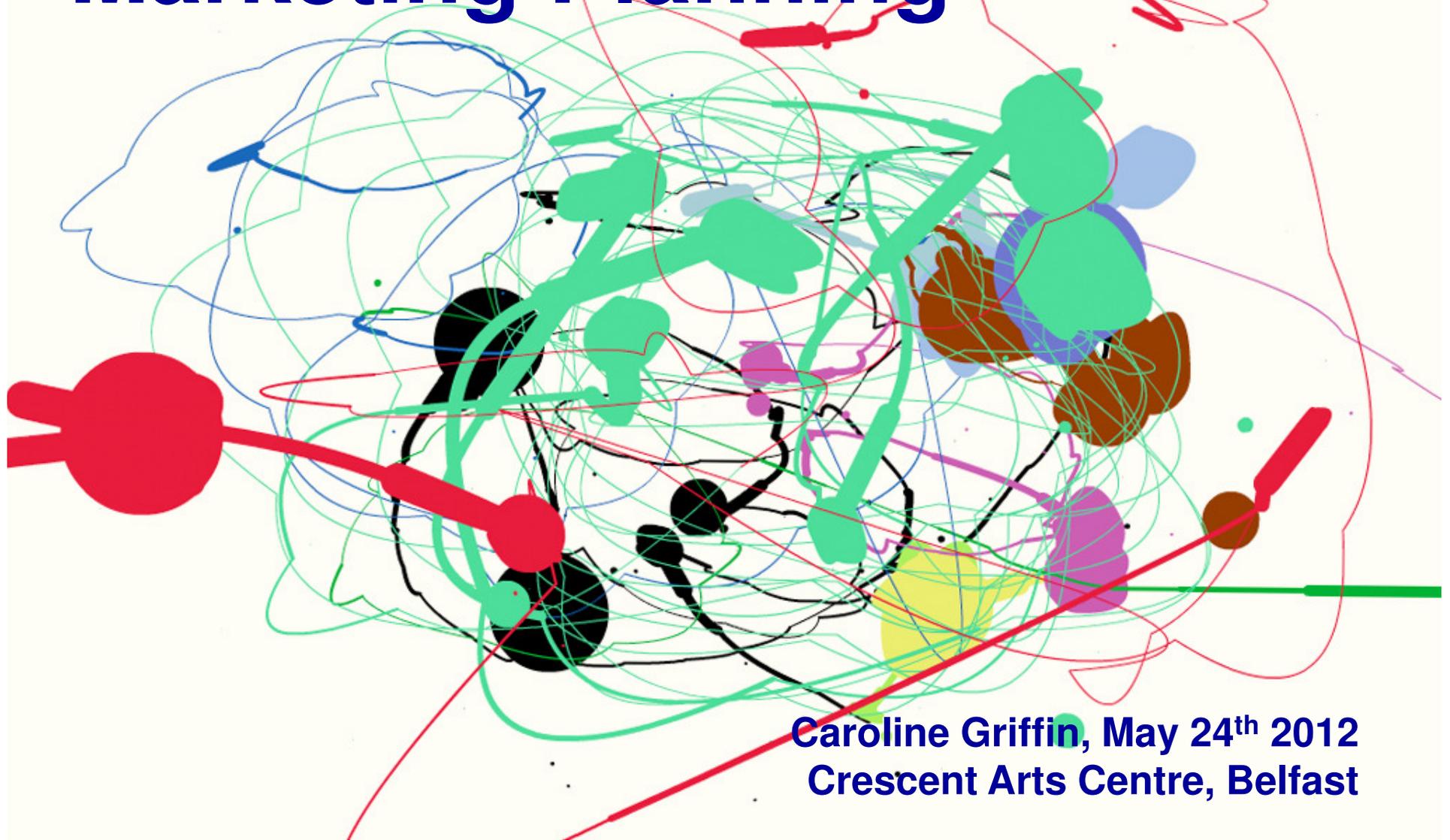


The Building Blocks of Marketing Planning



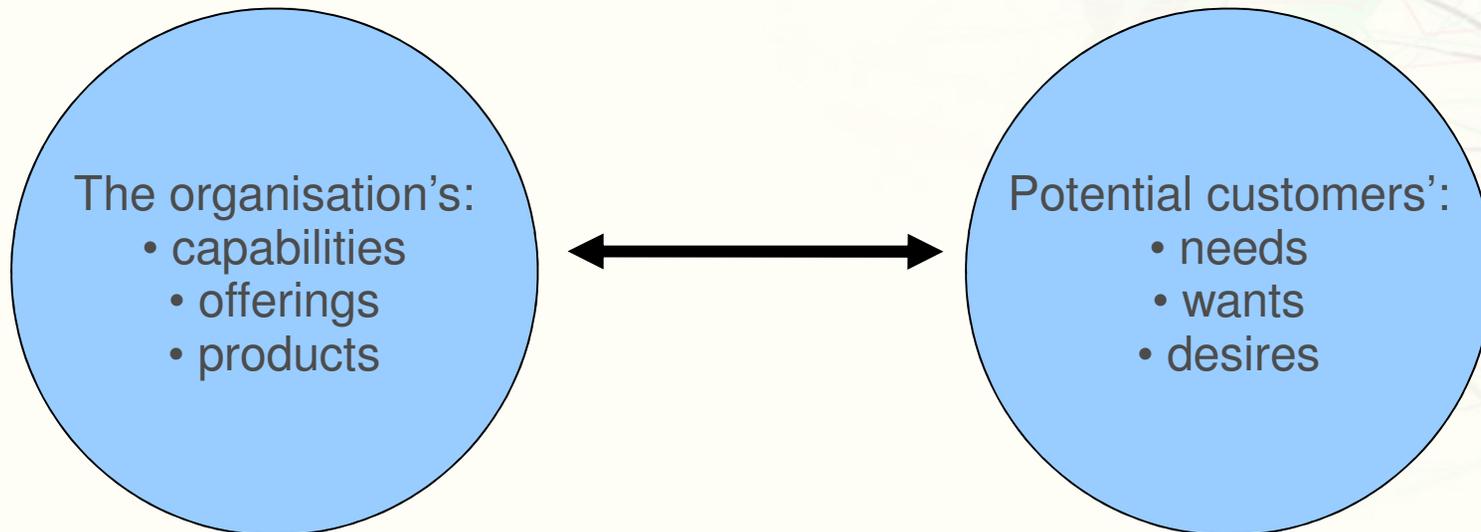
Caroline Griffin, May 24th 2012
Crescent Arts Centre, Belfast

What is marketing?

- * A thinking and planning process which makes sure you spend your time and money on the right tasks to achieve your objectives.
- * The management process responsible for identifying and satisfying customer requirements profitably (CIM – Chartered Institute of Marketers)

Do a swap?

The core concern of marketing is finding and using the links between organisation and customer to bring about a swap.



Marketing mediates between *provider* and *user* and therefore needs to understand the needs and motivations of each and balance them.

Marketing the arts

- * We believe art should drive our activity, not audiences
- * The artist has a right to fail – and we expect the audience to pay for this
- * We pursue artistic excellence – not popular approval
- * We need to be responsive to the changeable priorities of funders
- * We can be dismissive of audiences
- * We think our work should be of interest to everyone
- * We don't like to stereotype our audiences
- * We have limited resources

Why plan?

Benefits for communications

- * to form relationships with existing and potential audiences
- * gain and retain more customers
- * find the best ways to communicate with them
- * to convey clear and consistent messages

Benefits for organisation

- * to stay focused on your objectives
- * to make the best use of your resources
- * stand out in a competitive marketplace
- * adapt to change
- * to evaluate your success

Relationship marketing

Relationship marketing focuses on **customer retention** and **satisfaction**, rather than the 'quick win' of securing an individual transaction.

Relationship marketing differs from other forms of marketing in that it recognises the long term value of keeping customers, and aims to minimise **churn** by devising marketing strategies to retain existing clients as well as to attract new ones.

A key concept in relationship marketing is the '**lifetime value**' of an individual customer

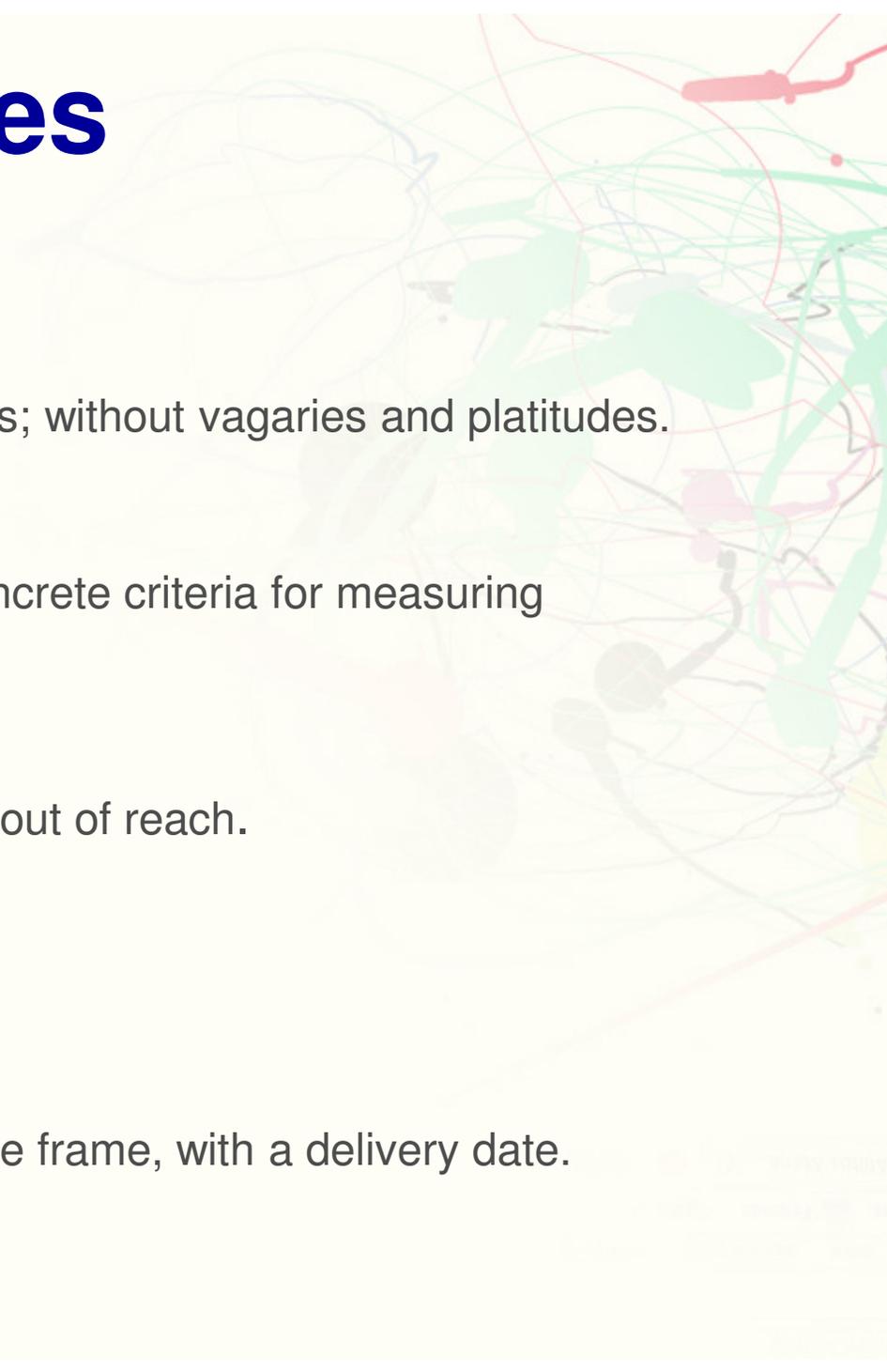
Four stages of marketing planning

Marketing Planning Phase	Ask Yourself . . . ?	Activities
Phase 1 Goal Setting	Where do we want to go?	<ul style="list-style-type: none">❖ Establish Organisational Mission❖ Set Marketing Objectives
Phase 2 Situational Analysis	Where are we now?	<ul style="list-style-type: none">❖ Internal Analysis❖ External Analysis❖ SWOT
Phase 3 Choosing Strategies	How do we get there?	<ul style="list-style-type: none">❖ Audience and product analysis❖ Overall approaches
Phase 4 Taking Action	How can we implement these plans?	<ul style="list-style-type: none">❖ Branding❖ Marketing Mix❖ Evaluation

Vision and mission

- * Who are you?
- * What do you exist to achieve?
- * What is distinctive about your organisation?
- * What aspirations does the whole team share?
- * What are you passionate about?

Setting objectives



- * **S**pecific

The goal is clear and unambiguous; without vagaries and platitudes.

- * **M**easureable

The goal stresses the need for concrete criteria for measuring progress.

- * **A**ttainable

The goal may be challenging isn't out of reach.

- * **R**elevant

The goal must **matter**.

- * **T**imetabled

Goals need grounding within a time frame, with a delivery date.

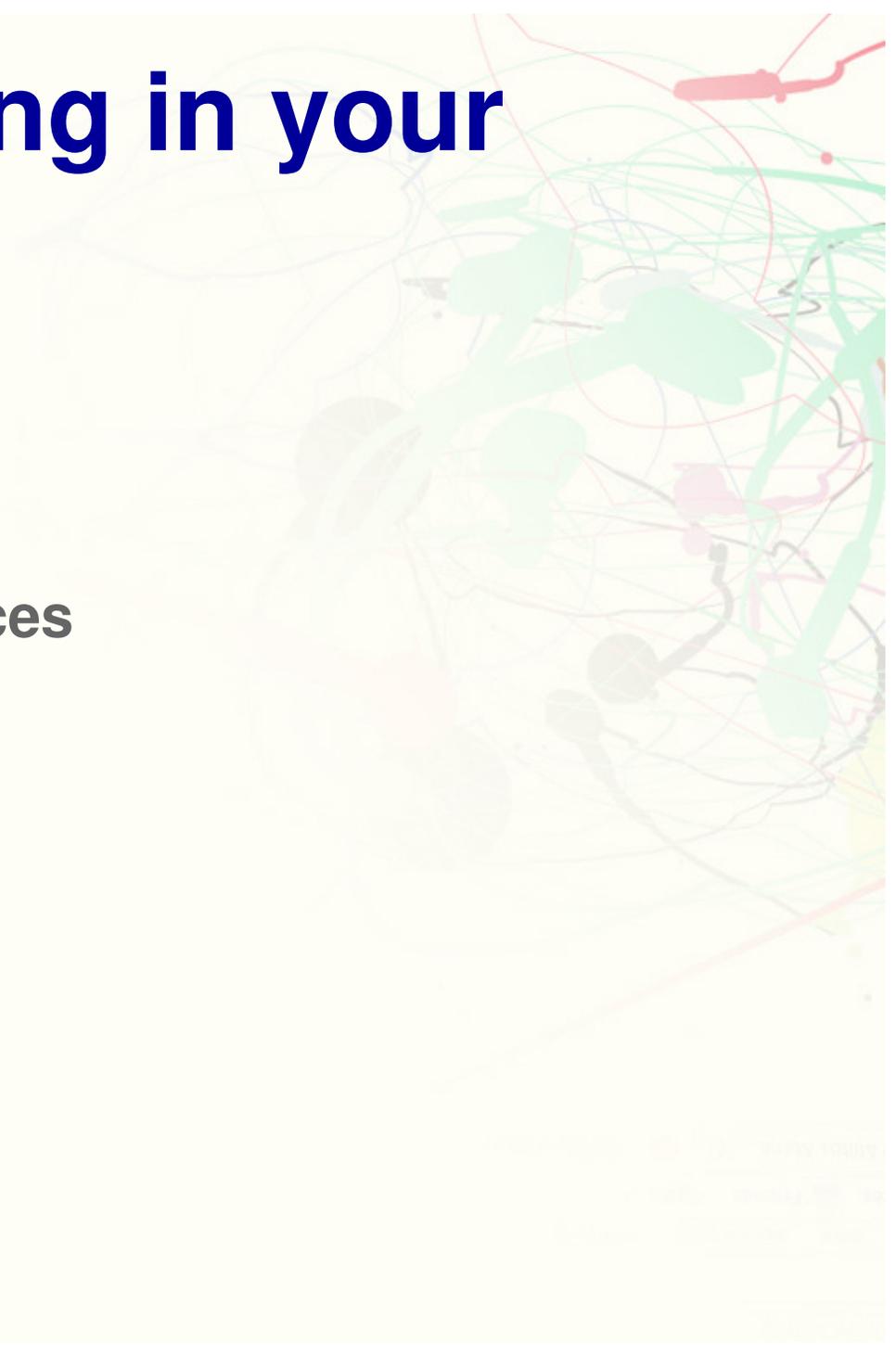
What's happening in your organisation?

Organisational audit

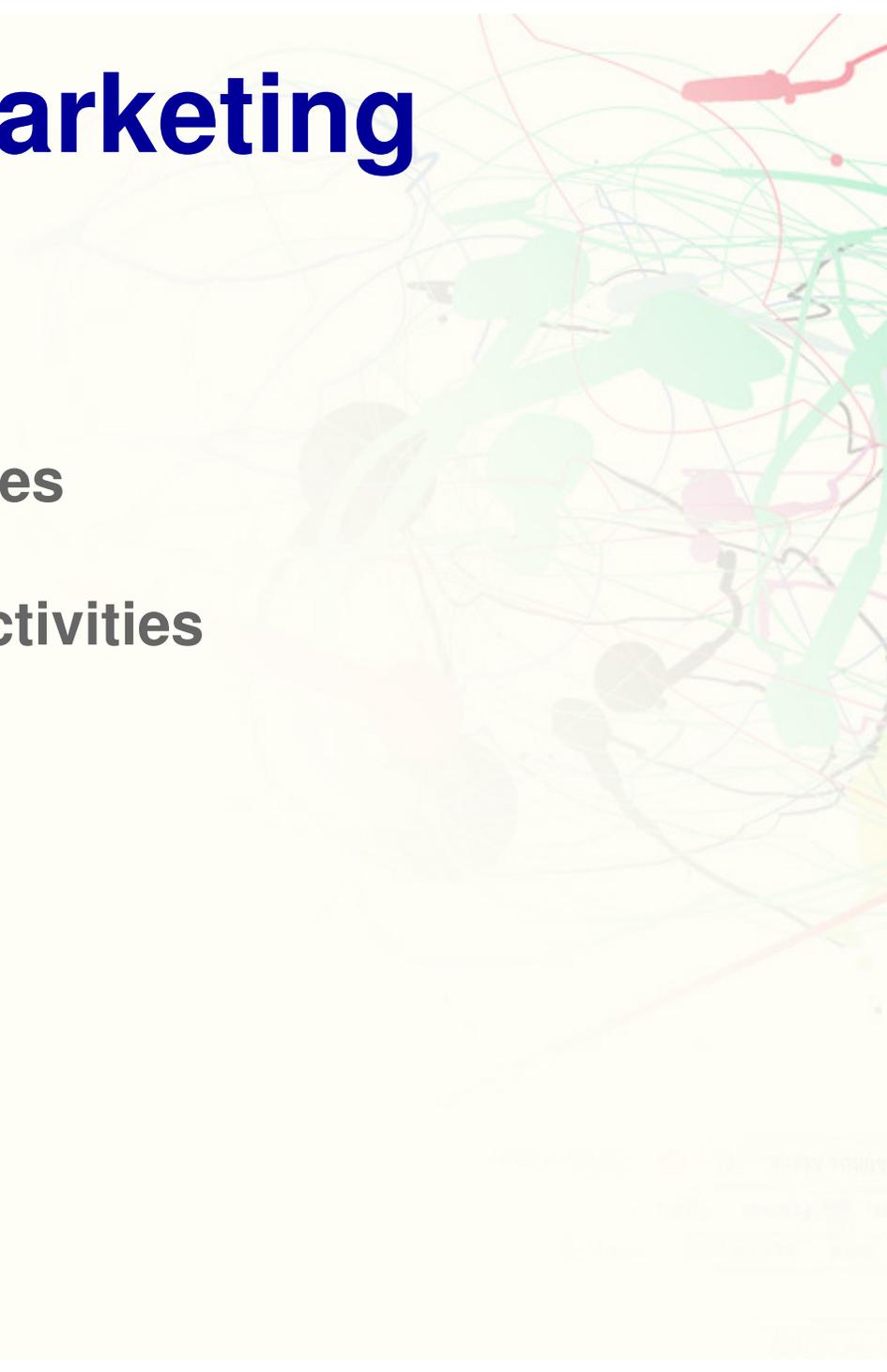
- * Ambition
- * Goals
- * Capacity and resources

Environmental review

- * PEST analysis
- * Competitor analysis
- * Futurescoping



Your existing marketing



Marketing audit

- * Internal Data resources
- * External data
- * Impact of previous activities
- * Market segments

What is a marketing segment?

“A market segment consists of a group of customers or consumers who share the same or similar needs”

Malcolm MacDonald, *Marketing Plans*, 1984

OR

“A group of actual or potential customers who can be expected to respond in approximately the same way to a given offer”

Identifying market segments

Demographic Approach	<ul style="list-style-type: none">❖ age❖ social grade❖ life stage❖ family circumstance
Geographical Approach	<ul style="list-style-type: none">❖ place where people live❖ place where people work
Behavioural Approach	<ul style="list-style-type: none">❖ what people have done in the past, e.g. attendance at galleries, previous purchases, other events attended
Attitudinal Approach	<ul style="list-style-type: none">❖ personal values❖ lifestyle values❖ beliefs

Using evidence

- * Data is at the heart of what we do
- * Data distinguishes the marketers opinions about people
- * Information underpins our planning
- * We can test not guess
- * Everything is measurable
- * Transparency

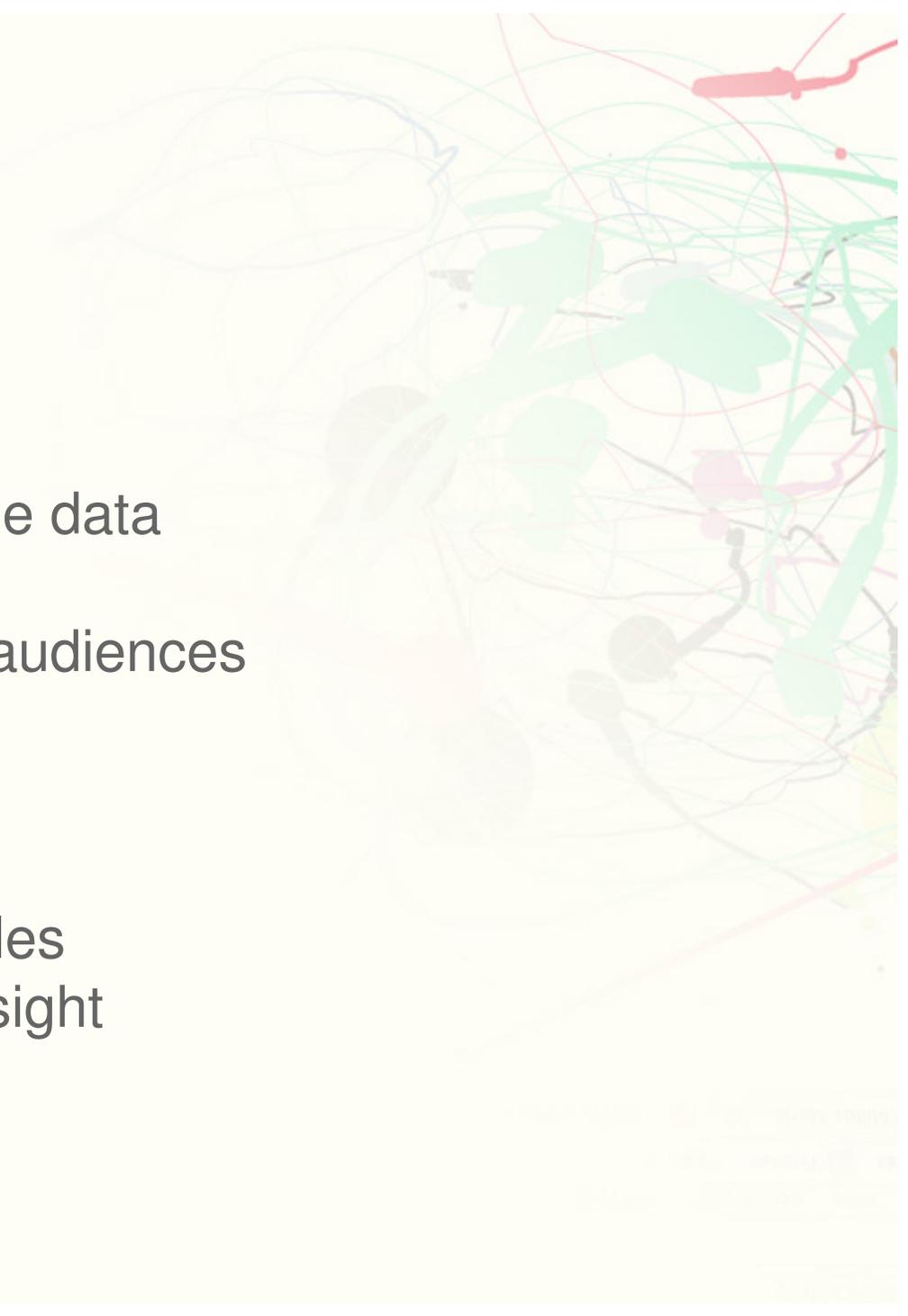
Data sources

Internal

- * Your mailing list
- * Audiences postcode data
- * Behavioural data
- * Research on your audiences
- * Profiles

External

- * National statistics
- * Mosaic/Acorn profiles
- * Arts Audiences: Insight
- * Research studies



What is marketing strategy?

A strategy is a systematic plan for action to help an organisation reach its long-term goals. A strategy addresses over-arching issues and considers all relevant factors. It is measurable and is developed using appropriate and accurate data.

We set strategy we consider the relationship between:

- * our audiences
- * our products or activities,

Particularly with regard to whether they are:

- * familiar
- * unfamiliar.

Determining strategy

Strategy: More of the same

Are you working with existing audiences and is the product something the organisation is familiar with?

Sustaining and growing the work and approaches we are used to, e.g. maximising income streams, forging deeper relationships with clients

Strategy: Developing the market

Do you want to attract new audiences to your existing offer?

Engaging more and different people to the work that we do, e.g. making relationships with new people, demystifying products, developing your welcome.

Strategy: Developing the product

Do you want to try something new that you think your core audiences might be interested in?

Encouraging existing audiences to try something new, e.g. providing incentives, providing detailed information, talking to people.

The marketing mix

- * **Product** – the physical characteristics
- * **Price** – affordable, pricing for status
- * **Place** – opening times, transport etc.
- * **Promotion** – means of communicating
- * **People** – sales staff, interpreting the product
- * **Processes** – enhancing the customer experience, mechanisms for delivery
- * **Physical evidence** – tangible aspects of the whole experience

Why audiences don't come

“It's too expensive” *means*

“I don't see the value”

“I don't have the time” *means*

“I can't commit to doing it all”

“It's boring” *means*

“It makes me feel stupid”

“My kids don't like art” *means*

“It doesn't engage my kids, and if they suffer, I suffer!”

“I just don't think about it” *means*

“It's not relevant to my life!”

“It's difficult to find parking”
means

“I don't need one more complication in my life”

Taken from presentation by Arthur Cohen from LaPlacha Cohen,
laplachacohen.com

Features and benefits

Features are:

- * Descriptive, practical and tangible
- * Descriptive of the qualities that are inherent in the product

Benefits are:

- * Evocative, personal and intangible
- * Descriptive of the consumer's experience

Identifying benefits

Feature

this CD player has 16-bit
four-fold oversampling

Benefit

The sound is clearer, crisper
and more rounded

Apply the . . .*which means that* . . . test

Taken from Morton Smyth: Messages & Benefits Seminar

Monitoring and evaluation

- * Identify how you will collect information to monitor targets
- * Ensure you monitor and record your organisational processes and experiences
- * Set a time and process for review
- * Include others

Key features of a successful marketing plan

- * It looks to the future – is the audience sustainable?
- * It's integrated into the organisation's business plan
- * The plan considers every element of the customer experience
- * It's data-led and evidence-based
- * It demonstrates how it addresses audience needs
- * It doesn't have to cost a lot or use a lot of resources, as long as it is well-considered
- * It must be measurable and measured

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