



Marketing for Mercury



Sixth Voice
CONSULTING



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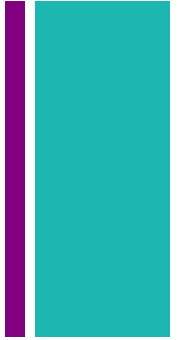
Marketing Seminar

with Owen McNeir MCIM MInstF

Mercury Creatives

10 May 2021

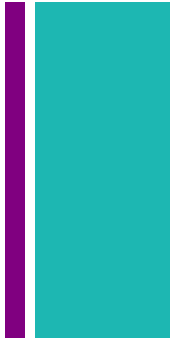
+ Marketing for Mercury Creatives



- Introduction
- Seminar aim: to provide you with the essential knowledge and practical tips to enhance your marketing and engage your audiences.

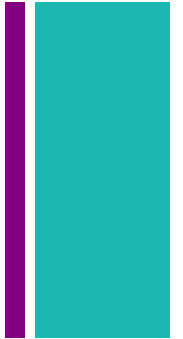


Our session



- Marketing essentials
- Articulating your proposition
- Audience development
- Communications & Marketing Toolkit
- Monitoring and Evaluation
- Your questions

+ Marketing essentials

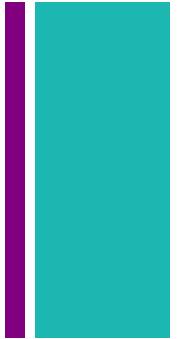


- Process, not piecemeal
- Underpinned by a plan
- Related to your Mission Statement:
 - Vision – where you are heading
 - Mission – why you exist
 - Values – what you stand for

<https://www.culturehive.co.uk/resources/quick-guide-vision-mission/>



Develop your understanding in...



ART

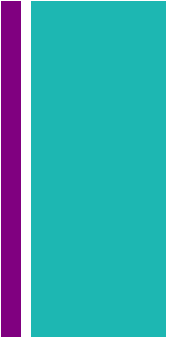
AUDIENCES

TOOLS

ENVIRONMENT

+ Marketing questions

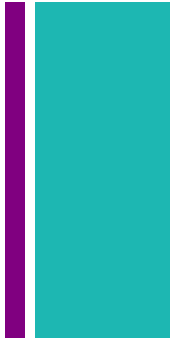
- Where are you now?
- Where do you want to be?
- How will you get there?



+ Where are you now?

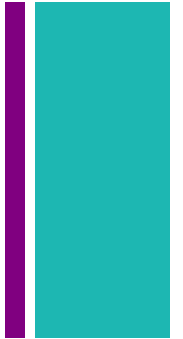
- Don't assume: gather the evidence

- **Your work** and how people can enjoy it, e.g. do they have to visit a particular venue?
- **Your audience & participants** – Who are they, how many of them are there, where do they come from, what types of people are they?
- **Your budget** – What are your costs, how much do you spend on each area of your work, how much could you spend on marketing?
- **Location and access** – Where is your festival based, is there good access?
- **Competition** – Is there anything else on around the same time & is it a busy time of year?
- **Current activity** – What marketing activity do you currently undertake and how successful is it?





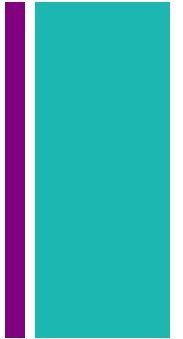
Exercise 1: **Where are you now?**



- **Product** – what do you provide, where and when?
- **Income** – what do you charge, what other sources of income?
- **Existing audience** – ticket sales, attendance figures and facts, demographics
- **Marketing resources** – budget, staffing etc
- **Competition** – who & how compare to you?
- **Current marketing activity** – what & how effective?



How to use the information

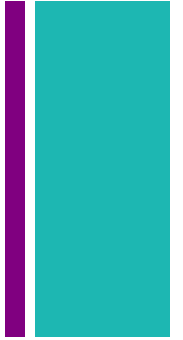


■ Tools you can use

- PEST analysis – to understand your environment
 - Political – Economic – Social - Technological
- SWOT analysis – to make sense of the information
 - Strengths – Weaknesses – Opportunities - Threats



What do we know about our art?



- Why did you choose to direct this play?
- How is the play going to be set / staged?
- Who do you think the play is for?
- What would you hope the audience will go away talking / thinking about?
- How would you describe this play in a short lift ride?



PEST Analysis

POLITICAL

- Who is in power – regionally and nationally?
- What is their attitude to the arts?

ECONOMIC

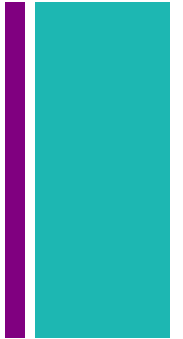
- What is the potential effect of COVID-19 on our organisation?

SOCIAL

- What impact might an ageing population have on our artistic decisions and programming?

TECHNOLOGICAL

- Where are your audiences located? Rural? Urban?
- How well connected are they? Rural broadband speeds?





SWOT Analysis

STRENGTHS

- New work not seen before
- Lots of engaged followers on Instagram
- Unique location with good transport links

WEAKNESSES

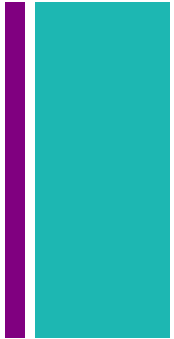
- Clashes with another event in the area
- Audience data has not been collected
- Website is out of date

OPPORTUNITIES

- Venue in an area where lots of families and professionals live - affluent audience on our doorstep
- Artists have good social media profiles & are prepared to promote events
- Seek to grow audience by x% in 2021-2022

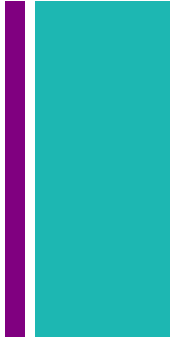
THREATS

- Other events at the same time might reduce audience numbers
- Lack of audience knowledge could compromise potential to succeed
- More competitors going online with digital content





Exercise 2: PEST AND SWOT



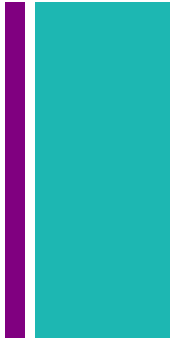
■ PEST

- Pick an artistic project you're working on or your organisation. Fill in the boxes with an issue (or several) that you need to consider in your planning.

■ SWOT

- Use the SWOT matrix to look forensically at your organization – be specific.
- What are the Implications?

+ Where do you want to be?

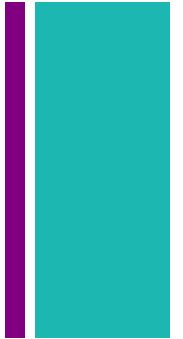


Setting **OBJECTIVES**

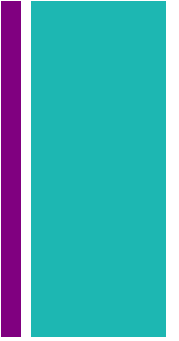
- Setting objectives helps us focus, gets people on the same page, helps us define what finished looks like and allows us to evaluate project outcomes.
- Objectives need to be **SMART**:
 - Specific:
 - Measurable
 - Achievable
 - Realistic
 - Timetabled



Exercise 3: Get SMARTer



- **Not-So-SMART objective:** To double the number of Under-35s attending
 - **Specific:** set a specific task
 - **Measurable:** what target are you aiming for?
 - **Achievable:** is it possible to complete your target given your resources? Does everyone agree?
 - **Realistic:** are you sure that you're not being over-ambitious? Have you got the skills to deliver?
 - **Timetabled:** what are the start and end dates?
- **SMART:** To increase the proportion of under 35s attending from 16% to 20% within 2 years.

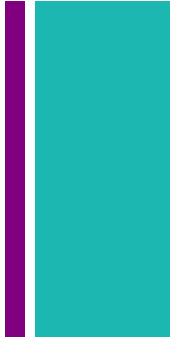


How will you get there?



How will you get there?

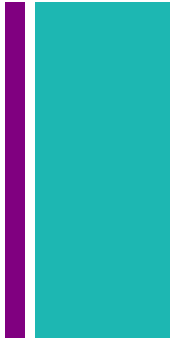
- The Marketing Mix



- **PRODUCT** – what are you offering your audiences?
- **PRICE** – how much are you going to charge / what pricing decisions are you going to make?
- **PLACE** – how are you going to make your product available and accessible to your target groups?
- **PROMOTION** – what tools will you use to reach your target audiences effectively and efficiently?
- **PARTNERSHIPS** – who can you collaborate with to help you reach and grow your target audiences?
- **PARTICIPATION** – who else can get involved in what you're offering to increase your audience value and achieve your objectives?



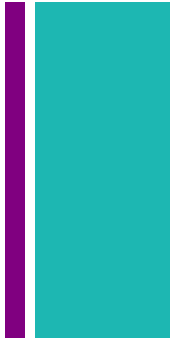
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Articulating your proposition



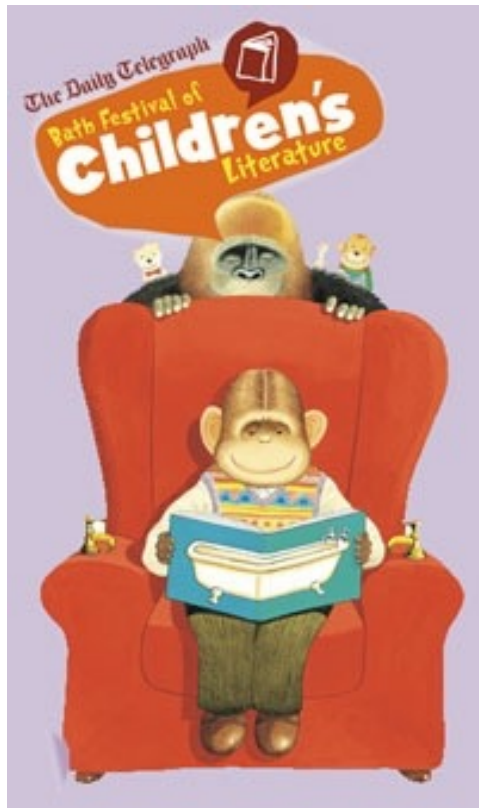
- Exercise to determine ONE clear message about your core value. It should be: Emotional and rational. Believable. Relevant. Simple.

- Questions about your organisation or activity:
 - What makes it unique and different?
 - What is the powerful story to be told about what you do? Take us behind the scenes...purpose, people, impact, ambition
 - What does everyone need to know about your organisation?

- Questions about your Marketplace:
 - Who are the other providers of this work regionally / nationally?
 - How do they position themselves?
 - What is their messaging – what story are they telling?
 - How effective are they in their marketing?

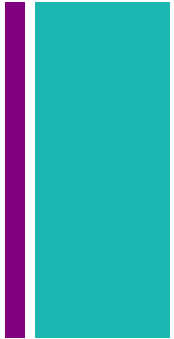
- If there is one thing you want people to say about your organisation, what is it?

+ Case Study – Bath Festivals



The INDEPENDENT
Bath LitFest®
2012

+ Case Study – Bath Festivals



The INDEPENDENT
Bath
LitFest®
2012

INTERNATIONAL
BATH MUSIC
FESTIVAL

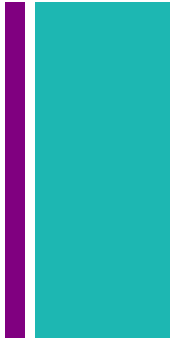
The Telegraph CHILDREN'S
BATH LITERATURE
FESTIVAL

The INDEPENDENT
BATH LITERATURE
FESTIVAL

in association with



+ Case Study – Bath Festivals



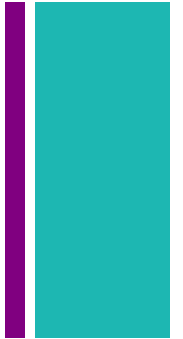
+ Case Study – Bath Festivals

THE
**BATH
FESTIVAL**

BATH FESTIVALS
Bringing Bath Alive with the Arts



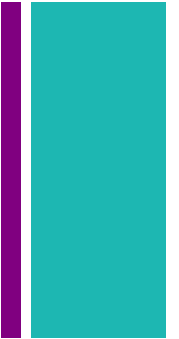
Audiences



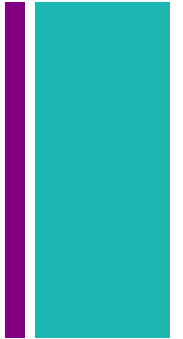
- Why are they important?
- Features and Benefits – They help to define our potential audiences
- Audience development and segmentation –
 - Who are they?
 - How do we find them?
 - What do they want? (and what do we want?)
 - How can we grow them?

+ Why are audiences important?

- They are the reason our organisations exist
 - They keep us relevant and vibrant
 - They sustain and develop us
 - They make all our hard work and effort worthwhile
 - They attract sponsorship and funding for us
 - They build our reputation and brand
- ...but how well do we know them?



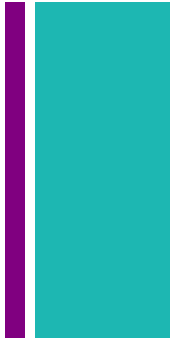
+ Benefits vs Features



- Look at your activity from your customer's point of view: spell out what they might find most interesting.
- Difference:
 - A **feature** is what you want to say
 - A **benefit** is what the customer wants to hear
- People want to know: What's in it for me?
- How do you turn a feature into a benefit?
 - Ask: So what?

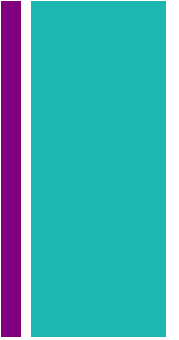


Examples



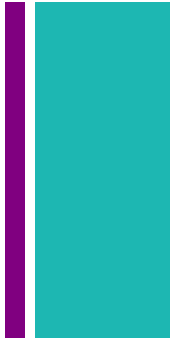
Feature – a description of what it is & what it does	Benefit – looked at from the customer's point of view
Being a participant in a puppet workshop	A chance to learn new skills and have fun with a new group of friends
A new music performance	A way to escape your usual routine and a chance to try something different
Post-event talk	You can find out more and get closer to the creator of the work
An innovative performance of a well-known classic	Think about things in different ways, be intrigued and stimulated

+ Exercise 5



Turn Features of your events
into **BENEFITS**
for your audiences.

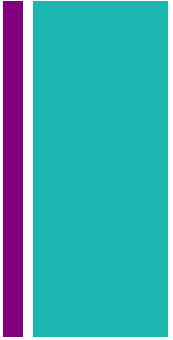
+ Audience Development



Key stages in audience development:

- Identifying and targeting
- Engaging more deeply
- Building relationships
- Maximising loyalty





THE
BATH
FESTIVAL

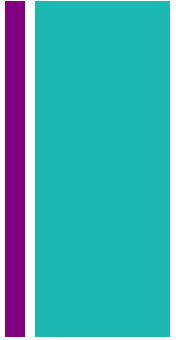
JUMP IN TO PARTY IN THE CITY

19 MAY





Exercise 6: Audiences – who are they?

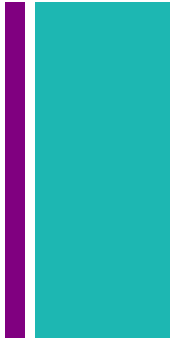


- Take the benefits you produced in the previous exercise...
- Together with the knowledge that you do have about your audiences...
- Then compile a list of as many audience types you know you have or could have.

USE HANDOUT



Audiences – how do we find them?

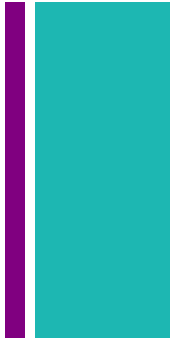


CURRENT ATTENDEES

- At our events
- Online - especially social media
- Don't expect them to come to you - you must go to where they are
- Surveys and Research – to understand them
- Touch point marketing: Capture audience information at every opportunity
- Box office - data collection



Audiences – how do we find them?

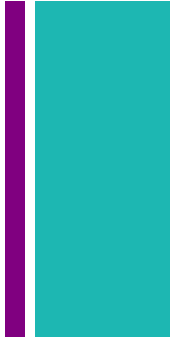


NON-ATTENDEES

- At other organisations' events – Collaboration!
- On social media – e.g. paid advertising on Facebook
- Surveys and Research
 - Third party partnerships - other leisure organisations
 - Access to sponsors' databases
 - Invite feedback on social media
- Your audience's audience



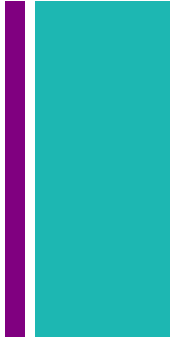
The audience has an audience



- People want to be in sync with each other
- People try to create an audience
- People use social media to influence each other – in real time
- People become a community through a shared passion
- People change the story



Exercise 7



1. What opportunities and resources do you have to survey your existing audiences?

- Make a list
- Which method do you think would be most effective?

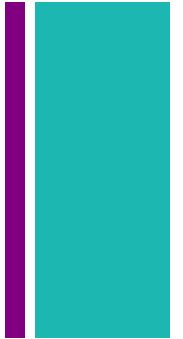
2. How could you collaborate with other organisations to reach new audiences?

+ What do audiences want?

- **What are they looking for** - an enjoyable night-out, something to do with all the family, a chance to learn or join in?
- **What will they do next** - are they ready to engage more deeply with you, see your work again, become a friend or supporter?
- **What motivates them** - what do your audiences or potential audiences like about the arts?
- **What do they expect?** This will enable you to enhance your Proposition and give a far more focused message.
- **What are their priorities** - how much do your audiences know about the arts and is it a high priority for them? Where does what you offer fit into their leisure time?
- **What do they think of you** - what do they like about what you do and do they believe that you do it the best? What don't they like?

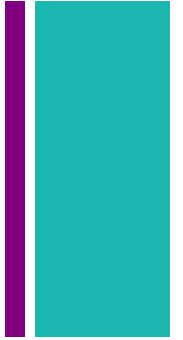


What do YOU want?



- Name, age and contact details (address / phone / email / social media)
- Family status (married / single / children etc?)
- Profession and place of work
- Attendance history
 - What events have they been to?
 - What is the frequency of their attendance?
 - What is their prime motivation – themes / repertoire / artist / atmosphere?
- Where and how do they find out about you and What's On?
 - Social media – which?
 - Print – flyers, posters, brochures?
 - Press & media – editorial, advertising, radio?

+ How can we grow them?



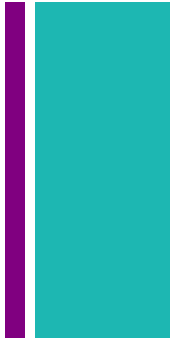
Conversation

- You need to start having a conversation with your audiences
- You need to engage your audience if you want to hold on to them

For example:

- Share behind the scenes information
- Develop stories
- Listen to what your audiences are saying
- Create opportunities to engage and react

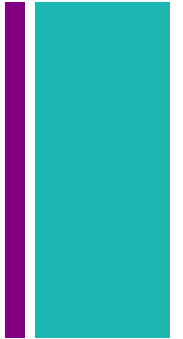
+ How can we grow them?



Customisation

- Let your audiences be part of the process – they will respond positively
- Give your audience choice and control with communications
- **For example:**
- Find out how they would prefer you to communicate with them
 - Print mailing, email, text, website, Facebook, Twitter, Insta, LinkedIn etc
- Provide tailored communications

+ How can we grow them?

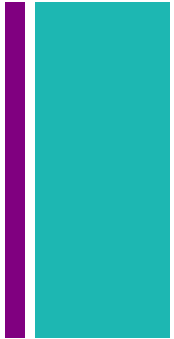


Community

- Build a community of interest to engage your audience as a group – we are ALL social creatures
- Harness your website and social media to listen, facilitate and be actively involved with your audience
- Always give your community something to think about
- **For example:**
 - Ask their opinion
 - Use their knowledge to help you add value



How can we grow our audiences?



BATH FESTIVALS

Bring Bath Alive with the Arts



SIGN UP

Bath Box Office



MAY & JUNE

THE BATH FESTIVAL

READ MORE

SEPTEMBER

BATH CHILDREN'S LITERATURE FESTIVAL

27 SEPTEMBER - 6 OCTOBER

READ MORE

ALL YEAR ROUND

CREATIVE LEARNING

READ MORE

NEWS

READ MORE

SUPPORT US

READ MORE



Bath Festivals
@BathFestivals

- Home
- About
- Events
- Photos
- Videos
- Community
- Reviews
- Posts
- Create a Page

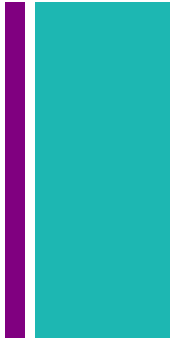
Like Follow Create Fundraiser ...



BACK TO THE FUTURE

We'd love to hear your festival memories and future wishes!

Share your festival memories and future wishes



Bath Festivals
17.2K Tweets



Following

Bath Festivals
@Bathfestivals Follows you

Bringing world class artists to iconic Bath spaces. Next festival: @TheBathFestival
Weekend 5-8 November 2020 🎵🎨

📍 Bath 🌐 bathfestivals.org.uk 📅 Joined May 2009

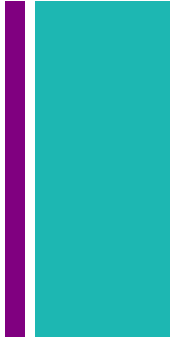
3,809 Following 16.2K Followers

👤 Followed by Keggie Carew, St John's Foundation, and 135 others you follow

Tweets Tweets & replies Media Likes



Exercise 8

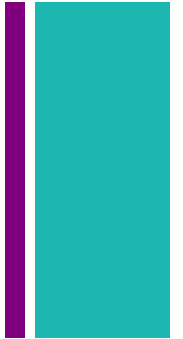


How could you start growing your audience?

1. Conversation
 - Share an exclusive, behind the scenes story
2. Customisation
 - What communication platform could best tell this story – for your audience?
3. Community
 - Now what do you want to know from them? E.g. an opinion, a reaction, their story?



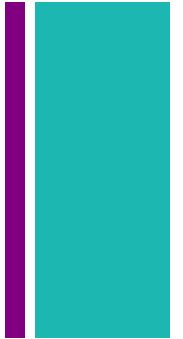
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- **Communications & Marketing Toolkit**
- **Monitoring and Evaluation**
- **Putting it all together**
- **Your questions**



Marketing Toolkit

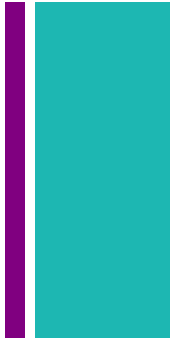


- Choose the right tools to...
- Meet your objectives and...
- Put the audience at the centre of your plan

Questions to ask when choosing each tool:

- What?
- When?
- Where?
- Why?

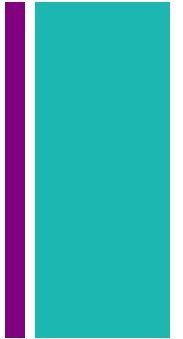
+ Online Examples



- Facebook
- Twitter
- YouTube - Vlogs
- LinkedIn
- Instagram
- Tumblr / Wordpress – Blogs & Websites
- Mailchimp – email marketing



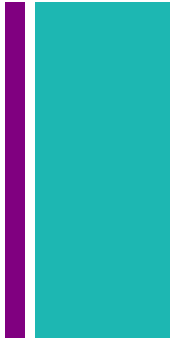
Offline Examples



- Brochures
- Flyers / leaflets
- Posters
- Maps
- Banners
- Press releases
- Adverts
- Listings



Exercise 9



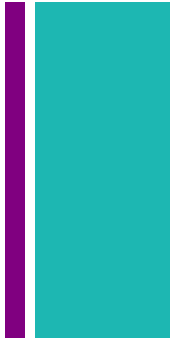
- What marketing tools do you currently use? How effective?

- For your audiences – existing and potential:
 - How could you use these marketing and communication tools?
 - When do you think you would use them?
 - Where would you use them?
 - Why did you choose those tools?

USE HANDOUT



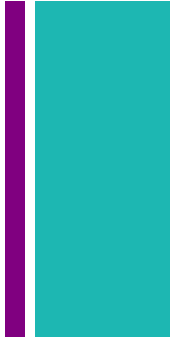
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- **Monitoring and Evaluation**
- **How to build a marketing plan**
- **Your questions**



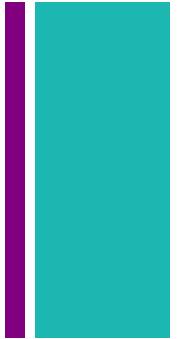
How will we know we got there? Monitoring & Evaluation



- Key to any event, project or promotional campaign
- Important for:
 - Internal reporting
 - External accountability



Monitoring

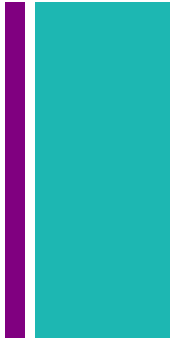


Don't wait until the event is over - collect information about what is happening, while it's happening.

Why?

- To monitor your progress and achievement against your aims and objectives
- Your campaign plan is a 'living document' – don't be afraid to change course if things aren't working.

+ Evaluation



What will you want to know, after the event?

Collect evidence as you go along, for example:

- Visitor numbers
- Tickets sold
- Income earned

Plan to evaluate the IMPACT by gathering:

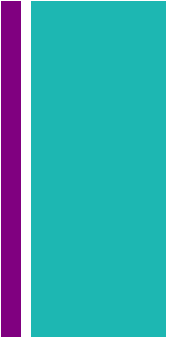
- Audience, participant, artist, partner feedback

Set a high measure of success:

- Customer care and Customer experience

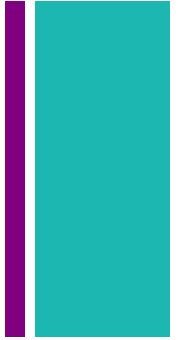
+ Checklist: What to assess?

- Did you meet your objectives?
- Was the event worth doing?
- Did you do it well?
- Did you achieve anything else along the way?
- Were your resources (money, time, people, spaces) used well?
- What else do you need to do?





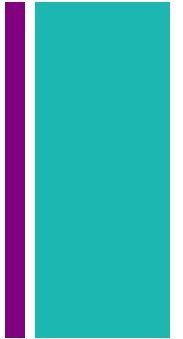
Evaluation Methods



- Online surveys
 - Business tools (e.g. Survey Monkey / Mailchimp)
 - Social media questionnaires
 - Drive traffic to your website – keep nurturing the relationship
 - Collective collaboration – share with other festivals, theatres, venues
- Offline surveys
 - Printed surveys at events
 - Market research during the festival – talk to your audience



Your Plan: Putting it all together



- Where you are now
- Where you want to get to
- How you will get there
- What you will do and what it will take to get there
- How you will know you're there

+

Questions?

+ Thank you

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