

Introduction to marketing

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Introductions

- Your name?
- Your organisation?
- Your role in it?
- One thing that you'd like to get out of this session?
- Best marketing you have experienced?

‘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
Arts Council England

‘Marketing is the **social process** by which individuals and groups obtain what they **need and want** through **creating and exchanging products and value** with others.’

Kotler

Put simply, it is about getting the **right product**, in the **right place**, at the **right time**, at the **right price**, all the time adding value throughout the process for the customer.

Why is marketing important?

- It informs and drives customer purchase.
- It communicates your brands unique selling point (USP) and messages to your stakeholders.
- It adds value to the end customer.
- Increases customer loyalty, pushing them up the loyalty ladder.
- Builds **BRAND EQUITY** – which is key for continuing success.

Why do you need to market?

What is your rationale for undertaking marketing activity / plans?

Mission statements

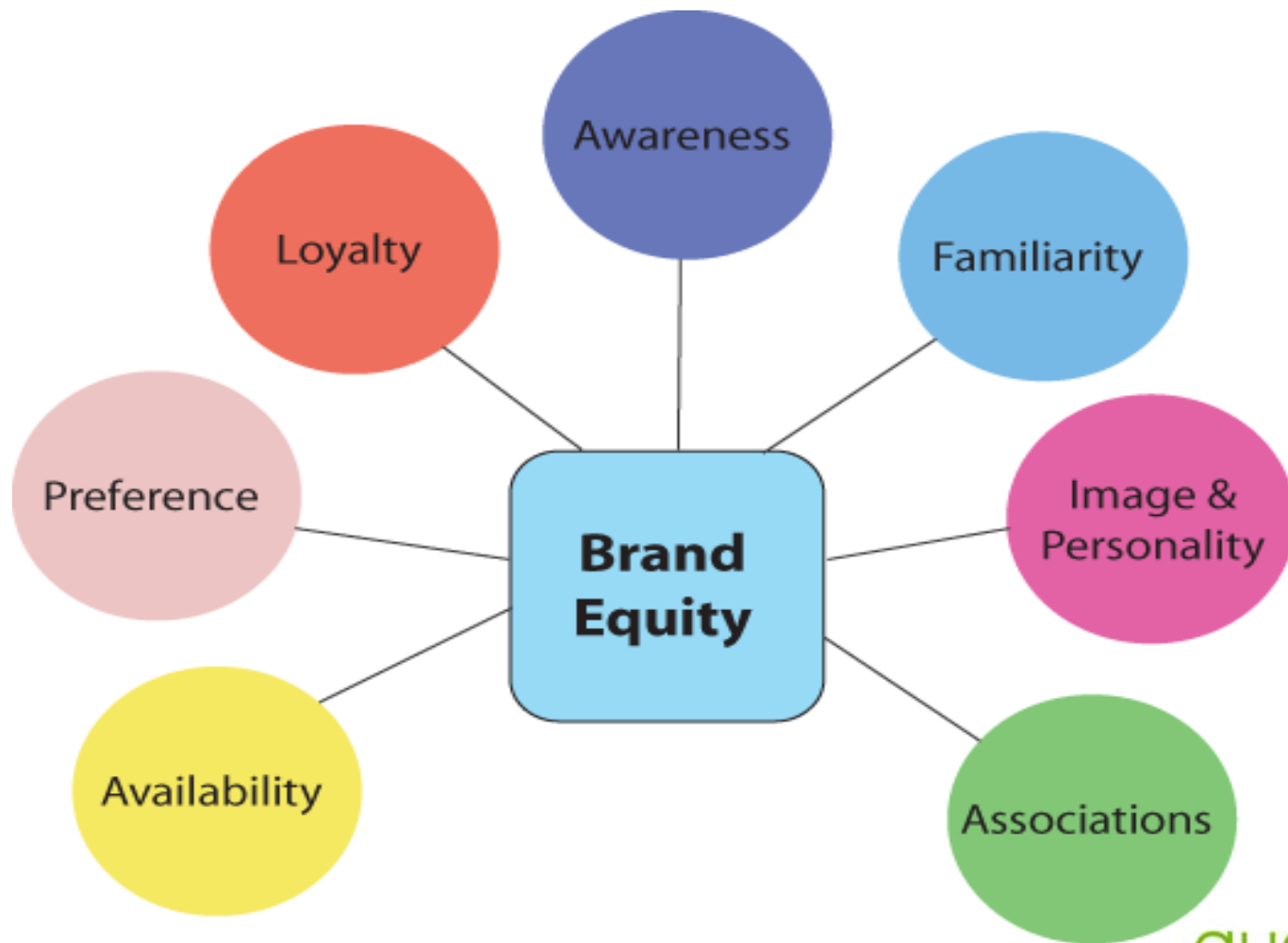
Does your organisation have a mission statement and if so what does it say?

This mission statement should always be in the forefront of your mind when working on a marketing plan, as your objectives must reflect your organisations identity.

- If your mission is to create wide spread community involvement in your art form, should you be selling £40 tickets?
- If your mission is to bring the best artists from across the world to Northern Ireland, should you only be selling tickets through one purchase channel?

Brand equity





What is your brands / organisations USP?

What is your positioning statement?

Positioning statement: a one-sentence statement of differentiation about your organisation.

- John Lewis: Never Knowingly Undersold ... on quality, on price and on service.
- BMW: Sheer Driving Pleasure.
- Coca Cola: Refreshing the World.

Planning for marketing

“Your marketing plan is a document that outlines the audiences you want to attract and how you go about attracting them. Its purpose is to ensure that your communications with audiences are clear and consistent and will help your organisation achieve its aims”

Caroline Griffin: This Way Up

Simple planning framework

With the pressures on time and resources planning your marketing needs to be simple, clear and relevant in terms of the size of your organisation.

Five Simple Steps

- **Analysis** - where are we now?
- **Objectives** - where do we want to be?
- **Strategies** - which way is best?
- **Tactics** - how do we ensure arrival?
- **Control** - are we on the right track?

Where are we now?

Where do we want to be?

How will we know how we're doing

How will we get there?

What will it take to get there?

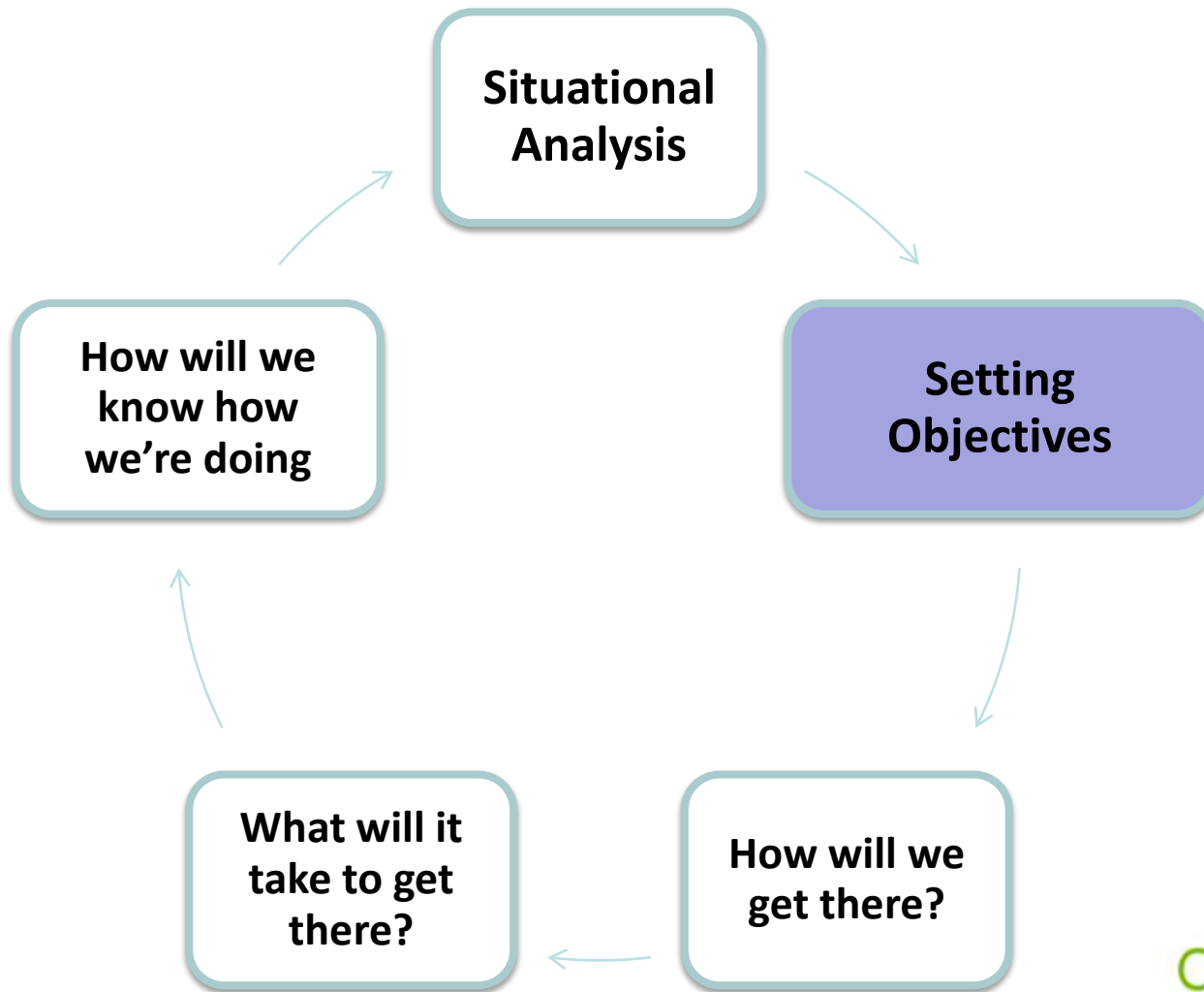
Situational Analysis

How will we know how we're doing

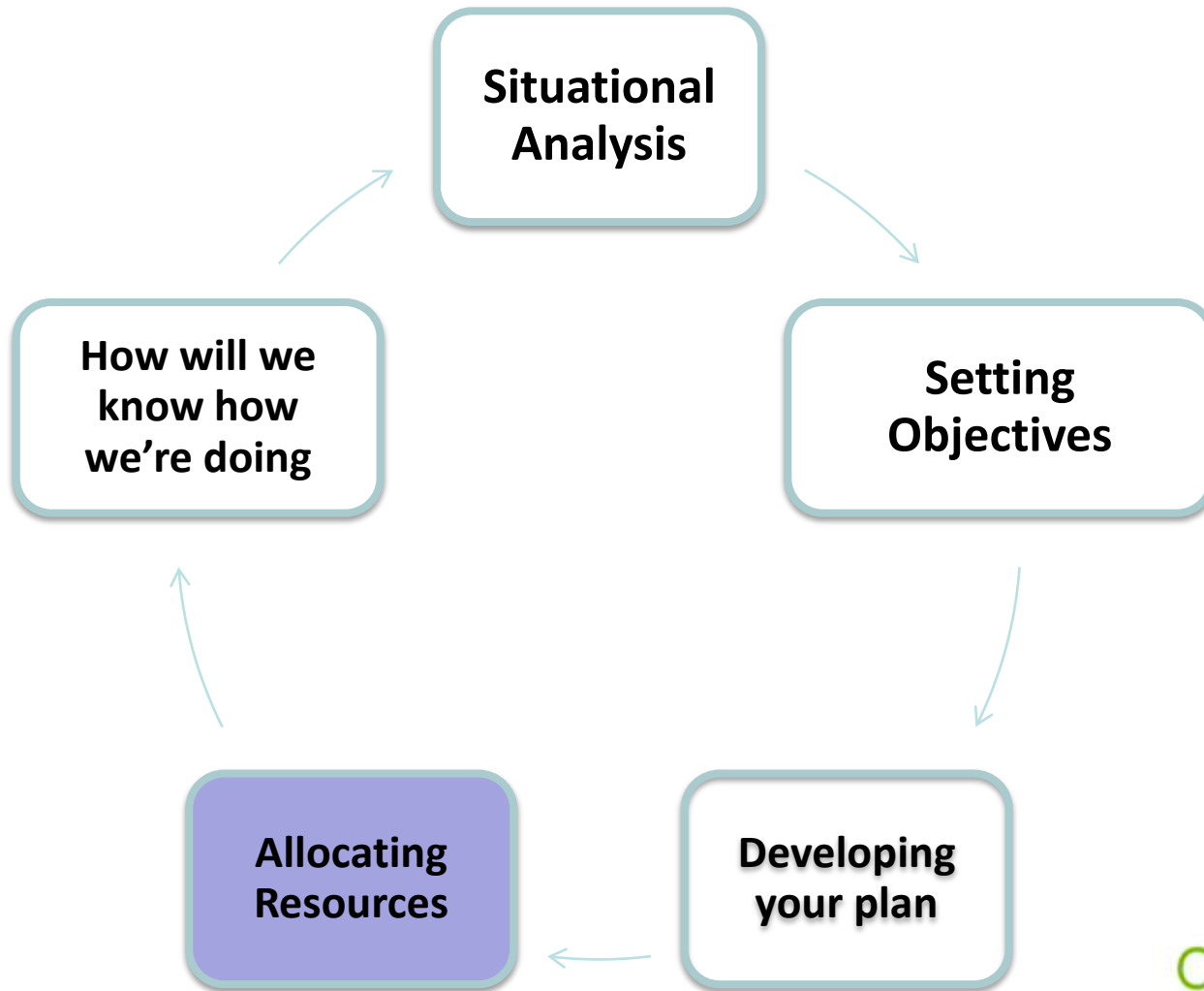
Where do we want to be?

What will it take to get there?

How will we get there?











Situational Analysis

How will we know how we're doing

Where do we want to be?

What will it take to get there?

How will we get there?

Internal analysis

Everything internally that can affect your brand, product, price, promotion, venue, processes and your people.

You have control over these factors.

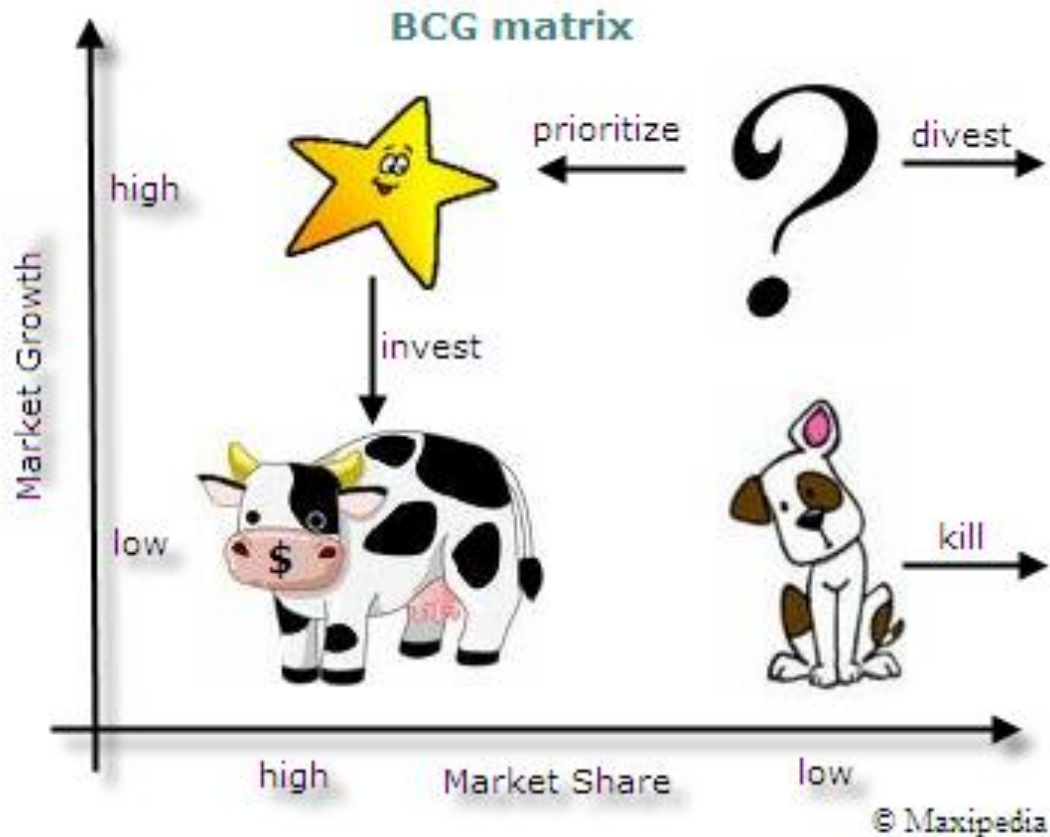
- Mission & Vision.
- Organisational objectives.
- Product & programming.
- Income.
- Pricing policy & data.
- Booking & selling facilities.
- Ticket sales and/ or attendance.
- Marketing resources.
- Marketing activity.

Within your internal analysis you should aim to gather as much qualitative and quantitative information about your current audiences as possible.

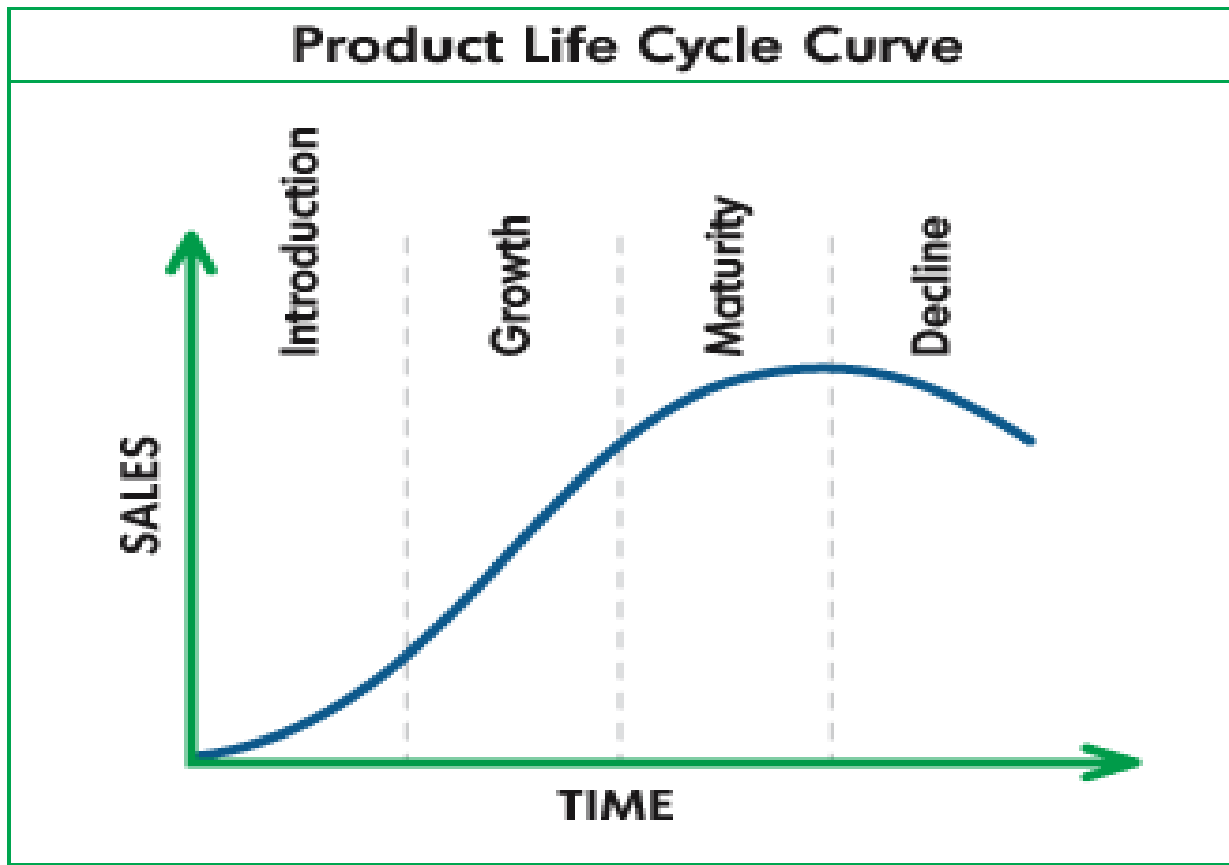
- Booking information – buying patterns, crossover, frequency from box office data.
- Focus groups.
- Customer circles.
- Customer feedback to front of house & box office staff.
- Surveys & feedback forms.
- Online feedback.



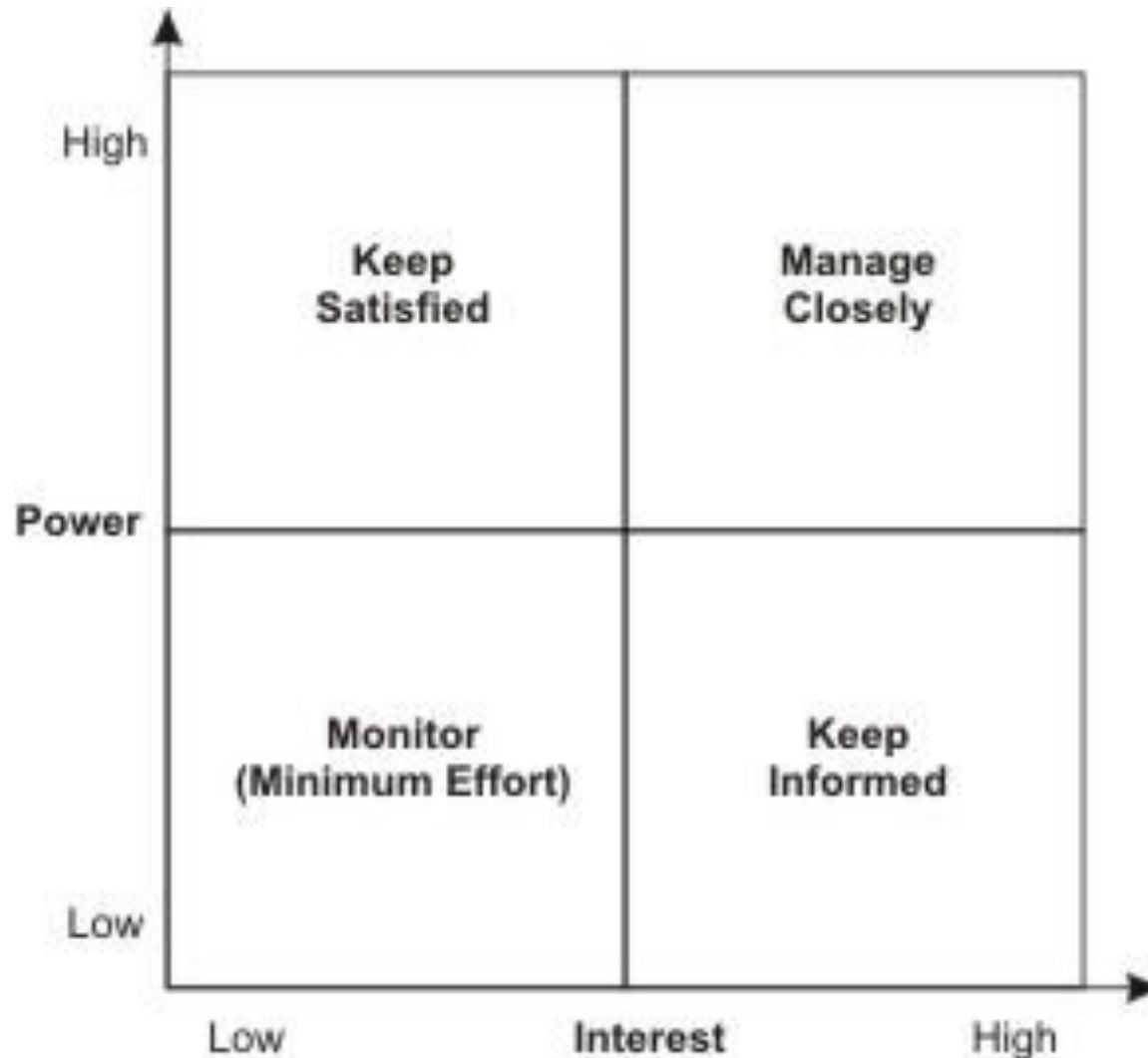
Internal analysis models – BCG Matrix



Internal analysis models – Product Life Cycle



Internal analysis models – Stakeholder Analysis



Internal analysis models – 7P's



External analysis

Everything externally within your industry and the wider environment that can affect your brand, product, price, promotion, venue, processes and your people.

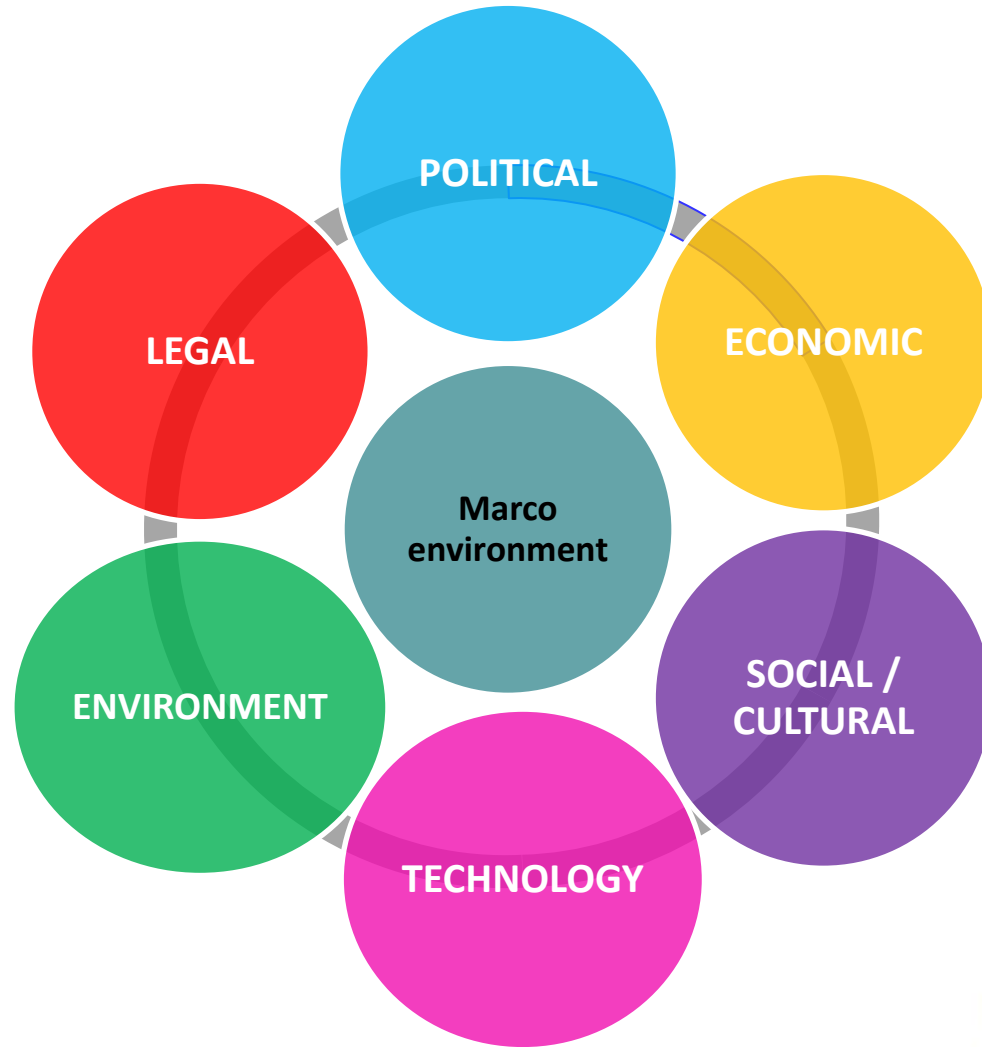
You do not have control over these factors.

Within your external analysis you should aim to gather as much qualitative and quantitative information about your **INDUSTRY, POTENTIAL AUDIENCES** and the current **ECONOMIC ENVIRONMENT** as possible.

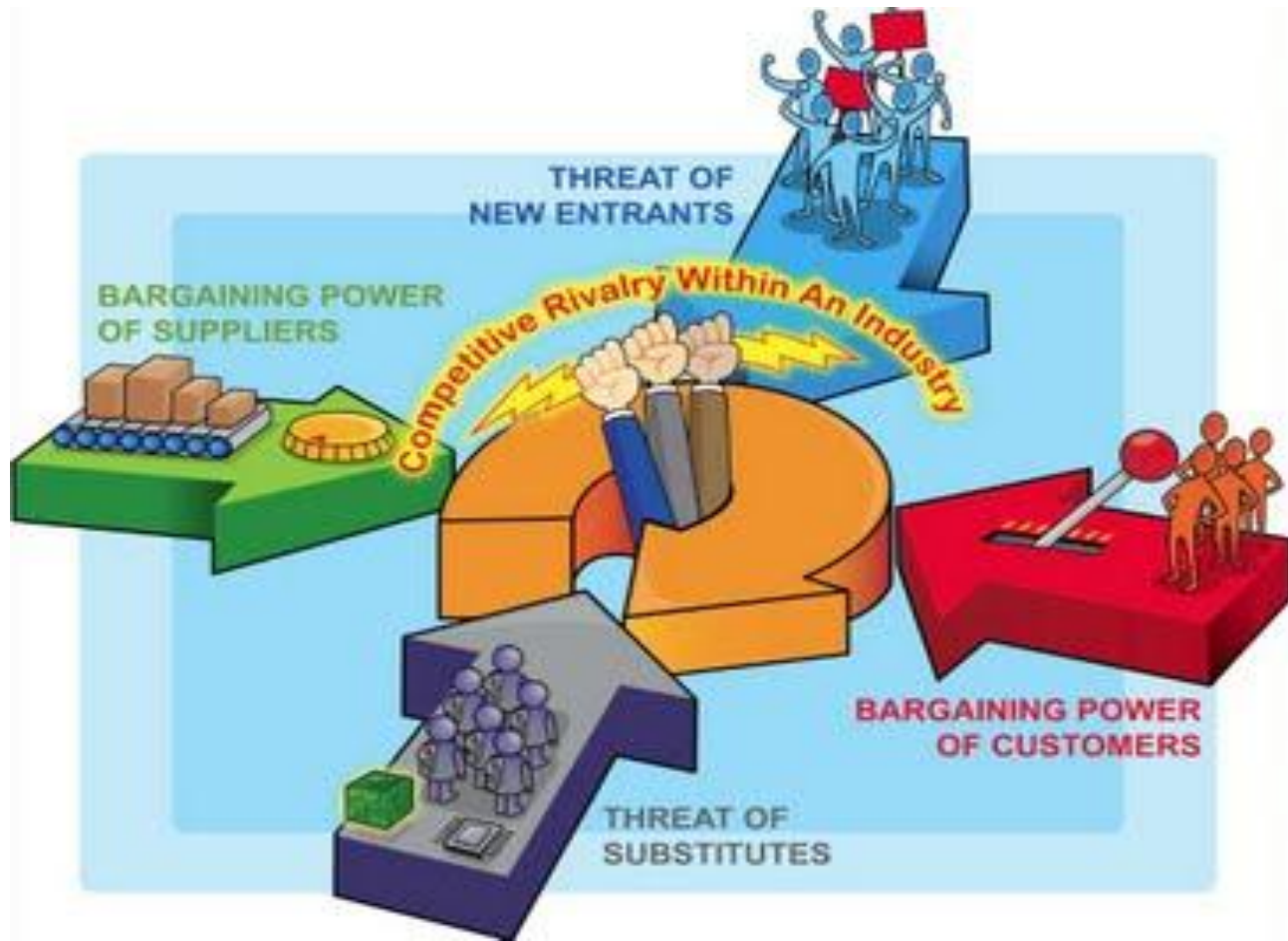
Information can be gathered from a wide range of sources including:

- NI Departmental websites – DCAL, DETI etc...
- ANI annual reports
- ANCI and BCC
- NI Census
- NISRA
- Paid for research such as Mintel

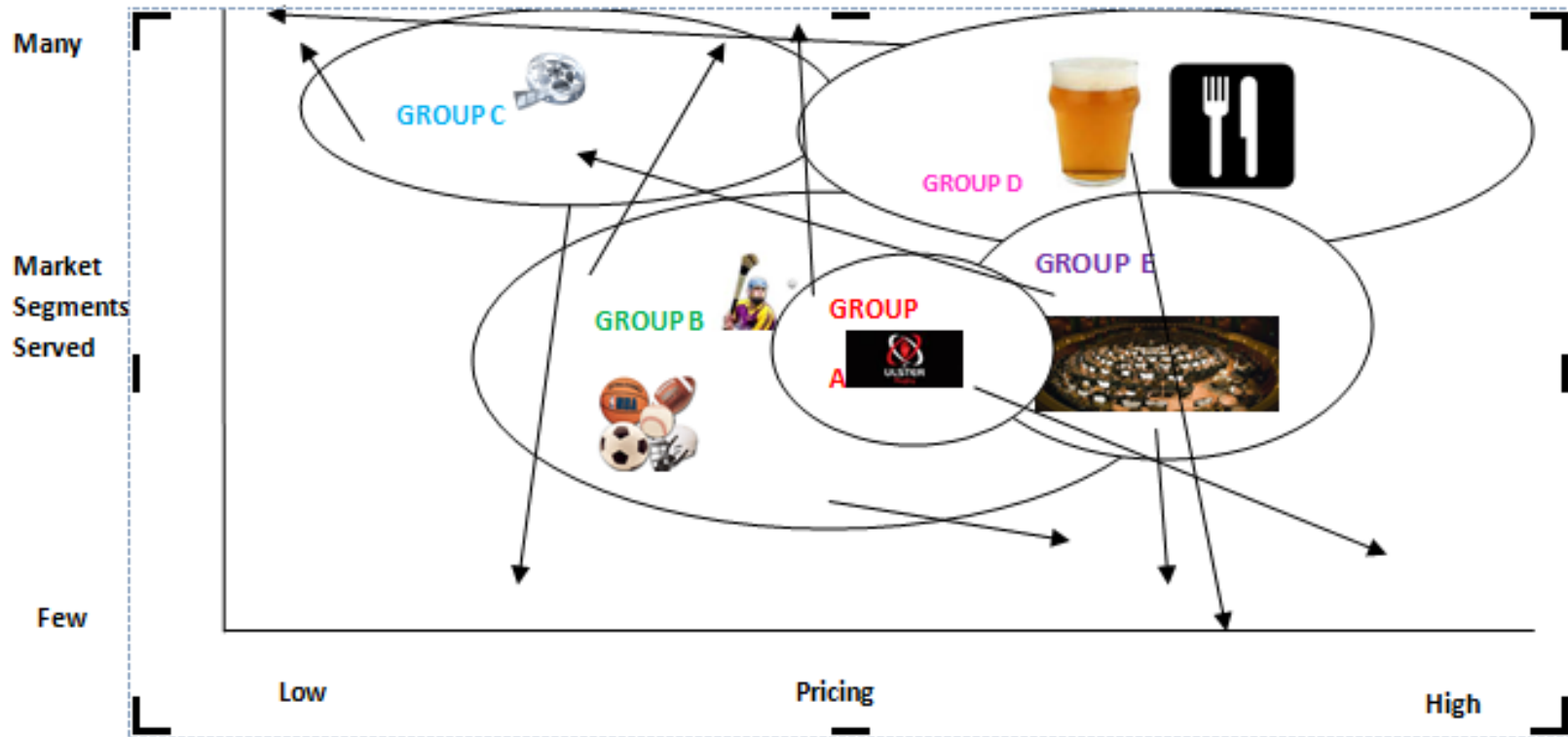
External analysis - PESTEL



External analysis – Porter's five forces



External analysis – Strategic group mapping



Bringing your findings together - SWOT

S / W: strengths & weaknesses are **INTERNAL** and within your control.
O / T: opportunities & threats are **EXTERNAL** and beyond your control.

Using a SWOT analysis is:

- a way of organising all your audit findings in one document.
- a tried & tested strategic tool.
- good to do with a team of people – creates shared understandings.
- useful for flagging up key internal and external issues.

Remember items can not be placed into more than one box

Strengths

- What do you do well?
- What unique resources can you draw on?
- What do others see as your strengths?

Weaknesses

- What could you improve?
- Where do you have fewer resources than others?
- What are others likely to see as weaknesses?

Opportunities

- What good opportunities are open to you?
- What trends could you take advantage of?
- How can you turn your strengths into opportunities?

Threats

- What trends could harm you?
- What is your competition doing?
- What threats do your weaknesses expose you to?

Using SWOT for strategies – (advanced)

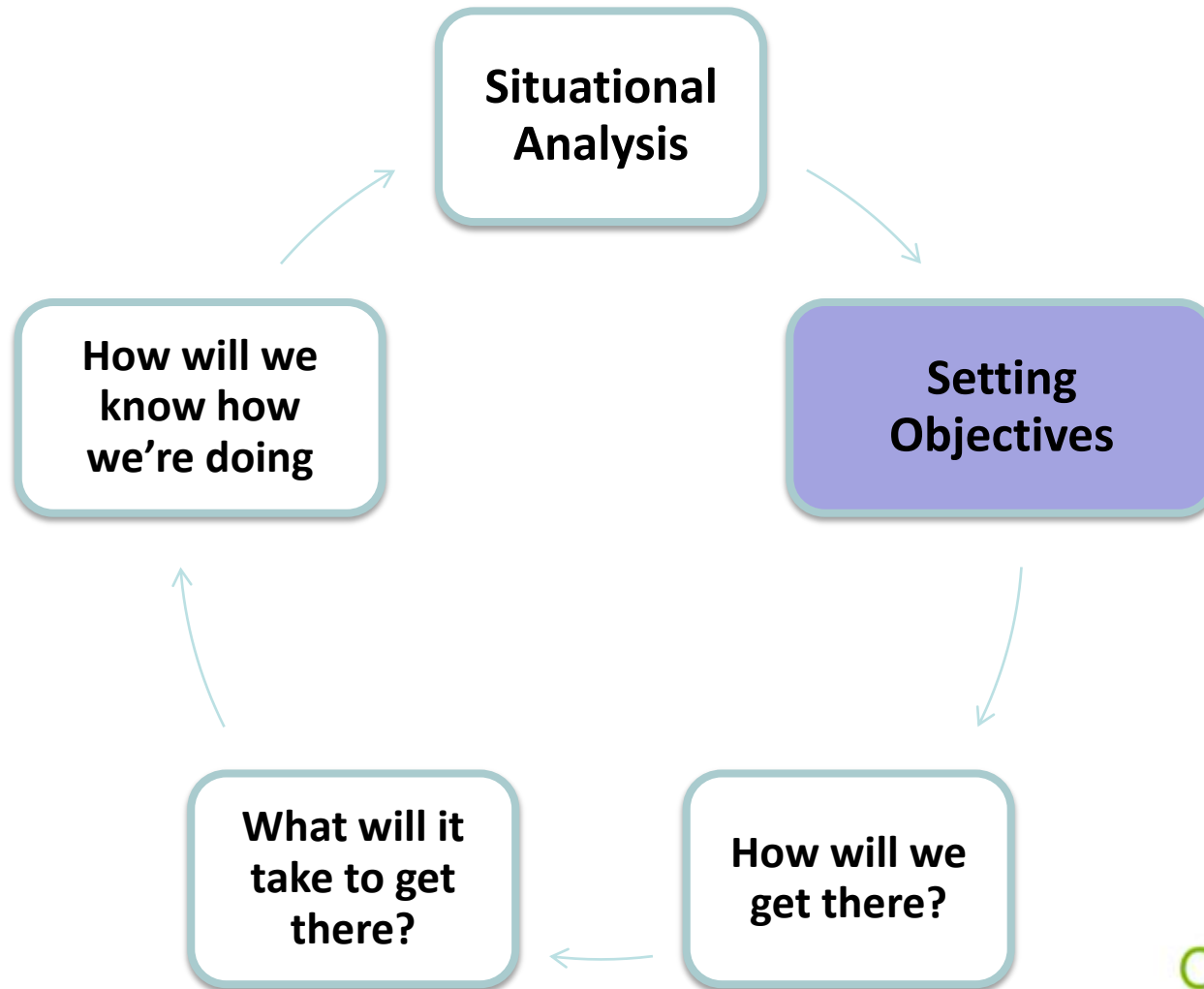
	Strengths 1 2 3 4 etc	Weaknesses 1 2 3 4 etc
Opportunities 1 2 3 4 etc	SO Strategies Use strengths to take advantage of opportunities	WO Strategies Minimise or overcome weaknesses by taking advantage of opportunities
Threats 1 2 3 4 etc	ST Strategies Use strengths to overcome, defend against or avoid threats	WT Strategies Minimise effect or impact of weaknesses and avoid threats

Group discussion

Undertaking a simple marketing audit:

- Where would you look for this information?
- What would be easy to find?
- What would be difficult?
- Who would be involved?
- Any other thoughts?

Setting SMART objectives



Feedback

- How do you set objectives at the moment?
- Who's responsible?
- How would you use your marketing audit information to inform objectives?

Setting SMART objectives

Specific: Objectives should specify what they want to achieve.

Measurable: You should be able to measure whether you are meeting the objectives or not.

Achievable: Are the objectives you set, achievable and attainable?

Realistic: Can you realistically achieve the objectives with the resources you have?

Timed: When do you want to achieve the set objectives?

Objectives should be **AGREED AND UNDERSTOOD** by your team, by the organisation, by your boss.

Feedback

Thinking about your own organisations mission for the year ahead, set three SMART marketing objectives to help achieve this mission.

- What are you trying to achieve?
- How does that fit with your overall/ strategic objectives
- How does it fit with programming, education, outreach etc?

It's fine to have a small number of broad marketing goals (ideally relating to your organisation's mission/ vision):

“young people under the age of 26 are a particular priority during the next year”

Followed by some SMART objectives :

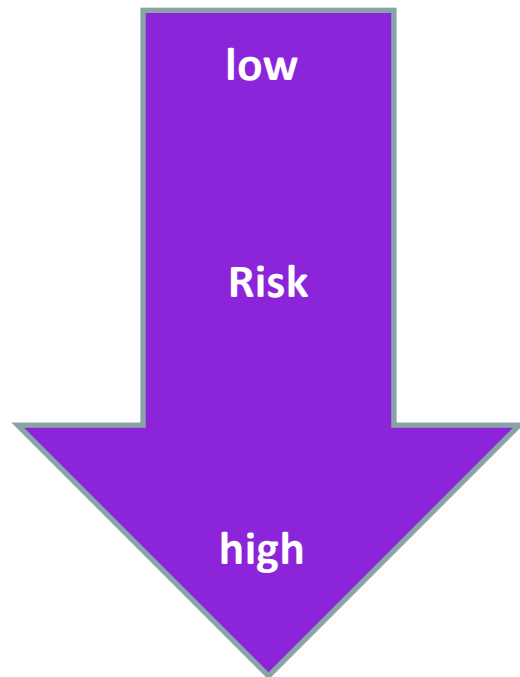
“to sell 1,500 tickets on our student discount code during the next year. An increase of 20% from last year”

Remember what you put down you will be judged on, so be realistic. It is better to over achieve than under achieve.

Ansoff Matrix – which marketing strategy?



Which strategy best describes your objectives?



Market penetration - Concentrating on existing products to existing markets.

Market development - Finding and developing new markets for existing products.

Product development - Developing new products for existing markets.

Diversification - Developing new products and new markets.

Target markets?

Working out your target market segments

- Behavioural.
 - Demographic.
 - Sociocultural.
 - Attitudinal.
 - Consumption (mass market or past bookers).
- Segments are based on the principle that groups of people behave in similar ways, so might have a similar attitude to your products and services.
 - Understanding more about them means that we can tailor our products to their needs and wants better and communicate with them in the most effective way.
 - Allows for better customer relationship marketing (CRM).

There is no right or wrong targets, but you have to be sure that there is scope in each segment before spending resources.

Resources

- It is best to have a budget agreed before undertaking marketing planning activities, everyone would like to be able to run a major outdoor campaign, but if the budget is not available you are just wasting time.

AGREE YOUR BUDGET BEFORE YOU START YOUR PLANING.

- Think about how you can work with the resources you have available (these may be human) to create effective and efficient marketing. This may mean focusing on:
 - strict target markets.
 - working in partnership.
 - digital marketing.
 - PR stunts etc...

Marketing mix

4p's

- Place
- Product
- Price
- Promotion

7p's

- People
- Process
- Physical Evidence



Place

Is about where your service / product can be consumed from (both tickets / venue).

- Box office
- Online
- Phone
- Mobile box office
- Ambassadors
- Venue (own or hired)
- Touring
- Etc...

Product

Is about what you are selling / offering.

- Shows
- Exhibitions
- Programmes
- Workshops
- Subscriptions
- memberships
- Friends schemes
- Etc...

Price

Is about how you use price to develop target markets.

- Full price
- Range of discounts
- Special offers
- Incentives to book early
- Family tickets
- Membership discounts
- packages

Promotion

Is about how you communicate with you target markets.

- Season brochures
- Leaflets
- Social networks
- Posters
- Advertising
- Direct marketing (online/ offline)
- Website
- blogs
- 'Ambassadors'

A promotional mix should be developed in relation to your target audiences, you may consider a different mix for each target.

need to:

- Identify target audiences.
- Work out what the key messages are for those audiences.
- Select the appropriate communication tool.

People

Is about staff, from the volunteers to the CEO.

- Your people and their service delivery from:
 - Front of House
 - Box Office
 - Security
 - Bar staff etc...
- Customer service levels
- Product knowledge of sales staff
- Etc...

Remember first impressions make lasting impressions.

Process

Is about how people access your service/ product/ organisation.

- How do people consume your product? (is this adding value).
- What processes do they have to go through to acquire tickets?
- What processes do they have to go through to consume your product?
- Where do they find out what's on and about parking, eating out etc...

**Remember the easier the process the happier the customer,
and the more customers you will get.**

Psychical evidence

Is about the sight of your service / product and organisation.

- Building - internal and external
- Signage – internal and external
- Seats
- Bar / Food
- Box Office
- Toilets
- Etc...

Promotional (communications) mix



Promotional (communications) mix

For your target audience(s)...

- Identify the **benefits rather than the features** of your product or offer. Examples might be:
 - To learn something new.
 - Participation – to join in with others.
 - To do something with the children.
 - To provide inspiration & new ideas.
 - To make new friends.
 - To have the chance to see world class theatre on your doorstep.
- Use some simple tools to organise your thinking – and help communicate it to others. Communication matrix could be used.
- Build in ways to monitor & evaluate.

Benefits v Features

‘If you come to the football match you will see 22 men passing a ball between them with the aim of kicking it through a goal.’

Or...

‘The atmosphere at a match is electric. Even if you’ve never been before you’ll be shouting yourself hoarse as you encourage your team to win. The crowd is always friendly and it won’t be long before you’re chanting and enjoying a beer with new friends.’

Speak in a way your audience can understand and relate to.
What they want to hear, not what you want to tell them.

Targeting new and existing audiences

Remember that the benefits of your product might be very different depending on whether you're developing a new audience or an existing one:

- **New Audiences** – priorities might be about access, friendliness, familiar 'entry points' etc...
- **Existing Audiences** – might need encouraging to visit more, try new things, discuss & debate etc...

Communication tools

Different types of communications do different jobs:

- A direct mail letter or email enables you to give lots of detail and be very persuasive.
- A poster communicates a more obvious benefit simply and effectively – a star or familiar title.

Choosing different tools for different messages and different target markets is more efficient and more effective.

Which tools currently work well for your organisation?

DRIP communication

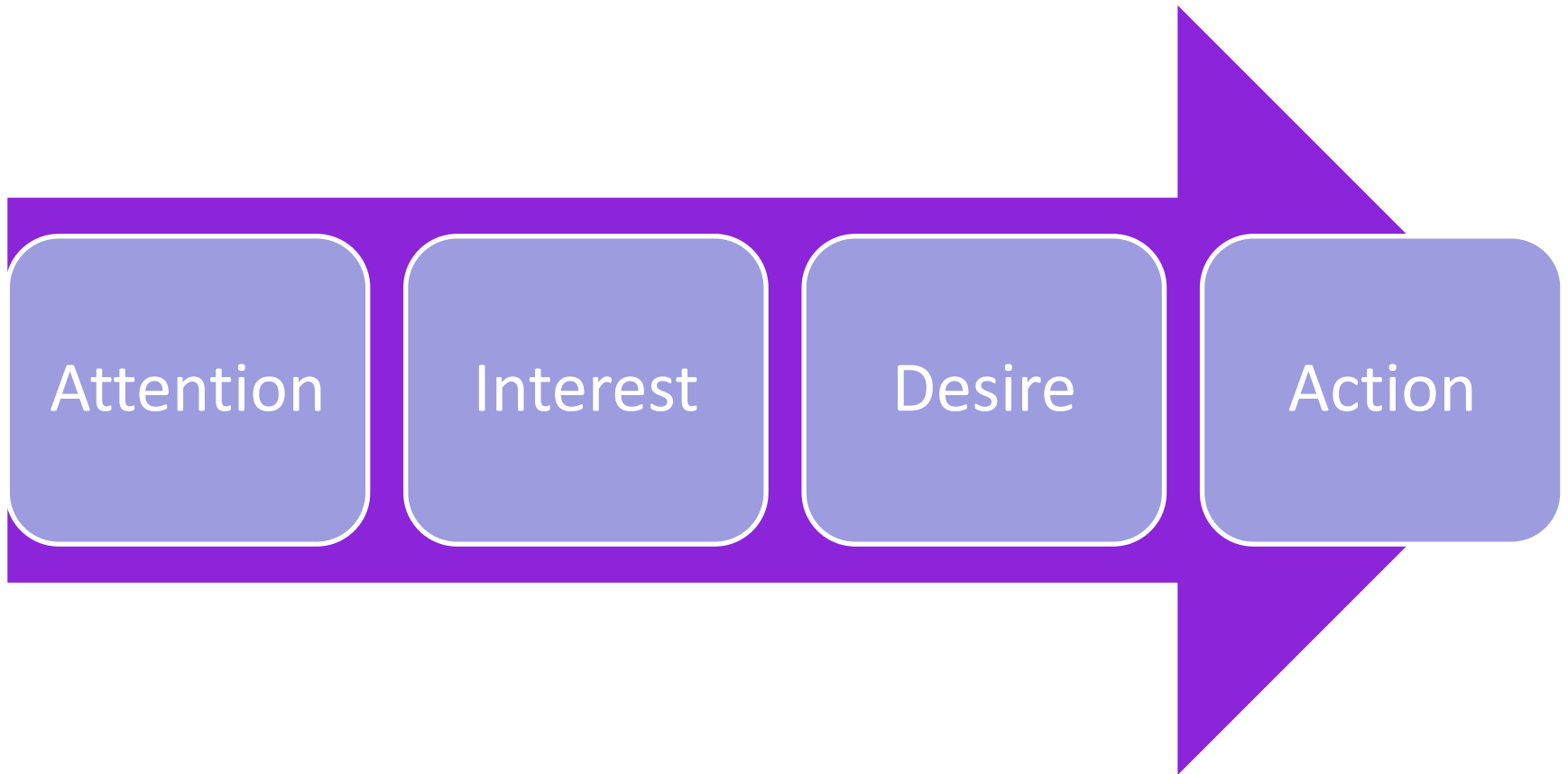
Differentiate

Remind

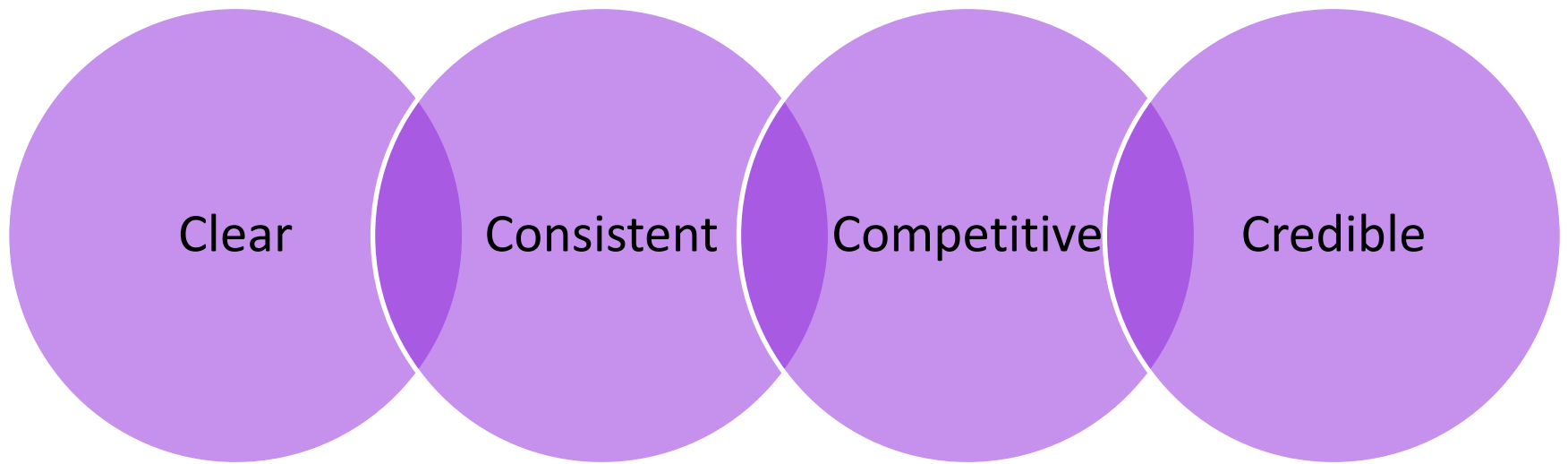
Inform

Persuade

AIDA communication



4C's of communication



Timeframe

- Create a short term (1year max) detailed timetable for your activity.
- You might want to organise this by:
 - type of activity – press/ online/ events etc...
 - target audience
 - who's responsible
 - all of the above...
- Set small milestones so you can see how you're doing and to allow changes if necessary. You should also be measuring success at these milestones.
- A GANTT chart showing timelines and responsibility (for the whole team) it a great idea for the office walls.

Monitoring and evaluation

Monitoring and evaluation must be built into your plan from the start (SMART objectives) to make it easy and effective.

- Don't overcomplicate it, no-one will read a huge report.
- Keep to simple dashboard indicators that you can re-use for other projects.
- Make sure it's information that you can collect easily.
- Don't rely on one source of information - online surveys won't tell you everything.
- Make sure the person responsible for collecting the information knows how and why.

Simple control framework: (drawn from SMART objectives)

- Objective.
- Performance standard

Simple control framework

Using your SMART objectives, drawn out the information and place it into a control grid using the headings below, these will form your dashboard of information and ensure a direct match and correlation with your initial SMART objectives. This will allow for very effective control and measurement and bring the plan full circle :

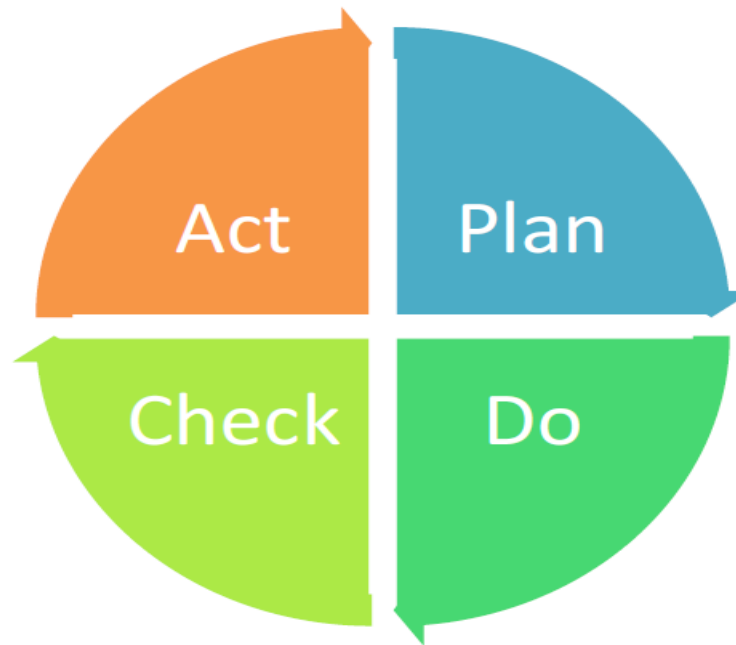
- Objective.
- Performance standard.
- Key dates.
- Personnel responsible.

PDCA cycle

Nothing is ever perfect first time round, with marketing, as with all business functions, you need to review performance and continually learn from your mistakes, with each plan your marketing will be improved and refined.

Revisions to the original plan, in order to continuously improve the marketing function should be implemented by frontline employees with full senior management support as early as possible.

Performance of marketing functions are regularly checked on formal basis by the Quality Circle and senior management. Any issues should be identified, and change needed acknowledged by all involved.



Input from frontline staff, on their experiences and what they feel would add value to the organisation and improve levels of overall quality. Input and support from senior management for plan.

Operational plan based areas of improvement and relevant functions implemented. Quality objectives, along with Key Performance Indicators are set for the team, with individual tasks set. Quality circle set up with a senior management lead to measure performance.

Questions ?