

BSBMKG439

**DEVELOP
AND APPLY
KNOWLEDGE OF
COMMUNICATIONS
INDUSTRY**

BSBMKG439

Develop and apply knowledge of communications industry

Release 2

Learner Guide

Aspire Version 1.1



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Before you begin

This Learner Guide is based on the unit of competency *BSBMKG439 Develop and apply knowledge of communications industry*, Release 1. Your trainer or training organisation must give you information about this unit of competency as part of your training program. You can access the unit of competency and assessment requirements at: www.training.gov.au.

How to work through this Learner Guide

This Learner Guide contains a number of features that will assist you in your learning. Your trainer will advise which parts of the Learner Guide you need to read, and which Practice Tasks and Learning Checkpoints you need to complete. The features of this Learner Guide are detailed in the following table.

Feature of the Learner Guide	How you can use each feature
Learning content	Read each topic in this Learner Guide. If you come across content that is confusing, make a note and discuss it with your trainer. Your trainer is in the best position to offer assistance. It is very important that you take on some of the responsibility for the learning you will undertake.
Examples	These highlight key learning points and provide realistic examples of workplace situations.
Practice Tasks	Practice Tasks give you the opportunity to put your skills and knowledge into action. Your trainer will tell you which practice tasks to complete.
Summaries	Key learning points are provided at the end of each topic.
Learning Checkpoints	There is a Learning Checkpoint at the end of each topic. Your trainer will tell you which Learning Checkpoints to complete. These checkpoints give you an opportunity to check your progress and apply the skills and knowledge you have learnt.

Foundation skills

As you complete learning using this guide, you will be developing the foundation skills relevant for this unit. Foundation skills are the language, literacy and numeracy (LLN) skills and the employability skills required for participation in modern workplaces and contemporary life.

The following table provides definitions for each foundation skill.

Foundation skill area	Foundation skill description
Learning	<ul style="list-style-type: none"> Identifies and evaluates information from external sources to assist in clarifying and extending knowledge Uses a continuous learning approach to improve capacity to work effectively and identify and solve problems as they occur, and to address emerging opportunities and issues
Numeracy	<ul style="list-style-type: none"> Uses mathematical skills to interpret data and statistical information
Reading	<ul style="list-style-type: none"> Gathers, interprets and analyses a variety of textual information from a range of sources to identify relevant and key information
Writing	<ul style="list-style-type: none"> Integrates information from a number of sources to create cohesive documents using suitable format and grammatical structures, with clear, logical language suitable to the audience and purpose
Teamwork	<ul style="list-style-type: none"> Fosters positive relationships with others and maintains open communication
Self-management	<ul style="list-style-type: none"> Understands and adheres to legal and regulatory responsibilities related to own work
Planning and organising	<ul style="list-style-type: none"> Prioritises and completes tasks within a set timeline

What do you already know?

Use the following table to identify what you may already know. This may assist you to work out what to focus on in your learning.

Topic	Key outcome	Rate your confidence in each section
Topic 1: Research and analyse communications information	1A Identify and access information sources	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1B Research information sources and document your findings	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1C Analyse the communications industry	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1D Analyse technological developments, trends and issues of the communication industry	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
Topic 2: Develop communications deliverables	2A Identify resources and requirements for deliverables	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	2B Use research to prepare deliverable	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	2C Organise information in the communication	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	2D Establish criteria and share deliverable with personnel	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
Topic 3: Finalise communications deliverables	3A Seek out and incorporate feedback on deliverables	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	3B Implement procedures to monitor the industry	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident



Topic 1 | Research and analyse communications information

- 1A Identify and access information sources
- 1B Research information sources and document outcomes
- 1C Analyse the communications industry
- 1D Analyse technological developments, trends and issues

1A Identify and access information sources

Effective communication allows you to deliver the right information to appropriate stakeholders, whether they are internal employees, or external customers and clients.

Communication is driven by data and research. Businesses need relevant insight and analysis from data, such as profile information on customers, to effectively target their communication initiatives. Profile information could include customers' gender, interests and job titles.

The type of data to be collected and reviewed depends on the purpose of the research and the type of information required. Employees in the communication industry need to know how to access the information they need and where to source the specific data and statistics. This is essential in a changing world, where it is necessary to be aware of trends and know how to find what is driving influencing your target audience.

What is the communications industry?

Even the smallest business needs to communicate – whether it is internal communication, external communication, marketing communication or even public relations (PR) communication. In the case of smaller businesses, this is mainly done internally, while larger companies can sometimes outsource their communications, marketing and PR to specialist agencies.

People working in communications require excellent written and verbal communication skills. It is also vital to keep up to date on industry trends. You can find many useful information sources online regarding the latest trends, tactics and techniques, and you can also keep a close eye on what your competition is doing.

Your role in communications will depend on where you work – and whether you are part of a large or small team. Your role could involve any of the following tasks and deliverables.

Tasks and duties
Assisting to develop and implement communication strategies and plans
Writing, editing, proofreading and formatting copy for print or online.
Supporting public relations activities, such as with the creation of press releases
Writing for social media channels, websites, and apps
Monitoring web, email and social media analytics and reporting to management
Writing marketing collateral
Working with designers, copywriters, video producers and external agencies
Using customer relationship management (CRM) databases
Using email direct marketing (EDM) software

Marketing communications

Marketing communications are messages between a business and its potential customers.

These messages aim to inform, persuade and sell products and services to customers. Successful marketing communication involves giving a single, simple message to customers. Different messages about the same product or service may confuse customers. Therefore, aim to integrate or combine marketing communications to ensure there is a clear message.

For example, television ads should feature the same logo a customer sees on product packaging; and if customers are promised an in-store deal in a magazine ad, staff members at the store should know about it.

Whether the brand is local or international, customers should have a clear understanding of it.

Marketing communications take many different forms:

- Advertising – on TV, the internet or radio, and in newspapers and magazines
- Sponsorship – supporting sports and other events
- Packaging – bold colours, designs and logos
- Merchandising – banners, posters and in-store sales bins
- eMarketing and internet promotions – banner advertising, pop-up and email marketing
- Brands – creating an identity and an image for the product or service

Finding information sources

From company websites to social media, many sources of communication can be found online.

Focus on the messages from other organisations in your area of work to understand what they are saying to their clients or potential customers. They may have special deals, limited-time offers, a new company direction, or brand new products and services. For example, if you are in the catering business, you will want to know if any new restaurants or fast-food outlets are opening. If you work for a consultancy company, keep track of what your competitors are saying to their clients and potential clients.

Write a checklist of keywords and phrases related to your area of work. List the main services you provide; the products and services; brand names and other keywords.

You can spend a great deal of time searching for industry information and what competitors are doing; however, you will need to determine what of that is useful. Narrow your search for information, and focus only on what may have a direct impact on your organisation.

For example, if your organisation planned to announce the launch of special winter campaign, you would want to know if any competitors were planning to do the same thing around the same time. If they are, could you bring your campaign forward and beat them to it? What can you do to make your campaign stand out? What is their message? Is your message better or worse?

Sources of information on the communications industry

One of the first steps when searching for information is to identify what is relevant. The information sources you need will depend upon what you need them for. Sources of information for the communications industry include the media, organisations, businesses and associations.

Information from these sources can be accessed through websites, magazines, newspapers, periodicals, journals, reports, videos and podcasts. Here are some examples.

Sources of information	Examples of sources
News media	<ul style="list-style-type: none"> The Australian Financial Review: aspirelr.link/afrr ABC News: aspirelr.link/abc-news
Professional societies and organisations	<ul style="list-style-type: none"> Australian Marketing Institute: aspirelr.link/ami Public Relations Institute of Australia: aspirelr.link/pria Australian Market & Social Research Society: aspirelr.link/amsrs

Sources of information	Examples of sources
Industry publications	<ul style="list-style-type: none"> Marketing Magazine: aspirelr.link/marketing-mag Mumbrella: aspirelr.link/mumbrella
Technology websites and magazines	<ul style="list-style-type: none"> Wired: aspirelr.link/wired The Verge: aspirelr.link/the-verge-tech
Blogs and social media	<ul style="list-style-type: none"> Prologger: aspirelr.link/prologger Blog Rank: aspirelr.link/blogmetrics-australia
Industry associations and organisations	<ul style="list-style-type: none"> Commercial Radio Australia Media Entertainment & Arts Alliance
Professional services firms	<ul style="list-style-type: none"> Deloitte Price Waterhouse Coopers
Market research companies	<ul style="list-style-type: none"> Roy Morgan AGB Nielsen
Government agencies	<ul style="list-style-type: none"> Australian Competition and Consumer Commission (ACCC) Australian Bureau of Statistics (ABS)

The internet is not the only good source for communications information. Here are some other valuable sources on information.

Customers and clients	<ul style="list-style-type: none"> Customers or clients are your key stakeholders, so their feedback on your communications is vital to how your communications plans are determined. Customer feedback should drive communication and marketing strategies, product development and service expectations. Actively seek positive and negative feedback through brief customer surveys that provide actionable insight for an improved customer experience.
Colleagues	<ul style="list-style-type: none"> Your colleagues are another potential source of information. People who have some experience of doing the job can tell you exactly what you need to know (or where to find out the information). Most colleagues are happy to help.
Industry experts	<ul style="list-style-type: none"> There are many people who have experience and specialised knowledge who can help you find information. Be clear about what you need to know, then find someone who has experience in that area. This may include teachers, business owners, business advisors, people who work for banks or financial institutions, or even groups and forums set up to help people exchange information.

Example

Identify and access information sources

Aidan works for a public relations agency in New South Wales. Each year the agency compiles a report on the current trends in communications. The agency sends out the report to existing and potential customers to show them that the agency is at the forefront of new developments.

Aidan has been asked to identify and access information for this report. He begins by asking the authors of the previous year's report to give him some tips on where to find information. They recommend numerous industry publications as well as some useful news media sites.

Having accessed information from those sources, Aiden also gathers information from a range of other sources including:

- key people in the agency who can update him on significant trends
- the websites of major Australian companies which provide useful case studies on communication trends.

Practice Task 1

Question 1

List three sources of information on an organisation's competitors.

Question 2

Which of the following are useful and reliable information sources on the communication industry? Select all that apply.

- Unverified comments on social media, such as Facebook and Twitter
- Online versions of local, regional or national newspapers
- Competitor websites
- Marketing bloggers and vloggers
- Colleagues

Question 3

Which of the following are relevant to the communications industry? Select all that apply.

- Public relations agencies
- In-house marketing departments
- Human resources departments
- Branding agencies
- Media buyers

1B Research information sources and document your findings

In the 'age of information', the ability to research and evaluate information sources is a vital skill.

When you undertake research about the communications industry, you will need to identify and access information from multiple sources. As part of your research, evaluate these sources to ensure they can provide relevant and accurate information.

It is especially important to evaluate information sourced from public websites. Although the Internet has enhanced people's ability to access information on an infinite range of topics – not all that information is reliable or accurate.

Factors to consider when identifying sources

The table below lists factors to consider and questions to ask when you are identifying a potential information source. Factors such as relevance, reliability and accuracy provide an indication of the credibility of a source.

Factors to consider	Questions you might ask about an information source
Relevance	<ul style="list-style-type: none"> Is the information relevant to my organisation's industry? Is the information relevant to my organisation's customers or clients? Is the information understandable? Is it too basic? Is it too technical?
Reliability	<ul style="list-style-type: none"> Is this a trusted source within the industry? Is it viewed as a credible source of information? Does the author have relevant qualifications and/or expertise? Does the information provide a reasonable and balanced perspective on issues? Is the information based on facts or opinions?
Accuracy	<ul style="list-style-type: none"> Is the numerical data accurate? Is the content grammatically correct?
Depth and comprehensiveness	<ul style="list-style-type: none"> Does the information cover the topic of interest extensively, or touch upon it briefly? Does the source consider the topic in sufficient depth?

Factors to consider	Questions you might ask about an information source
Currency	<ul style="list-style-type: none"> • When was the information published? • When was the website content updated? • Does the author speak to current issues within your industry?

Sources: <https://sites.umgc.edu/library/libhow/credibility.cfm>; <https://www.anu.edu.au/students/academic-skills/study-skills/researching-and-finding-sources/evaluating-sources>; <http://guides.library.cornell.edu/criticallyanalyzing> <https://federation.edu.au/library/student-resources/help-with-searching/finding-peer-reviewed-journal-articles>

Assessing the credibility of a source is not necessarily a straightforward exercise. For example, if you are searching for information about the origins of a trend that emerged 10 years ago, an information source that publishes information from 10 years ago would be useful, even if the information is not current.

If you are not sure whether an information source is credible or relevant, ask for advice from a relevant staff member, such as a colleague who has undertaken a similar task. Your organisation might also have their own criteria or tools for evaluating information sources.

Example

Research information sources and document outcomes

Sally has just started work as a Communications Assistant and has been asked to prepare a report on current trends in the communications industry, as this research will inform part of the communications plan. Sally decides to ask her colleague Luke for assistance, as he has been working in market research in the company for nearly five years. Luke gives her some tips on what to consider when collecting and researching information.

Sally	Luke
How do I work out if the author and the information I have found is reliable and from a reputable source?	<p>I've always found that books, journal articles and reports in industry magazines are easier to verify because the publishers check authors to determine if they meet industry expectations and standards for accuracy and facts.</p> <p>This information is also often peer-reviewed, which means it has been scrutinised by experts, and the research methods meet industry or educational standards. An increasing number of these published materials are available in digital format, though the most credible sources usually require a subscription or purchase fee.</p>

Sally	Luke
I have read some extreme claims on the internet before. How do I check the accuracy of information?	<p>Verifying information is difficult when it's web-based. It is not uncommon to find information freely available on the internet that seems credible; however, the author may not have the qualifications or experience to substantiate their claims or the data they have collected.</p> <p>However, credible sources can still be found online. These include journal articles, government reports and websites, and material from industry organisations. To check if the source is reliable, see if the same information appears in other places. This usually means that more people trust the information.</p>
I recently spent hours looking for the right information. How can I be more efficient when searching for what I need online?	<p>I always use exact words or phrases to make sure I don't waste time. It's easy to spend time scanning the web and still not find what you're looking for. I use quotation marks around phrases like 'communications', which means the search engine only looks for those two words together.</p> <p>Online research of particular topics can also take you to various places, such as databases and digital libraries, discussion forums, message boards, news groups and research reports.</p>
Do you keep a record of where you sourced your information in the documents you write?	<p>Yes. Don't forget to record the details of the research or data you refer to in anything you write.</p> <p>If you have found material on the internet make sure you include the page address and the date you accessed the information. There are standard methods of citing books, articles and other publications as sources of information. One of the most common is the Harvard referencing system.</p>

Documenting your findings

There are numerous reasons why it is useful to document your findings about information sources. For example, your organisation may require you to describe the sources you used to complete a task, or you may want a record to remind yourself of useful resources for future projects.

The method you use to document your findings will depend upon:

- your role
- the task you are undertaking
- the purpose of the communication
- the audience for the communication and
- the culture and expectations of your workplace.

If you are communicating your findings for organisational purposes, it might be useful to set up a Word document or Excel spreadsheet to record details about sources. If it is just for your own records, you could use a less formal method.

Clear written communication

When putting together written communication at work, pay attention to the principles of effective writing. Here are some tips for clear writing.

Keep it brief	<ul style="list-style-type: none"> • Use short sentences • Cut out unnecessary words (e.g. don't say 'the issue was carefully considered', just say 'the issue was considered')
Use simple, concrete language	<ul style="list-style-type: none"> • Don't use long words when a shorter word can be used instead (e.g. "use" instead of "utilise") • Be precise – avoid vague terminology such as "the current circumstances" • Avoid 'flowery' language (i.e. elaborate and flamboyant language)
Use an appropriate layout for your document	<ul style="list-style-type: none"> • Use a table to set out the information if this will make it easy to compare different options • Where appropriate, use bullet points so the information is easy to read
Avoid jargon	<ul style="list-style-type: none"> • Unless you are sure people understand what a word or expression means, avoid the use of jargon – that is, words or expressions that would not be familiar to people outside your organisation or sector • Jargon can 'cloud the message' you're trying to impart
Use an active instead of a passive voice	<ul style="list-style-type: none"> • When the subject of a sentence is performing the action, you are using an active voice (e.g. Jane chaired the meeting) • When the subject of a sentence is acted upon, you are using a passive voice (e.g. the meeting was chaired by Jane) • Sentences written in an active voice can be easier to understand than those written in a passive voice

Adapted from: <https://www.writerscentre.com.au/blog/how-to-be-a-better-business-writer> and <https://www.forbes.com/2010/05/03/better-business-writing-leadership-careers-tips>

For more information on business writing, see: aspirelr.link/writers-centre-business

Practice Task 2

Question 1

Which of the following statements about sources of information are correct? Select yes or no for each one.

- | | | |
|--|-------|------|
| a) Factors such as how the information was published (video, audio or written) provide an indication of the credibility of a source. | » Yes | » No |
| b) Assessing the credibility of a source is not always straightforward, especially when researching historical information. | » Yes | » No |
| c) If you are unsure about how to determine the credibility of a source, asking a colleague who has conducted similar research is a good first step to take. | » Yes | » No |
| d) All free information on the internet is unverifiable and should not be trusted. | » Yes | » No |
| e) Using exact words or phrases in search engines can make internet searches much more efficient, accurate and relevant. | » Yes | » No |

Question 2

Which of the following principles should you apply when documenting information? Tick all that apply.

- Keep it brief by using short sentences and cutting out unnecessary words.
- Avoid jargon, 'flowery' language and vague statements.
- Use a passive voice to aid comprehension.
- Use bullet points or a table to make information easier to read and interpret.
- Use simple, concrete language.

Question 3

List one kind of source information you would document when conducting your research.

1C Analyse the communications industry

In an industry facing rapid and complex change, people working within the communications industry need to stay on top of relevant issues, trends and developments.

Relevant issues, trends and developments that people within the communications sector may need to investigate include issues relating to the societal role of the communication industry, trends relating to consumer behaviour, key stakeholders for the industry, or the latest developments in technology.

Employees can help business stay on top of relevant issues, trends and developments if they have the skills required to access, analyse and interpret information.

The process of analysing and interpreting information requires you to think critically about the information you have found and reflect upon what that information means for your organisation or the industry overall.

Networking and developing relationships and professional contacts is common practice as a way for professionals to keep up to date with new and current trends and issues.

Irrespective of the sector in which the communications team is serving, many departments must work in tandem with each other to get results. This is because there is usually a range of information and input required to develop and execute a communications or marketing plan.

Types of communications businesses and departments

Communications and marketing are closely aligned, and the strategies they follow are often planned well in advance.

Larger businesses may have their own dedicated team of communications and marketing specialists. Medium-sized businesses may use specialist outside agencies to do their communications for them. Smaller businesses may not be able to afford their services, so may undertake their own marketing tasks.

<p>Communication and marketing teams in big business</p>	<p>An in-house marketing department carries out wide and varied work, and the communications team will usually sit within or alongside the marketing department. This department aims to promote the business and help drive sales, and this can be done through various means of communication. It also carries out market research to identify the target customers of the business. The marketing department usually works closely with sales and with product or service development. If the marketing department does not have the expertise it needs to carry out a task, an agency will be used.</p>
<p>Industry structure and networks</p>	<p>It is common for communication and marketing teams and agencies to work together on communication and marketing campaigns and projects. Organisations such as the Australian Marketing Institute provide formal networking opportunities, but informal social media networking is also very important.</p>
<p>Agencies</p>	<p>The communications industry is complex and varied. Some agencies offer a wide range of services, whereas others concentrate on one or two specific areas.</p> <ul style="list-style-type: none"> ▪ Full-service agencies offer a complete range of services, and may be specialists in certain areas. ▪ Public relations (PR) agencies aim to create and maintain a positive public image for the business. ▪ Digital agencies tend to work on internet-only related areas, manage social media accounts, design and place advertising, recruit bloggers and vloggers, and monitor the internet for comments about the business. ▪ Branding agencies give advice about logos, brand names, designs and other product features. ▪ Media buyers and planners identify and negotiate deals for the business when they want to buy advertising space on TV, radio or websites, or in newspapers and magazines. ▪ Promotional agencies specialise in suitable promotions for the business including coupons, loyalty programs and competitions. ▪ Database and direct marketing agencies manage and use customer databases to directly target customers with marketing messages.

Key organisational features

The table below lists others key industry and organisational features and characteristics that employees within the communications industry need to be aware of.

Organisational operating environments	<ul style="list-style-type: none"> ▪ An organisation's operating environment comprises all the factors that impact upon the organisation during their daily operations, such as customers, competitors and suppliers. ▪ Each of these factors can impact upon an organisation. For example: <ul style="list-style-type: none"> – if customers have a negative experience with a business, this can damage brand loyalty – competitors' marketing and communication strategies can influence customers' purchasing decisions – disruptions in supply chains can negatively affect production.
Organisational structures	<ul style="list-style-type: none"> ▪ Organisational structures are represented in organisational charts which illustrate what employees within an organisation do, who they report to and how decisions are made. ▪ There are a range of different organisational structures. 'Mechanistic' organisational structures reflect the conventional 'top-down' approach to company functions and decision-making. At the other end of the spectrum is an 'organic' organisational structure which is more collaborative and flexible. ▪ Organisational structures in the communications industry differ depending on the size of the organisation, the goods and services they provide and the requirements of the workforce. <ul style="list-style-type: none"> – Although some organisations will have a top-down approach, others will have fewer layers of management, encouraging employees to work together and exchange ideas and make joint decisions based on their varied skills and experiences.

Source: <https://blog.hubspot.com/marketing/team-structure-diagrams>

Organisational operating environments

The structure of a marketing and communications team can be classified into different levels or strata based on various areas and degrees of responsibility. In smaller organisations, two or more roles may be merged into one and each individual may be expected to have several areas of responsibility, such as monitoring social media and collecting analytics data. Sometimes a subject matter expert is sought for particular projects. This may involve contracting an expert in a particular field, such as expertise in video production required for a deliverable.

Hierarchy and organisational charts

In some large companies the communications department's hierarchy may be old-fashioned – imagine a pyramid with the communications director at the top and the various layers of management responsible for different communications tasks underneath.

Today's communications department is evolving. It is designed to encourage people to work together and exchange ideas. It has fewer layers of management, as many decisions are made by the team as they draw together their varied skills and experiences.

In order to get work done, someone needs to:

- decide the importance of tasks and allocate them to someone to work on
- set the deadlines and timelines for tasks
- check that tasks are being completed, deadlines are likely to be met and that the work is being carried out to the correct standard.

This means that someone does need to take responsibility for managing, allocating and checking work. The details of the work tasks for each job title are described in job descriptions, and reporting lines will lead to a manager or supervisor.

Roles within teams

The structure and roles in a team depend on how the communications department is organised.

Here is information about some of the common roles and duties in communications and marketing communications.

Brand manager

The brand manager (or product manager) has the overall responsibility for creating and maintaining a strong positive image of the brand to customers.

Campaign manager

The campaign manager may work for several brand managers, and makes sure that all the activities of the brand managers support one another, and that their ideas are suitable for the target customer groups.

Communications Manager (this role can overlap with a Marketing Communications Manager)

The communications manager is responsible for the day-to-day management, coordination and support of communications, media and engagement activity. The role helps to drive the organisational narrative, boost operational performance, improve employee engagement, and maximise people's adoption of change.

Communications coordinator

The coordinator works closely with the Communications Manager to support strategic communication objectives, with targeted and engaging content. They create and gather content for digital and print channels, including websites, social media, email direct marketing (EDM) and publications.

Customer relationship manager

Customer relationship managers handle the interaction between the customer and the business, and create customer profiles so that new target customers can be identified.

Data planner

Data planners use consumer data to determine marketing strategies by analysing consumer behaviour, trends, tastes, fashions and characteristics.

Direct marketing manager

Direct marketing managers deal with campaigns that aim to sell or interact directly with customers.

Marketing communications manager

The marketing communications manager develops strategic marketing plans, drives the overall marketing and communications strategy, brand direction, and execution of marketing campaigns. They can also be responsible for public relations.

Market researcher

Market researchers collect, collate and analyse data to help make the right decisions about the product or service, the communications, marketing, advertising and promotion.

Promotions manager

A promotions manager handles all of the work in promoting a product or service in areas that do not include advertising (competitions, coupons, in-store merchandising, etc.)

Investigate the communications industry

The Australian communications and marketing industry is concentrated in NSW and Victoria.

Almost 70 per cent of the nearly 8,000 specialist marketing and communications agencies are based in NSW and Victoria.

You can find out about the specialities of certain agencies by checking:

- their websites to find a list of their services
- which agency provides services for businesses in your area
- the winning agencies at industry award ceremonies.

Australian communications and marketing industry associations

The following table lists the most prominent organisations in Australia that provide support, guidance and working standards in the industry.

Competition within the industry is regulated by the Australian Competition and Consumer Commission (ACCC) and the Australian Communications and Media Authority (ACMA).

Numerous associations provide support, standards and guidance in the industry. Here are some examples.

Organisation	Website	What they do
Association for Data-Driven Marketing & Association (ADMA)	aspirelr.link/adma	This organisation aims to represent the direct marketing sector of the industry by promoting responsible and effective marketing.
Australasian Writers and Art Directors Association (AWARD)	aspirelr.link/award	AWARD aims to raise standards in creativity through education.
Australian Association of National Advertisers (AANA)	aspirelr.link/aana	The AANA represents the rights of companies and individuals in marketing and advertising. It aims to provide leadership on ethical advertising, good communications and freedom of speech.
Australian Market & Social Research Society (AMSRS)	aspirelr.link/amsrs	AMSRS represents market and social research professionals, and aims to establish high standards and ethics in research.

Organisation	Website	What they do
Australian Marketing Institute (AMI)	aspirelr.link/ami	This organisation for marketing professionals runs training courses and seeks to be the voice of the marketing profession in Australia.
Communications Alliance	aspirelr.link/comms-alliance	This company develops and advocates initiatives to enhance access, equity, reliability and growth of the internet and its commercial use within Australia.
Digital & Technology Collective	aspirelr.link/dt-collective	This association provides a network of experts in the digital media industry, including developers, creators and producers.
International Association of Business Communicators (IABC)	aspirelr.link/iabc	This organisation is an international network of communication professionals.
Media Federation of Australia (MFA)	aspirelr.link/mfa	The MFA supports other organisations that specialise in media services (such as research and buying).
Public Relations Institute of Australia (PRIA)	aspirelr.link/pria	PRIA represents public relations and communication professionals across Australia.
The Centre for Corporate Public Affairs	aspirelr.link/accpa	This organisation supports professionals involved in public relations and senior marketing management.

Networks in the communications industry

Networking means making a connection with other business contacts, so information, ideas and common issues or problems can be discussed and shared.

Networks can be formal or informal. Formal networks involve a group of like-minded people, organisations or a professional body that represents an industry. There are many opportunities for formal networking at conferences and events.

Joining an association or attending a conference is a great way to start networking. If you are training to join the communications industry, you may already be mixing with others in the same area of work. This is the beginning of your own network.

Informal networks consist of individuals who share their ideas and support one another in a much more casual and unstructured way. They may meet for lunch or after work; they may share an interest in a leisure activity or sport; or simply use the same transport to get home at the end of the working day.

Networking events tend to be formal and some businesses develop communication networks to share business opportunities. Common themes discussed at networking events include employment opportunities, skills shortages or demands, mentoring support, and current industry issues and practices.

Having a network has many advantages. Here is some information about the type and benefits of different networking methods.

Sharing information	Different viewpoints and ideas can be aired. This may result in a stimulus for change.
Setting standards of work	When standards of work, or rules for sharing confidential or sensitive commercial information are established, high standards and industry ethics are set.
Creating contacts	Other people in the network may have skills and expertise they are happy to share. They may also recommend you to their own employer.
Mentoring	Networking with people senior to you in the industry can be beneficial. They can often predict potential challenges, which they may have experienced, and may be able to identify ways to avert or direct these challenges.

The societal role of the communications industry

When making communications decisions, consider the needs of your target audience as well as the needs of the business.

Marketing communications should not only promote better products and services that satisfy customer desires, but also promote those that are in customers' long-term interests and those of society. A good example would be to not promote products that harm the health of customers. Not only do such products cause problems for the individual customer, but they may also cost society extra in terms of healthcare.

The industry has discovered that upholding high ethical and moral standards also helps sales. A business that is seen to be environmentally aware, ethical or natural can have a big advantage over its competitors.

Here are some examples of good and bad practice in Australia.

Egg producer Snowdale Holdings Pty Ltd (Snowdale) free range eggs

The Federal Court made Snowdale pay \$750,000 for making false or misleading claims that its eggs were free range. The court found that the hens were kept in sheds.

ALDI Green Action Flushable Bathroom Cleaning Wipes

Aldi withdrew their flushable wipes from sale after it was found that wipes should not be flushed as they do not disintegrate and cause sewer blockages.

McDonald's, KFC, Pizza Hut, Hungry Jack's, Oporto, Red Rooster and Chicken Treat

All of these companies have committed to nutrition labelling on their packages. They also have nutritional information on their websites.

Key industry stakeholders

A stakeholder can be any individual or organisation that is affected by the result of an action, outcome, project or campaign run by a business.

Stakeholders are important to a business and relationships need to be carefully nurtured. Stakeholders can be internal or external to the company. You may need to ask a manager if you are unsure who to contact and how to make contact with them. Being prepared and doing some research beforehand can be useful.

Here is some information about the different types of stakeholders.

Internal stakeholders

Internal stakeholders are people in the organisation engaged in, or affected by, any aspect of the communication operations. These can be people directly involved, such as managers, staff from various departments, and those involved in running or executing a campaign. It can also include people in areas of a business that provide any information or data that assists a communications campaign. These stakeholders all have an interest in making the project or campaign successful and profitable. Their workload and their jobs may be affected by the project or campaign.

External stakeholders

External stakeholders are not employed by the business, but are still affected by business decisions. Some will have the power or influence to affect the decisions of the business. External stakeholders include the public, specific communities, groups that may have a vested interest in the outcome of a marketing campaign (such as an activist group), media companies, technology specialists, other experts and professional associations. The government is also a stakeholder because it devises the laws and codes that regulate the products and services promoted by the industry.

Customers or clients as stakeholders

Your most important stakeholders are your customers or clients. These people are the end users of the product or service and include those people who are yet to buy and those who are returning for repeat business.

Identify and access key stakeholders

For most businesses these are its workforce and customers, the government and the broader community. The secondary set of stakeholder groups for most businesses includes regulatory bodies, suppliers, industry organisations and the media. In fact, this second group can be fairly broad and will differ from business to business.

An organisation’s success relies on the support of its primary stakeholders and a good relationship with its secondary stakeholders. Organisations use a number of different techniques to access and engage the stakeholders.

You need to understand the social and environmental topics that matter to stakeholders, along with stakeholder views of the business’s activities and performance.

Virgin Australia provides a good example of how a business may access their key stakeholders.

Here is some information about how each stakeholder group of theirs provides and receives information.

Employees	<ul style="list-style-type: none"> ▪ Email and direct mail ▪ Annual staff engagement survey ▪ Quarterly employee roadshows ▪ Internal team meetings
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Guests	<ul style="list-style-type: none"> ▪ Guest relations team ▪ Website ▪ Velocity Frequent Flyer program ▪ Social media ▪ In-flight magazine
Shareholders and investor groups	<ul style="list-style-type: none"> ▪ Investor briefings ▪ Annual general meetings and reports ▪ Sustainability reporting
Governments and regulators	<ul style="list-style-type: none"> ▪ Direct contact with government and regulators ▪ Consultation processes, forums and advisory groups
Community groups	<ul style="list-style-type: none"> ▪ Charity foundations ▪ Annual reports ▪ Websites ▪ Media and social media
Unions	<ul style="list-style-type: none"> ▪ Direct engagement with union representatives
Suppliers	<ul style="list-style-type: none"> ▪ Direct engagement

Example

Analyse the communications industry

Gian-Carlo is a marketing specialist at a travel and tourism company in Sydney. He directly reports to Deidre, head of marketing. Deidre wants some information on travel locations in Australia so she can put together a marketing plan for a travel insurance client.

Gian-Carlo breaks down the research needed to prepare a report:

- customer knowledge
- market knowledge
- latest trends in travel such as Airbnb and ecotravel
- knowledge of trade exhibitions.

He sources information online about the average budget Australians allocate for family holidays. He then collates a series of media reports on the top 10 holiday destinations in Australia. He then checks for new blog postings that may have some relevance in terms of new trends. Lastly, he identifies tourism exhibitions scheduled to take place throughout the year.

Gian-Carlo compiles the information he's gathered and presents the research to his manager and the team. The report states the locations that the business should target. It also details:

- the cost of the travel package to ensure the price is competitive
- the latest trends in the Australian travel industry
- the events where they can promote the campaign.

Practice Task 3

Question 1

Draw a line to match each employment opportunity to the area of work.

- | | |
|---------------------------------|---|
| » Market researcher | » Create and gather content, including for websites, social media, EDM and print publications. |
| » Customer relationship manager | » Collect, collate and analyse data to inform decision-making about communications, marketing, promotion and advertising. |
| » Communications manager | » Has accountability for creating and maintaining a strong brand image. |
| » Communications coordinator | » Oversee the interactions between the customer and the business, and create customer profiles. |
| » Brand manager | » Management, coordination and support of communications, media and engagement activity. |

Question 2

Which of the following are associations related to the communications industry?
Select all that apply.

- Digital & Technology Collective
- Australian Market and Social Research Society (AMSRS)
- Communications Alliance
- Australian Reading and Writing Institute
- The Centre for Public Relations

Question 3

Which of the following statements about communications networks are correct?
Select all that apply.

- Joining an association or attending a conference is a great way to start networking.
- Networking events tend to be formal, and some businesses develop communication networks to share business opportunities.
- Common themes discussed at networking events include employment opportunities, skills shortages or demands, mentoring support, and current industry issues and practices.
- Networking cannot help you source skills and expertise to improve your work practices.
- Networking provides advantages such as sharing information, establishing standards of work and providing mentoring opportunities.

Question 4

Internal stakeholders are people in the organisation who may be affected by the communication project or campaign.

» True

» False

Question 5

Key stakeholders usually include customers, employees, shareholders, governments, unions, and suppliers.

» True

» False

1D Analyse technological developments, trends and issues of the communication industry

The communications industry is growing and developing across the world.

Digital communications are fuelling that growth. In the past, advertisers placed ads on television or in newspapers and magazines, and then considered digital media as an afterthought. The importance of content marketing is changing the industry.

These advances have seen some of the larger traditional agencies either forced to change or lose business to smaller and newer agencies. Australia has a large number of smaller agencies that specialise in digital work.

Larger agencies have been quick to buy some of these new agencies to secure the talented content creators that started them or worked for them.

Developments in digital communications technologies

Digital technology has blurred the divide between communications and marketing.

Any employee in this industry needs to keep up to date with technological developments, so they are able to do their best possible job using current information.

Digital communication does the job of advertising, public relations, personal selling, direct marketing, sales promotion and much more. It achieves these goals by using engaging content to trigger the consumer's interest. The trigger should be strong enough to drive the consumer to take a desirable action, such as subscribing to a company's newsletter, completing an online purchase, then leaving the site with a good user experience and a compelling reason to return.

The effectiveness of digital communication such as social media is usually gauged by the likes, shares, comments and retweets. This gives an indication of the degree of engagement with the target audience.

Staying up to date with digital trends

Over time, the trends and development have been called e-marketing, internet marketing or web marketing. Today, they are best known as digital marketing.

Digital marketing affects the ways businesses manage their online presence through websites, social media and apps. It is just one way a business aims to achieve its key marketing objectives: acquire new customers and provide an excellent service to existing customers. Customer relationship marketing is all about managing the links and communications between the business and the customer. Digital marketing can help streamline this process, and make it much more effective and integrated.

It is vital to keep up to date with the latest developments. As a communications professional you need to understand where the industry is going (and what is working for others). As a business, avoid being left behind or allowing competitors to be more effective, visible or profitable.

Most businesses do not separate digital communications and marketing from the rest of their communications and marketing effort; rather, digital is at the heart of what they do.

Tracking the trends in digital communications and marketing means considering:

- digital media and communication channels
- web design and mobile apps
- automation of basic marketing processes and customer relationship management
- the business's overall digital strategies
- the development of new technologies and platforms.

Issues in the communications industry

In a world where digital technology is changing rapidly, and customers have increased choice and less time to engage, communication and marketing departments must deliver valuable customer experiences to ensure return on investment (ROI).

The communications industry currently faces many challenges, including:

- attracting skilled and innovative communication and marketing talent to the business
- increasing levels of shared communication between customers and businesses
- ensuring content is current and engaging
- determining which digital technologies best suit the business and customers
- managing websites
- targeting content for an international audience
- knowing where to focus efforts and budget now and in the future
- training current staff or hiring new talent capable of managing these challenges.

Types of digital communications

Digital communications impact on every area of marketing. Some affect discrete parts of marketing; others affect all marketing activities.

The following outlines digital marketing types or trends, and the affected communications and marketing activities.

Big data

- └ Complex and complete market and customer insight data and new forecasting methods
- └ Affects market research

Conversion rate optimisation (CRO)

- └ Improving the website visits for customers, and the ratio of visits to sales
- └ Affects website design

Online display advertising

- └ Smart advertising targeting customers on social networks and websites
- └ Affects media planning and buying

Mobile marketing

- └ Continuing development of advertising and promotion through sites and apps
- └ Affects website demand, advertising design and promotional activities

Online PR

- └ Using social media to directly target audiences and influencers
- └ Affects public relations

Search engine optimisation (SEO)

- └ Techniques to ensure the website appears in a prominent place on search engine results pages
- └ Affects website design, content writing and market research

Wearables

- └ New sources of data and media through the development of trackers, watches and augmented reality
- └ Affects market research, advertising and promotions

Affiliate marketing

- └ Partnering with other sites and businesses to attract traffic and sales
- └ Affects sales, marketing and promotion

Social media customer care

- └ Using social media to directly interact with customers
- └ Affects customer service and relations

Internet of things

- └ New sources of data and tracking through smart household products
- └ Affects market research

Marketing automation

- └ Creating personalised email and messages by analysing customer behaviour
- └ Affects advertising and promotion

Virtual meeting technology

- └ Allowing groups to communicate and collaborate digitally.
- └ Affects events and conferences.

Example

Digital communications technology

Celia has been asked to put together a presentation for her organisation, outlining the new brand and style guide that the communications team have been working on. Due to COVID, this presentation is no longer able to be run in person, and now needs to operate remotely.

Celia researches what digital communication tool she can use instead, and decides to use GoToMeeting to present the information. This tool allows Celia to record the presentation and save and send to others who cannot attend at the scheduled time.

She also completes an online tutorial before the presentation to determine its functionality before scheduled a meeting. She organises for participants to receive an email and login information to join the meeting via phone or online, before the session commences.

Mobile technology

Mobile technology has had a profound effect on the communications industry.

We can only begin to predict where mobile technology may be in 10 or 20 years; however, the following trends and developments are clear:

- Wearable technology (watches and smart chips) will allow users to access the internet and a range of other services.
- Mobile wallets will allow users to make immediate direct payments without the need for cash.
- 5G has improved data transfer speeds.
- Increased battery life and less energy-hungry devices will extend the use of devices without charging.
- Real-time translators will eliminate many language barriers.

The widespread use of digital devices means that technology must be considered in the development and choice of marketing methods.

The increased connectivity of people via smartphones has taken digital communications to a new level. Internet companies are changing algorithms (accelerated mobile pages or AMP) to give more weight and better ranking to websites compatible with mobile devices. Companies without a mobile-friendly website lose ranking in search results.

Marketing teams can make use of smartphone developments. The smart handset device can provide data about the user's net browsing history, online shopping and places frequently visited. With data analytic tools it has become easier for companies to research and track the consumers who give them business, and how they prefer to do this. This gives marketers much more accuracy in targeting relevant ads and messages, which are customised for the specific user.

Consumers may use their phones when deciding whether to buy a product, while standing in a store, or when deciding which restaurant to eat at. In moments like these, targeted, high-speed advertising and branding plays a crucial role in the decision-making process of the potential customer. If a competing brand can reach the potential customer faster with a more convincing message, it will have made a crucial first impression on the customer, and result in a loss for your business.

Example

Updating business content to stay current with digital communication technologies

Joshua works as a content writer and social media marketing (SMM) assistant in a leading digital agency in Melbourne. The agency has a client from a Sydney business that produces designer curtains. The business has been operating for over 20 years, and the client wants to see consumer inquiries increase. As the business has a very basic website, the owner is keen to revamp it and explore other digital marketing platforms. Joshua has been asked to assist in the project of developing a new website and improving its ranking in search engine results.

Joshua visits the existing website, reads the content and determines that it is not SEO-optimised. The business's current website consists of just eight linked pages of text and pictures. It is basically an online brochure with contact details, and has only been updated sporadically since it was launched.

Before starting to create fresh and unique SEO-optimised content for the business, Joshua liaises with the client through emails and phone calls to understand the unique selling position (USP) of their business, which sets it apart from its competition. He also inquires if there are any special offers or deals the business wants to highlight on the website, to compel website visitors to choose their business.

After his conversations with the client, Joshua updates the SEO specialist about the client's USP and together they research the keywords to use in the content of the redesigned website. He creates fresh, unique content by using the phrases and keywords that prospective clients may use in a search engine. The SEO-optimised website should help the business achieve good ranking in internet searches.

The new content is posted on the redesigned website and made live. Simultaneously, Joshua's SMM team launch social media pages on Facebook, Twitter and Instagram for the business. Joshua continues to create content for the client's blog and SMM platforms to keep the site active. He also works with the client and the graphic designer to make the content more appealing before sending it to the SMM team for posting online.

Assess the impact of new and alternative technologies

Businesses need to know what is working, what may work, and whether they should adopt a new technology themselves (and when).

In marketing, just like other areas of business, it is easy to get left behind when new trends hit the market, and very difficult to catch up again.

Here is a summary of technologies and the impact they can have on marketing communications businesses.

Content marketing

Measuring the effectiveness of different blends of content being used. Interactive apps are likely to drive content marketing, which will affect most businesses.

Big data

Using customer data and analytics will continue to drive personalisation on websites. Software programs are used to analyse customer behaviour and characteristics. This will affect market research and target marketing.

Automation

Creating automated emails and website personalisation, and using software to generate messages to customers will affect all marketing.

Mobile marketing

Including advertising, site development and apps. This will continue to develop, provided it justifies investment.

Social media marketing

The top social media networks according to the amount of users globally are Facebook, YouTube, WhatsApp and Facebook Messenger. These impact on the spending and focus of social media marketing.

Internet of Things

It is predicted that by 2025 there will be approximately 75 billion connected devices. This will have a huge impact on data sharing. Retail marketing and others will be affected.

Wearables

Wearables are a very hot consumer area, and continued development will have a huge impact on marketing. Businesses will be able to geo-target customers and direct marketing opportunities to customers when they enter specific areas. Marketing content will need to be short and conducive to verbal communication.

Social media trends

Social media is one of the most dynamic areas of communication. Current trends in social media include:

- Increased video – 75 per cent of businesses already use video for marketing purposes. Every day over 500 million Facebook users watch videos, with Facebook Live viewership increasing by 50% in 2020. The first 10 seconds of a video advertisement are the most important to prevent consumers clicking off.
- Chatbots – these are being used on social media platforms. Chatbots allow real-time customer interaction. These days, many consumers prefer electronic media compared to the telephone for customer support. Chatbots offer 24/7 customer care cover.
- Mobile users – there are over 6 billion smartphone users worldwide. Mobile-only apps such as Instagram and Snapchat are a growing trend.

There is no single place to keep up to date or to find out the impact of these developments, so it is best to use a wide range of different information sources.

Here are some information sources you can use.

News sites	<ul style="list-style-type: none"> ▪ aspirelr.link/crn-australia ▪ aspirelr.link/marketing-mag ▪ aspirelr.link/news-australia-technology ▪ aspirelr.link/the-age-technology ▪ aspirelr.link/the-australian-technology ▪ aspirelr.link/the-guardian-technology
Blogs	<ul style="list-style-type: none"> ▪ aspirelr.link/cmo-blog ▪ aspirelr.link/digital-buzz-blog ▪ aspirelr.link/gizmodo ▪ aspirelr.link/mumbrella ▪ aspirelr.link/reckoner
Company sites	<ul style="list-style-type: none"> ▪ aspirelr.link/living-online-marketing-trends-2016 ▪ aspirelr.link/signal-digital-ad-spend-trends ▪ aspirelr.link/smm-australia
Social media	<ul style="list-style-type: none"> ▪ aspirelr.link/aasm
Networks	<ul style="list-style-type: none"> ▪ aspirelr.link/australian-marketing-news ▪ aspirelr.link/linkedin-ami
Seminars, conferences and exhibitions	<ul style="list-style-type: none"> ▪ aspirelr.link/marketing-australia-seminars ▪ aspirelr.link/tech-in-gov
Training	<ul style="list-style-type: none"> ▪ aspirelr.link/ami ▪ aspirelr.link/online-study-smm

Analyse information about future trends

Knowledge of future trends can affect your current job role and the future of the business.

An employee who has the skills and knowledge to identify, research and apply new information to current marketing communications activities is highly valued.

The trick with new trends is to analyse how you can then apply them to your particular situation, your business or your client's business.

Here are some examples of future trends and how you could apply them to your work role.

In-store marketing

80 per cent of millennials use their smartphone in-store. The relationship between physical and online sales is narrowing.

Application:

Use apps to engage customers with unique in-store experiences. Show them special offers on their smartphones as they walk through the store.

Live video

Online video accounts for a huge percentage of mobile traffic, particularly in social media.

Application:

Periscope and Facebook Live offer brands the chance to live stream videos to their customers.

Time-limited social content

Snapchat gives customers a very limited time to read brand content before it disappears, creating a sense of urgency to make a purchasing decision.

Application:

With so much marketing content, limiting the time it can be accessed makes it more urgent and exciting. Instagram now offers the same feature.

Wearable mobile devices

The mobile wearable market is worth over \$5 billion and is growing.

Application:

Make some simple changes to websites to allow wearable devices to access them.

Interactive content

Interactive content is twice as likely to convert a website visit into a sale compared to static content.

Application:

Create online reviews, chances to answer questions, make choices and explore scenarios.

Example

Analysing technological developments

Carmel is working as a marketing communications assistant for a well-known sports and leisurewear company, Active City. She has been asked to analyse and report on the impact of communication technology on people's health and wellbeing. She examines two magazine articles, two reports and one blog and found that a key message in all five sources of information was that communication technologies can enhance people's sense of social connectedness. This is a common theme among all the information sources.

Three of the sources Carmel examined included statistics which demonstrated the impact of communication technologies on different age groups. She analyses that as all three sources find that teenagers' benefit the most from the social connectedness provided by communications technologies, this is a common pattern.

She also found that in other age groups there was a significant difference between the information sources: three claimed that communication technologies increase stress levels in those over 40, but two claimed they did not for that age group. This is a significant finding in and of itself. It suggests that it is not yet known whether communication technology increases people's stress levels.

Practice Task 4

Question 1

Why is it important to analyse trends within digital communications technology?

Question 2

Monitoring issues in the industry requires a business to build and maintain the capabilities of staff to cope with change.

Provide an example of a current issue and discuss the business or staff capabilities needed to adapt to the issue.

Question 3

A marketing team has been asked to recommend digital communications technologies, platforms and devices to help a small boutique bakery with its marketing strategy. Their aim is to increase sales and improve customer service. The bakery has a budget of \$5,000.

Which of the following digital communication technologies are appropriate to use for the bakery client? Select all that apply.

- Internet of Things – sources of data and tracking through smart household products.
- Marketing automation by creating personalised email and text messages to subscribed customers.
- Conversion rate optimisation to improve website visits for customers, and improve the ratio of visits to sales.
- Social media customer care to directly interact with customers.
- Online PR using social media to directly target audiences.

Summary

- The communications industry is a broad and diverse sector.
- The communications industry incorporates content production, internet publishing and marketing communications.
- Information about the communications industry comes from various sources including news media, industry publications and social media.
- Marketing communications are messages between a business and its potential customers. These messages aim to inform, persuade and sell products and services to customers.
- There are many different professional organisations in Australia that can provide information on the communications industry.
- When analysing information during the research process, evaluate the source to ensure it is relevant and credible.
- There is no single place to keep up to date or to find out the impact of these developments; use a range of information sources.
- A major factor driving change in the communications industry is the development of new technology.
- The communication industry is continually changing, and the advent and use of the internet and other forms of digital media have had a huge impact on communication.
- The widespread use of digital devices means that technology must be considered in the development and choice of communication methods.
- Digital marketing and communications personnel are expected to know the extent of what is trending both locally and globally in terms of technology, news and developments relevant to marketing.

Learning Checkpoint 1

Research and analyse communications information

Part A

1. Which of the following relates to identifying and accessing sources of information on the industry? Select all that apply.

- Knowing where to find information keeps your knowledge current.
- Specific data and statistics are used to keep track of trends.
- Many sources can be found online.
- Sources can include the media, businesses and associations.
- All information is useful information.

2. List two reasons why you would need to be able to seek information on the structure and operations of the industry.

3. Which of the following statements about researching sources of information are correct? Select yes or no for each one.

- a) Information should be verified as being reliable by checking it is from a trusted source. » Yes » No
- b) Numerical data does not have to be accurate. » Yes » No
- c) The information should provide sufficient depth and coverage of the subject. » Yes » No
- d) Information should always be from within the last 12 months. » Yes » No
- e) Information should be relevant to my organisation's industry. » Yes » No

4. List three ways to ensure you clearly document outcomes.

5. Why is it important to be able to analyse the marketing communication industry sectors, associations, networks and their societal role?

6. Which of the following statements about industry associations are correct?
Select all that apply.

- The Australian communications industry is declining by 15 per cent each year.
- The Australian communications and marketing industry consists of a wide variety of specialist agencies, teams in a non-marketing business, associations and other networks.
- Marketing services include advertising agencies, internet and mobile advertising services, and direct mail advertising services.
- There are three communications and marketing industry associations in Australia.
- The Australian Association of National Advertisers (AANA) represents the rights of companies and individuals in marketing and advertising.

7. List three ways the industry can consider its societal role when creating communications.

8. Choose one job opportunity from the communications industry and describe the job role and the skills required to perform the job well.

9. List two examples of current issues and/or trends that affect the communications industry.

Part B

Read the case study and answer the questions that follow.

Case study

Ciaran works as a content writer and social media marketing (SMM) assistant in a leading digital agency in Melbourne. The agency has a client from a Sydney business that produces designer curtains, Lux Drapes. The business has been operating for over 20 years, and the client wants to see traffic to their website and consumer inquiries increase. As the business has a very basic website, the owner is keen to revamp it and explore other digital marketing platforms. Joshua has been asked to assist in the project of compiling a report on how their client can utilise new technologies and trends in the industry to improve their online presence.

1. Which of the following digital communication technologies would be appropriate for Ciaran to include in his report for Lux Drapes? Select all that apply.

- Big data – complex and complete market and customer insight data and new forecasting methods
- Establishing or upgrading the website with responsive design for use on mobile devices
- SEO strategies to ensure the website appears in a prominent place on search engine results
- Establishing and monitoring social media platforms such as Facebook and Twitter
- Wearables such as trackers, watches and augmented reality

2. List two recommendations Ciaran can make in his report about how to increase traffic to their website and increase customer inquiries.



Topic 2 | Develop communications deliverables

- 2A Identify resources and requirements for deliverable
- 2B Use research to prepare deliverable
- 2C Organise information for the communication
- 2D Establish criteria and share deliverable with relevant personnel

2A Identify resources and requirements for deliverables

A deliverable is a term originally used in project management to describe something that needs to be completed.

Deliverables need to be specific and tangible. For example, a communications deliverable could be writing a report, social media post, press release, blog post or newsletter. It may also involve organising an event at an exhibition or trade show.

While working in communications, the majority of your work will be focused on completing and assisting to complete deliverables.

Clarifying deliverables

When you are asked to complete a deliverable, you are responsible for ensuring you understand the expectations and requirements of the task.

Before you start working on the deliverable, you need to first to clarify:

- what you need to do (the task requirements)
- what resources you might need to do it (the resource requirements).

Here are some questions you might need to ask to clarify each of these areas.

Task requirements	<ul style="list-style-type: none"> • What needs to be provided? For example, is the deliverable a series of blog posts, an email newsletter, a four-page report, a set of 6 presentation slides, or a webpage with links? • Do any specific processes or procedures need to be followed? For example, do you need to use a specific template for a report, or is there a particular policy that applies, such as a social media policy? • When does the deliverable need to be completed by?
Resource requirements	<ul style="list-style-type: none"> • Do I need any specific resources, tools or equipment to complete the task? For example, access to a company laptop, access to data on engagement levels? • Are any other personnel allocated to help with the task? How much time do they have to assist with the task?

Your manager or supervisor might be able to answer your questions about these requirements, or they may be able to direct you to someone else who can help you.

Identifying resources and relevant personnel

Resources refer to all assets that to be used and can take many forms, such as budget, staff, materials, technologies, digital assets, brand styles, suppliers and time.

Below is a summary of the most common resources used to implement communication tasks:

Money	All job functions involve cost, and no organisation has unlimited funds. All companies have budgets, and want to maximise their return and minimise the cost to achieve their outcomes.
Time	Time is sometimes overlooked as a resource, especially if a company is using internal, the so-called "in-house" resources to reduce costs.
People	People resource is about the expertise. The expertise may be accessible in the company (in-house); however, some expertise is specific and may not be employed for companies' daily operations. For example, design of software apps for a communications campaign.
Outsourced resources	Outsourcing is the business practice of hiring a party outside your organisation to perform services that the organisation may be lacking. For example, market research, media planning, or IT solutions. Outsourcing may be beneficial for short-term projects or when specific expertise is required.

External resources

Other resources that you may need to access can be outsourced. This may include finding suppliers, IT solutions, freelance creative agents and other services.

Some examples are included below:

Suppliers	<ul style="list-style-type: none"> Suppliers for products or services used in promotional activities, such as fair-trade stand hire, packaging manufacturers, etc. Printers of promotional materials
IT solutions	<ul style="list-style-type: none"> IT technicians for promotional events Specialised technology and equipment
Freelance consultants	<ul style="list-style-type: none"> Supply chain management consultant to set up distribution channels Copywriters or art directors to develop advertising material
Agencies	<ul style="list-style-type: none"> Market research agencies to conduct focus groups to explore customer attitudes towards brands Media agencies or brokers to buy media time on TV or radio

When you are talking to and working others in the workplace, foster positive relationships. Positive relationships contribute to a positive work environment, which has benefits for employee health and wellbeing and organisational productivity. One of the ways you can promote trust and confidence with people you work with is to use and encourage an open communication style. Open communication involves everyone within a group expressing their thoughts and ideas, whereas closed communication involves one person communicating to a group.

Example

Identifying relevant resources and personnel

Eric is a Communications Manager and has three people in his team. He needs to conduct market research to gain more insights into customer buying behaviour. Team member Cole has some experience in developing surveys but his main area of expertise is content creation. The group reached the agreement that at this stage, the first priority of the business is to social media and other channels to increase brand awareness. That means there are conflicting priorities and limited resources that can be allocated for the market research.

The team decided to explore other options and requested quotes from providers. They estimated the cost of Cole's hourly rate and the time that would be required for him to complete the market research task. Although it would have been cheaper to do the research in-house, the business progress would slow down because Cole would not be working on content creation which is a key part of their communications strategy. The team decided to outsource a freelance research consultant to conduct their market research activity.

Identifying task requirements

Each communication or marketing communication job is different; in-house jobs tend to be broad and offer a wide range of tasks. Specialised agencies may have narrower job roles that require communication and marketing assistants to focus on one area, such as content creation, market research, event management, social media or public relations.

Ideally, candidates should be able to turn their hand to many different tasks.

Typically, a communications coordinator would undertake the following tasks and deliverables and require these specific skills.

Content creation and copywriting

This can be for social media, websites or electronic direct mail (EDM) campaigns.

Skills needed:

- Good use of English
- The ability to write compelling and engaging material

Social media management	<p>Overseeing the social media post schedule and fostering a high level of audience engagement.</p> <p>Skills needed:</p> <ul style="list-style-type: none"> ▪ Good interpersonal skills ▪ Organisational skills ▪ Decision-making skills
Organising market research	<p>Carrying out an in-depth investigation of customers, the market, competitors and other subjects.</p> <p>Skills needed:</p> <ul style="list-style-type: none"> ▪ Good organisational skills ▪ The ability to manage own work
Writing press releases	<p>Writing engaging material about products and services that is of interest to the media and customers.</p> <p>Skills needed:</p> <ul style="list-style-type: none"> ▪ Good use of English ▪ The ability to write compelling and engaging material
Arranging promotional events	<p>Booking trade stands at events and in public places to promote products and services; organising all materials and staff.</p> <p>Skills needed:</p> <ul style="list-style-type: none"> ▪ The ability to manage complex situations ▪ Good interpersonal, organisational and decision-making skills
Assessing the results of a campaign	<p>Working out whether a campaign had a positive impact on sales, opinions and knowledge of the product or service.</p> <p>Skills needed:</p> <ul style="list-style-type: none"> ▪ The ability to measure the impact of campaigns ▪ Numeracy skills to check sales figures ▪ Research skills to carry out additional market research
Analysing data and writing reports	<p>This is the next stage of assessing campaigns, where you analyse the results and format the information into a report with the manager.</p> <p>Skills needed:</p> <ul style="list-style-type: none"> ▪ Good organisational skills ▪ Good use of English ▪ The ability to create charts, graphs and tables
Helping to attract online traffic to sites	<p>Organising search engine optimisation (SEO) and other ways of ensuring websites appear first on search pages; using keywords and organising links.</p> <p>Skills needed:</p> <ul style="list-style-type: none"> ▪ Basic understanding of search engines and keyword searches ▪ Research skills to identify suitable linking websites

Business and marketing plans

The task and resource requirements for deliverables are often laid out in a company's business and marketing plans.

Business plans	<ul style="list-style-type: none"> • Lay out the purpose and background of each project from a marketing, financial and operational viewpoint • Outlines the financial resources to be allocated to the project • Outlines the operational staff and schedules needed to meet goals
Marketing plans	<ul style="list-style-type: none"> • Outlines the tasks and activities required to achieve specific objectives relating to advertising, promotion and marketing • Provide a structured approach to meeting marketing objectives by detailing the company's current market position, and the marketing strategies to achieve outcomes over a specified time period and within budget

A marketing plan must identify a combination of techniques or activities to create value for clients, so consumers are attracted to a particular product or service. It should also include information about how progress will be monitored and evaluated.

Marketing principles

Marketing principles are referred to as the 'four Ps':

- **Product** – the product a business sells
- **Place** – the place where the product needs to be marketed
- **Promotion** – how the product needs to be promoted
- **Price** – the cost of the product

The four Ps help companies decide how to communicate and market a product. Ask yourself the following questions:

- How does this product meet customers' needs?
- Where are customers searching for this product?
- How is this product different from similar products sold by our competitors?
- What is the value of the product?

Communication and media strategies

A marketing or communication and media strategy identifies the needs of the client and the strategies that the team will focus on to meet those marketing and communication needs. A strategy plan might include:

- the organisation's business, products and services
- the position of those products and services in the market
- customers and competitors

- the existing communications channels
- the budget for a new campaign or expansion of existing channels
- the marketing tools and techniques to reach the organisation’s goals
- measures to determine the effectiveness of tools and techniques, such as return on investment (ROI).

The success of campaigns from the marketing plan or strategy is measured by the extent to which the organisation’s needs are met.

Communication and media practices

Various practices are used to market and promote a product or service. Here are some examples.

Search engine marketing	<ul style="list-style-type: none"> • This involves creating a website that appears in the top results when a customer searches for keywords. Many consumers only look at the first page. • of search engine results, so businesses try to maximise their engine search ranking to get the most customer ‘hits’.
Telemarketing	<ul style="list-style-type: none"> • This is done over the telephone when a team follows up with those people who have been identified as being interested in a previous or related product or service. • Many people do not like telemarketing and give a negative response to this type of marketing campaign. There is also a ‘Do not call register’ to avoid receiving these calls.
Direct marketing	<ul style="list-style-type: none"> • This means the consumer is approached in person by some form of communication such as phone, email, text message, letter or flyer posted to their address. • It can also include a visit from a person who is marketing a product or service.
Marketing of goods and/or services	<ul style="list-style-type: none"> • A large amount of marketing is directed towards informing consumers about new products or services and/or changes to an existing product or service. • Consumers are given information about pricing and sales campaigns. There should always be a review and evaluation of the responses and outcomes as a result of a marketing campaign.

Digital media strategies

A digital media strategy is a plan adopted by a business to maximise the benefits of digital technology.

Digital marketing in Australia is growing rapidly; in 2020 the digital marketing spend in Australia reached \$9.5 billion. The growth of digital marketing reflects the popularity of on-demand digital, particularly among younger consumers.

Digital media teams are responsible for:

- coming up with strategies to persuade customers to visit the business website
- tracking how many site visitors actually make a purchase
- how to improve the website to make it more attractive and more likely to create a sale
- coming up with digital marketing campaigns and managing the campaigns
- buying paid-for searches, such as search engine optimisation (SEO) and PPC (pay per click)
- managing social media accounts, the brands and products online
- carrying out redesign and updates on websites
- planning and budgeting all digital marketing
- carrying out and evaluating customer research, research on the market and competitors
- ensuring that the business uses the latest technologies and techniques and complies with laws and regulations.

Example

Identifying resources and task requirements

Sara is a communications and marketing assistant for the furniture company, Custom Cabinetry. They provide custom and bespoke furniture for their clients, and operate a number of showrooms around the country.

Although the company has a long history and an established brand name, its current marketing plan has set key marketing promotional objectives for the next 12 months. One of their objectives is to maintain and grow corporate brand awareness.

Custom Cabinetry has assigned a marketing budget of \$20,000 for promotional activities. The marketing department has planned a three month promotional campaign, which includes advertising and PR.

Sara identifies that her key tasks from the plan will be communication with media companies, monitoring the advertising schedule, and ensuring that the content published meets organisational policies and legislative requirements.

Practice Task 5

Question 1

Which of the following statements about resources and task requirements are correct?
Select yes or no for each one.

- | | | |
|--|-------|------|
| a) Resources are all assets that can be used by the communications team. | » Yes | » No |
| b) Resources can be outsourced. | » Yes | » No |
| c) Time is a resource that staff can allocate themselves. | » Yes | » No |
| d) You should clarify expectations after completing a deliverable. | » Yes | » No |

Question 2

List the four Ps that describe marketing principles.

Question 3

List two examples of commonly used marketing methods or practices, and briefly explain what they involve.

2B Use research to prepare deliverable

There may be times when you need to use research to complete a deliverable.

When using research to complete deliverables, remember the research process:

- find information sources: key steps and considerations
- gather information: key steps and considerations
- analyse and interpret information: key steps and considerations.

To ensure you fulfil the requirements associated with the deliverable, you will also need to be able to prioritise tasks and meet deadlines.

Research to prepare content for deliverable

Before you create the content for your communication, you need to clarify its purpose.

Organisations use many different platforms to communicate different purposes. Here are some examples.

Purpose of communication	Description of purpose
Exposure	To get noticed
Building brand awareness & customer loyalty	To make a connection and interact with customers
Building online communities	To build online communities that help to draw in new customers and clients
Marketing & advertising	To market and advertise their products and services
Information dissemination	To share information about products, services, goals, values etc.
Promoting special offers & events	To promote discounts, sales and other special offers as well as events such as VIP nights, workshops and conferences etc

The information used to create content should be relevant to the purpose of the deliverable. For example, if the purpose of the communication is to promote a special event, you will need information about that specific event, such as:

- the type of event such as social gathering, networking, training, or trade show
- the venue
- notable attendees
- information about event activities, such as a schedule or run sheet with times for different activities.

Here are some examples of information you might need to source from your own organisation or from an external source.

Internal information required to create content may include:

- information about products (e.g. ingredients, materials, cost, availability)
- details about a special offer or event
- photos, videos, audio files.

External information that may need to be researched to create content could include:

- information about industry trends
- statistics collected by government that relate to your industry or sector
- information about a Andreanthropic enterprise that your organisation supports (e.g. a women's empowerment enterprise in India, a shelter for stray animals).

Prioritising tasks and meeting deadlines

Prioritising tasks is especially important when a deliverable involves multiple different activities. This is a common for research-based tasks which typically involve multiple activities such as: identifying sources, gathering information and analysing and interpreting information.

To effectively prioritise tasks, you need to understand what activities are involved in completing the task and which tasks are dependent on each other. For example, the activity of gathering information is dependent upon the activity of identifying sources: you cannot do one before you do the other. Being aware of which tasks are dependent on others will help you determine the order in which tasks should be completed.

Knowing how long it will take to complete a task will help you effectively manage your time. The table below lists some of these factors that influence the amount of time it takes to complete any given task.

Factors that influence how long a task will take:

- The complexity of the task
- The availability of existing resources (e.g. templates, related documents) that will make the task easier or quicker to complete
- The availability of other team members to assist you with a task and provide you with advice
- Whether you need to wait for someone else to complete a task before you can start yours
- Whether you need approval to continue with or finalise the task
- Help you need to provide to other team members (to help them complete their work)
- Unforeseen events that require you to shift your focus (e.g. your supervisor asks you to undertake a more urgent task)

Example

Use research to prepare deliverable

Alice's first task in her new role as a marketing assistant for a tourist office in rural Australia is to help set up a campaign to promote bed and breakfast (B&B) businesses. There are 18 in the immediate area, and Alice needs to find out where to promote them online and how they can attract more customers. Increasing the customers for the B&B businesses may benefit the whole town.

Alice begins by looking at what other small towns do to promote their B&B businesses. She does this online by looking at similar towns in her state. Alice contacts the Australian tourist board (Tourism Australia), as they have specialists who can offer advice. She also contacts the state tourist board for similar information and advice.

Alice carries out research on accommodation trends and discovers that newer services like Airbnb are seriously affecting traditional businesses. Alice also contacts Hosted Accommodation Australia to help her gain a better understanding of the B&B industry. These organisations provide some useful data.

Alice finds that regional and local tourism organisations collect data on occupancy levels, and Tourism Research Australia creates some very useful data on visitor arrivals (international and domestic). The state and territory organisations also have similar data that could be useful in forecasting visitor numbers.

Alice also discovers that the International Visitor Survey (IVS) and National Visitor Survey (NVS) are carried out by Tourism Research Australia. The first survey has data on 40,000 international visitors, and the NVS interviews 120,000 Australians by telephone. There is a great deal of useful data from both surveys that Alice can use.

Alice hopes that by the end of the research process she will have a clear idea about:

- visitor numbers to the area (whether they are international or domestic)
- average spending
- activities, attractions and destinations that are popular in the area
- support that various organisations can offer the town
- where to advertise the B&B businesses.

Organisational policies and procedures

Organisational policies and procedures help to ensure that an organisation and its employees fulfil their legal and ethical obligations. They also provide employees with a guide to appropriate behaviour and practices within the workplace.

One example of a policy and procedure you would follow while creating a deliverable that is a written document would be a style guide. These outline how an organisation wants their brand to be represented, and covers things such as fonts, colours, voice and tone.

Another example of organisational policy is a code of conduct. An organisational code of conduct is a set of rules that outlines the responsibilities of an employee, or member of an organisation or professional body.

A code of conduct should reflect the ethical principles that drive an organisation or industry body. All staff are obliged to conduct themselves according to the behaviours outlined in the organisation's code of conduct. In a professional organisation, the code of conduct outlines the actions and behaviours expected of its members.

An example of a professional code of conduct taken from the Australian Marketing Institute (AMI) website can be found at: aspirelr.link/amicode.

Social media policies and procedures

Your organisation is likely to have a policy related to social media content and privacy. You need to make sure you understand this policy when you source and create content. For example, some information may be 'commercial in confidence' or, your company may need to seek permission to post photos of staff, customers or clients.

When sourcing and creating content for social media and online platforms, organisations have responsibilities under the Privacy Act. This includes responsibilities relating to the collection, use and disclosure of personal information.

For example, if you take photos or videos of people that you are then going to post on your organisation's social media account – such as a conference or an event for VIP customers – you must take reasonable steps to make people aware of this.

Similarly, if you ask followers to share personal information about themselves via social media, you may be breaching privacy laws. It would be better to ask them to share that information through a private forum, such as email.

For more information about the Privacy Act see: aspirelr.link/oaic-privacy-act

Example

Sample social media policy

<p>Policy Statement</p>	<ul style="list-style-type: none"> ▪ FreshTime recognises the rise in popularity of online media and the ways that employees, suppliers, clients and networks use social media to communicate. FreshTime recognises that social media platforms are continually evolving. While this creates new opportunities, it also creates new responsibilities. ▪ This policy provides guidance for workplace participants when they engage in conversations or interactions via social media for official, professional and personal use. ▪ The policy should be read in conjunction with FreshTime: <ul style="list-style-type: none"> - Workplace Behaviour Policy - Code of Conduct - Disciplinary Action Policy - Your position description, and - The duties and obligations as set out in your employment agreement (if you are an employee)
<p>Policy Application</p>	<p>This policy applies to all workplace participants at FreshTime, which includes:</p> <ul style="list-style-type: none"> ▪ all employees, including full-time and ongoing employees, casual employees, fixed term/temporary and specified task employees, employees on probation, part-time employees, managers and employees working from home ▪ contractors, freelancers, consultants and people providing services to FreshTime on a contract basis, even if they are only working at FreshTime on a temporary basis. <p>The contents of this policy refer to your obligations are guidelines only and are not contractual terms, conditions or representations on which you may rely.</p>

Definitions	<p>Social Media includes websites and applications which allow users to create and share content or participate in social networking. Social Media may include (although is not limited to):</p> <ul style="list-style-type: none"> ▪ social, professional, and information networking sites ▪ video, photo and audio content sharing websites and applications ▪ blogs, including business, personal and news blogs ▪ wikis and online collaborations ▪ forums, discussion boards and groups ▪ online multiplayer gaming platforms ▪ instant messaging, including SMS ▪ geo-spatial tagging.
FreshTime standards in relation to social media	<ul style="list-style-type: none"> ▪ When using social media for personal, professional, or official use, employees must be cognisant of the content they post, the audience their posts reach and the potential effects of improper usage. The following standards apply to FreshTime’s workplace participant’s use of social media at any time, when it has a clear and close connection with FreshTime. <p>Management of FreshTime social media websites</p> <ul style="list-style-type: none"> ▪ All content published on FreshTime social media must be approved by the Sales & Marketing Manager, the Executive Director, or in the absence of the Sales & Marketing Manager or Executive Director, a representative designated by the Sales & Marketing Manager.
General guidelines for use of social media	<p>You are directed to comply with the following guidelines when using social media:</p> <ul style="list-style-type: none"> ▪ You must not make any comments or post any multimedia content which may damage the reputation or commercial interests of FreshTime or bring FreshTime into disrepute. ▪ You must not disclose confidential information of FreshTime to any external parties. ▪ You must not post any material that is obscene, defamatory, threatening, harassing, discriminatory or hateful to another person or entity. ▪ If you are an employee of FreshTime, you must not do any other act which would be inconsistent with your duty of good faith as an employee or would amount to serious or wilful misconduct in breach of your contract of employment.

Reporting Inappropriate Use	<ul style="list-style-type: none"> ▪ If you notice inappropriate, unlawful, negative or disparaging content online relating to FreshTime or any of its employees or contractors, or content that may otherwise have been published in breach of this policy, you are requested to not personally respond to the content but report the circumstances to the ▪ Executive Director or a designated representative who will follow up on any issues.
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Laws and regulations

People working in the communications industry need to be aware of and abide by relevant legal and regulatory responsibilities.

Some examples of laws and regulations that may be relevant to the work undertaken by people in the communications industry are provided below.

Topic	Law / Regulation	Description
Consumer protection	Competition and Consumer Act 2010	<p>Consumer protection guidelines are designed to uphold the rights of consumers. There are specific codes of practice for some areas within the communications industry, such as advertising and eMarketing.</p> <p>All states and territories have their own consumer protection agencies.</p> <p>Customers can contact these agencies if they believe that any advertisement:</p> <ul style="list-style-type: none"> ▪ does not comply with Commonwealth, state or territory law ▪ is misleading or deceptive ▪ may cause damage to a competitor ▪ makes false claims, such as benefitting the environment or being made in Australia. <p>For more information, go to: aspirelr.link/legal-obligations-marketing</p> <p>For more information about legal issues in the advertising industry see: advertisingcouncil.org.au</p>

Topic	Law / Regulation	Description
Privacy	Privacy Act 1988	<p>In Australia information collected about individuals is regulated by the Privacy Act 1988 (Cth).</p> <p>The Act outlines the legal requirements of agencies and organisations for handling personal information, including how that information is:</p> <ul style="list-style-type: none"> ▪ collected ▪ used ▪ disclosed ▪ stored. <p>When using digital communication, all business owners have a legal obligation to secure data and protect the privacy of their customers' personal information.</p>
Copyright	Copyright Act 1968	<p>The moment an idea or creative concept is documented on paper or electronically, it is automatically protected by copyright in Australia.</p> <p>Copyright laws also protect originally created media broadcasts, computer programs and compositions of other people's work.</p> <p>Examples of works protected by copyright include books, films, music, sound recordings, newspapers, magazines and artwork.</p>
Workplace health and safety	Differs according to state/territory	<p>WHS legislation is designed to prevent workplace disease, injury and death.</p> <p>Employers and employees have rights and responsibilities regarding workplace health and safety. You need to be aware of your own obligations when handling equipment and monitoring the safe use of equipment by others.</p> <p>For more information about workplace health and safety issues see the following websites:</p> <ul style="list-style-type: none"> ▪ aspirelr.link/safeworkaustralia ▪ aspirelr.link/business-whs ▪ aspirelr.link/whs-australia

Sources: <https://business.gov.au/planning/industry-information/information-media-and-telecommunications-industry>; <https://www.donotcall.gov.au/industry/industry-overview/register-legislation>

Here is an example of a business that failed to follow relevant legal and regulatory responsibilities.

- Egg producer Snowdale Holdings Pty Ltd (Snowdale) free range eggs
- The Federal Court fined Snowdale \$750,000 for making false or misleading claims that its eggs were free range. The court found that the hens were kept in sheds.

Consumer protection guidelines

It is the government's responsibility to update or issue new guidelines to ensure the communication industry upholds its ethical standards. The government provides some guidance on what can and cannot be done (see: [aspirelr.link/legal-obligations-marketing](https://www.aspirelr.link/legal-obligations-marketing)). There are also codes of practice for particular areas of marketing, such as advertising and eMarketing.

All states and territories have their own consumer protection agencies.

Customers can contact these agencies if they believe that any advertisement:

- do not comply with Commonwealth, or state or territory law
- are misleading or deceptive
- may cause damage to a competitor
- makes false claims, such as benefitting the environment or being made in Australia.

ACCC regulations of communications

There are codes of conduct that members are required to follow at all times. The organisation will take action against any member who breaks the rules.

At the same time, independent organisations such as the Australian Competition and Consumer Commission (ACCC) and the Advertising Standards Bureau (ASB) directly handle complaints and take action when needed.

The Australian Association of National Advertisers (AANA) Code of Ethics is followed by most of the marketing communications industry.

The Code of Ethics ensures communications and advertisements do not:

- show people in a way that discriminates against them
- exploit or degrade people
- show violence
- use inappropriate language
- show actions that do not comply with health and safety laws
- contravene specific ethical requirements regarding children, motor vehicles and food and drink.

Example

Researching using code of conduct

Andre is about to carry out some market research for a chain of food stores in South Australia. Before the research begins, Andre checks the Australian Market & Social Research Society (AMSRS) Code of Professional Behaviour for researchers. Using the Code he can design his research program according to the appropriate industry code of conduct.

Element of the AMSRS Code	How it applies to Andre
Must conform to all relevant state, national and international laws	Andre needs to check with his state government to see if there are any laws he must follow. This may include when and where Andre can collect the data and who he can speak to.
Must behave ethically and must not do anything that may damage the reputation of market, social and organisational research	Andre needs to treat everyone he interviews with the same level of respect. Andre must be careful about some questions that may be sensitive or private.
Must take special care when carrying out research among children and young people and other vulnerable groups in the community	In order to get a balanced set of results, Andre will need to interview people in these groups. He needs to be mindful when conducting these interviews.
Participants' cooperation is voluntary and they should be told what the research is for	Andre needs to inform everyone he interviews why he is undertaking the research. He may not approach anyone who does not want to participate.
Participants' identifiable research information must not, without their consent, be revealed to anyone	Andre needs to tell participants that their views will remain private. He needs to assure them that private or confidential information and views cannot be linked to them.
Must ensure that projects and activities are designed, carried out, reported and documented accurately, transparently and objectively	Andre must ensure that his research project matches these requirements. This ensures that the research data is reliable.

According to AMSRS, the main objectives of ethical research are to:

- have clear, easy-to-follow, ethical rules
- ensure the general public has confidence in the research and the researchers
- ensure that researchers act responsibly when they are dealing with children, young people and potential vulnerable groups
- avoid the need for the government to step in and regulate market research.

Obligations of employers

Just as employees need to abide by relevant laws and regulations, so too do employers.

Both employees and employers have responsibilities and obligations in relation to health and safety in the workplace.

These obligations of employers come from:

- federal, state and territory laws
- industry agreements
- tribunal decisions (court cases between employers and employees)
- contracts of employment.

Examples of employee obligations are outlined below.

Anti-discrimination and diversity laws

It is necessary to have specific laws, regulations and guidelines to ensure that there is fairness and diversity in employment across Australia.

Anti-discrimination means not having policies, procedures or systems that exclude employees of different ages, gender, ethnicity, sexual orientation, physical abilities, religion, educational background or work experience. Diversity means having employees from a wide range of these backgrounds.

In Australia, all of the states and territories have dedicated equal opportunity commissions and human rights commissions. For more information, you can access the Australian Human Rights Commission at: aspirelr.link/human-rights-commission

Fair Work laws and regulations

Most Australian workplaces are governed by the *Fair Work Act 2009* (Cth).

This is enforced by relevant Commonwealth workplace laws and the Fair Work Regulations 2009. These are the overarching laws that govern the employer–employee relationship in Australia. They aim to provide employees with a safety net of minimum entitlements, and access to flexible working arrangements and fairness at work.

The Act aims to:

- provide guidelines for terms and conditions of employment
- set out the rights and responsibilities of employers, employees and organisations
- require compliance and enforcement of the act
- support the Fair Work Commission and the Fair Work Ombudsman.

The Fair Work Ombudsman website contains information that can help employers, employees, contractors and the community to understand and comply with the national workplace relations system.

The Fair Work Act is supported by the National Employment Standards (NES), Modern Awards and National Minimum Wage orders by providing a clear range of fair and enforceable terms and conditions.

National Employment Standards

In Australia, the National Employment Standards (NES) are the 11 minimum workplace entitlements that must be provided to all employees.

All employees in the national workplace relations system are covered by the NES regardless of the award, registered agreement or employment contract that applies to them.

Information about the 11 minimum workplace entitlements under the NES is available at: aspirelr.link/nationalemploymentstandards

Practice Task 6

Question 1

Which of the following relate to the typical legal or ethical rights and responsibilities of someone working in the marketing communications industry? Select all that apply.

- Federal, state and territory legislation and regulations
- Using social media such as Facebook and Twitter
- Industry agreements and employment contracts
- The National Employment Standards
- Codes of conduct, practice or ethics
- Work health and safety legislation

Question 2

Which of the following are reliable sources of information about employment obligations? Select all that apply.

- The Fair Work Commission and the Fair Work Ombudsman
- The sales department in your workplace
- Health and safety authorities in your state or territory
- The HR department at your work
- Equal opportunity commissions and human rights commissions

Question 3

Which of the following statements about ethical considerations in the industry are correct?
Select all that apply.

- Decisions should reflect the needs of the consumer as well as the business.
- Businesses can and should promote products that may cause long-term health problems to consumers.
- The industry should be ethical regarding what and how they communicate about products and services.
- Companies that promote healthy, environmentally aware products often have an advantage in marketing communications.
- Companies should not make false or misleading claims about their products or services.

Question 4

Which of the following statements about consumer protection and ethical conduct are correct?
Select all that apply.

- The Australian government provides guidelines about what a company can and cannot do when marketing a product or service.
- All states and territories have their own consumer protection agencies.
- Most of the industry follows the AANA Code of Ethics or Code of Conduct.
- The Code of Ethics promotes advertisements that discriminate against people, show violence and use inappropriate language.
- The Code of Ethics is an example of the industry self-regulating to ensure professional and ethical conduct.

2C Organise information in the communication

Effectively organising information takes practice and skill.

There are three key factors to consider when organising information:

- logical structure and language
- suitable format
- suitable grammar.

The steps taken to organise information will depend upon the kind of communication. It is important to ensure it is suitable for the intended audience.

Logical structure and language

Logical structure refers to the way the communication is organised.

The structure is sometimes referred to as the 'skeleton' of a document because it provides a solid foundation for numerous interconnected parts.

The basic structure for a written document, especially for reports, is:

- introduction
- body of work
- conclusion.

The purpose of the document will determine how the document is written and structured. For example, business reports often follow an evaluative structure: a problem is introduced, and the pros and cons of various solutions to the problem are considered. On the other hand, a set of instructions might use a sequential structure; each step is described in the order in which it should occur (similar to a recipe).

In addition to having a logical structure, a document should also be written using clear language that the audience will understand. To test whether the language in your document is clear, you can try reading the document (or part of the document) out loud. Does it make sense? Does it take too long to read some sentences? If so, you may need to make some revisions.

Remember to follow the principles of clear written communication, such as keeping it brief and using simple and concrete language.

Suitable format

Format refers to how information is laid out in a document. Format incorporates features such as:

- fonts
- font size
- spacing
- margins
- text alignment.

The format used in a document can affect how easy or difficult it is to read. For example:

- font between 10-12 points is easy for most people to read
- adequate margins make a document easier to follow
- white space on a page can make a document look more accessible and appealing.

The suitability of a document's format will depend upon the type of document that is being produced and the purpose of the document.

For example, the most suitable format for a PowerPoint slide differs considerably from the most suitable format for a written report. The former should be presented using a font size of 24 or bigger. For a written report, the most suitable font size is usually 10-12.

Your company may have a house or style guide. This is a document that specifies what formatting should be used for a document. If your company does not have a house or style guide, it might be useful to spend some time planning how you will format your document. Regardless of what format you use for your document, make sure you use it consistently throughout.

Suitable grammar

What is considered acceptable grammar in one company, may not be acceptable in another. However, a document with incorrect grammar can be difficult for a reader to understand.

Many word processing applications, such as Microsoft Word, have automatic grammar checks. You can also use online grammar checkers and writing assistants, such as Grammarly. These are a good first step to avoid obvious errors. You can generally choose to have them displayed as you write, or after you have completed the document.

Characteristics of appealing content

Here are some factors to consider when making communication appealing.

Engaging	<ul style="list-style-type: none"> • Appealing content grabs the attention of the target audience. • This could be done in many ways including using humour, visually appearance, interesting content or providing important information. • Unique and original content will help to make a post stand out • Stories that evoke emotional responses are generally more effective than a straight sales message
Aspirational	<ul style="list-style-type: none"> • Content should motivate your audience to aspire to a goal – whether that goal is to be prepared for the upcoming fashion trends or to plant more trees for the environment
Actionable	<ul style="list-style-type: none"> • Content can include a 'call to action' • What do you want the target audience to do – Sign up to a newsletter? Go to a website? Share your content?
Creates a sense of belonging	<ul style="list-style-type: none"> • People want more than just information on a service, brand or a product, they want a sense of community. • Content is appealing if it generates a sense of belonging and community such as promoting events or describing a shared mission • Appealing content strengthens relationships: it invites dialogue and two-way communication
Valuable / useful	<ul style="list-style-type: none"> • Content should be valuable or useful to the audience. For example, it could solve a problem they are facing, educate them about an issue or make them smile

Not every communication needs to incorporate *all* these characteristics. However, every communication should incorporate at least one of these characteristics. If people find content appealing and engaging, they will share it, thus increasing the reach of your message.

Communication theories

There are many different models and theories about communication. One such theory is Cutlip and Center's seven Cs of communication, which states these are the key drivers behind successful communication:

- Clarity
- Context
- Continuity
- Channels
- Content
- Credibility
- Capability

This theory explores the idea that communicating your message clearly in a simple, and well organised manner will help ensure your message gets across. Ensuring that all facts and figures are correct will then add reliability to your work. Communication should also take into account the audience it is catering to.

Another interesting theory that can be applied to creating communication deliverables is the Narrative Paradigm theory, where humans pay more attention to stories than to facts and figures. Creating a narrative thread to your communication can then help to drive the audience's attention.

Language, style and tone

Language, style and tone are critically important when developing content.

Style refers to words, sentence structure and language complexity. For example, tweets usually have a short and simple style: the language is easy to understand and the statements are short and concise. On the other hand, a LinkedIn post for a professional audience working in a specific industry will most likely use more formal language and is more detailed and descriptive.

Tone refers to the attitude or mood of the content. For example, to celebrate an upcoming holiday, a company might post content that has a humorous tone. On the other hand, when they want to advocate for a not-for-profit initiative, they might post content that has a passionate tone.

When writing content ensure it aligns with organisational guidelines. For example, most organisations have guidelines on the tone and style for communication. This may be outlined in a style guide or communication plan or strategy document.

Appealing to your audience

The language, style and tone of the content needs to appeal to the target audience.

To make your content appealing to the target audience, you need to know something about them, such as their:

- gender
- social status
- income and
- age
- occupation
- generation.

When you know something about your audience, you can customise the content so it appeals to them. For example, if you are writing for a Gen Z audience, you could use brief phrases, abbreviations and acronyms that they are familiar with (e.g. POV ('point of view'), smh ('shaking my head')). If you are writing for an older audience, you may need to use full sentences and proper punctuation.

Although your content should reflect the language used by your audience, it needs to be consistent with your organisation's brand and image. The brand and image of an organisation is like a personality; it could be light-hearted or serious, adventurous or homely.

For example, an ice-cream company that has a playful and fun brand might write slightly different content for the youth market and for an older audience. The Instagram post for the youth market might include some slang, a few acronyms and cartoon images, whereas the Facebook post for the older audience might include complete sentences, very little slang and more sophisticated images. The audience would receive inconsistent messaging if they started blogging about the highly technical aspects of ice-cream production when the brand and image is playful and fun, not intellectual and serious.

The audience for your deliverable could be:

- clients
- customers
- your manager or supervisor
- your team
- your company
- professional associations.

To ensure your deliverable is presented in a suitable way, consider the audience's needs. This will help you determine what content is required and the most appropriate format, style and structure for the deliverable.

Here are some questions you can ask about the target audience to help you determine their needs.

Questions to ask about the target audience	How this will help you determine audience needs
How knowledgeable is the target audience about the subject matter?	This will help you decide what content to include, such as definitions of key terms, and the level of detail to include. If you are presenting data, make sure you present it in a way that easy for your audience to understand
What information do they need/ want to know?	If you are presenting information to a group of managers, they may not need to know all the background or technical details
How much time does the audience have to read the document?	People who are pushed for time will appreciate clear and concise content and presentations.

Example

Organise information in communications

Joss is researching and creating content to promote an upcoming tour of the Second Chance farm. The purpose of the communication is to encourage people to sign up for the tour. Joss is going to promote the tour on multiple social media platforms including the Second Chance Facebook page.

She begins by clarifying the details of the event including the date, time, duration and cost of the tour as well as information about what will happen on the day. She also sources permission for photographs from previous tours and sources a brief, humorous video featuring one of the well-known animals at the farm: a rescued pig called Stanley.

The content Joss develops for Facebook is designed to appeal to a wide audience. So, she writes the post in plain English and avoids acronyms that some audiences might not understand. She goes for a compassionate but light-hearted tone, which aligns with the organisation's image, and uses the humorous video of Stanley to engage the audience and make them smile.

Harrison has 20 minutes to deliver his presentation. He prepares three PowerPoint slides – one slide for each 5 minutes block of information. The remaining 5 minutes will be for audience questions, responses and feedback.

Practice Task 7

Question 1

Which of the following statements about organising information for communications is correct? Select all that apply.

- Documents should have a logical structure.
- Suitable format is about the language used.
- Reports generally have an introduction, body, and conclusion.
- Organisations often have a style guide to follow.
- Applying communication theories can help to make communications effective.

Question 2

List three characteristics of organising appealing communications.

Question 3

List two ways of using language, style and tone suitable for a leisurewear company using Instagram to post content for females aged 16–35.

2D Establish criteria and share deliverable with personnel

In addition to clarifying task and resource requirements, it is useful to also establish the criteria for assessing the deliverable. In other words, what will success look like and how will it be measured?

If the deliverable is a written document, for example, you could ask:

- Does the document need to be a specific length?
- Does it need to be in a specific format?
- Does it need to be presented in a specific way?
- Does it need to include specific data?
- Do I need to consult specific sources of information?

Established criteria could be in meeting key performance indicators (KPIs), such as a target level of engagement for social media posts. Other criteria could be analysing related sales, or by hitting the agreed upon deadlines. In some cases, you may need to work with your manager to develop the defined criteria for success.

In some circumstances, expectations for a deliverable will change. For example, a due date might be pushed back or pushed forward. However, maintain open communication with relevant personnel to ensure you are aware of any changes.

Criteria for assessing the deliverable

A key measure of the effectiveness of communication or marketing deliverables are to measure them against the objectives they were set to achieve.

The most common areas of measurement include:

Sales and market performance	<ul style="list-style-type: none"> • Increase of sales in dollars or in volume (sales units) • Lead generation and lead conversion rate • Number of new customers (especially for business-to-business services) • Increase of the overall company market share or an increase of the market share of a particular product line
Customer value	<ul style="list-style-type: none"> • Customer loyalty measured by customer retention • Customer perception of service or product experience • Perceived financial, social or functional value of service offering

Brand equity	<ul style="list-style-type: none"> ▪ Brand awareness measured by brand recall ▪ Perception of brand image measured by qualitative research ▪ Level of brand loyalty among consumers
Promotion effectiveness	<ul style="list-style-type: none"> ▪ Number of product or service trials (for example, test-drives of new car models) ▪ Website traffic ▪ Engagement in social media
Distribution and supply chain	<ul style="list-style-type: none"> ▪ Number of distributors or percentage of new distributors ▪ Improvement of customer delivery times

Sales and profit

Sales and profits are an indicators of success. For companies servicing the Business-to-Business (B2B) segment, sales effectiveness can be measured by lead generation and conversion rate. Numerical data such as this is referred to as ‘quantitative data.’

Leads can be generated using different types of activities such as email marketing or social media promotions. Companies may want to measure how many new clients they gained through referrals, or calculate the lead conversion rate or Cost per Lead, for example:

Lead conversion rate	Cost per Lead
If the campaign brought 1000 new visitors from which the company got 10 leads, that is a 1% conversion rate.	<ul style="list-style-type: none"> ▪ If \$1,000 was the budget for the marketing activity which generated 10 leads, the cost per lead is \$100. ▪ It is important to note that this measurement does not measure the quality of leads, and only 3 or 5 sales may result out of 10 leads.

Each deliverable may be interdependent, and sometimes there can be a lag between the deliverables. For example, brand awareness campaign and their impact on sales. If sales and profits are analysed too soon after implementation, the full extent of the effect of the deliverable may not be captured.

Establishing criteria for digital campaigns

All campaigns, whether digital or not, must have very clear objectives that set out the expectations of the business.

Traditionally, the success of a campaign is measured by its impact on customer visits to stores or sites, increases in sales, or increased public awareness of the brand or product.

Objectives need to be SMART:

- **Specific** – it should be clear exactly what needs to be achieved
- **Measurable** – there needs to be a way to measure the objective's effectiveness
- **Achievable** – there is a good chance the objective can be met
- **Realistic** – given the amount of time and money invested, it can be done
- **Timely** – there is a deadline by which time the objectives should be reached

Some of the ways that the success (or failure) of a digital campaign can be measured are as follows:

Site traffic

Increases could suggest success; no change may mean the campaign has failed

Example:

A business sees a 10 per cent increase in traffic during a campaign.

Sources of traffic

Attracting site visits from different countries and through different sites and links

Example:

A business uses keywords in their digital marketing and finds customers using them in searches.

Mobile traffic

Designing sites to be smartphone friendly

Example:

A business simplifies their website and content so it is more attractive to mobile visitors.

Click-through rate (CTR)

CTR shows how many people clicked on advertisements.

Example:

A business sees a 22 per cent increase in site traffic during an advertising campaign with Google AdWords.

Cost per click (CPC)

CPC shows how much it costs for each customer to click on a pay-per-click advertisement.

Example:

A business pays \$900 to Google AdWords. These ads generate 18,000 clicks.

The cost per click is calculated by dividing the amount paid (\$900) by the amount of clicks generated (18,000).

CPC is $\$900 / 18,000 = \0.05 .

Conversion rate (CR)

CR measures the ability of a site to convert visits to sales.

Example:

A site attracts 100,000 visitors per month. Before the campaign they had 900 purchased products; after the campaign, this increased to 1200. The CR has been improved.

Cost per lead (CPL)

Similar to conversion rate, it measures how much it costs to attract a customer inquiry.

Example:

A business spends \$2,000 and attracts 50 customers. CPL is \$40.

Return on investment (ROI)

ROI is the primary way to compare marketing costs with income generated.

Example:

This is calculated by looking at net investment gains divided by total investment costs.

Cost to acquire a customer (CAC)

CAC calculates how much it costs to acquire new customers.

Example:

A business spends \$3,000 and acquires 60 new customers. CAC is \$50 per customer.

Share deliverables

Each time you share information with others, you need to choose an appropriate method of communication.

As with any deliverable, you can share using a range of formats and communication channels.

In some specific cases, a paper-based format may be preferred. For example, if information is sensitive and there is a high risk of confidentiality breach. This usually applied to high level marketing strategy plans.

Most deliverables you will produce, however, are produced electronically and can be distributed using electronic channels such as email. For confidentiality purposes, the access can be password protected and the text converted to pdf to prevent unauthorised use.

With the advance of technological development, the number of digital file sharing tools is increasing.

Some examples of digital sharing of files

- Microsoft Office 365 SharePoint is a web-based collaborative platform that can be used as a document management and storage system
- Microsoft OneDrive allows users to store and share files across Android, Windows, iOS mobile devices and macOS computers
- Dropbox is a file hosting service that offers cloud storage and file sharing.
- Wetransfer.com is an internet-based computer file transfer service that allows you to send large files (up to 2GB) for free

Sharing with relevant personnel

Depending on your organisation's structure and your job role, you may need to share your deliverable with:

- Your manager or team leader
- Marketing team
- Sales team
- Senior management
- Board of directors
- External stakeholders such as suppliers or contractors

There is likely to be a procedure of how deliverables should be shared, and who to, at your organisation.

Practice Task 8

Question 1

List two types of criteria you could use when assessing a deliverable.

Question 2

Which of the following could be relevant personnel to share your deliverable with?
Select all that apply.

- Marketing team
- Customer service specialists
- Sales team
- Your manager
- Administration team

Question 3

What would be the cost per click if a client spends \$1,000 on Google AdWords, and the ads generate 20,000 clicks?

Summary

- Before you start working on a deliverable, clarify the task and resource requirements.
- Task and resource requirements can be based upon business and marketing plans.
- Marketing principles are referred to as the '4 Ps': product, place, promotion, price.
- By fostering positive relationships with others, you can contribute to a positive work environment.
- Open communication facilitates trusting relationships in the workplace.
- Written documents should have a logical structure and use a suitable format and suitable grammar.
- The ability to prioritise tasks is essential when undertaking deliverables because it involves multiple activities with multiple dependencies.
- It is critical for people working in the communications industry to be aware of and abide by legal and regulatory requirements.
- Both the employer and employee have mutual obligations towards the other when signing a work contract. They must also comply with legislation, regulations and industry advice and guidelines.
- A code of conduct is a set of rules that outlines the responsibilities of an employee or member of an organisation or professional body. It should reflect the ethical principles that drive an organisation or industry body.
- Always establish the criteria for assessing the deliverable, which could involve KPIs, sales targets, and meeting SMART objectives.
- There may be many stakeholders you need to share your deliverable with, your organisation will likely have procedures explaining who to send it to, and how.

Learning Checkpoint 2

Develop communications deliverables

Part A

1. Which of the following statements relate to identifying resources and task requirements?
Select all that apply.

- You should clarify what is expected before starting work on deliverables.
- Policies and procedures only apply when you start work on a deliverable.
- A range of resources might be required to complete a deliverable.
- Budgets are not part of resourcing.
- Time is a form of resource and tasks should have set timeframes

2. What is a marketing plan and what is it used for?

3. Why is it important to obtain information regarding employment obligations and opportunities relevant to the industry?

4. Which of the following statements about developing communications deliverables are correct? Select yes or no for each one.

- | | | |
|---|-------|------|
| a) Communications deliverables can involve content creation, market research and social media. | » Yes | » No |
| b) Social media management is about monitoring the performance of company websites. | » Yes | » No |
| c) Organising market research for deliverables requires carrying out an in depth investigation. | » Yes | » No |
| d) Business plans determine the background and purpose of projects and deliverables. | » Yes | » No |
| e) The 'three Ps' of marketing are used to decide how to communicate and market a product. | » Yes | » No |

5. Give two examples of legislation, regulations or industry standards that are relevant to employment in the communications industry.

6. Imagine a restaurant wants to determine how successful an email campaign was by determining how many new leads they gained. They paid \$700 to create the campaign, and after analysing the data, they determined that 20 new leads were generated. Calculate the cost per lead.

Part B

Read the case study and answer the questions that follow.

Case study

Meghan is a communications coordinator for a medium-size home builder company, Stately Homes. One of the objectives in their business and marketing plan is to grow brand awareness. She has been asked by the communications manager to research and propose ways they can do so.

Meghan starts by researching their competitors and analysing the approach they have been taking. She notices they are posting regularly on social media and have large followings. She signs up to their website mailing lists, and receives regular newsletters from their competitors. She notices they all use scheduled posts, and send out interesting information on their new home designs and upcoming events.

Meghan then decides with her manager that they need to create a regular email newsletter, as well as a schedule of social media posts.

1. List two kinds of policies or procedures Meghan would need to follow when preparing social media and other online content.

2. Which of the following laws and regulations would apply to the deliverables Meghan is researching and creating?

- Copyright Act 1999*
- Australian Association of National Advertisers (AANA) Code of Ethics
- Privacy Act 1988*
- WHS Act 2001*
- (AMSRS) Code of Professional Behaviour

3. List three ways Meghan can ensure the information in her newsletter is organised effectively.

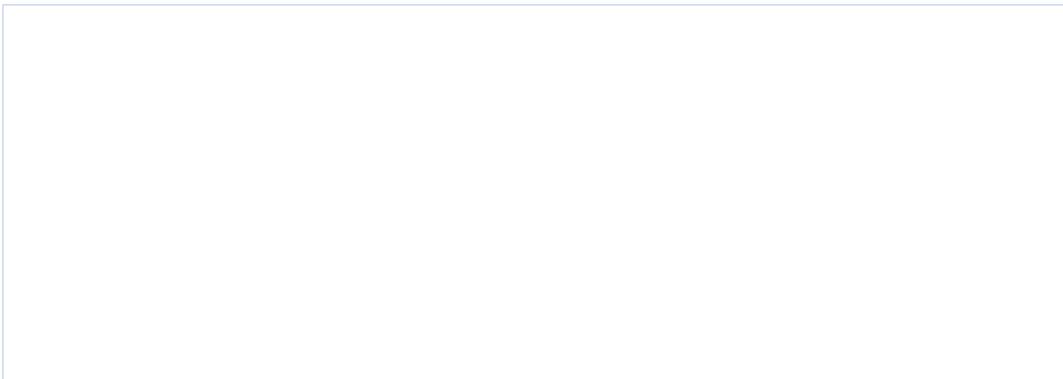
4. Which of the following are factors Meghan can consider when making her communications deliverable appealing? Select all that apply.

- By using unique and original content
- By creating a 'call to action'
- By including personal profiles of colleagues
- By motivating her audience to aspire to something
- By promoting events and a sense of community

5. List three criteria that could be used to determine the success of Meghan's social media posts.



6. Which personnel would be relevant for Meghan to share her deliverables with?





Topic 3 | Finalise communications deliverables

- 3A Seek out and incorporate feedback on deliverables
- 3B Implement procedures to monitor the industry

3A Seek out and incorporate feedback on deliverables

The process of seeking out feedback has multiple benefits.

Seeking and receiving feedback on your deliverable will help to ensure it meets the relevant requirements. It has other benefits as well – the process of seeking out and responding to feedback can help strengthen your relationships with colleagues and lead to overall improvements in your work.

When incorporating feedback, use a systematic approach, especially if you have received feedback from multiple people.

Seeking out feedback

Some options for seeking out feedback on a deliverable include:

- having face-to-face meetings with relevant personnel
- corresponding via email with relevant personnel
- having informal group discussions with relevant personnel.

Your organisation may also have their own processes and procedures for seeking out, providing and receiving feedback. For example, your draft deliverable, such as a report or newsletter, may need to be checked and approved by specific personnel before it can be finalised. It may then need to be reviewed again by relevant personnel once it has been amended, to ensure feedback has been incorporated appropriately.

Depending on your organisation's structure and your job role, the relevant personnel you may need to seek feedback from could be:

- Your manager or supervisor
- Product and Brand Managers
- Team members
- The sales team
- Senior management
- The board of directors
- External stakeholders, such as outsourced specialists

Receiving feedback

Receiving feedback can be challenging. For example, it can be difficult to hear that a deliverable you have worked hard on needs to be improved or amended. Despite those challenges, maintain positive relationships with your colleagues during the feedback process.

Here are some tips on how to seek feedback in an effective and efficient way.

Be specific about what you want feedback on (e.g. 'I was wondering if I can get some feedback on the press release I emailed to you last Friday')

Prepare a set of questions to ask the person you want feedback from and, where feasible and appropriate, give them the opportunity to read the questions before you meet with them

Ask open questions when seeking feedback. Open questions cannot be answered with a simple 'yes' or 'no' and often begin with the word 'why' or 'how'. Answers to open questions will provide you with a more in-depth and nuanced understanding of what you did well and what needs to be improved upon

Be aware of how you are feeling when you listen to the feedback and manage your emotional responses appropriately

Ask for specific examples if you need help understanding the feedback, e.g. 'What would have been a better way of organising the information?', 'What do you think I should do differently next time?'

Thank the person for their feedback

Source: https://www.cmtedd.act.gov.au/__data/assets/pdf_file/0003/463728/art_feedback.pdf

For more information on giving and receiving feedback see: aspirelr.link/skills-you-need-feedback

Example

Seeking out feedback on deliverables

Anh works as a media marketing (SMM) assistant at a leading digital agency in Melbourne. Anh was asked by her manager to complete a deliverable that required her to undertake research on current approaches to effective social media customer care and produce a brief report outlining her findings.

Anh completed the report, according to the specifications her manager outlined. She then followed company policy for seeking out and receiving feedback: she forwarded the draft document by email to her manager for feedback and requested a meeting to discuss the feedback in person.

In her email to her manager, Anh specified that she needed feedback on the recommendations section of the report, as this is a task she has not undertaken before. When she meets with her manager to discuss the feedback in person, Anh has a list of questions prepared to make the feedback process as efficient as possible. She is careful to ask her manager open rather than closed questions.

Anh's manager is happy with the report that she has prepared, but he asks her to incorporate some additional quantitative data from a key source. Anh thanks her manager for his feedback and sets about tracking down the additional data he has requested.

Incorporating feedback

Once relevant personnel have provided feedback on a deliverable, their feedback needs to be incorporated into the deliverable.

The feedback on a written document could range from a request for some basic formatting changes through to a significant rewrite.

Work through the feedback systematically to ensure every point is addressed. Tools such as Track Changes can assist with the process of reviewing and incorporating feedback into a written document.

If you do not understand the feedback you have received, you will need to follow up with the person who provided it or ask for help from another colleague. For example, if the person who provided feedback is a senior manager in a large organisation, they may not have time to answer questions on the feedback they have provided. However, another member of staff who has received feedback from that manager may be able to help you to understand it.

Incorporating feedback can be challenging if multiple personnel are involved. For example, if you have written copy for a website that three senior managers have provided feedback on, you will need to examine the feedback from each person separately. If the managers have the same feedback, this makes the process easy. However, if their feedback differs – for example, one manager requests additional information, but another manager states that no further information should be added – you may need to seek out advice on how to manage this contradictory advice.

Continuous learning

Feedback is a great way to facilitate the process of continuous learning.

Each piece of feedback you receive on your work will help you develop your skills. You can then apply what you learn to future projects and tasks.

Continuous learning involves learning new skills and knowledge on an ongoing basis. Continuous learning can help you:

- improve effectiveness at work
- identify and solve problems and
- address emerging opportunities and issues.

In addition to seeking out feedback on your deliverables, there are other steps you can take to facilitate the process of continuous learning.

For example, you can spend some time regularly evaluating your own performance and identifying your strengths, weaknesses and needs. Various tools and techniques are available to assist with self-reflection. For example, the Johari Window is a tool that helps people to improve their self-awareness by clarifying what they know about themselves and how they appear to others.

You can also participate in formal and informal learning opportunities. Formal learning opportunities are typically led by educators and guided by a curriculum. They are provided by organisations or institutions, such as schools, universities and TAFEs.

Informal learning opportunities occur in everyday situations, such as the workplace. When learning informally, the learner takes responsibility for their own learning. Informal learning includes coaching, mentoring, shadowing, job rotation and group discussions with colleagues.

Source: Karen Cacciattolo, 2015, Defining Workplace Learning, European Scientific Journal

Practice Task 9

Question 1

Select true or false for each of the following statements:

Seeking feedback on deliverables can help ensure it meets organisational requirements. » True » False

You will need to obtain feedback from different personnel than those you shared your deliverable with. » True » False

Question 2

List three ways that you can incorporate feedback into your deliverable.

3B Implement procedures to monitor the industry

Understanding current and future trends is key to excelling in the communications industry.

The rapid and significant changes impacting upon the communications industry means that businesses within the sector need to stay updated on issues and developments. Having procedures in place to monitor the industry on an ongoing basis are an important aspect of this process.

By monitoring issues and development in the communications industry, businesses can prepare for change and implement improvements. Being attuned to emerging trends and opportunities also helps to give businesses a competitive edge.

Types of data

When collecting information, you need to be aware of the type of data you need as this will determine how you can collect it.

Here are some key types of data.

Primary data	<ul style="list-style-type: none"> Primary data is information that is new and fresh. It has never been used before, and is collected specifically for research, such as collecting daily data over a period of time on the number of site visitors and pages visited on a site. For primary data, 'field research' is the usual method. Identify where the data can be found and then determine the best way to collect it. You may need to carry out street surveys, send out questionnaires, interview people, observe them, interact with them or talk to them on the phone.
Secondary data	<ul style="list-style-type: none"> Secondary data is information that has already been collected and used by someone else; for example, statistics on a particular industry that have been collected and presented in a government report. For secondary data, 'desk research' is usually the way forward. Identify where the data can be found and then investigate it to see if it can answer the questions you have set yourself.
Quantitative data	<ul style="list-style-type: none"> Quantitative data is largely numerical; it is facts and figures. For example, the number of Western Australians aged 18–25 with smartphones, or how many people use the Melbourne tram system each day. Quantitative data tends to be large-scale and general with little detail. Secondary quantitative data is found in databases, libraries and other sources.

Qualitative data

- Qualitative data is in-depth data from individuals, such as opinions, views and ideas. Qualitative data may focus on expert opinion, or may be based on the views of specific types of customers; for example, mothers in Brisbane who are home owners and have a four-wheel drive.
- This type of data usually needs to be researched from scratch.

Implementing monitoring procedures

It is useful to implement a standard procedure to help you monitor developments within the industry.

The steps involved in implementing a standard monitoring procedure are:

- decide what you need to know
- identify where you will find it (e.g. news sites, blogs, social media)
- set up a regular monitoring schedule (decide how often you will look at sources)
- determine how to record the information and who to share it with.

Here are three examples of issues that may need to be monitored, along with examples of potential information sources to assist with this process.

Competitors' activities

Information needed:

- Products or services
- How they market to customers
- Prices charged
- Distribution and delivery
- Customer loyalty programs
- After-sales services
- Brand and design values
- Staff numbers
- Calibre of staff
- Use of IT

Media activities Information sources:

- Online searches
- Newspapers and media
- Exhibitions and events
- Suppliers
- Customers
- Competitor websites and brochures
- Former employees

Developments in technology and new marketing techniques

Information needed:

- Technology being developed
- Likely timescale before release
- Use of technology by others
- Relevance of technology to your operations
- Advantages and disadvantages
- Whether something better is being developed

Information sources:

- Marketing media
- Online searches
- Blogs
- Developers' websites
- Industry experts

Skills required by staff in the industry

Information needed:

- Likely new trends in skills requirements
- Regular updates in core skills
- New skills that need to be understood
- Technology impact on skills
- Skills that can improve performance
- Training opportunities and costs

Training types, locations and qualifications Information sources:

- Marketing media
- Online searches
- Blogs
- Industry experts
- Training providers
- Qualification bodies

Conduct informal research

Informal research means taking advantage of situations as they arise to discover new information.

Informal research tends to be a continuous process and may not have a defined end. Informal does not mean that the research is unplanned or that it has no particular purpose; it is just a different way of researching. It usually has an objective, such as finding out about the latest developments in digital communication or why a particular business uses a certain style of campaign. However, informal research often opens the door to a new objective and new set of questions.

As with formal research, you should have a clear objective for the research; decide on your methods and how to use the results. Note that it usually takes longer to collect information for informal research.

Social networking sites have simplified the whole process of conducting informal research as they allow individuals to share ideas and knowledge without actually having to be face to face. It is possible to interact with people in remote locations in real time.

- There are plenty of situations when you can conduct informal research, such as:
- Meet with individuals and groups at conferences, events, trade shows and exhibitions.
- Talk one-on-one with colleagues who have a special interest or understanding of the topic.
- Network with individuals and groups who work in a particular marketing area.
- Join online forums for professionals.

Ask questions when you see or hear something relevant to your research.

Updating the deliverable

You may need to use a monitoring procedure to update the information you have gathered for your deliverable. For example, if you gathered information on the market reach of live video on social media, you may need to set up a procedure to ensure you stay up to date on significant changes and developments relating to this issue. Or perhaps the format you created your deliverable in needs to change, based on new technology that has become available.

Staying updated on developments and trends in technology is especially important, but it can be challenging. There is no single place to keep up to date or to find out the impact of these developments. The following list provides some examples of useful sources you could use to help you monitor issues, changes and developments.

News sites

- aspirelr.link/crn-australia
- aspirelr.link/marketing-mag
- aspirelr.link/news-australia-technology
- aspirelr.link/the-age-technology
- aspirelr.link/the-australian-technology
- aspirelr.link/the-guardian-technology

Blogs

- aspirelr.link/cmo-blog
- aspirelr.link/digital-buzz-blog
- aspirelr.link/gizmodo
- aspirelr.link/mumbrella
- aspirelr.link/reckoner

Company sites

- aspirelr.link/signal-digital-ad-spend-trends
- aspirelr.link/smm-australia

Social media

- aspirelr.link/aasm

Networks

- aspirelr.link/australian-marketing-news
- aspirelr.link/linkedin-ami

Seminars, conferences and exhibitions

- aspirelr.link/marketing-australia-seminars
- aspirelr.link/tech-in-gov

Training

- aspirelr.link/ami
- aspirelr.link/online-study-smm

Example

Monitoring the industry and updating deliverables

Tony is the content marketing manager at his company. His team is supposed to be launching a new service next month, but their planned social media post blitz will only reach their small audience of 2,000 followers on Facebook.

He is short on ideas and knows they have a very limited budget. Luckily, Tina, the communications assistant, has been to a digital technology conference the week before, and is full of ideas.

Tina explains to Tony, 'BuzzFeed recently live streamed two people trying to explode a watermelon using rubber bands. Over 11 million people have watched it. Twitter, YouTube, Instagram and Facebook all allow you to stream live video. It's simple, cheap and really effective. We just need to come up with something that will grab people's attention and keep them watching.'

Tony decides to update their social media launch strategy and they plan to move to a live stream model. Three months later, live video streaming has increased the business's Facebook fans to just over 10,000. The Twitter account now also has 13,000 followers. The new service launch has been a huge success.

Practice Task 10

Question 1

Why is it important to conduct ongoing monitoring to continually update your industry knowledge?

Question 2

Which of the following statements relate to updating information in deliverables?
Tick all that apply.

- There is not one single source for updates to deliverables
- The impacts of new technologies can change deliverables
- Monitoring procedures are not used to update information for deliverables
- Having a list of useful sources will aid in monitoring developments in the industry.
- Staying up to date with trends for deliverables can be challenging.

Summary

- There are numerous ways to seek feedback on a deliverable, including face-to-face conversations and email correspondence.
- Be aware of your emotional responses when receiving feedback; it can be challenging to receive feedback on your work.
- When incorporating feedback into a deliverable, work through the feedback systematically.
- Continuous learning involves learning new skills and knowledge on an ongoing basis.
- You can facilitate your own continuous learning by regularly evaluating your own performance and by participating in formal and informal learning opportunities.
- When implementing a monitoring procedure, establish what you need to know and where you can find relevant information. Then set up a schedule for gathering information and decide how to share it.
- Because the communications industry is undergoing rapid and significant change, you may need to update deliverables as required.
- Any employee in this industry needs to keep up to date with technological developments so they can do their best possible job using current information.
- Businesses need to monitor new and alternative technologies that are likely to have the greatest impact on what they do. They need to know what is working, what may work and whether they should adopt a new technology themselves.

Learning Checkpoint 3

Finalise communications deliverables

Part A

1. Which of the following are ways you can seek out feedback on your deliverables?
Select all that apply.

- By having face-to-face meetings
- By posting it on the staff breakroom wall
- By having a performance reviews
- By sending it via email
- By having group discussions

2. List two ways you could conduct informal research while monitoring the communications industry.

3. List the two types of data that you could use when monitoring the issues affecting industry and briefly explain each type.

Part B

Read the case study and answer the questions that follow.

Case study

Gene works as a marketing assistant at a digital agency. He is working as part of a small team on a new client's account, which involves designing and writing copy for the launch of their new website. They have been working closely with the client to help determine their vision for what the website should look and sound like.

Gene has now written draft copy of their home page and about page and they are ready for review.

1. List two relevant personnel or stakeholders that Gene could obtain feedback from.

2. What would be an effective way for Gene to receive his feedback on his draft copy?

3. The client has now indicated that they have new information that they would like included on their about page. This includes data on why the company was founded. Number each step from 1 to 6 in the order Gene should follow to update the information in the deliverable.

- Clarify with the client any information that is not clear.
- Ask his manager to provide feedback and approval.
- Make the changes to the draft copy using Track Changes.
- Send the copy to the client for final review.
- Ask the client to email the updated information.
- Make any requested internal changes.

