



You need a marketing plan?

Part 1: LAYING THE FOUNDATIONS FOR YOUR MARKETING PLAN

To enable you to develop a marketing plan, it is important to understand your business/organisation by conducting a detailed analysis. The following outlines this process and will lay the foundation for a successful marketing plan:

1. Research
2. Analysis
3. Setting objectives and goals
4. Measuring and monitoring your goals
5. Checklist

1. Research – Where are you now?

You need to determine your current situation by analysing the *internal* and *external* environments in which you operate.

The internal environment –

Two effective tools to look objectively at your organisation/business include a *SWOTIN analysis* and a *facilities audit*

SWOTIN Analysis – applied to your business or group

- Strengths e.g. strong community support
- Weaknesses e.g. ageing volunteers
- Opportunities e.g. ability to offer programs during event
- Threats e.g. venue equipment is becoming obsolete

The following headings will summarise some of the information raised in your SWOT:

- Issues e.g. fewer grant programs available, rising fuel prices/ interest rates
- Needs e.g. a secure budget for longer-term planning, more volunteers

EXAMPLE:

STRENGTHS <ul style="list-style-type: none"> • Strong local membership • Current executive are effective • Operating in the black 	WEAKNESSES <ul style="list-style-type: none"> • Lack of support outside local area (regional memberships) • Ageing membership • Lack of interest in executive positions 	ISSUES <ul style="list-style-type: none"> • Strong interest in sports in town – competing interests • Increased cost of living (fuel/interest rates) – less to spend on arts activities (non-essentials)
OPPORTUNITIES <ul style="list-style-type: none"> • Student memberships (to encourage younger members) • Access funding/grants 	THREATS <ul style="list-style-type: none"> • Increased public liability costs • Lack of leadership • Increased cost of activities for members 	NEEDS <ul style="list-style-type: none"> • Growing membership – younger members • More funding • Training – leadership (governance) etc., grant writing

Under each heading write down points that affect your business or group.

Facilities audit - A facilities audit covers premises, products and services, visitor data, personnel, promotions, financial position, uniqueness of organisation/event

The external environment

An effective technique to assist you in understanding your external environment is conducting a PEST analysis and knowing who your competitors are:

PEST Analysis

Political environment	e.g. increase cost in public liability insurance
Economic environment	e.g. fuel prices and the impact that has on your target audience
Social environment	e.g. changing trends that influence people's decision
Technological environment	e.g. impact the internet and email has in communication delivery

Competition Analysis – simply know who your competitors are and understand how their event/group affects your objectives.

2. Analysis – What does the research show you about where you want to be?

Once you have a good picture of where you are now, you need to analyse what this means for where you want to be – use the SWOTIN tool to find gaps, missed opportunities, and determine what your strengths are in order to capitalise on them. Apply it to different scenarios eg. How do we compare to other jazz festivals? Or, how are we positioned to increase attendances to our exhibitions over the next two years? You need to have done your research before you will be in a good position to answer these questions.

3. Setting objectives and goals – Where do you want to be?

You are now in a good position to determine what your *business or group goals* will be for the short-term and the longer-term.

a. What is your mission?	Keep it simple, truthful and realistic about your purpose
b. What is your objective/s?	Keep it simple e.g. to sell art
c. What are your goals?	Goals are targets that can be measured and monitored to let you know if you're achieving your objectives e.g. to sell 50% of artwork in group exhibition over 4 weeks

Now, you can work on your *marketing goals*, which should meet your business objectives.

a. What is your objective/s?	Let it reflect your business objective. e.g. To increase the profile of contemporary visual artists outside the Orana region.
b. What is your goal/s?	Make them measurable e.g. To secure and realise exhibition opportunities for regional artists in metropolitan exhibition spaces at <i>a rate of one major solo and one group show every year for the next four years</i>

4. Measure and monitor your goals – some examples

Examples of measuring and monitoring your performance in achieving your goals include:

- Set timeframes within which you aim to achieve something;
- Put numbers to what it is you are trying to achieve eg. double attendance, increase participation rates by 25% etc.
- Monitor your activities in view of measuring what it was you set out to achieve eg. gather press clippings for your event and compare the media coverage you had the year before – you can look at that in relation to any changes in attendance numbers you may have noticed.
- Survey participants and attendees to events or activities – gather postcodes (if it is important to know if they are local or from outside the region); find out where they heard about the

event? Gauge levels of satisfaction and/or indications of repeat attendance...work out what is important information for you to have and build your measuring and monitoring systems around that.

- If you are not getting the information you need to evaluate whether or not you are achieving your marketing goals – look at how you are asking for the information.

5. Checklist

- Research: the internal environment – SWOTIN analysis, facilities audit
- Research: the external environment – PEST, competition
- Analysis: What does the research show you about where you want to be?
- Business or group objectives and goals (including mission statement)
- Marketing objectives and goals – Do they reflect the business/group objectives/goals – Can they be measured?
- Measuring and monitoring systems have been planned

For more information on how to develop a marketing plan refer to the fact sheets on *Target audiences and how to reach them* and *Putting your marketing plan on paper* located at oranaarts.com under Resources. A range of media fact sheets are also available.

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