

# Curious in a Crisis CPDL: A Beginner's Guide to Marketing Strategies

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with Dan Jarvis

## About me



The Lowry

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Green Carnation Company

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Centre for Chinese Contemporary Art (CFCCA)

Marketing & Sales Coordinator 2014-2016

## What is 'Marketing'?

**Definition 1:** Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (*American Marketing Association Approved 2017*)

**Definition 2:** At its basic level, art marketing is a systematized process of creating awareness and interest for an artist or artwork that leads to a desire to engage the artist, gallery, or company, to own its products, use its services, or all of the above. Businesses, large and small, use marketing to communicate their offerings, promote their brands, identify new prospects, and strengthen bonds with existing customers. (*Art Marketing News*).

## What is 'Marketing'?

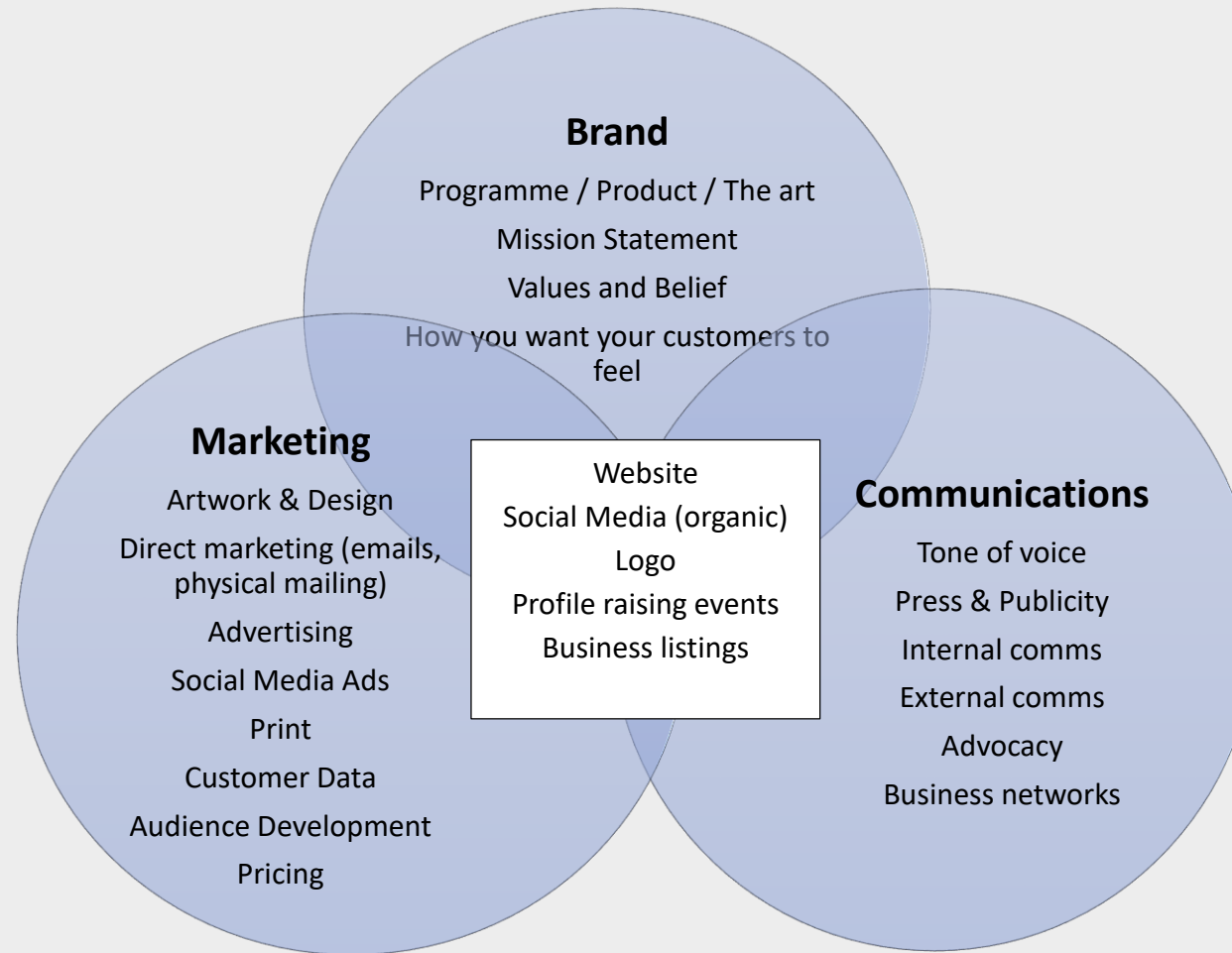
**Definition 3:** Marketing is how you tell people what it is you have to offer, and how you prove that your offer is going to benefit them: either through fulfilling a need, or solving a problem. (*Dan Jarvis' brain 2020*)

# What about Communications and Brand? Are they Marketing?

Yes and no.

- **BRAND:** Your reason for being. Your core values.
- **COMMUNICATION:** How you talk about yourself and how do you talk to others.
- **MARKETING:** How you promote the right offer to the right people with the goal that they will engage with it (and hopefully buy it).

# A Beginner's Guide to Marketing Strategy



## Do I need to be a marketing expert to be successful in my business?

Absolutely not.

It depends on the size, capacity and scale of your business and what your goals and expectations are.

# Eight steps to create your own Marketing Strategy



## Eight steps to create your own Marketing Strategy

1. What is your USP?
2. Who are your target audiences?
3. What are your goals?
4. What are your target audience's needs and how can you meet them?
5. What tools can you use to reach your target audience?
6. How can you attract your target audience's attention?
7. What's your time frame?
8. Is it working?

## Step 1: What is your USP

*USP = Unique Selling Point*

What do you offer and what makes you stand out?

Keep it concise and easy to understand.

Do some Market research: What do your peers & existing customers think you offer? What are your peers & competitors offering?

## STEP 1: TONI (CASE STUDY)



- Toni runs a Theatre in Education (TIE) Company
- However there are lots of TIE companies – how does Toni stand out?
- Toni's USP is that she specialises in adapting Greek Theatre for Primary and Secondary School ages, covering both history and drama syllabuses. Her business is small and versatile so she can deliver performances and workshops in school settings, non-traditional venues and digitally.

## Step 2: Who are your audiences? *AKA 'Segmentation'*

Who are your existing audiences and who do you want to attract?

There are many ways you can break down existing and potential audiences:

- Demographics (age, gender)
- Location
- Individual customers vs. businesses
- Frequency & recency (how much and how recent they engage with you)
- Interests and behaviour
- What other similar audiences are out there

## Step 2: Who are your audiences? *AKA 'Segmentation'*

Look at the information on your existing customers:

- Booking data
- Surveys to previous bookers, or shared through social media
- Digital analytics through Google (for websites) and social media
- Anecdotal feedback and evidence

But also consider what new audiences you want to target.



## STEP 2: TONI (CASE STUDY)

Toni has looked at who she works with and defined three key target audiences – her core audience, an audience with potential to improve and a new audience she would like to grow.

- Primary Schools studying Ancient Greece (most successful)
- Secondary School GCSE drama students (Some success but could do better)
- Families in rural areas (A new audience but after some research from existing customers and online surveys she thinks this may be a great opportunity to bring in an additional income stream)

She can also segment further by existing customers, recommendations & new.

## Step 2: Who are your audiences? *AKA 'Segmentation'*

Further tips and tools for segmenting audiences:

- Create personas for each of your target audiences to help you step into their shoes (like I have with Toni!)
- Use existing cultural segmentation tools such as:  
Audience Finder ([audiencefinder.org](https://audiencefinder.org))  
Culture Segments ([mhminsight.com/culture-segments](https://mhminsight.com/culture-segments))

## Step 3: What are your goals? *(and are they realistic)*

Create SMART goals that help you get you to where you want to be.

- Specific
- Measurable
- Achievable
- Relevant
- Timeframe





## STEP 3: TONI (CASE STUDY)



- To get bookings with three new secondary schools during the Autumn term.



- To gain 5 star national reviews (not achievable or relevant)



- To successfully engage with secondary schools (nor specific or measurable)

## Step 4: What are your target audiences' needs? *And how can you meet them?*

Use the Marketing Mix (aka the 4 Ps – or the 4 Cs) to identify their needs and what are the most relevant benefits for them.

- **Product (Choice)** – what are your customer's needs and how can you meet them?
- **Price (Cost)** – What does it cost your customer (the whole experience)
- **Place (Convenience)** – How available and accessible is your offer?
- **Promotion (Communication)** – How do you communicate with your customer.



## STEP 4: TONI (CASE STUDY)

### **Primary Schools studying Ancient Greece**

Product: Teachers looking for engaging ways to teach pupils about Ancient Greece, but it's logistically difficult to take year groups out of school. Therefore Toni can offer an In-school performance and workshop package

Price: School budgets increasingly tight so looking for value for money. This combo package of performance plus workshop fulfils two objectives, plus there are no additional costs such as bus hire, parking or additional staff/chaperone time.

Place: Logistically difficult to take children out of school and hard to justify losing a full day's education, so Toni's in-school package requires minimal organisation from the teacher.

Promotion: Teachers are often overworked and time-poor. They don't have time to browse and research so are looking for guaranteed quality and ease of booking. Recommendation is important as well as directly reaching out in a clear, concise way.



## STEP 4: TONI (CASE STUDY)

### **Secondary Schools studying Drama**

Product: GCSE & A Level drama teachers need to teach Greek Theatre as part of the core syllabus, including performance analysis. Toni can perform her Greek plays at a local theatre, and provide all schools that book with a digital resource toolkit that specifically refers to points on the syllabus

Price: Organising school trips can have additional costs such as transport and parking. However theatres can accommodate multiple schools so Toni can keep her per student ticket cost low. The digital pack gives added value and doesn't require the same time and investment from Toni as delivering a workshop so she can keep costs attractively low.

Place: Teachers struggle to take students away from other subject lessons, so Toni can offer evening performances in local venues. The digital resource pack can then be taken back to the school and form an in-school lesson plan.

Promotion: Time-poor teachers need to teach specific syllabus modules and assess specific criteria. Toni should concisely and explicitly show how she can help the teachers achieve their course goals and increase students' chances of success.



## STEP 4: TONI (CASE STUDY)

### Families in Rural Areas

Product: Families in rural areas looking for educational and fun way to entertain children during the half term. Toni can put on half day performance and activity sessions within different rural communities.

Price: Families are looking for cost-effective ways to entertain children without feeling they are being unfairly charged as parents. Toni can alter her pricing structure so that parents actually pay less than their children, or can offer family tickets.

Place: As rural communities are less likely to be near to venues, Toni's versatile model means she can take her performances to communities. She can also tailor these sessions for the school holidays, when she isn't able to engage her regular schools audience anyway. As advance planning can be difficult with young families, Toni should appeal to last minute decision makers.

Promotion: Families want reassurance that activities are age appropriate and a high-quality experience their children will enjoy and be excited about. Toni should focus on the storytelling and fun activities, promoting the family tickets and half-term activity message.

## Step 5: What tools should you use to reach your target audience?

First get your base right – this is most often your website but can increasingly take the form of a social media profile or Google business listing.

Look at your base from customer perspective – how easy is it to find what you need and does it work on mobile?

- What does your business offer (what is your USP)
- Where are you based
- How do people get in touch
- Content (more on this later)

## \*PLUG KLAXON\*

To understand the tips and basics to setting up your website, optimising it for search engines, digital advertising, social media and analytics I would strongly recommend **Google Digital Garage: Fundamentals of Digital Marketing** Course.

It's free and you get a certificate!

## Step 5: What tools should you use?

How do you choose?

- Print distribution (brochures, posters, flyers)
- Social Media (organic)
- Website
- Search Engine Optimisation
- Google ads: Search engine ads / display ads
- Social media ads (targeted)
- Outdoor advertising (bus stops, digital screens, billboards)
- Networking (business to business)
- Profile Events (open days, fairs)
- Gatekeepers (local councils, industry leaders)
- Business listings
- Event listings & Partner websites
- Press & PR
- Discounts and offers
- Direct marketing: Emails / phone calls / physical mailing (but make sure you're GDPR compliant!)
- Word of Mouth
- Ambassadors/Stakeholders (Recommendation)
- Influencers





## Step 5: What tools should you use? (TONI: CASE STUDY)

### Comms / Audience Matrix

	TARGET AUDIENCES		
COMMS CHANNEL	Primary Schools	Secondary Schools	Rural Families
Facebook ads			X
Direct mail to past bookers	X	X	
Profile raising event (local venue open day)	X	X	X
Referral Discount	X	X	
Family Event Listing (Go See This)			X

## Step 5: What tools should you use?

As well as audiences, also consider resources:

- Time
- Money
- People & Skills

Be versatile, don't put all your eggs on one basket and be able to change tactic if things don't go to plan.

Approx. 10% guideline – 10% of business resources and budget dedicated to marketing

## Step 6: How can you attract your target audience's attention?

1. Make your marketing messages relevant to target audience, highlighting benefits relevant to them.
2. Content Marketing: Digital material designed to generate interest and engage online audiences. Not about the hard sell but helping people become familiar with your brand and values through engaging with content that interests them.

Photos

Testimonials

Video tutorials

Video footage & Trailers

Creative artwork & illustration

Statistics & infographics

Blogs

Video interviews



## STEP 6: TONI (CASE STUDY)

- Animated testimonials from schools Toni has worked with before
- Photos and video footage (with GDPR permission!) of Toni's company delivering workshops with children
- A sample from Toni's secondary school digital resource pack, giving a flavour of what teachers can expect.
- An A-Z blog of fun facts about Greek Theatre

## Step 7: What is your timeframe?

There is no definite timescale for a marketing campaign, but always consider how much time your audience needs to make a decision, and the amount of time it takes to produce marketing content.

Always remember the 4 stages of marketing, and don't try and skip to the 4<sup>th</sup> stage

1. Awareness – get customers to notice you
2. Information – tell them the information they need to know
3. Desire – make them feel they want what you're offering
4. Action – they successfully engage with you.



## STEP 7: TONI (CASE STUDY)

- Primary and Secondary Schools often plan a term out and require a lot of process in terms of logistics and financial processes so Toni should start marketing to these audiences several months in advance to build trust and help them plan their upcoming term.
- Half term rural families are more likely to leave things until the half term to decide what to do, so the marketing activity should be short and focused on direct sales.

## Step 8: Is it working?

Go back to your SMART goals, are you meeting them?

Use other tools to measure success:

- What booking data do you have?
- Website and social media analytics
- Audience research, survey customers
- Measure ROI (Return on Investment) to measure success of marketing activity

$$\text{ROI} = \frac{\text{Income} - \text{Cost of activity}}{\text{Cost of activity}}$$

## Step 8: Is it working?

Sometimes things don't work and don't go to plan – it's not the end of the world!

- Always have a contingency plan and a contingency budget
- Regularly review and assess your marketing activity so you can be responsive.  
If something is working really well, why not invest more.  
If something really isn't working, try something else.





## STEP 8: TONI (CASE STUDY)

- Toni tried two Facebook ads with digital content.
  - 1) Her testimonials animation got few responses
  - 2) Her A-Z of Greek Theatre blog got lots of shares but no visits to the rest of her site.

Toni halted spend on the testimonials ad, and re-invested in boosting her blog post, after updating it to have clearer call-to-actions to visit her website to find out more.
- She has had 3 new school bookings using her Referral Discount, so will continue to offer it, as well as offering a discount to any schools that pass on successful recommendations.



## RECAP

1. What is your USP?
2. Who are your target audiences?
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## What can I be doing now?

- Create your marketing strategy using these steps
- Invest in setting up and updating your 'base' (website, social media)
- Develop skills – Google digital marketing course! Plus many others. Use this time to upskill yourself
- Build up your networks and relationships: especially warm & dormant ones. Chat to people!

## Thank you and good luck!

