Attracting and keeping customers and getting the right message out in the community

Bill Byrnes - *Management and the Arts, 4e*, 2009
“The behavior of arts audiences is changing dramatically.... since the mid-nineties many organizations have been losing ground in their attempts to both attract and retain subscribers.”

“The Internet and e-mail give marketers new power and new responsibilities: the power of instantaneous, comprehensive, and low-cost marketing tools and the responsibility to learn how to best leverage high-tech marketing potential.”

About Marketing

“...advertising agency creative people sit in hip offices dreaming up ways to interrupt people so they pay attention to a one-way message.... The Web is different. Instead of one-way interruption, Web marketing is about delivering useful content at just the precise moment the buyer needs it.”

“The Web has opened a tremendous opportunity to reach niche buyers directly with targeted messages that cost a fraction of what big-budget advertising costs.”

“Marketing is a process by which an organization relates creatively, productively, and profitably to the marketplace, with the (objective) of creating satisfied customers within the parameters of the organization’s (goals).”

Standing Room Only by Kotler and Scheff
“Marketing Management (is) the analysis, planning, implementation, and control of programs designed to create, build, and maintain beneficial exchange relationships with target audiences for the purposes of achieving the organization’s objectives.”

_Standing Room Only_ by Kotler and Scheff
MARKETING

✘ Needs and Wants – Needs are essential to satisfy and wants are desirable.

(You may have a psychological need to attain new knowledge but you may want to satisfy this need by reading a book or going to the opera or theatre.)

✘ Exchange Process – Each party gives something of value in order to receive something they value.

(I give a concert because I like to play my music and my audience buys a ticket and gives their time to listen to me.)
“Marketing, as it relates to the arts [or any product or service], is not about intimidation or coercion or abandoning your vision. It is not “hard selling” or deceptive advertising. It is sound, effective technology for creating exchanges and influencing behavior that ... must be beneficial to both parties in the exchange.”
Product Orientation to Marketing
Are you in love with your product and believe in its value? For example, "the chamber music association calls itself a “society,” performs only traditional music, advertises only in suburban weekly, and wonders why it doesn’t attract younger audiences." Standing Room Only
Sales Orientation to Marketing

“The approach assumes that consumers typically show buying inertia or resistance and have to be coaxed into buying...”

This approach is used by most arts and businesses under the name of “marketing.”
The Customer Orientation

Assumes “the organization systematically study customers’ need and wants, perceptions and attitudes, preferences and satisfactions ...”

“The highest volume of exchange will always be generated if the way the organization’s offering is described, priced, packaged and ... delivered is fully responsive to the customer’s preference and interests.”  

*Standing Room Only*
In order to achieve this objective then a...

- Strategic Marketing Planning Process must be in place
  - Strategic Analysis: Mission, goals and objectives and SWOT
  - Marketing Planning: Goals and objectives for relevant period, formulate core strategy to achieve objectives and then establish specific programs
  - Plan implementation
  - Control and evaluation
1. Organization Profile & Audit
   - Mission, Vision, and Values
   - Programs – What we do and could do
   - Current plans – Are we meeting our goals
   - Current marketing – Effective or not?
2. Environment Analysis

- Demographic
- Economic
- Political
- Cultural

3. Challenges & Opportunities

- What factors limit the organization?
- What factors will permit better fulfilling mission?
MARKETING PLANS

4. Overall Objectives

- Specific and time sensitive
- Quantifiable

5. Marketing Strategies - Formulate strategies and support through:

- Target Marketing – Know your community
- Positioning – Who you are and your brand
- Product – Good mission fit and trust with your community
- Price – Finding the prices points in your market
MARKETING PLANS

5. Continue Marketing Strategies - Formulate strategies and support through:

- Distribution – Analog and digital domains
- Sales Force – Everyone but clearly your ticketing staff
- Service – Consistently effective customer service
- Promotion – Using the right tools in the right place
MARKETING PLANS

6. Marketing Process
+ Detailed action plans
+ Timetables
+ Budget

7. Controls & Evaluation
+ Data gathering - Marketing Data System
+ Reporting
+ Adjust strategies and process as needed
+ Providing feedback to inform planning process
“Whereas the main function of marketing is to influence behavior, the task of public relations is to form, maintain, or change public attitudes [and perceptions] towards the organization or its products” [and services.]  

“Reporters and editors use the Web* to seek out interesting stories, people, and companies. Will they find you?”


* And Twitter, Facebook, MySpace, blogs, and so on . . .
PUBLIC RELATIONS & PUBLICITY

- **Image PR**
  - Revitalize, re-launch, and/or reposition
  - Build consumer confidence and trust

- **Routine PR**
  - Introduce new products
  - Communicate new benefits
  - New markets

- **Crisis PR**

David Meerman Scott contends, “The Internet has made public relations public again,” and this allows you to bypass the traditional media with your message. Are you taking advantage of this?
What are the leadership and managerial skills needed to operate an effective marketing & PR area in an organization?

- Support from upper management
- Skills and abilities: Writing, verbal communications
- Resources: Budget, space, technology, training
- Healthy and functional working relationships within the organization among the staff and the leadership

A supportive organizational culture
What does the future hold for organizations trying to market themselves and their products and services in an increasing globally competitive environment?

Organizations that understand customers want you to live up to your words with actions that match your mission are going to be better suited to compete today and tomorrow.
Questions, thoughts or reactions?

Thank you