
Developing A Marketing Plan



KEY MARKETING PROJECTS

Section .1 THE SITUATION

1. SITUATION ANALYSIS

The situation analysis is the first step you take in the marketing process. You will need to undertake a detailed situation analysis in order to understand your market, its many segments/targets groups and your current place in it. That is, you review or audit:

- ✚ What you're doing now i.e. your services, programmes, etc.;
- ✚ The environment in which you operate (both external and internal environments); and
- ✚ Who's using and not using your services.

There are many questions that should be asked when analysing your current situation and they include:

1. Where are we now?

This could include review of:

- ✚ Membership levels
- ✚ Survey results (including program evaluations)
- ✚ Population (see demographics below)
- ✚ Who's using and not using our services (see demographics below)
- ✚ Services, Activities/Programs and Collections available
- ✚ Age of collections
- ✚ Current levels of funding
- ✚ Current levels of staffing
- ✚ Training levels/competency of staff
- ✚ Policies and Guidelines
- ✚ Facilities (age, appropriateness, location etc)

2. Where are we heading?

This could include:

- ✚ Membership trends e.g. growth +or -
- ✚ Population trends (see demographics below)
- ✚ Usage trending – services, programs and collections
- ✚ Age of stock trends
- ✚ Funding e.g. is capital funding keeping step with CPI?
- ✚ Training needs
- ✚ Staffing needs
- ✚ Policy and Guideline needs

✚ Infrastructure requirements

You should examine both internal and external factors that impact on, or govern your existence.

Internally you will need to determine and define the following:

- ✚ The 'Business' you are in? This may take the form of a Mission Statement (This usually states two things about your service/organisation 1) the detailed nature of your service; and 2) The market/s you do or want to serve).
- ✚ Your current marketing mix? I.e., what are the various segments that make up the whole?
- ✚ Your current performance levels (and how you are measuring them e.g. qualitative and quantitative measures)
- ✚ Your current resources e.g. funding, staff, skills (skills audit), capabilities, etc.
- ✚ Who you are competing with for resources E.g. funding.

Externally you should examine the following:

- ✚ What markets, needs and wants (demands) exist in your external environment? This can be determined through the situation analysis research you undertake. Well defined surveys more often than not will provide good insight into user **demands** or wants. **Needs** are better ascertained by gathering the following data:

Geographic: - (geographic information about your clientele).

- ✚ Where do most (say 80%) of your clients/customers come from
- ✚ Where do they work and live?

Demographic: - (Characteristics of your clientele/customers). May include:

- ✚ Education Level – Level of and type of education.
- ✚ Financial Information - Salary/Wages individually and at household level)
- ✚ Family Status – i.e. parents with children, young married couple, senior couple, sole occupants etc.
- ✚ Age
- ✚ Sex
- ✚ Ethnicity
- ✚ Occupation
- ✚ Religion

Behaviour: - (Customer/Client behaviours can provide information on the way they think)

- ✚ Rate of Usage
- ✚ Benefits sought
- ✚ Method of usage
- ✚ Frequency of usage
- ✚ Frequency of using 'paid for' services
- ✚ Reading preferences

You could also look at:

- ✚ Recreational/Leisure activities e.g. clubs, sports, hobbies etc
- ✚ Transport preferences e.g. public transport, car ownership (individual and household)

Competition:

- ✚ Who are we competing with?
- ✚ What strategies are our competitors using?
- ✚ What are the current economic conditions?

A Situation Analysis section of your Marketing Plan should include the following sections:

1. A Market Summary
2. Target Markets
3. Market Geographics
4. Market Demographics
5. Market Behaviours
6. Market Needs and Demands
7. Market Trends (this could include Industry trends)
8. Market Forecast e.g. predicted growth. This could be a chart or table.
9. Market Growth i.e. trends
10. Target Market Growth e.g. predicted growth. This could be a chart or table.

Detailed data for the above should appear as part of the plans appendices so it can be referenced when required.

2. THE S.W.O.T (Strengths, weaknesses, opportunities, and threats)

The S.W.O.T analysis is a great enabler. It enables you to:

- ✚ Link your strategies or tactics to your external environment (via your plan)
- ✚ Develop more aggressive or 'offensive' strategies (tactics) where strengths and opportunities coincide.
- ✚ Develop defensive strategies (tactics) where your weaknesses are exposed and allow advantage to your competitor/s e.g. neighbouring library services

Typically Strengths and Weaknesses are your **internal** factors while Opportunities and Threats are **external**. Your S.W.O.T analysis provides the information you need to integrate your internal environment with the external environment.

Based on your understanding of your current situation develop your S.W.O.T matrix. Your S.W.O.T. should be in point form and be as brief as possible. Combine related points to reduce your lists into simple terms.

You may also wish to undertake a 'Future' S.W.O.T. Analysis to develop a list of things that may potentially impact on your services, community, etc. in the long term.

Strengths	Weaknesses
Opportunities	Threats

3. DEVELOPING A CONCEPT PAPER

Based on the Situation Analysis so far (research) you should have a better idea of just who you are, what you do, how you do it, why you do it and what it costs you and your customers. Note that cost is not only expressed in dollars. A good example of a cost to a customer is their time. Time spent at your library is time not spent on other things. This is a value decision that they make depending on their real and perceived value of your service. Future usage decisions (the time they spend) will be based upon their value perceptions and competition from other sources, whether that be another public library service, recreational service provider or the Internet (to name just a few).

We therefore need to test our concept (you can do this globally as a service or at an individual service, activity or program level). As a reality check you should test your Concept Paper on your key stakeholders. The Concept Paper is not a final marketing document. Ideally it shouldn't exceed one to one and a half pages in length. The **key** is to arrive at the 'deliverables' your customers understand and want, and importantly for which there is a clear market. The Concept Paper outcomes should inform your mission statement.

A Concept Paper layout can be varied to suit your organisation. Here is an example Concept Paper proforma:

	Concept	Stakeholder Response
What you do / Your value proposition	<i>Customers using Service can expect the following:</i>	
How we achieve it	<i>We achieve these outcomes for our customers and community by</i>	
Who we are	<i>Our services, programs and collections have been built up over years by/through.....</i>	
Real and perceived costs	<p>Council and State Government contribute \$ XXXXXXXX made up of:</p> <p>to ensure the provision of:</p> <p>The cost of using our service/programs/collections/facilities to the customer includes, Time, Travel, Charges (which include</p>	

Section .2 THE MARKET

When introducing marketing methods, it is important to assess traditional practices with a view to increasing their inner coherence. Often, even the best results in terms of product, price, distribution and promotion are not owed to any overall logic. If they are regarded and implemented in isolation, the organisation's energy is dissipated in isolated actions that might conflict with each other.

As far as may be deduced from research literature, only a small number of libraries, most of them very large, implement global and coherent marketing strategies. In the following, procedures and activities of certain libraries are presented by way of example.

Every library is more or less well informed about its environment. By using marketing tools, libraries progress from having just subjective impressions towards an analysis allowing them a nearer approach to reality as it is. It is essential for public libraries to have knowledge of customer satisfaction. Beyond that, an evaluation using sophisticated tools, including performance indicators, is necessary. However, it must not be forgotten to include non-users in surveys, i.e. to gain information on the population as a whole. This allows establishing a profile of the needs and demands made on services.

(Thierry Giappiconi: Marketing mix as a tool to serve objectives, c2000)

1. MARKET OBJECTIVES

Determining your market objectives

Based on the above research and before proceeding to develop marketing strategies, you now need to determine your key **marketing objectives**. These objectives should provide you with your direction i.e. they point to where you want to be and what you want to achieve. It is important to note that marketing objectives and strategies should never be developed in isolation from the overall strategic direction of your Council and your library service's business plan. It is important where applicable to achieve alignment to other key organisational plans. This offers you a better chance of buy-in and in-principle support from your funding body.

To do this successfully you will need to conduct a **Gap Analysis**, the gap between where your library service is now and where you want it to be in the future. The gap analysis will assist you in developing and setting objectives that will 'bridge the gap'.

It is important to mention here the value of using well-developed user / non-user surveys. This provides current information that if used together with other data like that available from the Australian Bureau of Statistics (ABS) and the other information compiled via your situation analysis provides an excellent tool with which to develop your marketing objectives and later your strategies.

These objectives should be specific, realistic and importantly, mutually consistent.

(Polonski & Morgan, 1995)

Your objectives should represent the following clearly:

- ✚ Desired outcomes
- ✚ Solutions to any given problem or situation, and
- ✚ How you intend to exploit any opportunities.

Examples of marketing objectives include:

- ✚ To provide up-to-date relevant information to our customers/members.
- ✚ To increase our community literacy levels.
- ✚ To develop and provide relevant education programming.
- ✚ To facilitate or organise continuing education activities relevant to our public library services.
- ✚ To increase the quality and quantity of our loans.

2. SELECTION OF TARGET MARKETS (SEGMENTS)
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At this stage you will be able to identify both present and potential customers. This should be done using the following steps:

1. Undertake a detailed needs and demands/wants analysis of your existing markets. (Surveys, Focus Groups etc) for example:

Needs	Demands
Development of new CALD collection - Sudanese	Increase in branch weekend opening hours i.e. all day Saturday
Expand education program and collections to reflect issues affecting the community i.e. <ul style="list-style-type: none">• Caring for the Environment• Personal safety• Internet safety• Small Business• Retirement planning	Remote access to online databases
	More publicly available PC's for internet and word processing

2. Identify and describe any potential markets.
3. Make a decision as to what extent, and in what manner segmentation is possible.

For example if you select Youth as a market segment will you further segment into male, female; and non-English male and female?

4. Draft a forecast of potential outcomes e.g. loans, usage, etc. for your various markets.
5. Identify your target market(s)

What are your target markets?

You have limited capital and time. Your library service has a market consisting of a fairly well defined (or should be by now) group of people who may or may not use or continue to use your services, programs, collections and facilities and some potential markets/target groups.

In order to invest your time (staff time) and capital wisely, you have to narrow that broad group down into meaningful market segments.

Many potential customers or target groups may not find your services etc conveniently located (or duplicated sufficiently across your network) thus increasing their cost to access. They may use services offered by other vendors or library services that are more conveniently accessible or affordable.

3. DEVELOPMENT OF A MARKETING MIX

You will need to answer the following question based on what you have learned from your previous project work:

How do we get to where we want to go?

At this stage you will need to formulate an integrated mix of strategies based on the needs and demands of your target market(s). The marketing planning process requires a look at the library marketing mix, the 4Ps of product, place, price, & promotion. The situation analysis examines library products -- tangible goods and services such as events, programming, collections, etc. Market research determines the values and benefits of the products to your customers/users.

To achieve this you will need to both understand and describe the following:

1. Your **Product** - i.e., what you are offering – including the features and benefits (services, programs, collections, facilities etc. Note: - You will need to be able to list and understand the Products tangible and non-tangible benefits.
2. The **Price** - i.e., what price will you and your potential market have to pay to provide and/or access the service or product? The answer to this question

should be expressed in terms of: \$value - direct and indirect; time (customer & staff); perceived price / cost reductions; competition, and; demand.

3. **Place or Distribution** - i.e., the bringing together of what you are offering and the target market at 'some place and time'. (Polonski & Morgan, 1995) This is how the service, etc. is to be made available to the customer.
4. **Promotion** - i.e., How you will communicate to your target market the offering and its benefits. This may be an integrated mix of advertising / advertorial; promotional presentations; press releases; word of mouth; personal selling. etc.

The 4 Ps at a glance

- ✚ Product -- library services available to clients such as interlibrary loan, reference, children's programming, or web access.
- ✚ Price of Service -- includes direct and indirect costs to produce and deliver the product, or actual fees if any.
- ✚ Place -- considers delivery and distribution of the products and services, location of services, availability, and accessibility.
- ✚ Promotion -- how libraries let users know what products are available.

Section .3 MARKETING STRATEGY – THE PLAN

The development of an effective marketing strategy requires the specification of the marketing mix. These concepts are utilised in the for-profit sector, but a good library-marketing plan will also profit (in the most altruistic sense, of course!) by examining products offered and assessing the value of the products to the users. Market research helps determine what library users are looking for in the way of product features such as variety, quality, and design, and what benefits such as good performance, quality, reliability and durability users demand in services, systems, programs, and resources.

1. STRATEGIES, TACTICS AND ACTIONS

Once you've completed your initial Situation Analysis, tested your concepts and determined your marketing objectives you will have developed a much clearer picture of where you are now, where you are going and importantly where you should be and where you want to be going!

You should now be in a position to formulate some strategies, tactics and actions that will help take you to 'Where you want to go now'.

All marketing decisions are strategic and must take into account any competition for your customers' needs, demands and the costs to them. This is the point where you need to keep all your efforts focused and make your strategies explicit.

What are Strategies, Tactics and Actions?

Strategies are:	Tactics are:	Actions are:
Conceptual	Concrete	Measurable
General	Specific	Specific
Complex	Individual	Costed
Organic	Linear	Accountable
Interactive and systemic	Sequential	

Your marketing strategies should represent clearly to all concerned the:

- ✚ Tactics
- ✚ Actions
- ✚ Results/Outcomes (desired and actual - you may wish to include financial targets here too i.e. expected expenditure versus actual; expected revenue/income versus actual)
- ✚ Accountability
- ✚ Time-frame

- ✚ Milestones (key – must achieve points when delivering any given strategy)
- ✚ Log (any adjustments made to your planned strategy, tactics and actions etc)
- ✚ Performance Measures (you should include both qualitative and quantitative measures)

2. PLAN PREPARATION

You should now be ready to start committing your strategies, tactics and actions to paper. The Marketing Plan is simply your 'how-to-do-it' or 'how it will be done' guide to your marketing strategies, tactics and actions.

Your plan should capture all the necessary project information required to track your progress. That is as mentioned previously the strategies, tactics and actions in tandem with your performance measures, time frame, accountability, resource allocations, milestones and progress log.

Here's an example of a strategy, tactics and actions grid for inclusion in a Marketing Plan

<p>Strategy 1: Partnerships and Alliances</p>
<p>Strengthen our relationship with schools and other educational institutions</p>
<p>Tactics:</p>
<p>1. Connect with school administration/Principals</p>
<p>2. Contact and communication with teachers/lecturers</p>
<p>Actions to implement our tactics:</p>
<ul style="list-style-type: none"> • Host a library management and school principal forum (include lunch) bi-annually
<ul style="list-style-type: none"> • Host regular meetings (including morning and/or afternoon teas) for teachers with specialist library staff
<ul style="list-style-type: none"> • Seek invitations to attend any forums or meetings as appropriate at schools, TAFE and University

Here's an example of a Marketing Plan 'Plan to Action' Project Form'

Note: This could be set up as an Excel spreadsheet or in MS Project and is a great way to simply monitor the implementation of any given strategy. The following **MUST** also include your communication/promotional tactics and actions (where and when applicable).

Strategy 1		Don't forget to include communication and promotion strategies, tactics and actions where applicable		
Partnerships and alliances				
Tactics		Actions		
1. Connect with school administration /Principals		<ul style="list-style-type: none"> Host a library management and school principal's forum (include lunch) bi-annually 		
2. Contact and communication with teachers/lecturers		a) Host regular meetings (including morning and/or afternoon teas) for teachers with specialist library staff b) Seek invitations to attend any forums or meetings as appropriate at schools, TAFE and University		
Item #	Who	When	Expenditure	Revenue
1	Library Manager	April October	\$120 (incl. GST) \$120 (incl. GST)	
2 a)	Specialist Librarians	Quarterly	\$25 each	
2 b)	Library Manager	TBA	Staff time	
Item #	Adjustment Log (record any changes and why)			
1				
2 a)				
2 b)				
Item #	Results/Outcomes	Desired (incl. \$'s)	Actual (incl. \$'s)	
1				
2 a)				
2 b)				
Item #	Milestones	Start Date	End Date	Completed Y/N
1				
2 a)				
2 b)				
Quantitative Measure/s		<ul style="list-style-type: none"> # Meetings held # Meetings attended 		
Qualitative Measure/s		<ul style="list-style-type: none"> Exit survey/meeting evaluations 		

Notes:

Before stating your strategies, however, you should first describe and note your professional opinions, judgments and assumptions as they relate to your strategies, tactic and actions. You should also note any developments or environmental conditions that may need to be contended with as the plan is implemented.

Once this has been done you should state your strategies in clear specific terms with regard to the desired end result(s) you are pursuing.

"It should be noted that the longer you work in an organisation, the higher the odds you don't really understand the perceptions and assumptions of your customers or your own for that matter. It is far to easy to drift along on intuitive guesswork, when perception and assumption research can help shed some light on previously undiscovered aspects of the customers needs and motivations". (Albrecht, 1992)

3. IMPLEMENTATION

Obtaining, organising and using resources

As stated previously your marketing plan should list the resources required to implement any given strategy. Therefore, this stage will normally involve the setting of budget priorities, the allocation of staff time, liaison with suppliers, customers, etc. For holistic purposes and to improve your likelihood of success you must relate your resource planning to your internal budgeting and business planning outcomes and processes.

Section .4 MONITORING PERFORMANCE

1. CONTROL

"Control is the process of comparing expected performance with actual performance and taking corrective action where necessary."(McColl-Kennedy, 1992)

It is in the Implementation phase that most plans go wrong. This is so mainly due to poor initial planning, the failure to test an idea first, a lack of a clear allocation of responsibility and accountability, and little or no monitoring of plan feedback.

Problems also occur because Action Plans are often unclear, incomplete, inflexible, or overly ambitious. There must be allowances made within Action Plans to ensure that enough flexibility exists to allow any remedial action required to take place. A plan that locks you onto one path is the least likely to succeed.

The implementation of planned strategies should be constantly monitored to maintain 'control' over the process. This will allow constructive 'fine tuning' of the process and will, for example, help avoid poor performance or failure, provide a means of reassessing priorities and importantly, prevent wasting resources. You may wish to use a Gant chart or similar to 'chart' your progress. This provides a visual means of detecting plan blockages.

Successful control over plan implementation also relates directly to your performance measures and the quality of your analysis.

When undertaking your marketing plan keep the following quotes in mind:

"Success is never final" (J.W.Marriott, Sr.)

"Before enlightenment chop wood, carry water – After enlightenment chop wood, carry water" (Zen Buddhist saying)

Section .5 COMMUNICATION

A Communication Strategy is just as important as your budget, your personnel and your output planning. It should be done at the same time you plan all these other steps to a successful project.

It is not something done as an after thought.

WHY BOTHER?

- ✚ Because in the long run, it saves time, it saves aggravation and it lets you get on with providing the best service you can.
- ✚ Because this planning allows for the rest of your organisation to design their communication strategies to compliment your project announcements.

How often have we planned a project down to the last cent, the last paper clip and the last staff-hour only to have forgotten to tell the very people who will benefit from all that work.

You then spend hours, even weeks, fighting "bushfires" because those same people feel they weren't informed or consulted and your project doesn't get the positive reception it deserved.

One of the major criticisms made of government organisations is that the left hand doesn't know what the right hand is doing. To some extent this is understandable in any organisation that delivers a wide range of disparate services, but strenuous efforts should be made to co-ordinate the flow and presentation of information to the public.

If the news is good, too often one arm of the organisation will be competing with the other for that scarce commodity known as media coverage. If there is bad news about, the good will be completely swamped by the awful. Better to delay the release of a "feel good" story and ensure a more favorable response.

What follows is a blueprint for staff to use to develop communication strategies for any project and it will be of particular value when implementing your marketing strategies. It will give you a framework for developing a specialised raft of communication outputs for your project.

Done well, it will help you predict the trouble spots so you can plan for them before they overtake you, and it will maximise the good news about the excellent service offered by the people who work for your organisation.

WHAT DO YOU NEED TO DO?

- You will need to identify the basic communication necessities usually expressed as: -
WHAT? WHY? WHEN? HOW? WHO?
- Make sure you have these outputs expressed clearly and precisely as they are your building blocks.
- Next, decide on the time frame for the significant outputs through the life of the project and enter them into your **Communication Matrix**.

OUTPUT	<i>Change of Opening hours</i>					
TIMEFRAME	<i>End Nov, 2006</i>					
Audience	Message	Medium	Timing	Staff	Budget	Performance Measures
	Primary:					
Residents	Improved service on the way!	City newspaper editorial	November	RH, ZZ, BB	\$0.00	Editorial achieved

Identify the positives and potential negatives of the project and enter them in your **Facts Matrix** i.e.:

What?	
Why?	
When?	
How?	
Who?	

List the areas most likely to cause debate or conflict and those most likely to be popular.

The staff involved, will be best placed to know those areas of concern and can plan accordingly with a little help.

Depending upon the nature of the project some or all outputs will need planning as to the best strategy for communicating your goals and outputs.

If, for example your project requires changing the service delivery mechanism in a localised area, it is odds on that there will be a group of residents who will want information about every aspect of the changes under discussion.

YOUR AUDIENCE

The rule of thumb here is think as broadly as possible - cover as many groups and sub-groups as possible. You can always delete the least problematic later, but at least you wont have missed that very vocal pensioner group whose chairperson lives next door to your Boss!

Here is a list of **target groupings** that may need to be considered. It is not exhaustive and you will have other target audiences that are specific to your strategies and should be added to your planning.

Individuals

- | | |
|------------|-------------|
| ✚ Women | ✚ Disabled |
| ✚ Singles | ✚ Owners |
| ✚ Youth | ✚ Renters |
| ✚ Men | ✚ Household |
| ✚ Families | ✚ Homeless |
| ✚ Children | ✚ Business |
| ✚ CALD | ✚ Aged |

Organisations – Educational & Professional

- | | |
|-----------------|---------------------------|
| ✚ Schools | ✚ Service Organisations |
| ✚ Pre-schools | ✚ Residents Groups |
| ✚ Tertiary | ✚ Special Interest Groups |
| ✚ Special Needs | ✚ Community Groups |

Community Facilities

- | | |
|---------------------------|---------------------|
| ✚ Libraries | ✚ Community Centres |
| ✚ Sporting and recreation | ✚ Cultural Venues |

✚ Childcare Centres



Council

✚ General Managers
✚ Directors
✚ Managers / Department Heads
✚ Mayors/Lord Mayors

✚ Councillors
✚ Committees
✚ Staff

State & Federal Government

✚ Minister
✚ Committees
✚ State Library

✚ Department
✚ Officials
✚

Media (Press, Radio, Web & Television)

✚ Local
✚ Metropolitan

✚ National
✚

Remember individual journalists can cover news, features, and photographic, industrial, local government and specialist areas such as urban design and may require information i.e. the Media Release.

THE MESSAGE

When you frame a message you will need to think of not only what you want to tell your various audiences, but also how you will say it.

It's not what you want to say, it is what they can hear.

Whenever you frame a message it is imperative that you first ask, who is the audience.

Your message should be tailored in language that the particular audience is most able to understand. It is an exercise in futility, or worse, alienation, if you do not use the most appropriate communication tools.

When in doubt pitch your language at the level of a bright 10 year old child who will be translating your newsletter for her parents who do not read English.

Many Managers have gone down the slippery path of being too technical, verbose or esoteric because they were keen to impress upon an audience their own brilliance, rather than get the real message across.

This does not mean that you systematically underestimate your audience, but that you do your homework and keep your ego out of the process.

As to what you are trying to tell your audiences, there are several things to keep in mind.

- ✚ You may have more than one message for the same audience.
- ✚ Your message may change over the course of your plan implementation or project.
- ✚ It is a good idea to stick as close as possible to the facts!

Try to get your message down to a sentence and make it colloquial and clear. This is known in the business as a "grab".

No matter what mechanism you will be using to disseminate your message, being able to encapsulate the information in a concise, unambiguous and pithy line will help your audience grasp the basics quickly.

Depending on the mechanism, you will then have time to expound upon the details or add additional information, but your fundamental tenet will be remembered.

If you feel you need some help with this, you can employ a much used method of constructing a grab called MBE - message, because, explanation.

Example

Message:

- ✚ Tendering out the supply, processing and cataloguing of our collections is in everyone's interest

Because:

(This is a really powerful word we learnt in childhood and *its' effect is much more significant than the definition of the word*).

- ✚ Books and other materials will reach or shelves more quickly and free up cataloguing and processing staff time to provide more front-of-house library services and programmes.

Explanation:

- ✚ Economies of scale via partnership with an approved panel of suppliers will provide our community with better services for their rate dollar. It will also ensure that new release materials reach our shelves on or before their official release date via bookshops; and that our staff provide up to date profiles that detail our collection needs and monitor them and our supply more effectively and efficiently.

Now, timing as they say is everything, so remember *whoever gets in first, sets the Agenda*.

After the first statement is made, everyone else has to, in some degree or other, respond to the "facts" that already lie on the table.

It is imperative that you are timely in beginning the communications process, because by and large, what you don't tell "them", "they" will make up if you leave "them" too much time.

A word about negative campaigns:

- ✚ It takes 5 pieces of alternative information to change a person's mind after they form a negative view.

This information can work for or against. You can choose to play on the negative message tightrope. In the past Government at all levels, have been reluctant to venture down this path. It is not a strategy to be undertaken lightly, but it does have a place in your communications armory.

THE MEDIUM

What medium you choose will be dictated by:

- ✚ Your audience
- ✚ Your timeframe
- ✚ Your budget

While it is essential that you get your message out on the mainstream information channels, try to find an angle that is creative and informative and makes your message stand out from the rest.

Example

As far as the media goes make their lives as easy as possible Always provide press kits with quotes, background information, charts, diagrams, photos etc.

Any journalist running late will be grateful for you making their job just that bit easier and might just use your info verbatim.

Think about a useful gift such as a computer mat with your project's hours of operation, personnel, phone numbers etc.

This way, they will be reminded daily of the great job you do and know who to call when they need a "feel good" story.

Now match your message and your medium to your audiences. Many of your audiences will be able to be serviced by the same medium so you can now start to streamline your planning.

These are just some of the possibilities for getting your message across, the reasons you may choose to use them and their strengths and weaknesses:

Medium	Reason to Use	Strengths	Weaknesses
Television	<ul style="list-style-type: none"> • Raise Awareness • Launch new service, program or collection • Encourage Use • Broad Coverage 	<ul style="list-style-type: none"> • High Impact • Builds your reach • Coverage • Creativity 	<ul style="list-style-type: none"> • High Costs • Lack of target audience selectivity • Clutter • Limited viewer attention
Radio	<ul style="list-style-type: none"> • Build localised awareness • Component of integrated campaign 	<ul style="list-style-type: none"> • Targeted – geographically by market segment • Builds frequency • Cost efficient vs. TV • Short lead time • Intimacy 	<ul style="list-style-type: none"> • Audience attention • Lack of production flexibility • Low impact
Outdoor & Transit	<ul style="list-style-type: none"> • Build Awareness • Support wider campaign 	<ul style="list-style-type: none"> • Targeted – geographically • Cost efficient • Unique creative format • Tie message to audience situation 	<ul style="list-style-type: none"> • Limited site selection • Fleeting message • Potential audience boredom • Image control (graffiti)
Direct Mail	<ul style="list-style-type: none"> • Call to action • Measurable response • Launch new service, special event etc 	<ul style="list-style-type: none"> • Measurable • Personalised (when done well!!) • Targeted • Immediacy 	<ul style="list-style-type: none"> • 'Junk Mail' perceptions • Limited reach • Mailing list accuracy • Costly
Press Release	<ul style="list-style-type: none"> • Builds awareness • Demonstrates leadership • Portray authority • Create word of mouth • Launch new service etc 	<ul style="list-style-type: none"> • Credibility • Information as 'News' • Reach specific audience • Very cost effective 	<ul style="list-style-type: none"> • Control of message post release • Can be time consuming
Newspaper Advertising	<ul style="list-style-type: none"> • Promotions • Support other messages • Tap into timely information e.g. weather, sporting results • When you have 'real news' to communicate 	<ul style="list-style-type: none"> • Short lead time • Targeted geographically and by interest • Lower cost than other advertising • Trusted source of information 	<ul style="list-style-type: none"> • Creative limitations • Clutter • Reproduction quality • Short life span • Compete with real news
Web Site	<ul style="list-style-type: none"> • Convey large amounts of information • Build database • Demonstrate 	<ul style="list-style-type: none"> • Flexible • Large amounts of information • Creative opportunities • Feedback mechanisms • Interactive 	<ul style="list-style-type: none"> • Attracting audience • Holding interest • Regular updating required • Technology conflicts
Press Conference	<ul style="list-style-type: none"> • Announcements/launches • Only when you have "news" • Build Trust 	<ul style="list-style-type: none"> • High credibility • High drama • Provides opportunity to respond and expand 	<ul style="list-style-type: none"> • Editorial control • Hard to generate interest • Vulnerable to circumstances – no guarantee of media attendance
Sponsorship / Partnership	<ul style="list-style-type: none"> • Create awareness • Raise internal motivation • Build credibility 	<ul style="list-style-type: none"> • Positive association • Targeted • 'Feel good' factor • Can be used to build relationships 	<ul style="list-style-type: none"> • Cost • Control of message • Linked to fate of personality, cause or event
Survey	<ul style="list-style-type: none"> • Generate editorial coverage • Position as leader • Build authority 	<ul style="list-style-type: none"> • Cost effective • Short lead time • High impact • Multiple uses • Very likely to generate 	<ul style="list-style-type: none"> • Results may not support desired positioning (but you can almost always find something)

		editorial coverage	newsworthy to say)
Interview/article	<ul style="list-style-type: none"> Opinion Leadership 	<ul style="list-style-type: none"> Very low cost Short lead time Editorial coverage far more widely read than advertising (at least 3 times) 	<ul style="list-style-type: none"> Editorial control Vulnerable to bigger news taking available space
Photo Opportunity	<ul style="list-style-type: none"> Create awareness Excitement 	<ul style="list-style-type: none"> Memorable Cost effective Can generate further publicity and word of mouth 	<ul style="list-style-type: none"> Reach Potential for bad publicity Can be complex to execute
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TIMING

Now you know what you need to do, check your resources and allocate the people, time and money to make it happen.

Do you have enough money to do this properly; is there staff available, have you got the timeframe right? These are all questions for you to manage.

If you don't have sufficient funds in your marketing budget before you start implementing your strategies you'll probably find it very embarrassing to start asking for it when your customers start complaining.

Plan for it. If it's knocked back, at least you tried, and if it's suddenly needed, you already have the basics planned.

Remember - If you act as if it matters, and it doesn't matter... it doesn't matter
 But, if you act as if it doesn't matter, and it does matter... it does matter!

MEASURING YOUR PERFORMANCE

Performance measures in communication theory are notoriously difficult to get right, as so much of the process is qualitative. It is however worth trying and can be done by analysing the following:

Mechanism

You can elicit information from your various audiences as to whether they physically received your communication and if so, whether they read it, played it, understood it or whatever.

You will need to identify the most appropriate way to do this such as telephone interviews or selected questionnaire, use of focus groups etc.

Message

This is a bit more difficult as it is not always easy to frame questions that are not biased. This is not necessarily a bad thing if your primary outcome is not a research perfect inquiry.

For example, you might ask participants in a focus group the following:

Q “Did you know that the library has introduced new weekend opening hours to give our customers greater access to our services?”

This research allows you to give information as well as get feedback on the implementation of any given strategy and how well you’ve communicated and promoted it to date, so it has real value as a communication tool.

Media

The media is a whole different ball game. You can’t guarantee media coverage no matter how fabulous your event (Murphy’s law may prevail)

You can measure:

- ✚ Your timeliness in getting information out to the media
- ✚ The range of outlets covered
- ✚ The number of times the media contacts you or your staff etc.

You would be foolhardy to only measure column inches or broadcast time because it doesn’t tell you what’s been said. This is a specialist area and you may wish to seek help from your Council’s media department as they will be grappling with this problem on a daily basis and may have come up with some creative solutions.

Notes

A Marketing Plan may include:

- ✚ A Future Direction Statement (Vision and Mission statements)
- ✚ Executive Summary
- ✚ Situation Analysis including a demographic analysis (current and trends)
- ✚ Strategic Areas (Coverage):
 - ✚ Technology;
 - ✚ Systems (Processes/Policies);
 - ✚ Staff (Human Resources);
 - ✚ Professional Development Program
- ✚ Customers (Target Groups – internal and external);
- ✚ Consultation / Research (methodologies etc.)
- ✚ Services (current, planned and potential);
- ✚ Products;
- ✚ Infrastructure;
- ✚ Training & Professional Development
- ✚ Succession Planning
- ✚ Resource requirements and sources
- ✚ Responsibility statements
- ✚ Performance Measures & Indicators
- ✚ Achievable time-frames
- ✚ Feedback and Review mechanisms
- ✚ A Service Charter

The Marketing Plan can then be used to produce annual action/business plans and individual or teamwork plans.

Leadership – the fundamentals of success

1. Understanding our environment (Situation Analysis): Study markets, look for unsatisfied demands and assess how to position the costs and quality of our products or services successfully.
2. Vision & Mission (Where we are going): Understanding what services we can best provide as well as the future we want to create.
3. Action Planning: Strategies to bridge the gap between where we are now and where we would like to be.

Critical Success Tips:

- ✚ Keep staff happy and involved in our future direction.
- ✚ Create a culture of participation, enthusiasm, innovation and advancement through performance (1 & 2 above can't be achieved without participation).

- ✚ Empower staff – this allows for the generation of fresh ideas.
- ✚ Encourage staff to network internally and externally to make maximum use of available knowledge.
- ✚ Encourage and understand our diversity including gender, the unique personalities of people and the differences in how we think and work. Diversity has enormous potential to enhance the creativity of the team.
- ✚ Learn. Only a culture combined with the ability of the organisation to learn will provide an enduring source of strength. “..the one sustainable competitive edge an organisation can have is its ability to learn.” (Peter Senge – The Fifth Discipline)
- ✚ Feedback and Support should be given to encourage the sharing of information and responsibility for decision-making.
- ✚ Knowledge and commitment are the key to high-level performance.

(Summarised from: Good Leaders Learn by Ben Mill)

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