would be defined as:

- **Customer focused** (services and delivery mechanisms are designed for the customer's benefit not the organisation)
- **Relevant** (understanding your potential audience and communicating to the right people)
- **Part of its 'community'** (a sense of place and a responsibility to the community in which your audiences live)
- **Equally concerned with 'demand' as well as 'supply'** (understanding the needs of your audience through, for example, research, customer panels, feedback mechanisms, complaint processes, etc is critical to ensure your product suits your audience)

Successful marketing can be defined as a successful organisation that fulfils its defined goals and the needs of its stakeholders.

Branding

Branding is the foundation of marketing. It is a process that defines the values and position of an organisation.

To be valuable it must:

- Resonate with its audiences
- Be sustainable
- Be easily communicated
- Differentiate an organisation from its competitors

To be successful it must:

- Be the responsibility of (and should be championed by) the CEO
- Receive buy-in from the whole organisation
- Be defined by research
- Be seen as a commitment to audiences
- Be monitored regularly

To assess your organisation's brand the following process can be used as a guide:

- Define the organisation and its characteristics through research
- Define the values that underpin the organisation through research
- How does this fit with our competitors? (Positioning)
- Filter and test results
- Define how the brand will be communicated (through product, price, place and promotion / publicity)
- Communicate with staff and stakeholders
- Define brand indicators (the key points through which your brand will be communicated) and monitor them (customer feedback, research, etc)

“The brand values you apply to the company must be true, representing your company and its employees. For example, don't position your business as ethical if it's not something you believe in passionately. You'll get found out.”

Stephen Cheliotis,
The Brand Council

Positioning

For your brand to be successful it must be differentiated from your competitors.

Understanding how you sit alongside your competitors will inform the relevance of your defined values and enable you to define your unique selling points.

To assess your organisation's position the following process can be used as a guide:

1. Define your audiences, for example:

- Schools (one hour catchment)
- Families visiting at weekends and school holidays
- Academic research (day time / term time)
- Etc.

2. Who else caters for these audiences:

- Schools (local theatre, museum / science / visitor centre, etc)
- Families (as above, cinemas, etc)
- Academic research (museum, library, archive, etc)
- Etc.

To assess your organisation's position the following process can be used as a guide:

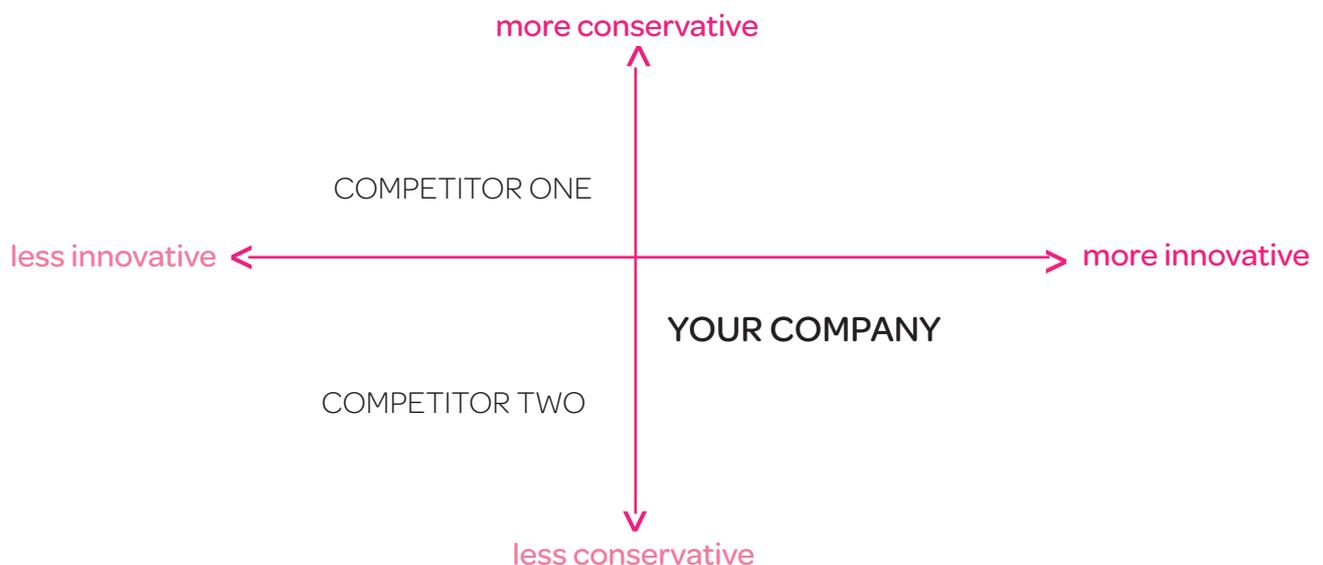
3. Against each audience, map your organisation alongside your competitors using specific brand values:

For example:

- Being innovative
- Committed to high quality experience
- Being perceived as approachable and friendly
- Having a populist approach

Express these values as a point on a two ended scale, for example:

- Innovator vs conservative
- High quality vs cheap and cheerful
- Approachable vs forbidding
- Populist vs elitist



Audience Development

Audience development is a way of expanding and broadening audiences. Like marketing, the purpose is to fulfil your organisation's objectives, whether they are artistic, financial or social, or a combination of two or more.

“Audience development is a planned process which involves building a relationship between an organisation and the arts”

Heather Maitland, A Guide to Audience Development, Arts Council England

“Sustaining and expanding existing or regular audiences or visitors, creating new attenders and participants, and enhancing their enjoyment, understanding, skills and confidence across the art forms.”

Rick Rogers, Audience Development: Collaborations between Education and Marketing, Arts Council England

The Arts Council England research that led to this last definition identified three broad approaches to audience development:

- **Education led** - usually focused on the development of the individual and on the subject matter as a whole. Concentrates on participation rather than attendance. Evaluation tends to measure the quality of the individual participant's learning experience. Long term benefits are difficult to measure and evaluate.
- **Artistic led** tends to focus on improving audience's understanding and finding the 'right audience' who will appreciate their work. Often lacks organisational objectives and is rarely evaluated.
- **Marketing led** looks for results that benefit the organisation. Aims to change attitudes and behaviour of both existing audiences and non-attenders. Almost always concentrates on attendance from targeted audience groups. Aware of the critical importance of evaluation but not usually done.

All three approaches are equally valid and are not mutually exclusive but the fundamental differences between them can cause problems when planning programming and evaluating audience development campaigns.

Strategic Planning

Marketing focuses on the fundamental elements of your organisation; your products and services, how you deliver them, who your customers are and what their needs are, and how you communicate. Critically, marketing is concerned with reaching the right audiences with the right product in the right way at the right time. To do this a co-ordinated and realistic Marketing Strategy should form a key part of your business planning process.

A Marketing Strategy starts with an assessment of your market by geography, audience segments, competition and other factors and trends that might influence your potential audience or affect your business. These would include an honest assessment of your organisation's strengths and weaknesses and the products or services you intend to produce. This is often called a Marketing Audit and forms the backbone to your business planning.

Your strategy draws on the information found during the Marketing Audit process and helps you define achievable objectives that fit with your organisation's financial, social or artistic aims that can be delivered within your budget.

A Marketing Strategy is therefore linked with your business planning process as it is concerned with everything you do (The 7 Ps). Much of the information needed in a Marketing Audit and Marketing Strategy is likely to be available within your organisation. The benefit of producing the plan, however, is that it enables you to share and test your assumptions and ultimately communicate your organisation and its strategy to colleagues and stakeholders. Similarly, the written strategy can also then be measured, tested and monitored, so that it is realistic, achievable and grows over time.

However, understanding your audience may require additional, external information that can be found through statistics and data and / or market research. Information available for free within the arts sector in Wales includes Area Profile Reports, Target Group Index data and government statistics about population, for example. You may need help to understand and interpret this data but this support is available from a number of sources.

To really understand your audience and potential audience some form of market research may be required.

An overview of the strategic planning process is therefore:

- An audit of your organisation
- Understand your products / services
- Understand your audiences / potential audiences
- A realistic assessment of your strengths and weaknesses
- Defining your organisation's aims
- Setting objectives to achieve your aims that are realistic, achievable and measurable that address your whole organisation
- Producing a plan to deliver your objectives that can be shared and communicated to all stakeholders

Campaign Planning

While marketing as a whole contributes to the effectiveness of your organisation and its work, a specific tactical approach will need to be used to reach and communicate with your audiences and potential audiences. The approach you take and the techniques you employ will depend on your aims, your audience, and your organisation's capacity. For example, to keep stakeholders aware of your organisation and its successes will require a different approach to publicising a specific event to the public. You may also employ a different style, tone and language depending on who you are communicating with and the method of communication used.

To plan your publicity campaign it is important to understand the 'product' (the event, exhibition or show, for example) and the audiences you are trying to reach.

Some facts about your event may well be selling points (your name and reputation, the show title, author, artist, etc) but the other elements that will persuade someone to attend need to be defined on the basis of what benefit they may have to the audience member.

To define your event, firstly write down a list of features (facts) and then try to identify the benefit to the audience, for example:

Features	Benefits
Known author	quality reputation
World premiere	be the first to see it
Live orchestra	hear the music as it was intended
Small venue	intimate setting

Then identify your target audiences - who has attended similar events in the past, what do you know about them / can you identify similar people, would it suit children / schools, would the subject matter attract a specialist group, who lives near the event, etc. Research your possible audiences and identify those that are more likely to attend (core audience) and those that may need more persuasion.

Then match the benefits to each target audience. This will give you a check list on how to communicate with each group to maximise the effectiveness of your campaign.

Audience Benefit	Local School group	Audience from similar production	Specialist music group	etc
Quality Reputation		✓	✓	
Be the first to see it		✓		
Music as intended			✓	
Subject matter	✓			
etc				

Then identify the most effective way of reaching each target group; do you have their address, what newspapers do they read, where do they go, can you visit them?

Audience Method	Previous attenders	School groups	Local drama attenders	Funders and stakeholders	etc
Direct Mail	✓	✓	✓		
Phone calls		✓			
Print Distribution	✓		✓		
Letter of invitation				✓	
Press coverage	✓		✓	✓	
Website	✓		✓		
etc					

You now have the basis of your campaign - an understanding of your event, its features and their benefit to your audiences, and your target audiences and how to reach them.

The next stage is to define your campaign - what you will do and when. For example, a campaign plan may look something like this:

Timescale Method	Month Five	Month Four	Month Three	Month Two	Month One
Direct Mail				Direct mail letter with print	Direct mail letter with print
Phone calls	Phone schools / follow up letter		Follow up phone call		
Print Distribution	Write copy, start design process	Design and print	Start distribution	Distribution	Distribution
Letter of invitation			Pull together database / contacts	Send letter with RSVP	Follow up with phone calls
Press coverage			Identify media contacts	Phone calls and send press release	Follow up phone calls / photo opportunity
Website	Add event information		Update with print image / copy	Update with news / developments	Update

Publicity Toolkit

The following offers an introduction to the key publicity methods often used in the arts. What you use and when will depend on your event, your audience and your publicity resources (time and budget). The important thing is to understand your audience and use the methods that will reach them.

Press - press or media relations can be very cost effective. If you have a newsworthy story, a little research into the right media outlet (newspaper, radio station, website for example) that will enable you to reach your target audience can provide valuable free publicity. Sending a well worded press release at the right time (considering the journalist's deadlines) is critically important but will not however guarantee coverage.

Direct Mail - a personalised mailing directly from your organisation to an individual is one of the most cost effective forms of publicity. Always ensure that you are writing to right target audience and ensure that the tone of the letter suits them; highlight the benefits to them of attending your event rather than the features as this will generate an interest. However it is vital that you use an up to date database of contact names that have been collected in line with the Data Protection Act.

Print - although it can be relatively expensive, print is still the most commonly used publicity method. It allows you to present your event / production is a visual way with words to describe what your audience can expect. As with direct mail, it is important to design your print in a way that suits your target audience. It is also important to remember that the quality of the print (design, printing, paper used, effectiveness and relevance of the words used, etc) will reflect on your organisation. Therefore a 'bad' piece of print, produced to the best of your ability but within the confines of your budget, could have a detrimental effect.

Advertising - probably the most expensive form of publicity but can be effective if you need to reach a large number of people or want to increase the recognition of your event and support other areas of your campaign. Advertising can include newspaper, radio, television, cinema or outdoor and each will have different requirements in terms production costs.

E-marketing and websites - e-marketing is an electronic version of direct mail and the Data Protection Act still applies here, but it can be very cost effective. To ensure that you use new technology to its best effect it is important not to use a website as 'electronic print' and to utilise its full capacity - include videos, links to supporting information, a direct way to contact you and commit to your event / book a ticket, and keep the information up dated regularly. Social networking sites have become very popular and offer cost effective publicity routes (e.g. Facebook, My Space, etc)

Word of mouth / community ambassadors probably the most cost effective form of publicity. If you are in a position to recruit local supporters and brief them on your event, they will be able to promote your event with the people who know and trust them. Similar schemes that have worked for some organisation include recruiting students to communicate with their fellow students, or to recruit people who receive incentives to co-ordinate bookings from groups. Similarly, initiatives to bring people to a preview event or early performance can prove beneficial if they have the time and opportunity to 'spread the word' before the end of the event.

Further Information

[Audiences Wales \(www.audienceswales.co.uk\)](http://www.audienceswales.co.uk)

Wales' arts marketing and audience development agency.

[Arts Council of Wales \(www.artswales.org.uk\)](http://www.artswales.org.uk)

Website includes useful contacts and research information.

[Arts Marketing Association \(www.a-m-a.org.uk\)](http://www.a-m-a.org.uk)

The professional body for arts marketing.

[ADUK \(www.aduk.org\)](http://www.aduk.org)

Audience Data UK's website provides a useful resource with information, case studies, etc.

[Chartered Institute of Marketing \(www.cim.co.uk\)](http://www.cim.co.uk)

The leading marketing training provider with lots of useful resources on the website.

[Voluntary Arts Wales \(www.vaw.org.uk\)](http://www.vaw.org.uk)

Website contains useful resources to support community based organisations.

[Disability Arts Cymru \(www.dacymru.com\)](http://www.dacymru.com)

Wales' agency for disabled artists and audiences with useful information to support your organisation.

[Data Protection Act \(www.dataprotection.gov.uk\)](http://www.dataprotection.gov.uk)

Up to date information on the Data Protection Act

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