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| Example structure for a marketing/income generation strategy |
| Background, introduction and analysis |
| What goes here?  Putting the marketing strategy in context of the organisation and your markets.  Organisation  What is the organisation’s mission/purpose? Its current strategy? Current funding position; products/services and trends in how they are being used/funded/ supported.  Markets  *Conclusions* drawn from environmental analysis, e.g. PEST(LE)/SWOT; trends in the external environment. Competitors and/or partners, their offerings, pricing etc. |
| Target audiences/markets |
| What goes here?  Current and potential customers; information from stakeholder analysis; Priorities from your analysis of the markets you need to reach (e.g. Influencers, referrers, supporters); analysis of your current and intended reach (e.g. who uses/funds/supports your work, and who you would like to). |
| Marketing messages |
| What goes here?  Clear statement/s of how you want to be perceived, example messages and wording you want colleagues and others to use – and audiences to understand. Possibly targeted to each audience, e.g. messages of different lengths and complexity depending on who they’re for. *Tip: how would you describe your company to a taxi driver during a short trip?* |
| Intended marketing outcomes – and evaluation |
| What goes here?  What difference do you want the marketing strategy to make? Is it all about increased revenue? Or increased awareness of the organisation? Of particular products/services? Generating increased interest in them? Who from? Should the strategy support customers’ ability to make *decisions* about using your products/services? Or to make a commitment to your cause?  How will the strategy’s success be evaluated? And who by? Is it all about increased revenue? Or reaching more people? *Tip: Think about success from a number of perspectives, including your own organisational learning.* |
| Activities |
| What goes here?  Based on all of the above, what marketing activities are appropriate? Will you use different activities/tools/media for different audiences? |
| Resources and responsibilities |
| What goes here?  What resources will you need? This is likely to include money but you should also think about time – your and other peoples, including your target audience’s. How likely are you to get these resources?  Who is responsible for implementing, monitoring and managing the marketing strategy? Is it all one person or are responsibilities shared, e.g. with a Board? |
| Appendices |
| What goes here?  Links to other relevant organisational policies, e.g. Strategic Plan, Business Plan, Communications Strategy; diagrams/summaries of the analyses mentioned above; anything else that doesn’t need to be in the main body of the strategy. |