





helping you to help others

Communications and branding

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A note on pacing!





Overview of this session

- Marketing as a skill not a project
- Aligning your message with your purpose
- How to identify your key message and tone, key audiences, and key ways to reach those audiences
- Social media and social messaging platforms
- Moving from planning to engagement in marketing tools, resources, and approaches to help you implement your communication strategy
- Briefing external partners and agencies

The difference between marketing & branding



Noise / engagement > making sales easier > closing donations/ support



The "line"

The "line" denotes what is visible, like the horizon



- Above the line / visible to the mass market
 - TV/radio/print advertising, outdoor media, sponsorship etc.
- Below the line / not visible to the mass market
 - Direct mail, email & newsletters, messaging platforms etc.
- Through the line / visible if you know where to look
 - POS, online (websites) and social etc.



Different aspects of communication

- Internally focused
 - Why?
- Externally focused
 - Why?
- Speaking
- Listening
 - Why?



Communication is a two-way street

- Inbound marketing recipient of branding, awareness raising and "noise" in the marketplace
 - Seen as passive, awareness raising, or relational
 - Harder to measure efficacy
 - Relies on above-the-line
- Outbound marketing activity to drive sales
 / client acquisition
 - Seen as active, "direct" or transactional
 - Normally below or through-the-line marketing







Branding

Value proposition, social value proposition, brand promise etc.

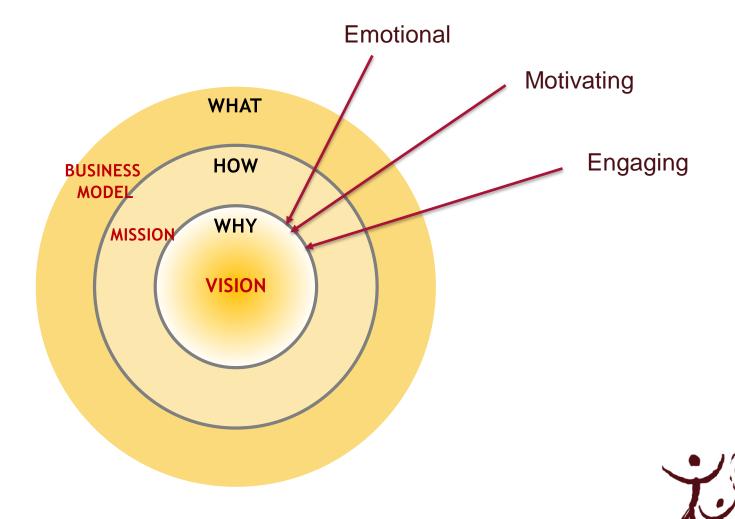
How you behave and how you wish to be perceived as behaving,

How customers and beneficiaries feel they will be treated

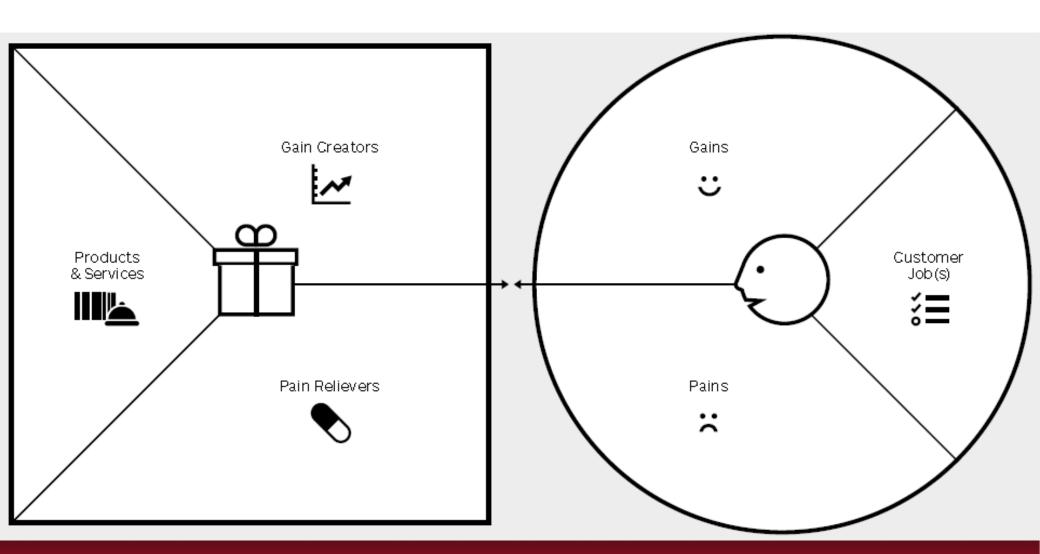
What people get from what you do Three **fundamentals** to a brand Values Iconography

Logos, colours, typeface, whitespace etc.

Aligning brand and purpose



The brand promise / The Value Proposition Canvas



Developing your Value Proposition

Think about the fundamentals Public sector Makes money messaging Saves money Commercial Stops a problem Takes away a pain Prevents a problem Loss aversion* Takes away a potential pain. Makes life/ job easier Makes user feel better/good **Emotional**

Methods to help you communicate

- 3H 5Ps
 - Heart. Story, case study or emotional hook
 - Head. Some statistics to back up the need. Basics of what you do.
 Something concrete to back up your impact
 - Hands. Close ask for something a contract, a meeting, a card, an opportunity to call

- Purpose. What does your organisation wish to achieve? Your vision, goal or objective
- Pain. What problem does your organisation solve?
- Premise. How you solve the problem. What do you actually do?
- People. Who do you help? Who runs the organisation/ Stakeholder engagement etc.
- Prove it to me (what is your track record, Social Return on Investment, Social audit, outcomes reporting, local money flows 9t/

Value based marketing

- Values Driven Marketing is a strategic approach to marketing in is widest form
 - High-level
 - Tied explicitly to social and organisational objectives
- Marketing as a process
 - It is not a project or campaign approach to communications, sales or advertising
 - Acknowledges limited resources & skills, but builds on prior learning
- Transactional model (x) vs. lifetime value (

The Values based marketing process

Key Messages

Your key messages, USP (yuk!), differentiator, social value, benefits or your "offer", brand promise, vision, price / value point etc.

Feedback, and development

Feedback (message, quality and monitoring), incremental change

Stakeholder analysis, Market segmentation, competitor research etc. Key Audiences, and Stakeholders

Work your communications plan (e.g. fundraising or marketing)

Access and Channels to Stakeholders / Audience



Key Audiences

- NB: Many similarities to stakeholder analysis and engagement
- Identify key audience segments
 - Normally a "stack" or different types of people you want to communicate with
- Profile key segments
 - Understand who they are
 - How they behave
 - What they want
 - Where they get information from
 - Who influences their decision making



Types of "customer"

Economic decision maker Economic buyer Key opinion leader Recommender Saboteur Influencer Super-user Beneficiairy / Service User



Profiling – Many approaches

- How do they behave?
- What do they want?

- Who influences them?
- Where/how do they get information?

Customer Persona

Objective: to understand the behaviours of your "ideal" customer(s)

You may have several customer types (3-5 is normal). Do this exercise for all of them

- · They may be overlap between them
- . The greater granularity (detail) you can get in your profiling the better

STAGE 1: Basic demographics and behaviours

- □ Job title
- ☐ Key information about their company (size, type, etc.)
- ☐ Details about their role
- Demographics
- □ Age
- □ Gender
- Salary / household income how likely someone is to buy is often more useful than how much "cash" they have or how much they earn
- ☐ Location: urban / suburban / rural
- □ Education
- □ Family

STAGE 2: Value Proposition / Tasks

- □ Goals and challenges
- □ Primary goal
- □ Secondary goal
- ☐ How you help achieve these goals
- ☐ Primary challenge
- □ Secondary challenge
- How you help solve these problems
- □ Values / fears
- □ Primary values
- □ Common objections during sales process

Stage 1-2	

STAGE 3: all the rest

- My customer is: an individual/ a corporation/local authority/PCT/SHA etc.
- My customers are located; area list, plotted on a map etc.
- My customers purchasing decisions are based primarily on:
 - o Price, best value, quality, political pressure etc.
- For formal commissioning or procurement they cycle is depletion, annual, three yearly etc.
 - o Buying decisions are made at Office/team/dept/regional level
 - Who identifies the need? User /beneficiary, formal faction or business review, catastrophic failure, media pressure?
 - Who influence purchases? Within their business function they are typical influenced by these people (e.g. head of service influences a procurement officer in that department)
- o Who has budgetary sign off / authorises purchases
- ☐ What need does your product fill for your customers?
- ☐ Reactive security, risk, protection, maintain the status quo?
- ☐ Pro-active increased effectiveness, faster to market, better quality etc.?
- ☐ My customers are in the following age range
- o Sometimes a good indicator of certain types of attitude or behaviours
- ☐ My customers are: % male % female (B2C rather than for B2B / B2G)
- ☐ My customers typically read these trade journals
 - o Who else does your client listen to, trust and buy from?
- ☐ My customers typically attend these conferences
- My customers typically belong to these professional bodies
 - o Online newsletters, LinkedIn member groups etc.
- Offline local CPD events, sector social circles, conferences
- ☐ My customers are typically informed by this/these Key Opinion Leaders
 - e.g. an elected official influences civil servants, media commentator influences his / her readership

Key Channels: The best ways to engage ...

- Online
 - Website
 - Email
 - Forums etc.

- Offline
 - Events
 - Advertising
 - (Traditional) Media etc.

NB: Comes from accurate profiling of key audience segments

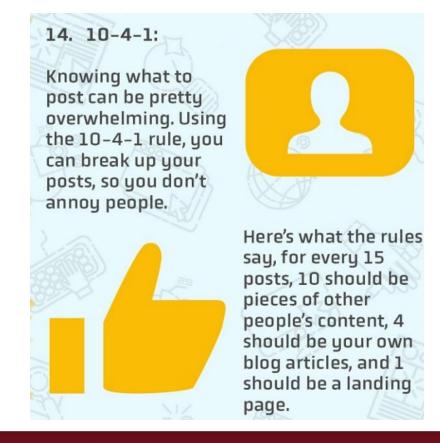
Social media is increasingly important (post-Covid)

- Ten years to build, 10 seconds to destroy
 - (Ab)use inside and outside of your organisation
 - Incompetence or oversight
- Curating your profiles (not content creation)
 - 5 5 5 Rule
- Which sites do people use? Triage your channels
 - <u>www.alexa.com</u> (<u>http://www.alexa.com/topsites</u> for Alexa ranking)
- Betting on the wrong horse
 - Friends Reunited, Second Life, MySpace



Social media caveat(s)

- Social media (Facebook) ≠ social messaging (WhatsApp)
- Social listening (#s, trending, Boolean searches)





When to post

- Instagram specifically, photos containing faces are 38% more likely to receive likes.
- Source: Yahoo Labs and the Georgia Institute of Technology
- The best times to Tweet (midday to 3pm to ensure that you catch people's feeds during their commute home)
- Source: software developer Hubspot



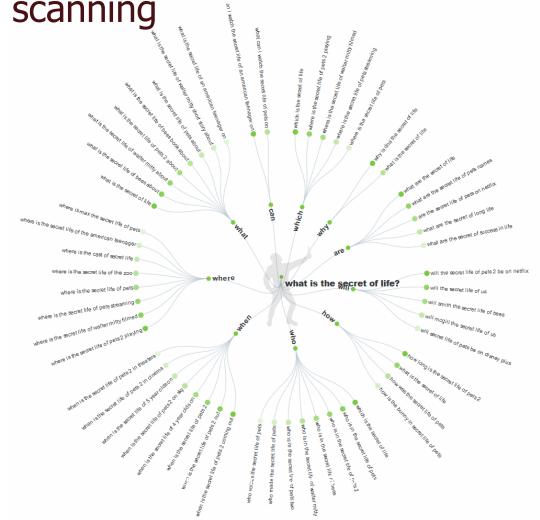
DNA Six Social media planner

CHANNEL	USERS/OWNER(S)	AUDIENCE	OUTCOME(S)	MEASUREMENT
Personal Linkedin Profiles			*	
Linkedin Company Page				
Linkedin Group				
Facebook Page				
Facebook Group				
Twitter				
Youtube				
Instagram				
Snapchat		4		
Pinterest				
WhatsApp				
Website	8)			
		•		© DNAs

SEO and search listening

Think also about active scanning

- Social listening
- Media monitor
- Search listening
- Will prepare you for
 - SEO
 - Hast-tagging
 - Key word searches



A quick nod to digital entanglement

- Deloitte's "Entanglement" model
 - Historical mode was a hub and spoke driving traffic to a core online asset e.g. a corporate website
 - Entanglement looks at convergent and pervasive computing – smartphones, tablets and netbooks and attempts to provide a meaningful interaction in each and every channel
- Every touch-point adds value!

Key metrics – measuring success

- These are NOT social impact metrics
- These are marketing, communication, sales and possibly fundraising metrics
- They help you measure progress against your marketing plan



Key metrics – testing

- Consider testing before committing
 - Price point
 - Marketing method e.g. social vs. email
 - Message e.g. tone or content (AB split, landing pages etc.)

... because ...



... People say one thing, and do another

100 - 30 - 3 rule









Key metrics

- Some typical metrics are:
 - Conversion rates
 - Retention / churn rates
 - Cost of acquisition (getting a customer / beneficiary)
 - Average value (of a donation, contract, transaction, order)
 - Lifetime value (of donor, client, volunteers)
 - Net promoter score
 - Would you recommend (0-10) & the reason why?



Analyse your marketing metrics

, , , , , , , , , , , , , , , , , , ,		
Organise	Reflect	Theorise
Consider or analyse data for	Sometimes you will have to	Draw conclusions
themes or patterns e.g.	think about the data you have long and hard	What is this telling you?
Identify metrics you want,		
then	Other times you will	Did you deliver your
	immediately see trends,	marketing objectives?
•Plot on a map	patterns and other stories	
Put numbers in a tableData in a graph	that the data wants to tell you	Can you tell with this information?
		What could you do next time?
		Resources expended etc.?

Develop your marketing plan

- Revisit your brand: Do you understand and communicate your brand promise?
- Know your message
 - What you want to achieve and the services of benefit you offer or can offer to do so
 - This is your "offer", vision or key message
- Know your stakeholders
 - Who are your stakeholders Your customers, users, Key opinion leaders and influencers etc.?
 - Use stakeholder analysis to find out
- Know where and how to contact them
 - You have identified appropriate channels and materials
 - This is how you tell your stakeholder about what you do
- Do it, listen to feedback and get better



Your marketing plan 1.0

Message	Audience	Channel	Control and response
What is the social impact, value or quality you want to talk about? What are your key messages?	Who wants to hear about your impact? Who are appropriate stakeholders? Who is your audience?	How will you get to your audience? What mechanisms, activities or channels will you use? Can you work with others to gain access to your audience? Who else has a <i>relationship</i> with them?	What do you want to achieve? How many responses / presentation / clients do you want? What resources (time / money / people) can you use for marketing? What are you learning about your customers?

Your marketing plan 2.0

-							
Message	Segment	Channel	Resource a		Duration of activity	Outcomes	Action points
Your offer/proposition inc. benefit/quality/USP/ESP - your key message Price points, guarantees, value	Who you want to talk to: Customers Customer KOL/KI Beneficiaries/users	What channel(s) will you use to communicate with this group? Events, direct, media, online, network etc.?	What resources do you need? People, data, design, copywriting, advertising, online development and hosting etc.?		How long you wish to spend on this activity? Start and end date (either lapsed time or dates)	What you wish to achieve What response mechanism? Metrics Number of leads	Actions required to achieve this specific marketing activity.
addition etc.	Beneficiary KOL/KI	NB You may use several channels to access a market segment			tapsed time of dates)	Number of teads Number of meetings Number of signed contracts or grants etc.?	
			Beg				
			Borrow				
			Swap				
			Share				
			Lease				
			Buy				
			"Steal"				
			Beg				
			Borrow				
			Swap				
			Share				
			Lease				
			Buy				
			"Steal"				
			Beg				
			Borrow				
			Swap				
			Share				
			Lease				
			Buy				
			"Steal"				

Managing specialist functions

- Q: Are you a strategist or a meddler?
 - You are technically less skilled or knowledgeable than the supplier?
- For identified functions (e.g. IT, legal, accounting)
 - Share expectations
 - Specify relevant outputs and outcomes
 - Agree and document
 - Manage the supplier and the outcome rather than the function

Sharing expectations

- Examples:
 - Design brief
 - Technical requirements
 - A "tender" ...
 - A "gentleman's agreement" worth the paper it's written on?



Specification and briefs

- Define the outcomes
- Define expectations access, communication, feedback on success and problems
- What happens when things so well – share reward
- What happens when things do badly – apportion risk

Title
Service / function brief name
Project / service between
[You] and [Provider]
Scope of requirement
Overview of what you need e.g.
Accounting support, including annual financial audit
IT maintenance and support for hardware, but not software etc.
Problem statement
Why you need support.
Constraints - skills and experience (capability), staffing (capacity), Money (payment schedules) etc.
Exploratory questions
Leading questions you want to pose - can you use this software, work weekends etc.?
Extra information you want to provide - we only have a budget of £X, we need evening support etc.
Intent and scope - what you want to achieve
More detail of what you need
What function you want provided
What outputs you need and when
What outcomes you desire and why etc.
Time line
Project lapsed time
Ongoing engagement?
Reviews and extensions permitted etc.
Core team
Who you expect to work on the project by
□ name,
□ expertise or
□ function
Company liaison
Contact details
Contingency contact details

Managing suppliers and professionals

- Trust lowers transaction costs form a social contract
- Focus on the relationship they are people like you
 - A very specific form of stakeholder engagement
- Be clear on expectations
 - What you want and when
 - What resources they have and what their priorities are
 - Consider SLAs or similar
- Share the benefit
 - Align with suppliers
 - Treat then as partners not companies to be exploited
- Use processes or technology to improve efficiend