

# **BSBMKG413**

# **Promote products and services**

Release 1

**Learner guide**

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Aspire Version 1.1

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BSBMKG413 Promote products and services Release 1

© 2017 Aspire Training & Consulting  
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First published April 2017

Cover design: Rewind Creative  
Printer: Doculink Australia Pty Ltd, 1d/28 Rogers Street, Port Melbourne VIC 3207

e-ISBN 978-1-76059-516-6 (PDF version)  
ISBN 978-1-76059-515-9

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# Before you begin

This learner guide is based on the unit of competency *BSBMKG413 Promote products and services*, 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](http://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 and case studies	Examples of completed documents that may be used in a workplace are included in this learner guide. You can use these examples as models to help you complete practice tasks and learning checkpoints. Case studies highlight 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.
Video clips	Where QR codes appear, learners can use smartphones and other devices to access video clips relating to the content. For information about how to download a QR reader app or accessing video on your device, please visit our website: <a href="http://www.aspirelr.com.au/help">www.aspirelr.com.au/help</a>
Summary	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 outlines specific foundation skills noted for your learning in this learner guide.

Foundation skill area	Foundation skill description
Reading	<ul style="list-style-type: none"> <li>Interprets, analyses and collates textual information relevant to promotional activities from a range of sources</li> </ul>
Writing	<ul style="list-style-type: none"> <li>Uses clear and specific language to develop formal and informal documents for different audiences in accordance with organisational requirements</li> </ul>
Oral communication	<ul style="list-style-type: none"> <li>Actively participates in verbal exchanges of ideas and elicits the views and opinions of others by listening and questioning</li> <li>Uses clear and specific language to clarify, explain and present information relating to the promotional activity</li> </ul>
Numeracy	<ul style="list-style-type: none"> <li>Classifies, analyses and compares numeric information, including costs and timelines, relevant to the promotional activity</li> </ul>
Navigate the world of work	<ul style="list-style-type: none"> <li>Adheres to legislative requirements and organisational policies and procedures</li> </ul>
Interact with others	<ul style="list-style-type: none"> <li>Selects and uses appropriate conventions and protocols with a range of stakeholders to project a professional image while seeking or sharing information</li> <li>Recognises the importance of building rapport to establish and maintain positive working relationships</li> </ul>
Get the work done	<ul style="list-style-type: none"> <li>Sequences and schedules complex activities, monitors implementation and manages relevant communication</li> <li>Uses systematic, analytical processes in complex, non-routine situations, gathering relevant information and identifying and evaluating options against agreed requirements</li> <li>Evaluates effectiveness of decisions in terms of how well they meet stated goals</li> <li>Uses a range of digital tools to access data, and to extract, organise, integrate and share relevant information</li> </ul>

## 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 Plan promotional activities	1A Identify and assess promotional activities	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1B Plan and schedule promotional activities	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1C Determine overall promotional objectives	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1D Develop realistic and consistent costs and time lines for promotions	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1E Develop action plans for promotional activities	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
Topic 2 Coordinate promotional activities	2A Identify personnel and resources required to implement promotional activities	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	2B Agree on roles and responsibilities of personnel in delivering promotional services	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	2C Establish positive relationships with targeted groups	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	2D Use networks for promotional purposes	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident

Topic	Key outcome	Rate your confidence in each section
Topic 3 Review and report on promotional activities	3A Analyse feedback to determine the impact of promotional activity	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	3B Assess the effectiveness of the promotional planning process	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	3C Provide feedback to personnel involved in promotional activity	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	3D Analyse costs and time lines to evaluate the benefits of promotional activities	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	3E Draw conclusions and make recommendations on future directions	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident

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# Topic 1

## Plan promotional activities

The promotion of products and services is something we are all familiar with. Most of us have seen billboard advertising, sales with 25 per cent off, trailers for the latest movies, pyramid selling schemes, product giveaways, giant displays in supermarkets and brand skywriting. These are all marketing activities in the form of promotion that you may have personally experienced.

Promotion informs someone and persuades them to buy a product or service. It is a tactic used to stimulate interest and raise the profile of a product or service. Promotion is the communication form used to remind, inform, persuade or stimulate customers in order to raise awareness of an organisation and/or its products/services.

Promotional activities must be planned within the context of the organisation's overall marketing goals; that is, promotional activities must be consistent with marketing objectives and ultimately lead to their achievement. Promotional goals and objectives must be developed to guide the implementation of all promotional activities.

In this topic you will learn how to:

- 1A Identify and assess promotional activities
- 1B Plan and schedule promotional activities
- 1C Determine overall promotional objectives
- 1D Develop costs and time lines for promotions
- 1E Develop action plans for promotional activities

## 1A

## Identify and assess promotional activities

Marketing managers and others who make strategic marketing decisions need to have sound understanding of their organisation's overall marketing plan and objectives, and the types of activities that will best meet the organisation's marketing needs.

There are many activities an organisation can use to promote its products and services. These activities form part of the promotional mix. Some activities will be similar and may overlap; other activities will be quite distinct. All activities must be compatible with the organisation's requirements or overall objectives.

## The marketing process

Determining the marketing needs of an organisation is essential before objectives can be identified and specific promotional activities planned. To identify marketing needs and relevant promotional activities, it is important to research the market extensively. This information must be analysed and decisions need to be made based on this information.

Here is an illustration demonstrating how the marketing process works.



## Promotion as part of the marketing plan

Promotion is one aspect of an organisation's overall marketing plan. It is one of the 'four Ps' in the marketing mix, along with product (what is the product or service you are selling?), price (how much will you sell the product or service for?) and place (how and where the item is sold/distributed).

The marketing mix represents all the methods an organisation has at its disposal to target customers and encourage them to buy a particular product or service. An effective marketing program makes good use of a variety of activities from each of the four Ps, including promotion.

In order to succeed in today's rapidly changing and increasingly competitive business environment, organisations must go beyond producing a product that is desirable for customers, pricing it accordingly and making it readily available for customers. Organisations must also differentiate themselves from their competitors and from other products and services in the market. To do so, they must use promotion to communicate effectively with customers and the general public.

Here is an illustration showing the four Ps in a marketing mix.



## The promotional strategy process

In order to implement a successful promotional campaign, your organisation must have a strategy that identifies the best combination of activities and the extent of their use.

The following steps outline the promotional strategy process.

### Plan promotional activities

- Develop promotional goals that are appropriate to and complement the organisation's overall goals.
- Determine the promotional mix using the right combination of promotional activities.
- Develop action plans, targets, time frames and budgets for implementing the promotional strategy.

### Coordinate the promotional plan

- Identify the organisational resources required to implement the promotional plan.
- Outline the roles and responsibilities of those required to implement the promotional plan.

### Review and report on promotional activities

- Collect and analyse data on the effectiveness of the promotional campaign in meeting the goals and objectives of the promotional plan.
- Identify areas for improvement in future promotional activities and provide feedback to key stakeholders within the organisation.
- Draw conclusions and make recommendations on future directions for promotional activities.

## The promotional mix

Each of the activities within the promotional mix must be evaluated with regard to its role and suitability within the overall promotional plan, so all activities can be coordinated effectively.

Activities within the mix include: advertising, sales promotions, web pages, personal selling, public relations, publicity, employee functions, client functions and direct marketing.



## Advertising

Advertising is a key promotional activity for large organisations. It can be delivered through mass-communication services such as TV, radio, magazines and newspapers. As a promotional activity, mass-media advertising has the ability to reach a wide audience and can be very powerful if used creatively.

Advertising can also be used to target specific market segments through appropriate media. However, advertising can also be very expensive and is not necessarily as personal as other forms of promotion.

Advertising is everywhere, which can make it difficult for an organisation's advertisement to stand out and be recognised.

Advertisements in mass media need to:

- grab the consumer's attention to stimulate their interest
- create a desire so they want to buy the product or service
- provide an opportunity for them to purchase the product or service.

## Sales promotions

Sales promotions are designed to elicit a set response from the target audience (that is, to purchase the organisation's products and services), rather than to simply make people aware of the organisation and its products or services.

Sales promotions, some of which are mentioned below, may be consumer-oriented (targeted towards household consumers of products) or trade-oriented (targeted towards wholesalers, retailers, distributors or other businesses).

Types of sales promotions
<ul style="list-style-type: none"><li>• Special offers</li><li>• Discounts</li><li>• Trade discounts for customers in the industry</li><li>• Customer loyalty programs</li><li>• Competitions and prizes</li><li>• Customer rebates</li><li>• Free samples and giveaways</li><li>• Exhibitions at trade fairs, conferences, seminars</li><li>• Client functions</li><li>• In-store activities, events and competitions</li></ul>

## Web pages

The internet has become a powerful tool for consumers and businesses alike. As a promotional tool, it can be very effective provided the website is easy to navigate, free of spelling and grammatical errors, and regularly updated.

Here are examples of the opportunities a web page can provide.

Web page opportunities
Customers can learn about an organisation's products and services.
Customers can take advantage of special offers.
Customers can read about an organisation's current activities and future developments.
Customers can provide feedback and/or make an immediate purchase.

## Personal selling

Personal selling is direct communication between the organisation and customers in order to sell the organisation's products and services.

Many organisations, particularly retail businesses, use personal selling as the predominant form of promoting the organisation and its products and services.

In personal selling, the sales representatives essentially represent the face of the organisation to the customer. Therefore, interactions between the two need to be carefully planned and managed by the organisation.

Personal selling is effective because customers are treated as individuals and their unique needs, concerns and questions can be addressed and met. It is also very effective in building positive and personal relationships with customers on a long-term basis.

## Public relations

Public relations (PR) activities are geared towards developing and sustaining a positive image or brand for the organisation and for its products and services.

PR provides consumers, the general public, shareholders, potential investors, employees and government agencies with information regarding the organisation and its position within the industry and the broader community.

This does not necessarily mean communicating information regarding the organisation's products and services, but is more focused on the image of the business. Some examples follow.

### PR activities

- Organisational publications
- Media releases
- Involvement in activities benefiting the community
- Fundraising for community events
- Sponsorship of charities, special events, local sporting clubs or community events

## More promotional methods in the mix

Here are several methods used in promoting goods, services, information, events and ideas. These may be key methods for organisations and their campaigns at different times.

### Publicity

In contrast to PR, publicity is more concerned with informing the public or particular customer groups about the organisation's products or services in order to raise awareness and develop positive attitudes towards the product/service.

However, there are no direct costs incurred by the organisation in obtaining publicity. Publicity arises as a by-product of a third party publicising the organisation and its products/services. Publicity is essentially free and can provide the business with a more credible and independent source of promotion. It can take the form of media announcements.

However, publicity cannot be controlled by the organisation and can be negative as well as positive. Negative publicity will have a detrimental effect on the business.

### Employee functions

It is important to remember that all staff – not just sales staff – are a great promotional tool. Staff are the face of the organisation to the customer whenever they interact. Happy staff are in a good position to promote the organisation to customers.

Employees must be aware of the products and services offered by the organisation. They must also be aware of and exhibit the values the organisation holds as important.

Regular employee functions help to ensure employees have all the information they need to promote the organisation in a positive light. These functions can be formal training sessions or informal events such as Friday night drinks, monthly lunches or morning teas where important organisational information is shared.

### Client functions

Client functions can be in the form of product launches to promote new product lines or service packages, or to make clients feel good about their association with your organisation. Think of all the Christmas functions that are held in December where companies invite their biggest and best clients (and people and organisations they want to become their clients). Client functions are an important networking tool to effectively promote the organisation.

### Direct marketing

Direct marketing involves the organisation communicating directly with its target customers via a range of interactive communication methods such as mail, telephone, brochures, text messaging and email.

Direct marketing is convenient for the customer because promotional materials and offers are sent to them directly, which means they can take advantage of promotions aimed at them.

The organisation also benefits from being able to better target customers. Based on a customer database or mailing list, the organisation can directly contact the specific customers it believes will be interested in a particular promotional offer or announcement such as a product launch.

However, direct marketing suffers from being perceived as junk mail, spam and an invasion of privacy, particularly if the customer is unaware of how their details got onto the organisation's mailing list.

## Follow organisational requirements

The aim of all promotional activities is to get the organisation's underlying promotional message across in a coordinated manner; that is, communicating what the organisation is offering, who it is offering it to and how this will benefit customers.

Therefore, it is important that the organisation's requirements are considered. Organisational requirements can be very broad and varied depending on the type of organisation and the industry you work in. They can have a very large impact on the type of promotional activities you are able to select. It is important that all promotional activities are compatible with the organisation's overall requirements and image.

The following information provides details about analysing promotional activities against organisational requirements.

#### **Organisational goals, objectives, values, systems and processes**

Promotional activities must be developed with the organisation's core values in mind, to ensure the most appropriate message is conveyed.

#### **Quality assurance and continuous improvement standards**

Quality assurance and continuous improvement standards are developed in accordance with legislation and regulation to provide information, guidance and instructions on quality issues and to ensure continuous improvement. They also apply to promotional activities.

#### **Legal frameworks, legislation and regulations**

Your choice of promotion and marketing strategies needs to consider:

- equal opportunity and anti-discrimination legislation
- competition and consumer protection
- privacy laws, confidentiality and security requirements
- defamation legislation
- ethical standards
- trade promotion and competition regulations
- industrial relations legislation
- work health and safety (WHS) legislation
- policies and procedures regulation
- environmental regulations.

#### **Resources**

Your choice of promotion and marketing strategies needs to consider:

- defined resource parameters
- allocated departments, teams and people within your organisation and their responsibilities.

### Organisational policies and procedures

You need to know workplace policies about:

- pricing and discounts
- replacements and refunds
- payment and delivery options
- filing and storage.

### Example: promotional activities

Helen is the marketing manager for a company that specialises in booking villas in Italy for Australian tourists. The company's database contains information on the very best villas and apartments across Italy for travellers to choose from. It only lists places with four- and five-star ratings, as the company targets travellers who want a luxury experience and do not mind spending more money in exchange for lavish accommodation.

The marketing manager, Helen, explains that the organisation has two very important groups of customers: the tourists who rent the villas; and the owners of the luxury villas and apartments. Multiple promotional activities are critical to the success of the company; advertising is effective with tourists and personal selling is effective with owners.

Here is some information about advertising and personal selling.

#### Advertising

'There are many companies out there that essentially do exactly what we do. Our aim is to do it better than anyone else and to only serve a small sector of the market – luxury travellers. Because of this, we find that most of our clients are couples or groups of friends who are high-income earners and retirees.

'We advertise our service in publications such as magazines and broadsheet newspapers that are read by our target market. We also advertise by placing articles we've commissioned in these magazines as advertorials, because this gives a far greater understanding of how our services differ from those of other companies that book villas. Advertising by booking billboard space, radio or TV ads, or large ads in newspapers wouldn't work for us, because we're targeting such a particular group of people.'

*continued ...*

... continued

### Personal selling

'Advertising to owners is a pointless task. We'd be wasting our money if we took out ads in Italian newspapers, for instance, because they're a very select group of people who wouldn't respond to that kind of "blanket" advertising. Our approach is to have several agents who live in Italy but work for us. They are all Italian speakers, well-spoken and professional in their appearance and conduct. In most cases, they live in the areas they work in. This is important because they represent our company but also have to develop rapport with the villa owners, who are in many cases very wealthy people who are willing to rent out their holiday homes for certain periods of the year.

'Our agents conduct one-on-one meetings with villa owners and take the time to explain exactly what services we offer – how we make sure guests will look after their homes, the way we market their properties and the way we run our business. This personal approach is the only effective way we can get, and keep, such an extensive list of quality properties, and that makes all the difference in a crowded market where consumers are spoilt for choice.'

## Practice task 1

1. Think of a large, well-known organisation such as Myer or Woolworths. Explain how these promotional activities could be used to support the marketing objectives of the organisation in relation to one or more products or services.

Promotional activity	Product/service and objective	Explanation
Advertising		
Client functions		

continued ...

... continued

Promotional activity	Product/service and objective	Explanation
Employee functions		
Media announcements		
Product launch		

2. Identify three organisational requirements that may affect an organisation's choice of promotional activities and explain how they may take these into account.

3. List three areas of legislation/regulation that are relevant to promotional activities within an organisation.

# 1B

## Plan and schedule promotional activities

When planning and scheduling promotional activities, the activities you select will be the ones that most effectively achieve the promotional objectives you have developed. The promotional activities selected must be consistent with these objectives and be achievable.

You may be part of a team responsible for identifying appropriate activities to promote your organisation and its products and services. Alternatively, you may be asked to research the potential impact of different activities and report your findings.



If it is your responsibility to promote the organisation's products and services, you need to ensure that the selected activities are compatible with the overall requirements of the organisation.

### Factors to consider

When planning and scheduling the mix of promotional activities the organisation will use, there are many factors that must be considered.

Factors to consider include:

- market type
- market segments/target audience
- customer needs
- market share
- promotion scheduling and timing
- market trends and developments in promotions
- competitors' promotional activities.

### Market type

Understanding of the type of customer your organisation sells to will influence the way that it promotes its products and services. The organisation must have a sound knowledge of the types of customers in its market.

For example, the majority of an organisation's customers may belong in what is termed the 'consumer market'; that is, individual or household consumers who buy products and services for their own use.



Alternatively, the customer market may be industrial or wholesale in nature and consist predominantly of other businesses, government departments or manufacturers.

Some organisations also deal with international markets and sell their products and services to foreign governments, businesses and consumers.

## Market segments/target audience

Within each market, there are various groups of customers the organisation may decide to focus its promotional efforts on. These are ‘market segments’ or groups of similar customers.

Rather than attempting to focus promotional efforts on all customers within the market, the organisation will usually identify one or more market segments to target. In a promotional context, these segments represent the target audience or public.

When planning and scheduling promotional activities, the organisation must clearly define the target audience. The mix of promotional activities used must be geared towards the target audience/s. The promotional activities used must be consistent with the people the campaign is aiming to influence.

Here is an example of how a target audience may be defined using marketing segmentation.

<b>Geographical</b>	Region, state, population density, population growth rate, climate
<b>Demographic</b>	Age, gender, ethnicity, education, occupation, income level, family status
<b>Behavioural</b>	Current users of product/service versus non-users, product/service usage rate, price sensitivity, brand loyalty, benefit/s sought in purchasing, innovators, opinion leaders
<b>Psychographic</b>	Personal values, lifestyle and attitudes

## Customer needs

All customers and potential customers have needs that must be fulfilled if they are to be influenced by the promotional activities of the organisation and so purchase its products and services. Customer needs determine which promotional activities the target audience will be receptive to and influenced by.

While every customer has different needs and reasons for purchasing a particular product or service, there are some generic needs that can be used to analyse customers within the target audience/s to help determine which brand of products/services they will buy from which organisation and which promotional activities they will be most receptive to.

The needs of the target market/audience must be clearly identified if the organisation’s promotional activities are to be planned effectively. In understanding the reasons that customers purchase a particular brand or type of product/service, the organisation develops insights into how to promote its products and/or services to this customer group most effectively. Promotional activities should be planned and scheduled based on the needs of customers.

Customer needs include the following characteristics.

<b>Safety</b>
This customer desires the brand of product/service that provides them with the greatest degree of safety. An example is with motor vehicles. However, safety does not always relate to the avoidance of injury; it also refers to the product/service representing a low-risk purchase to the customer that provides them with feelings of security.
<b>Performance</b>
This customer desires the product/service that will provide them with the best performance regardless of the price. The exact type of performance will vary depending on the nature of the product/service in question and the way the customer defines performance; for example, quickest, longest lasting.
<b>Aesthetic</b>
This customer desires the product that is the most attractive or aesthetically pleasing, regardless of how it performs. The most important product characteristic for this customer is the way the product looks and feels, and not its price, performance or durability.
<b>Social</b>
This customer desires the product/service that provides them with the greatest degree of social acceptance from peers. The product/service may not be the best performing or best value for money, but this customer desires it simply for its social value and brand image.
<b>Economic</b>
This customer desires the product/service that provides the greatest benefit relative to its cost. While this usually means this customer prefers the cheapest product or service in the market, economic needs also refer to the concept of value for money – this customer will purchase a more expensive product if it offers better value.

## Market share

The market share of the organisation will directly affect the type and nature of promotional activities the organisation uses. For example, if your organisation has 90 per cent market share, then promotional activities can be directed more towards mass media and offerings appealing to a wide range of customers. Promotions may be geared towards particular product or service offerings.



In contrast, an organisation with a 2 per cent market share is more likely to direct promotional efforts towards increasing the brand awareness of general customers within the market. Promotional activities may focus on alerting customers to the existence of the organisation, rather than particular products or services it offers or, alternatively, promotions may focus on getting customers to sample or make a first purchase from the business via mechanisms such as sales, two-for-one offers and free items.

## Schedule and time your promotion

The organisation's marketing and promotional strategies may need to be implemented at a specific time, perhaps to ensure market saturation before the entry of a new competitor, to take advantage of a particular event (for example, Christmas or Valentine's Day) or to promote a product before the end of the financial year.

Scheduling is a critical aspect of the promotional plan. Timing activities for optimum benefit means ensuring promotional activities are scheduled for times when customers will respond best to them. The nature of your organisation and the products and services it offers will determine how promotional activities should be scheduled and timed throughout the year.

Here are some questions to consider around scheduling and timing of promotional activities.

### Questions related to scheduling and timing

- Have you ever noticed an increase in diet commercials in the lead-up to summer?
- Soups that are more heavily promoted in winter?
- Toys that are promoted in the lead-up to Christmas?
- Cars that are promoted prior to the end of the financial year?

## Market trends and developments in promotion

In order to be successful on an ongoing basis, an organisation must continually monitor and adapt its operations to trends and developments in the market. In a promotional context, this means being aware of changing consumer preferences in promotional and media habits. The ways that people consume media and promotions change over time and are not stagnant.

Analysis of market trends may indicate that a particular promotional area is becoming increasingly or decreasingly popular, and so the organisation needs to plan its promotional efforts accordingly.

For example, over the last 10 years online advertising and promotions have become increasingly popular as more people gain access to and familiarity with the internet. In contrast, the use of mail-order catalogues has declined as consumers have begun to prefer more instantaneous forms of communication such as the online environment.



## Competitors' promotional activities

Analysing the performance of competitors in promoting their products and services is essential. As well as identifying new and emerging promotional trends, analysis of how competitors undertake promotions may reveal new opportunities and ways that your organisation can promote its products and services more effectively.

From analysing competitors' promotional activities, you may be able to identify how their promotional activities could be improved or expanded on by your organisation; which activities do not seem to be working and should be discontinued; and/or areas where the competition is not promoting itself, thereby creating an opportunity for your organisation.

### Example: schedule a promotion

Lucas is the marketing officer for a large art gallery in Sydney. During the year the gallery has various exhibitions and Lucas has to plan promotional activities, such as special tours, artist talks and the sale of promotional items (such as souvenir books and posters) in the gift shop to coincide with each exhibition.

He says, 'The calendar I follow is largely dictated by the timing of exhibitions, which is out of my control, but I also need to take into account school holiday activities and other non-exhibition-related promotions we might conduct to encourage people to come in. The calendar gets pretty complicated, so I have different columns for different types of activities, which are also colour coded, and so I can see at a glance what's planned for when. It's the only way I can manage it all.'



### Practice task 2

1. If you were employed as the promotions manager at an organisation offering tax return services, when would be the best times of the year to promote your services?

2. Identify and explain three factors that must be considered when planning and scheduling promotional activities within an organisation.

# 1C

## Develop overall promotional objectives

Promotional activities need to be effectively planned and scheduled if the organisation's ultimate marketing and promotional objectives are to be achieved.

The promotional plan provides a framework for the organisation's promotional activities. The foundation of any promotional plan is the development of objectives or goals – what will the organisation's promotional efforts achieve?

### Determine promotional objectives

Promotional objectives are usually outlined in the organisation's marketing plan or corporate plan. Therefore, actually determining these objectives is often not the responsibility of those who implement the marketing and promotional activities.

The obvious objectives or aims of a promotional campaign may be:

- to generate or increase sales
- to increase awareness and knowledge of the organisation, or a product, service or brand
- to create or alter an image of the organisation in the marketplace
- to change consumers' attitudes to a product, service or brand
- to increase the response to a product, service or brand from a particular demographic group
- to improve or maintain market share
- to retain existing customers
- to provide a reason to buy a product or service.

### Determine roles and responsibilities

Make sure you are familiar with the title, role and responsibilities of those people in your organisation who are involved in the planning, implementation and review of promotional activities. Take time to clarify your own responsibilities and identify those of team members, the people you need to report to for approval of plans, those responsible for budgets and time lines, and those you can approach for suggestions and support.

If it is your responsibility to contribute to the development of promotional objectives, you must clearly define exactly what the promotional program is designed to achieve. Promotional objectives evolve from the organisation's overall marketing plan and the identification of its target customer and audience groups.

Responsibility for the promotion of products and services differs markedly between organisations.

Here is a brief overview of the variations in roles and responsibilities between large and small companies.

#### Large companies

Some large companies have an entire department devoted to marketing and promotions, with a manager and staff of writers, publicists and project coordinators.

### Small companies

Smaller organisations may have only one person who takes responsibility for all marketing and promotional activities. Alternatively, everyone in the organisation may take some responsibility for, or be involved in, developing marketing and promotional activities and objectives.

## The Lavidge and Steiner model

Determining promotional objectives essentially requires determining the response sought from the promotional campaign. Robert Lavidge and Gary Steiner developed a model showing the hierarchy of effects that advertising and promotions can have. The model states that people within the target audience move through various stages of consciousness about an organisation's products and services. An organisation can develop its promotional objectives along this continuum, depending on the nature of the industry and the products/services on offer.

Although all organisations ultimately seek to have consumers purchase their products or services, there will be occasions when the primary objective is to focus on other, higher order effects of the model.

For example, a promotional strategy could be aimed at making the target audience aware of the organisation and the types of products/services it offers, without necessarily seeking to overtly encourage a purchase.

In contrast, in more competitive product markets where consumers are already aware of the products/services and the range of organisations in the market, the promotional objective may be to focus on the later stages of the model, to encourage liking, preference, conviction and ultimately purchase behaviour.

Here is more information about the Lavidge and Steiner model.

Lavidge and Steiner hierarchy of effects model
Awareness: the target audience is aware of the organisation and its products/services.
Knowledge: the target audience develops some knowledge about the organisation, its brand image and the features and benefits of its products/services.
Liking: the target audience begins to develop positive feelings towards the organisation and its products/services.
Preference: the target audience begins to prefer the organisation's products/ services relative to competitors' offerings.
Conviction: the target audience begins to develop a conviction or incentive to purchase the organisation's products/services.
Purchase: the target audience commits to purchasing the product/service from the organisation.

## Consult with designated individuals and groups

When developing promotional objectives, there will be various individuals and groups within the organisation who need to be consulted. Their input is required to ensure promotional objectives are consistent with the overall organisational strategy and any organisational requirements.

Here are examples of the consultation process that could take place with a number of people within an organisation.

### Supervisor

Your supervisor can provide you with guidance, advice and support on a range of issues. Supervisors are also able to speak on your or the team's behalf at a higher level within the organisation and can link you with a wide network of people who could assist in determining which promotional strategies are preferred. If you are new to your role and your supervisor has worked in the team for some time, there is no better person you can consult about what promotional strategies have worked in the past, and the processes and activities you need to complete in developing the promotional plan.

### Line management

In addition to your supervisor, you may need to seek and gain approval from other line managers throughout the organisation who have an interest in the overall promotional activities. Line managers can also be a great source of advice and information, so consult with any you feel could assist you and provide advice and guidance as you determine suitable promotional plans and objectives.

### Customers

Customers should be consulted to determine what mix of promotional activities would appeal to them. This feedback is usually obtained via market research, which will provide information on issues such as:

- how various customer groups are defined
- how well each group will respond to a particular promotional activity
- how effectively each group rates the organisation's past promotional activities
- the media habits of each customer group in terms of which magazines and newspapers they read, radio stations they listen to and TV programs they watch
- where the organisation can most effectively place its promotional efforts.

### Colleagues

The people you work with in your team are a rich source of information and advice on promotional activities. Many of them have worked for the organisation for a long time, worked for a competitor, worked in other departments or have qualifications, skills and experience that can assist you and your team as you decide on various promotional objectives and activities.

### External organisations

External organisations include industry bodies, providers of information and education services, third-party product and service providers, media organisations, publishers of industry-specific information and news, and professional service providers such as accountants, lawyers, advertising agencies and marketing consultants. These external organisations can provide valuable input into how your organisation promotes itself and its products and services.

While it is probably not feasible to consult with your competitors, try to gather as much information as you can about their promotional activities, because this will facilitate the development of promotional activities, which leads to a competitive advantage.

### Committees

Promotional plans may need to be approved by various committees throughout the organisation. These committees may consist of marketing staff, a board of directors or management representing different departments from within the organisation.

You must find out what the mandate is for each of these committees, because the committee and its purpose may impact on your promotional plan.

It is also important to know what each committee expects from the organisation's promotional activities. Discuss with representatives of the committee what their expectations are, so you can anticipate what they are looking for in terms of quality, content and rationale. As well as approving plans, a committee may also provide you and your team with advice as to the best way forward for the promotional campaign.

## Example: responsibilities in the promotional plan

Marie is the marketing coordinator for a family-owned business that imports women's clothes and fashion accessories from France. Marie tells us a little about her job and responsibilities.

'I'm the marketing coordinator, which means my job is to implement the marketing plan. I help create the plan, in that I'm expected to come up with ideas and research costs and so on when we're doing each year's plan and filling out the marketing calendar, but I don't have the final say on what goes into it.

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'The promotional strategy is managed by Perri and Nicola, the two sisters who started the company and are now the managing director and head buyer. I report to Perri. She likes me to use my own initiative and is happy that I get things done without much supervision, but it was pretty clear to me when I started that this is their company and they like being really involved in the day-to-day running of it.

'My job is to get things done, not make the big decisions.'

## Practice task

1. List five objectives or aims of a promotional campaign.

2. Explain how the following groups or individuals can assist in determining overall promotional objectives:

- Supervisor
- Line management
- Customers
- Colleagues

# 1D

## Develop costs and time lines for promotions

After developing promotional objectives and plans, realistic and consistent costs and time lines must be produced as part of the overall promotional planning process. In many cases, the promotional plans developed will not be approved for implementation without accompanying budgets and time frames.

Regardless, effective budgeting of costs and time is essential to ensure promotional plans are implemented effectively, on time and within the resource constraints of the organisation, and that overall effort keeps to schedule and progress can be monitored.



### Budget for promotional costs

The organisation's promotional plan should contain a budget for promotional activities that outlines the overall level of funds available for each promotional activity, and this should be broken down to indicate the proposed cost of each individual promotional activity.

The costs associated with promotional activities must be realistic and consistent with the organisational resources available – even the best promotional plan will be ineffective if the organisation does not have the funds required to implement it.

Here are several methods that can be used when setting the overall promotional budget.

#### Promotional objective and tasks method

Promotional objectives are assessed to determine what promotional activities are required to achieve them and then the organisation determines the costs. This leads to an overall budgeted cost level, which represents the sum of the costs of all the tasks required to implement the promotional plan.

This budgeting method is effective if organisational resources are available to implement it. It is the preferred method of budgeting for promotional activity.

#### Percentage of sales method

The promotional budget can be based on analysing previous promotional performance and costs, e.g. if past financial information shows promotional costs as usually 8 to 10 per cent of sales for the financial year, then promotional costs for the coming year may be set within this range.

This budgeting system considers promotions as an expense, rather than as an investment that can generate sales.

### Competitive analysis method

The promotional budget can be set by analysing what competitors are spending as a percentage of sales (as competitors in the industry differ in size). This method ensures the organisation keeps up with rates of expenditure and trends within the industry.

This method fails to consider that every organisation has different promotional objectives and is attempting to achieve different aims.

### Affordable method

Funds can be allocated to promotions based on what the organisation can afford once all other expense allocations have been considered.

This method is simple, but doesn't treat promotional activity as a high priority, instead of viewing promotions as an investment to increase sales. It does not distinguish between an affordable promotional campaign and an adequate campaign.

## Develop promotional time lines

As well as budgeting for the costs of the promotional plan, time lines must be developed for each of these activities to ensure they are implemented in a coordinated and timely manner. A Gantt chart or similar scheduling tool can be used to do this.

If time lines are not met, there can be serious consequences for the organisation and promotional objectives may not be met either. For example, an organisation may have to postpone a client function if a catalogue to be presented to clients at the function is not completed on time.

Staff who work within time lines need the cooperation of others; for example, by providing a list of dates so managers can put these dates into their timetable or schedule.

Planning the time line for a promotional activities requires you:

- to clarify the date when each activity is to be implemented
- to list the various tasks that need to be done in order to implement each activity
- to calculate how long each of these tasks will take and those tasks that can be done simultaneously
- to prepare a table or chart to indicate deadlines and act as a schedule for implementation.

## Examples: budgets

Here are some examples of budgets for promotional activities.

Budget for an exhibition			
Promotional activity	Costs involved for each task	Total cost	
Exhibiting at a trade fair	Stall hire =	\$250	\$1,325
	<b>Production of 300 catalogues:</b>		
	design and desktop publishing =	\$150	
	editing (in-house: 1 hr @ \$35 ph) =	\$35	
	printing (Quick Copy) =	\$125	
	Production of 500 giveaway pens =	\$200	
	Production of 500 giveaway notepads =	\$120	
	Three staff @ \$40 ph for 3 hours =	\$360	
Gift basket for business card prize =	\$85		

Budget for a conference			
Promotional activity	Costs involved for each task	Total costs – company	Total costs – sponsor
Venue:		\$8,090	
One plenary room and five breakout rooms	\$7,090		
Audio-visual equipment	Included in venue cost		
Catering	(130 delegates) \$1,000		
Pre-conference flyers:		\$800	\$200
design	\$500		
printing	\$500		
Promotion:		\$5,134	
Postage for mail-out of flyer and program	\$5,134		
Advertising	Cost covers both postage and advertising		
Speakers (payment):		\$3,750	
Appearance fee x 5	Five speakers @ \$250 = \$1,250		
Travel expenses x 3	Three people @ \$833.33 = \$2,500		
Speakers (gifts):		\$900	
Dinner x 5	Five speakers @ \$100 = \$500		
Gifts for workshop presenters (gift voucher, wine, flowers) x 5	Five speakers @ \$80 = \$400		

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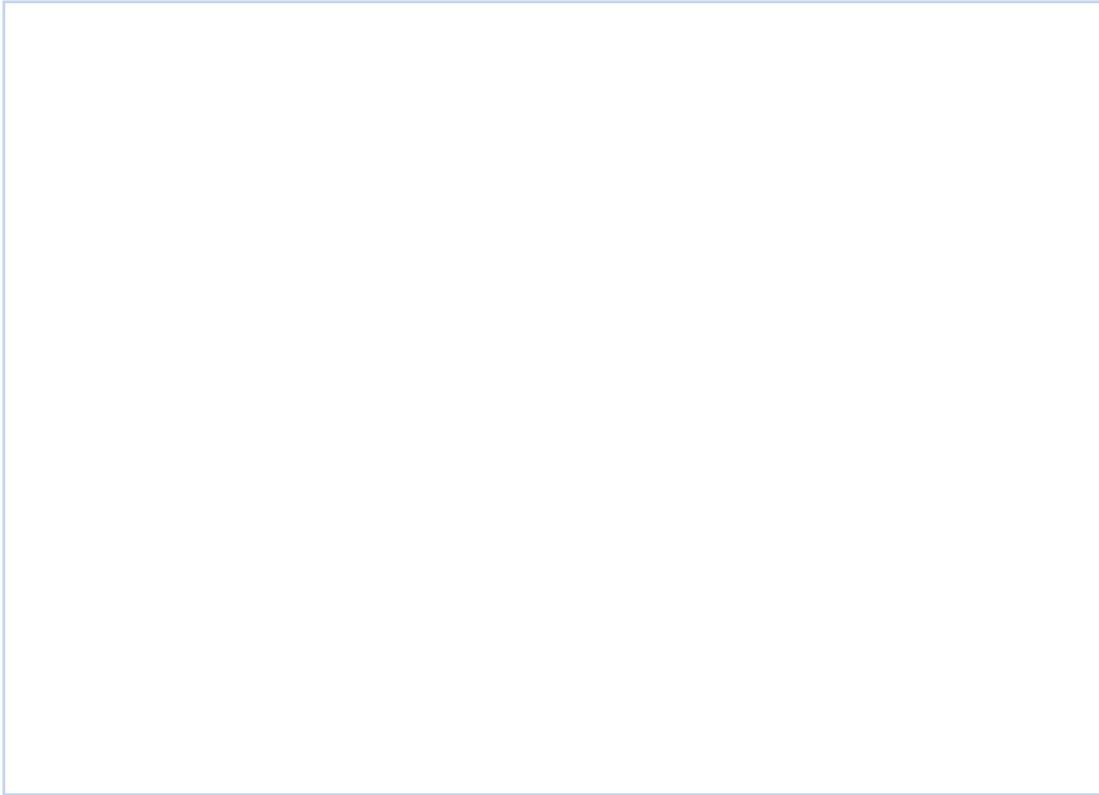
<b>Budget for a conference</b>			
<b>Promotional activity</b>	<b>Costs involved for each task</b>	<b>Total costs - company</b>	<b>Total costs - sponsor</b>
Registration:		\$1,818	
Inquiries number (1800 number)	\$1,000		
Post box for registration	\$468		
Banking	\$350		
Staffing/ administration:		\$900	
Staff preparation	2 people @ \$15 ph for 20 hours = \$600		
Staff on booth	1 person @ \$15 ph for 20 hours = \$300		
Staff expenses:		\$2,400	
Accommodation for four people	\$400		
Airfares (flight based on \$500 per person) x 4	\$2,000		
<b>Total costs</b>		<b>\$23,792</b>	<b>\$200</b>

## Practice task 4

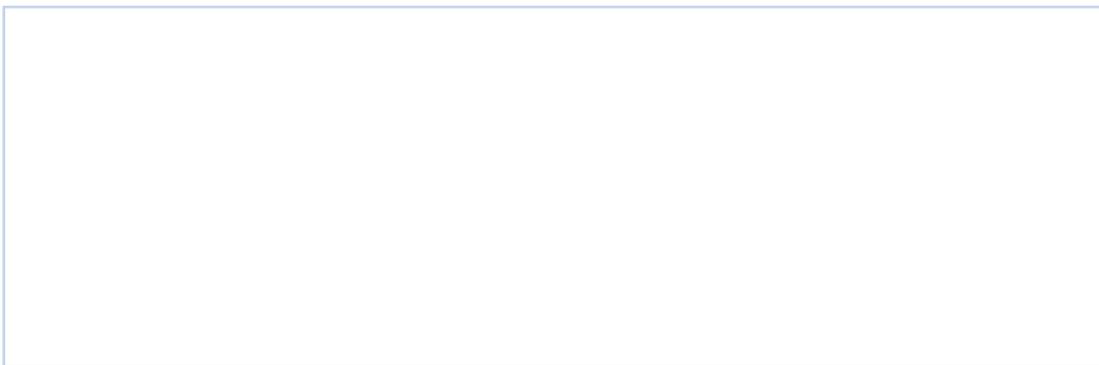
1. Explain in your own words each of the methods that can be used when setting the overall promotional budget.

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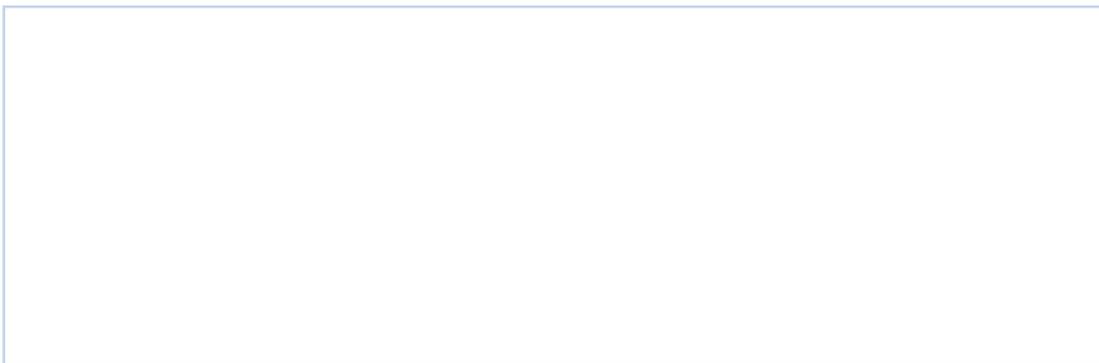
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2. Explain what needs to be identified when planning the time line for an organisation's promotional activities.



3. Why is it important for the costs and time lines of promotional activities to be realistic and consistent with budget resources?



# 1E

## Develop action plans for promotional activities

Once the costs of a promotional activity have been budgeted and the time line for implementation established, the promotional plan must include an action plan that brings all of this information together to provide an overall summary of the details of the promotion.

Many organisations develop a template for an action plan so that promotional activities are scheduled and implemented in a consistent manner. Action plans can also be developed using planning programs such as Microsoft Project.

An action plan should include:

- a list of all tasks to be completed in implementing the promotional activity
- the time line for completing all tasks – listed in sequential order
- the overall costing for the promotional activity
- the venue/s for the activity (if applicable)
- the personnel involved in implementing the activity
- the resources required to implement the activity.

### Example: develop an action plan

Here is an example of a template for an action plan that you may like to use as the basis for planning promotional activities in your organisation.

New superannuation product – launch for WA financial planners				
Time line	Week 1	Week 2	Week 3	Week 4
<b>Tasks</b>	Brief WA sales team on event. Gather information from team about possible attendees. Send invitations.	Notify media of event. Prepare product and press kits for management approval.	Check RSVPs for planners and media. Brief senior staff from head office who are attending. Send product and press kits to printer.	Interstate staff travel to Perth. Collect product and press kits from printer. Make name tags. Review running sheet and catering with hotel team. Final briefing to staff.
<b>Costing</b>	Hotel room hire and catering:			\$8,360
	Airmiles and accommodation for non-WA staff attendees:			\$6,500
	Entertainment (band):			\$2,200
	Anticipated miscellaneous costs:			\$400
<b>Venue</b>	Hyatt Hotel, Perth – Magnolia room			

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<b>New superannuation product – launch for WA financial planners</b>		
<b>Personnel</b>	<b>Name</b>	<b>Task</b>
	Stephanie Wall, PR manager	Media liaison
	Elsa Keets, administration manager	Invitations, RSVPs, nametags, airfares and accommodation bookings
	Jason Tao, marketing coordinator	Hotel and catering, entertainment, briefing to WA staff, product and press kits
	Wally Smith, WA manager Justin Adbo, managing director	Speeches
<b>Physical resources</b>	Product and press kits TV screens, computers Lighting Food and beverages Name tags	

## Practice task 5

Explain the details to be included when developing an action plan.

## Summary

1. Promoting products and services is a three-step process, involving planning promotional activities, coordinating activities and then reviewing and reporting on these activities.
2. The organisation's promotional plan is a sub-section of its overall marketing plan. The promotion supports the overall marketing objectives of the business. Marketing and promotional objectives need to be aligned with the organisation's corporate objectives.
3. As part of its promotional mix, the organisation has a range of promotional activities it can use as part of its promotional strategy, including advertising, sales promotions, web pages, personal selling, public relations and publicity, employee functions, client functions and direct marketing.
4. In determining which promotional activities to implement, organisational requirements must be considered that could impact on and influence which activities are chosen. These requirements include the organisation's overall goals and objectives, quality assurance procedures, legal requirements, confidentiality and ethical considerations, and pricing and discount policies.
5. At a fundamental level, promotional objectives can range along a continuum of effects or desired responses from the promotional activity – awareness, knowledge, liking, preference, conviction and purchase.
6. Promotional plans and objectives need to be developed in consultation with key stakeholders, such as supervisors, customers, colleagues, external organisations, committees, line managers and third parties.
7. There are several factors that affect the promotional activities and strategies an organisation should use, such as the type of market the organisation operates in, market segments/target audiences being focused on, customer needs, the organisation's market share of the business and the promotional trends of the market.
8. Promotional activities need to be budgeted for. The most common budgeting methods are the promotional objectives and tasks method (the preferred method), percentage of sales method, competitive analysis method and affordable method.
9. Firm time lines and action plans need to be developed; they act as a schedule to coordinate promotional activities and the tasks required in implementing them.

## Learning checkpoint 1

### Plan promotional activities

This learning checkpoint allows you to review your skills and knowledge in planning promotional activities.

#### Part A

1. Identify three different kinds of promotional concepts that an organisation may want to communicate.

2. Describe the details of promotional activities that could be used for one of these promotional concepts. Explain in detail how each type of promotional activity could be used and coordinated with the other promotional activities.



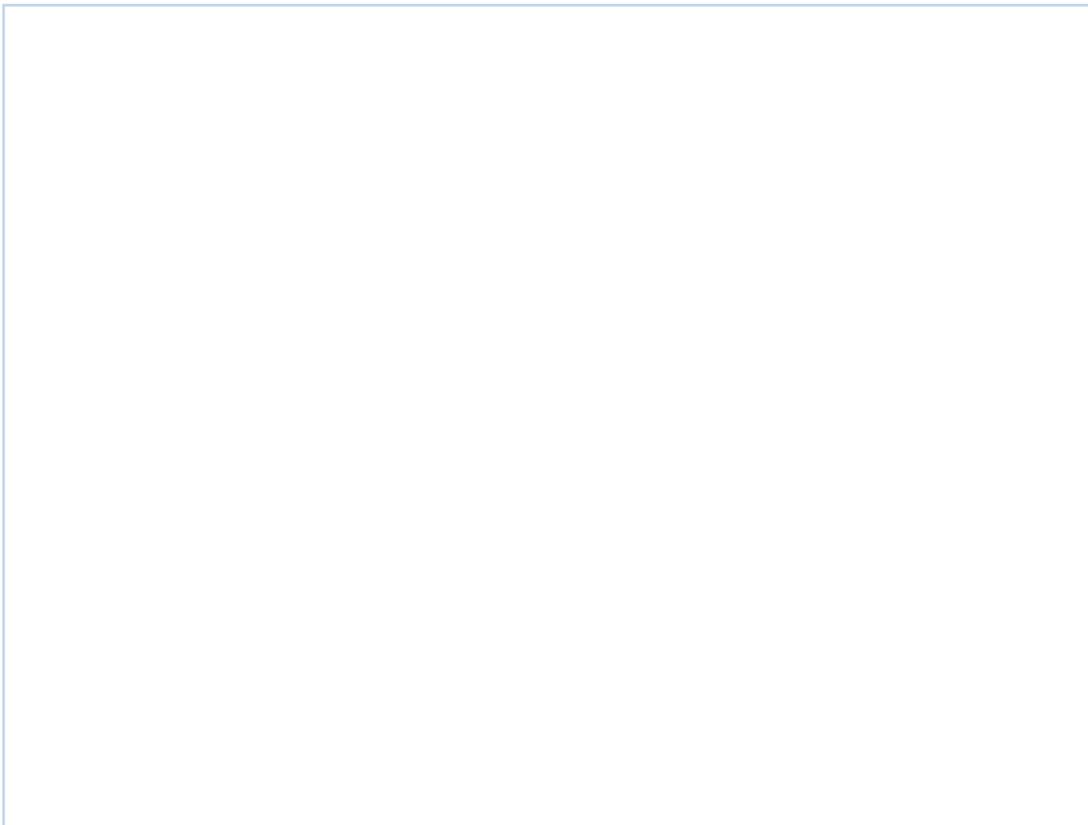
3. What organisational and legislative requirements need to be considered when deciding which promotional activities should be used?



4. List four different objectives an organisation could have for a promotional campaign. What would they need to align with in order to be appropriate for that organisation?

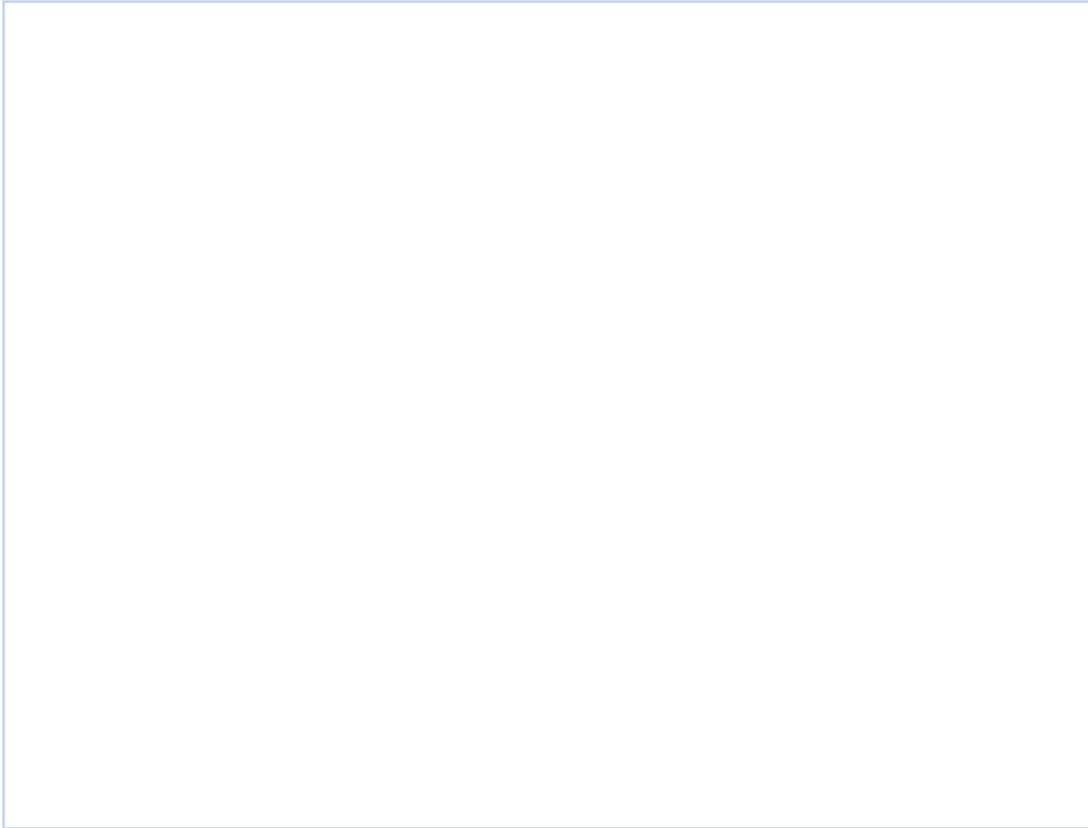


5. When developing your promotional objectives and plans, which groups and individuals may need to be consulted?

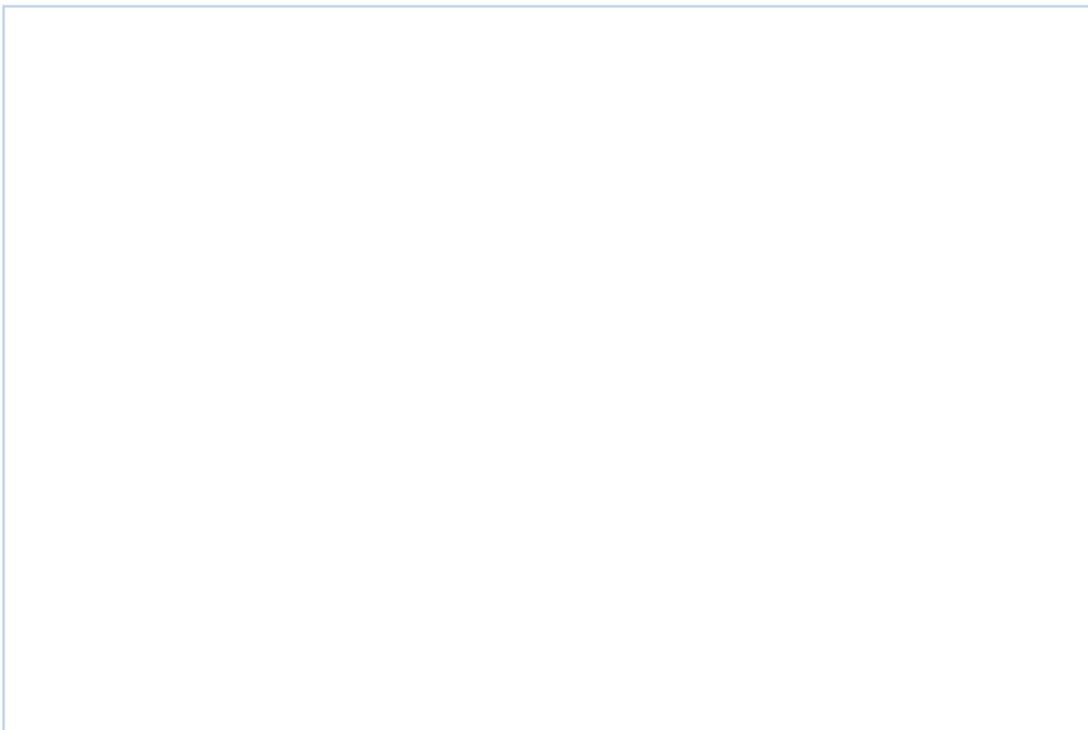


6. Explain how the following could impact on the planning of a promotional campaign and which activities you would choose:
- a) underlying customer needs in buying the type of product/service offered by the organisation
  - b) the organisation's market share and position within the industry
  - c) promotion scheduling and timing in terms of the calendar year.

7. Explain a method you could use to budget costs for a promotional campaign.



8. Choose a promotional activity. List each of the tasks that need to be completed when implementing it. Develop a time line for completion and produce an action plan outlining the personnel who would be required to complete each task, the venues required (if applicable) and the resource requirements for each task. What digital tool could you use to organise this information?





## Part B

Read the case study, then answer the questions that follow.

### Case study

A successful travel company specialises in booking African wildlife safaris in Botswana and Namibia for Australian tourists. Its database contains details of the very best wildlife safaris and experiences across central southern Africa. The company targets luxury adventure travellers who are happy to spend more money for the experience of a lifetime, so only places with at least 4-star ratings are listed.

The marketing manager says: 'There are plenty of travel companies out there that offer pretty much what we do. But we aim to do it better than anyone else and we only serve a particular segment of the market – high-end adventure travellers. So most of our clients are adventurous couples who are high-income earners or wealthy retirees.'

1. Why do you think advertising has proved to be critical to the success of this company?

2. Describe the target market for the organisation's promotional activities.

3. Given the target audience, which media would be suitable for advertising in? Which media would not be suitable?

4. Advertorials are media articles that combine information with advertising. Why do advertorials represent a good opportunity for promoting the company?

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## Topic 2

# Coordinate promotional activities

The process of coordinating the implementation of promotional plans can be complex and require extensive management. Coordinating promotional activities requires:

- effective communication and liaison with a range of internal and external people
- the ability to manage time lines efficiently
- keeping within the budgeted costs that have been set
- skill in effectively handling and managing the inevitable problems and difficulties that arise as the promotional plan is implemented.

In this topic you will learn how to:

- 2A Identify personnel and resources required to implement promotional activities
- 2B Agree on roles and responsibilities of personnel in delivering promotional services
- 2C Establish positive relationships with targeted groups
- 2D Use networks for promotional purposes

## 2A

### Identify personnel and resources required to implement promotional activities

The task of coordinating the personnel and resources required to implement promotional activities is complex and requires thorough examination to identify how you are going to coordinate the organisation's people and resources to implement the promotional plan.

The list of tasks required will depend on the type of promotional activity being implemented. For example, placing an advertisement does not require the same amount of time, number of people or effort required to stage an in-store promotion. Developing and maintaining a website is an ongoing activity that will not require the sustained short-term effort of preparing for a trade fair exhibit.

After identifying each promotional activity and breaking it down into the various tasks that must be completed, you need to make a list of all the people and resources required to properly complete each task. This can be a difficult exercise requiring extensive analysis, judgment in forecasting and the ability to act logically and quickly when things do not go according to plan.



### Coordinate promotional activities

What might the steps involved in coordinating promotional activities look like? An example is provided below, showing the steps involved in a promotional activity with extended planning time available. It shows the steps that could be taken by a staff member with promotional responsibilities who was experienced in their role, and how they could go through each promotional activity at the start of the financial year and make a list of the resources they needed for each task. A to-do list could then be created and referred back to while the promotion was being organised.

Here are the most common steps to undertake when coordinating a new promotional activity.

#### Coordinating a new promotional activity

- Determine how much money is available for activity from budget.
- Make a list of all items that must be arranged e.g. letters, catering, management briefs.
- Set up meetings with staff who are likely to be key to the event's success.
- Explain, discuss, clarify the promotional activity and elicit ideas and issues from key staff.
- Develop a draft agenda.
- Add to and fine-tune resource and to-do lists.
- Present draft agenda to manager and refine it further.

## Types of personnel and resources

The types of personnel and resources required by an organisation for promotional activity will differ depending on the size of the business, its operations and the nature of the activity being implemented.

In general, there are several areas that need to be identified if personnel and resources are to match the organisation's requirements and facilitate the achievement of promotional goals.

Personnel and resources for promotional activity include:

- people
- time
- marketing funds
- promotional products and samples
- technology
- venue
- support items.

## People

The personnel required includes staff and managers from your own organisation, as well as people who work for other companies.

The nature of the promotional activity will determine the number and type of people required to implement it. For example, a product launch may involve marketing and sales staff from within the business, as well as caterers, waiting staff and guest speakers from outside the business. Contrast this with a personal visit to a client, which may involve only one salesperson and the company's managing director.

Considering all tasks required and possible contingencies allows you to identify exactly who is required, for which task/s, when and for how long. The organisation can then more effectively manage its human resources to ensure there are no shortfalls.

## Time

Time is often overlooked as an organisational resource. However, time is one of the most precious and scarce resources a business has.

An organisation must factor sufficient time into its schedule to implement a given promotional activity. Time spent on one activity comes at the expense of other promotional activities the organisation could be engaged in, meaning the prioritisation of activities and tasks involved in promotions is very important.

An essential aspect of promotional planning is noting the time needed to complete each component of the promotional activity. This may involve some research – simply guessing how long a task will take is not a good idea. Instead, take the time to ask someone who really knows how long a certain task will take and then work to an accurate time frame.

When discussing a promotional activity with a potential supplier, ensure you ask for turnaround times and booking processes, as well as your other specifications.



## Prepare checklists

It is a good idea to prepare a checklist of tasks and the date each task must be completed by. Also include any meetings that must be held. If the promotional activity is a long-term or complex project involving many tasks, it is effective to break up the entire activity into several smaller stages. Each stage then effectively acts as a milestone indicating when progress has been made and the next stage of the process can begin.

A software application, such as Microsoft Project, is useful because it can generate a time plan quickly and easily once you have entered the tasks to be done, when the tasks should begin and an estimation of how long it will take to complete them.

However, tables or lists can work just as well and require no special software. Here is an example of a list that shows each task and allocates a due date.

Sponsor the 'Best student' award at local college		
Task	Date due	Completed
Respond to letter from the college requesting sponsorship; clarify details of sponsorship requirements	3 April	
Hold first coordination meeting with Roger	4 April	
Send logo to college for inclusion on advertising material – Wendy	6 April	
Prepare speech – liaise with Roger	16 May	
Hold second coordination meeting with Roger	18 May	
Prepare cheque for \$2000 – Craig	28 May	
Arrange for banner to be sent to college	29 May	
Attend presentation evening	3 June	

## Lead time

Be aware of the lead time required for certain aspects of each activity. For example, if a promotion involves sending out a piece of direct mail to 500 customers, you will need to have the item to be sent (for example, a brochure) printed by a specific date, as well as having envelopes and labels ready to use. This means calculating how long it will take to design the brochure, prepare the copy and have it printed or copied. It also means organising the database of contacts, purchasing envelopes and printing address labels.



Always allow more than enough time to complete a particular task. Allow time not only for the task to be completed, but also for any follow-up tasks or contingency measures required in the event of problems occurring.

## Marketing funds

An important aspect of budgeting for promotional activities is ensuring funds are available within the organisation's marketing budget. A marketing budget includes funds already allocated towards other marketing activities besides promotions.

The funds available will directly determine the scope and type of promotional activities that can be used. For example, if funds are limited, an organisation may concentrate on direct marketing methods, such as personal phone calls or emails to existing customers.

Even the best promotional plan will ultimately fail if marketing funds are not available within the organisation to implement it. Therefore, it is important to be aware of the funds available for marketing and what proportion of these is available for your promotional campaign.



## Support items

Depending on the promotion that has been planned, other resources may be required to implement the promotional activity.

For instance, a car yard may organise to have a large banner painted and hung up to promote a 10 per cent off sale; a white goods retailer may decide to have a giant inflatable Santa Claus on top of its building during the month of December; or a homewares retailer may want to organise a promotion involving the use of loyalty points.

All of these promotions require planning and good organisation to ensure they are carried off efficiently.

## Technology

Increasingly, web- and email-based promotions are being used by businesses as a core component of their promotional strategy at the expense of more traditional forms of promotion such as mass-media advertising.

The development of direct marketing, database management and supporting technology has enabled organisations to promote themselves in new ways and to better target promotions to their desired audience.

The organisation must ensure that it has the technology required to implement its promotional plan. If the developed promotional campaign requires the use of technology in order to be effective, technological resources must be available if the promotion is to have the desired effect and achieve its objectives.

## Venues

Planned promotional activities may require the hiring of a venue away from your organisation's place of business or the use of a particular site, such as a shopping centre, expo stand or function room. In such circumstances, it is essential that suitable venues are available to support the implementation of the promotion and ensure it has the desired effect. A promotion may not go as planned if the location where it is held does not match the core message or impression being created by the promotion's content.

It may be your responsibility to source and recommend appropriate venues for promotional activities. Make sure the venue requirements are identified early in the planning process so suitable locations can be found and alternative venues sourced if necessary.

Venue requirements include:

- capacity; for example, for 200 people
- access to power for an electronic presentation
- a whiteboard
- a kitchen for heating food
- a room for a product display as well as tables for food
- safety precautions
- access for people with disabilities
- sufficient car parking.

## Promotional products and samples

Many promotional activities involve providing small gifts or samples of the organisation's products or services. Typical promotional products include pens, notepads, mouse pads, caps, satchels, T-shirts and umbrellas with the organisation's name and logo.

You may be responsible for organising the assembling of these with an external company, preparing the samples yourself or coordinating their distribution.

Many organisations prepare a presentation pack to give to new and potential clients that includes items such as material about the company, a product and services catalogue, a price list and testimonials from satisfied customers.

It is important when coordinating a promotion that involves providing promotional products or services that these products are available and within the budgetary guidelines of the promotion.

Although these items may be free or a bonus for clients and customers, their purpose is to create an overall image of the organisation and so these promotional efforts are important. Therefore, it is essential to plan for these items when implementing a promotional program.



### Example: prepare a presentation kit

Lucy is the marketing coordinator for a college that teaches beauty therapy. Staff were attending a careers and employment expo and wanted useful information on hand to give out to people.

Lucy explains the process she went through to organise the kit.

'We already had cardboard folders that we use when we send information to people in the mail and on open days. They have our company logo printed on them and look really good.'

'We also have a guide to courses booklet, so I included a copy of that in each kit because it is up to date and is also designed and printed in our corporate style. I then came up with the idea of doing a frequently asked questions sheet that answers questions prospective students usually want to ask about fees, term dates, supplies they need to buy and job prospects.'

*continued ...*

... continued

'We also decided to include a page of testimonials from current students, past students and people who have employed our past students about the quality of the courses we offer. We have a lot of this information on file.

'The final piece we included was a flyer that promoted our open day, which was held just a few weeks after the expo.

'I then packed all of this into boxes and organised for them to be delivered, along with the rest of our things, to the expo itself.'



## Practice task 6

### Scenario

You are responsible for organising the end-of-year party for your organisation and its important clients. The managing director has requested that you organise a family barbecue lunch, so children and partners are included, and that it is held on a weekend at a local park between 11 am and 4 pm. She has also stated that she wants some proper entertainment organised so employees, clients and their kids have a good time.

1. List all the people you may need to consult, meet with and require assistance from in implementing this promotion and briefly explain each role.

2. List the resources that will be required for this promotion.

## 2B

## Agree on roles and responsibilities of personnel in delivering promotional services

The implementation of the activities within the promotional plan requires the input of personnel both internal and external to the organisation. When coordinating the efforts of these personnel, it is important that you identify, agree on and allocate roles and responsibilities.

### Clarify roles, responsibilities and expectations

In allocating roles and responsibilities to personnel within the organisation, you must use a systematic approach whereby you identify all of the roles/responsibilities required to implement the promotional plan, agree on them with relevant personnel and gain the commitment of those people/teams you seek to fill each role.

How do you do this? One way is to hold a meeting where everyone explains their role and other team members listen. Another way is to create a document that the people involved in the promotional activity can refer back to whenever they need to.

In the event that there is ambiguity or confusion surrounding the roles and responsibilities required for a particular promotional activity, responsibility or role, profiles should be prepared. These effectively act like a job description and clearly state what is required from each role in the promotional effort.

When the people and teams responsible for each aspect of the promotional activity have been confirmed, you need to clarify the expectations of each person/team to ensure there is understanding and consensus.

Here is an outline of what constitutes a consensus.

Consensus expectations
What is required?
To what standard?
What is the desired time line?

### Allocate roles and responsibilities

When coordinating a promotional campaign, it is vital to identify, agree on and allocate roles and responsibilities to personnel and teams within the organisation.

In doing this, there are a number of factors to be considered that will determine how and to whom roles and responsibilities are allocated within the business. Addressing these issues ensures that the implementation of promotional activities is coordinated and runs smoothly by making sure the right people/teams are performing the right activities at the right time.

Here is an outline of important considerations in allocating roles and responsibilities.

### Job descriptions

In allocating roles and responsibilities to personnel, you need to consider whether the task you are allocating fits within the person's overall job description and corresponding salary and employment conditions.

Uncertainty with any of these or other employment-related issues can be clarified with HR by gaining access to the relevant job descriptions, terms of employment and employment conditions.

### Competence

All personnel have different skills, qualifications and abilities. In allocating roles and responsibilities for implementing a promotional activity, it is essential that you are aware of the levels of knowledge, skills and competence required by the incumbent in performing each task.

If you believe a particular team member does not have the knowledge and skills required for the role, then you should assess whether they can be trained or educated to obtain the desired level of competence enabling them to perform the task.

### Organisational policies

Organisations have policies and procedures in place that govern how work is performed and by whom. It is important that you are aware of these policies because they may affect which personnel/teams can perform certain promotional tasks.

### Marketing plan

As with organisational policies, the organisation's overall marketing plan may specify which personnel/teams are responsible for implementing certain promotional tasks and who has responsibility for different aspects of the promotional plan.

**Team structures**

In allocating roles and responsibilities, you need to be familiar with the ways various teams within the organisation are structured, as this can affect the manner in which tasks are performed by different team members.

Teams have existing roles that are clearly defined and come with associated duties and responsibilities. If you allocate promotional tasks in a way that is inconsistent with the existing team structure, then problems can arise.

**Supervision**

Similar to the notion of team structures, some roles and responsibilities may come with supervision or accountability requirements that must be followed. For example, in implementing a promotional activity you may be required to allocate a task that involves an element of personal risk. The organisation's requirements may be that occupational health and safety guidelines must be followed when performing such tasks, by ensuring that staff are supervised when performing duties and that safety equipment is provided.

**Code of conduct**

Many organisations implement a code of conduct that employees are bound to follow. This may contain references to standards of behaviour expected from staff, customer service standards, the need to follow legislation and rules, dress and presentation, and other issues relating to professional and ethical conduct for employees.

If you are allocating promotional tasks that you believe may violate this code, then relevant managers need to be consulted to determine whether these activities are necessary or if they can be amended for compliance with the code of conduct.

## Example: a summary of roles and responsibilities

Carrian, an events and promotion coordinator at a publishing company, uses a document outlining the roles and responsibilities for each promotional activity she organises. She distributes this list to everyone involved and gives a copy to her manager so everyone is always contactable in the lead-up to a promotional activity.

<b>Media launch for 'Taste of ...' series of cookbooks</b>			
<b>Name and position</b>	<b>Responsibility to project</b>	<b>Contact</b>	<b>Notes</b>
Carrian – event coordinator	Organising project	9784 3766	
Eve – event assistant	General project support, press kits, name tags, organising food for demo, attendee gifts	9784 3766 ext. 766	
Mark – sales rep at the event hire company	Providing marquee, tables, chairs, etc., cooking facilities for demonstration by authors	8486 3712	Need access to site two days prior
Bev – event decorator	Marquee decoration	0407 888 444	
Phil – site manager at the Botanic Gardens	Site set-up and approval, permits etc.	0415 333 222	On leave week prior to event
Kelli – function manager at the catering company	Catering, waiting staff	9574 2211	
Jordan – consultant	Media, guest liaison and invitations	9563 7799	Will provide final guest list 24 hours prior
Sally – publisher	Author liaison, speech	9784 3734	
David – managing director Marie – David's personal assistant	Speech	9784 3711 ext. 711	
Lee, Franca, Gabriel, Mike, Stevie – authors	Speeches, cooking demos	Via Sally	

## Practice task 7

Read the case study, then complete the tasks that follow.

### Case study

Travis is the promotional coordinator at an electrical and white goods store. He is organising a promotion for the store's Easter sale. Part of this requires a staff member to wear an Easter Bunny suit and stand at the front entrance handing out chocolate eggs to customers and greeting them in a friendly way, from Easter Saturday until Easter Monday.

1. If you were Travis, what potential role and responsibility considerations would you need to investigate further before allocating tasks to people?

2. Some staff members might feel uncomfortable about performing the role of Easter Bunny. What should Trevor do to avoid allocating this task to someone who would feel this way?

3. When presenting, clarifying and explaining information relating to the promotional activity to others, what quality of language should Trevor use? What are the benefits of paying attention to this aspect of coordinating an activity?

## 2C

### Establish positive relationships with targeted groups

In implementing and coordinating promotional activities, organisations essentially have one objective in common – to inform target customers about the organisation and its products and services in order to influence the customers and get a desired response. Central to this concept is developing positive relationships with the organisation's target audience/s.

In addition to the actual promotional activities implemented, the organisation needs to have an underlying culture of customer service and satisfaction. Satisfying customers leads to repeat business purchases and successful long-term relationships between the organisation and its customers. Without this underlying culture, even the organisation's best promotional efforts to create a positive image and establish relationships with customers will fail.

Therefore, organisations should implement an underlying customer service policy or culture that underpins promotional activities and serves as a benchmark for the organisation and its representatives when interacting with customers and establishing relationships.



### Provide quality customer service

Regardless of whether the organisation is a large corporation or a small business with few employees, the way staff relate to customers is a crucial element in attracting and keeping customers. If customers know they are important to the organisation and are always treated with respect, they are likely to maintain the business relationship.

Providing quality customer service requires the organisation to implement systems and policies across the business to ensure all staff who represent the organisation adopt a customer-service culture.

Quality customer service issues to address include:

- communication skills
- good grooming
- after-sales service
- up-to-date product and service knowledge
- courtesy and respect
- prompt delivery
- efficient administrative services
- a quality assurance system
- effective handling of customer complaints
- rewards and loyalty programs.

## Communication skills

Good communication skills are an asset to staff working at all levels of an organisation.

In your work life, you will encounter customers and colleagues of different ages, races, religions and levels of expertise or ability, among many other things. You will communicate with people in writing and verbally in many different situations.

The communication techniques listed below assist customer service staff to communicate effectively. The same techniques assist staff with responsibilities for promotional activities to actively participate in verbal exchanges and clarify, explain and present information relating to promotional activity.

### Speaking clearly

Speak clearly and use appropriate vocabulary and an effective pitch and intonation. This is how you use your voice to show extra information, such as whether you are asking a question, whether you are surprised or sympathetic, what your attitude is, e.g. a respectful attitude or an arrogant attitude.

### Listening and questioning

When you are being given a lot of information verbally, you need to listen actively and may need to ask clarifying questions or read back a summary of the details you have noted, to clarify that all details are correct. An example of a clarifying question is 'Have I got it right?'

### Open and closed questions

Asking someone an open question gives that person an opportunity to give you information that they regard as important. An example of an open question is 'What do you think about that?'

A closed question is asked when you want to know if something happened or didn't happen, is true or isn't true and so on. An example of this is 'Can you finish this by Friday?' These may require only a one-word answer; for example: 'What time can we catch up on Friday?'

### Further tips

Limit background noise and other distractions and barriers to communication.  
Use nods, smiles and other nonverbal indicators to show you are listening and understand.

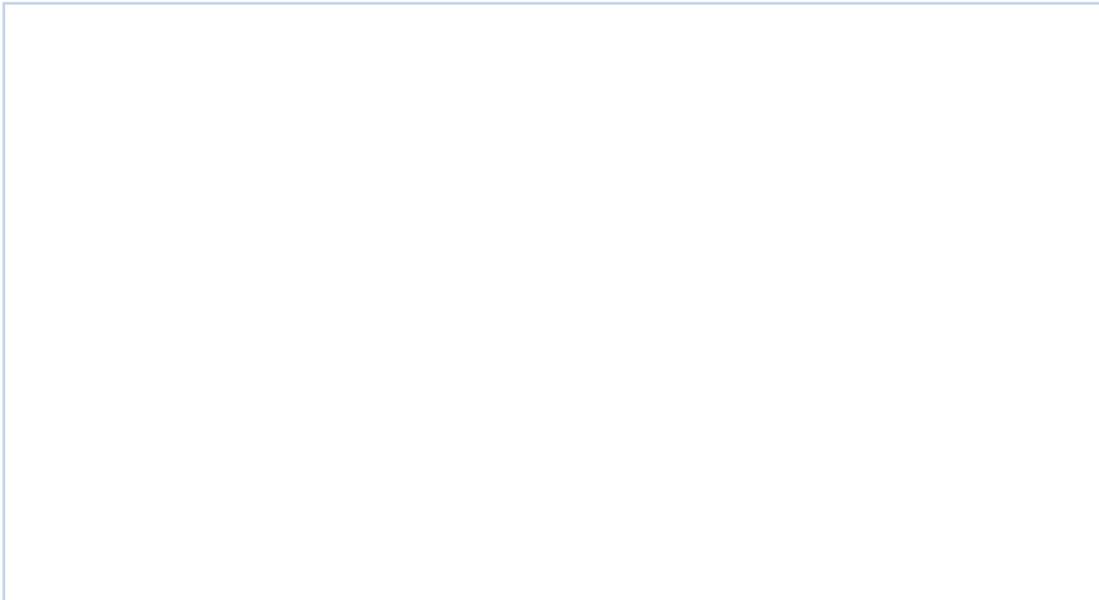
## Practice task 8

Think of an organisation you are familiar with that delivers quality customer service and promotes a positive image to its targeted groups.

1. List the areas this organisation focuses on to maintain business relationships.



2. Why is it important for an organisation to satisfy its customers?



## 2D

## Use networks for promotional purposes

Networks of business associates, colleagues and friends can be used when organising a promotional activity, as a means of communicating information that will help promote the organisation's products and services.

People you meet through networks, whether formal or informal ones, may be able to give you information, advice and guidance for your promotional activities based on their experience and their own networks.

Sometimes all that is needed is an email to a colleague asking if anyone can recommend a suitable supplier. For example, if you need a poster printed, a colleague may respond with details of a company that prepared an impressive poster for their sports club.

As well as being a powerful way of accessing a target market, personal networks can be a source of inspiration, information and ideas for a promotion and its content.



## Types of networks

Here are examples of different types of networks and how they can be used in the coordination and design of promotional activities.

### Professional networks

#### Real-life example

Chris consulted an online member listing of a finance association that his company is a member of in order to find a suitable public speaker to talk about market trends at the annual client dinner.

### Company networks

#### Real-life example

A group of personal assistants at a large bank meet once a month to discuss functions and other events they organise and to offer assistance to each other, including passing on contacts and tips on venues.

### Co-workers

#### Real-life example

Mick talked to Jo, one of the web developers at his work, about some ideas he had about an email promotion he was planning.

### Your social circle

#### Real-life example

Margaret called Stacey, a PR consultant and a friend of a friend, to help write a press release for a new product launch.

### Media networks

#### Real-life example

Lou, a media manager for a big IT company, uses an internet-based media board to post notices about recent developments in his corporation.

### Customer group

#### Real-life example

An insurance company has set up state-based groups where brokers who sell its insurance products meet twice monthly to swap information, catch up on new products and listen to professional development seminars.

## Word-of-mouth marketing as a promotional tool

Word-of-mouth marketing is one of the most powerful promotional tools an organisation can have. All customers have networks. Some customers have wide, powerful networks of friends and colleagues who will recommend your organisation's products and services.

Even though each recommendation may only be influencing one person at a time, many people can be influenced by just one satisfied customer – another reason to keep customers happy through good-quality products and great customer service.

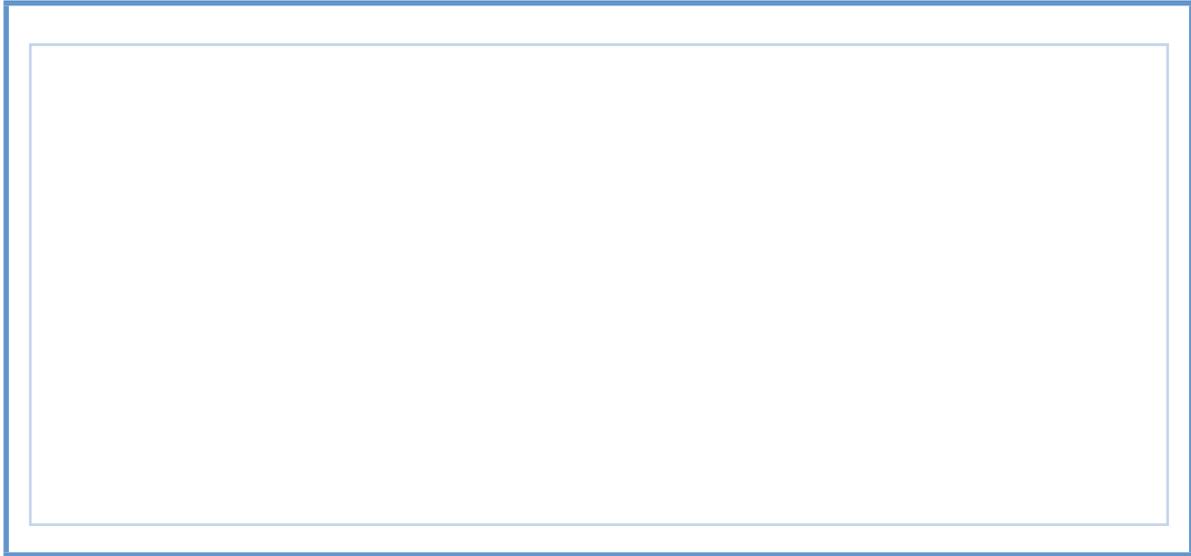
### Practice task 9

Provide one example from each of these different types of networks that you could use in the coordination and design of promotional activities:

- professional associations
- company networks
- co-workers
- your social circle
- media and promotional networks
- customer groups.

*continued ...*

... continued



## Summary

1. When implementing and coordinating promotional activities, it is critical that the personnel and resources required to implement the activity are identified, available and prepared. The resources required may include people, time, marketing funds, promotional products and samples, technology and venues for conducting the promotion.
2. In allocating promotional roles and responsibilities to people and teams within the organisation, it is important that expectations are identified, clarified and agreed on before tasks are allocated to designated personnel.
3. Factors to consider when allocating promotional roles and responsibilities to personnel include the job descriptions and employment arrangements of staff, the levels of staff knowledge, skills and competence, organisational policies, marketing plans and team structures.
4. An underlying culture of customer service must be evident to support the organisation's promotional efforts in establishing good relationships and a positive image with customers.
5. Networks can be used to assist in implementing a promotional activity, as well as in promoting the organisation and its products and services through viral marketing and word-of-mouth promotion.

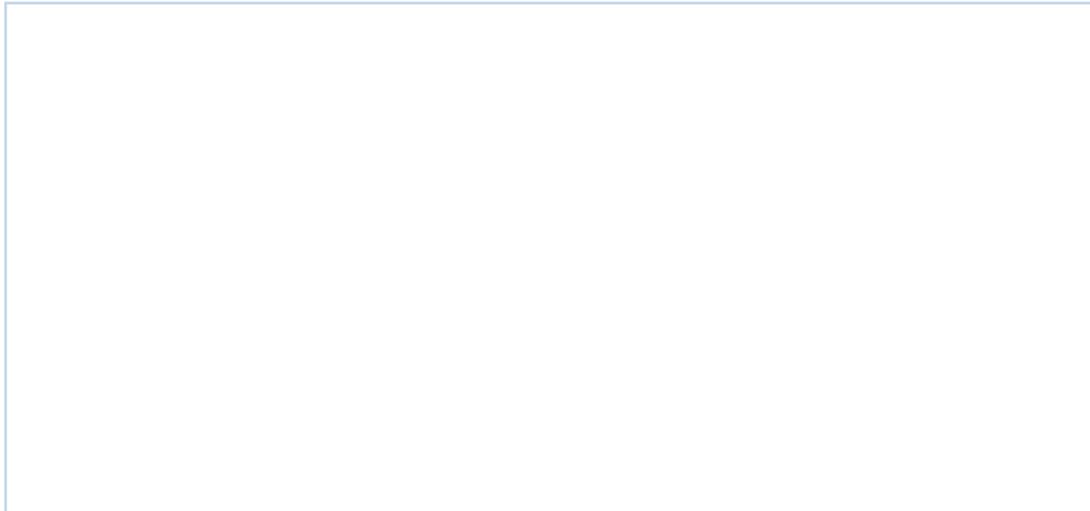
## Learning checkpoint 2 Coordinate promotional activities

This learning checkpoint allows you to review your skills and knowledge in coordinating promotional activities.

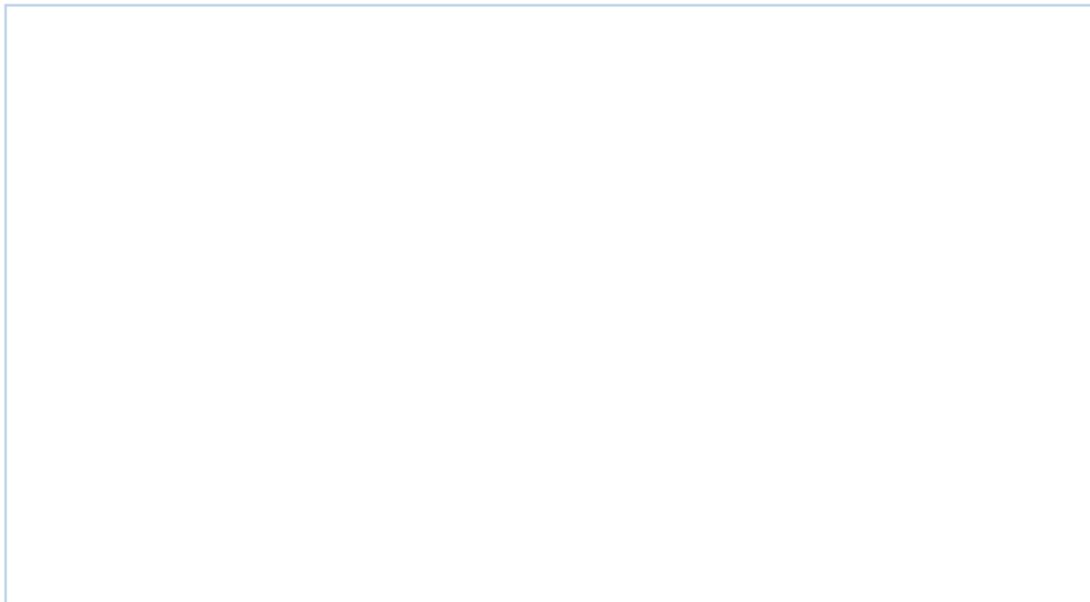
### Part A

1. List eight key categories of personnel and four kinds of resources that may be required to implement a promotional plan effectively and achieve the desired goals.

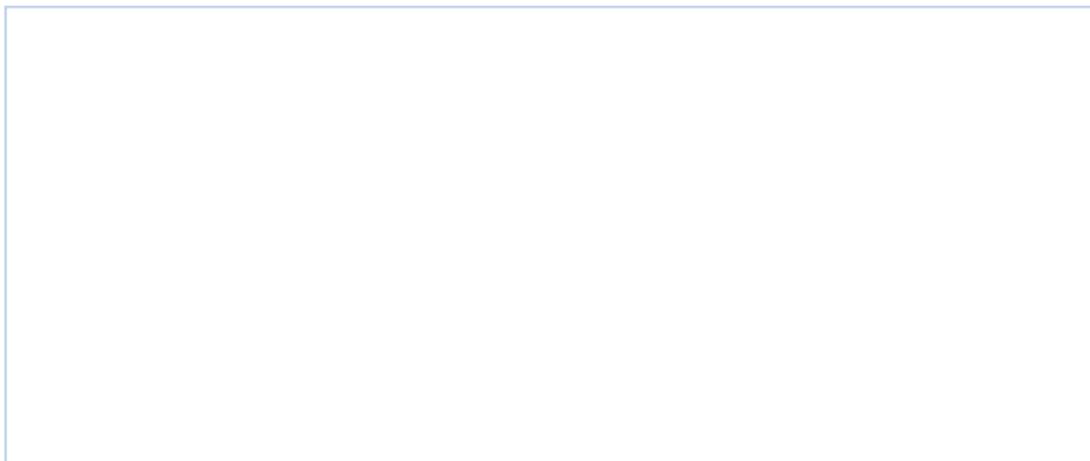
2. What approach should a frontline manager adopt in relation to personnel in implementing a promotion?

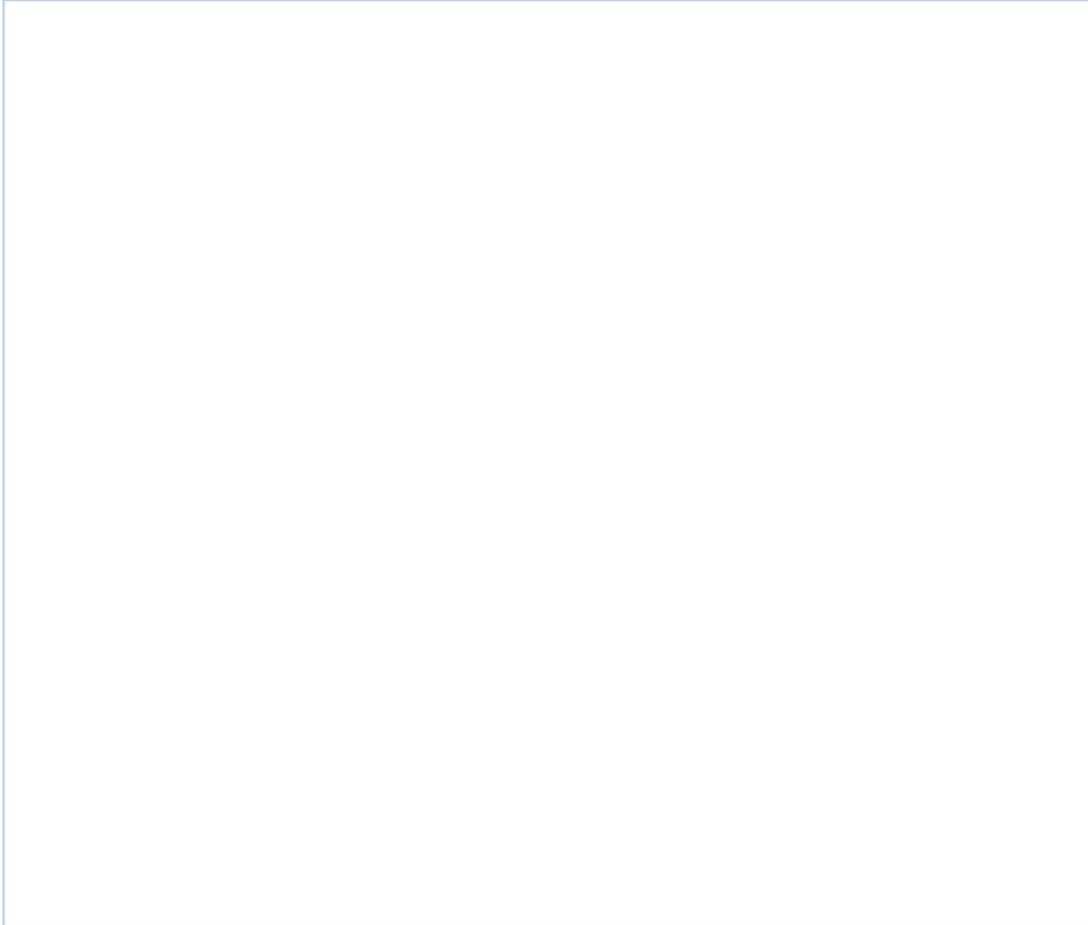


3. Describe the factors that must be considered when determining which promotional tasks should be allocated to which staff/teams.

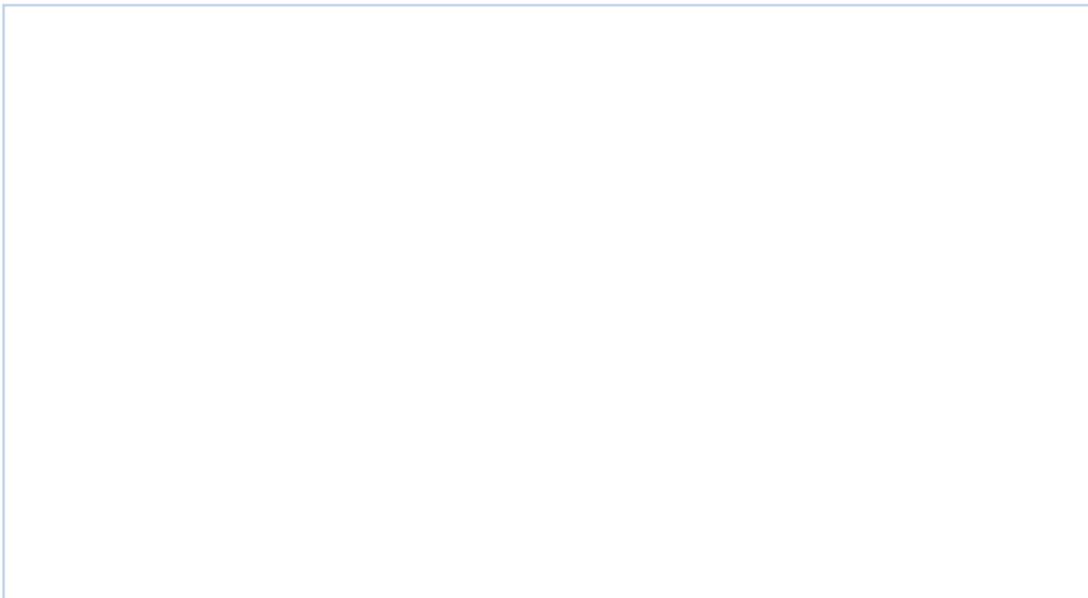


4. List the various types of networks that exist and explain how each could assist in the implementation of promotional activities.





5. What communication strategies will be effective in all of the following situations?
- When participating in verbal exchanges of ideas and/or when you wish to learn the views and opinions of others
  - When presenting, clarifying and explaining information to staff about a promotional activity
  - Establishing and maintaining positive working relationships



## Part B

Read the case study, then answer the questions that follow.

### Case study

An organisation that sells oral healthcare products has launched a low-cost marketing campaign aimed at singles with mobile phones in bars. The promotion for one of its toothpaste products involves potential clients participating in a text-messaging game.

The organisation distributes napkins to participating bars. The napkins have a phone number and instructions printed on them. Bar customers dial the number on their mobile phones to initiate the game. Then they receive a series of questions such as 'If you are on a date and your mobile phone is ringing, what do you do?'

After responding to the questions, the player gets a score that rates their 'irresistibility IQ'.

Then the customer receives an advertisement for the toothpaste.

1. Why would the oral healthcare company have chosen this promotional activity?

2. What else does this organisation need to do to establish a good relationship with customers that will lead to repeat purchases? What measures can organisations take to achieve this?

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## Topic 3

# Review and report on promotional activities

The last step of the promotional process is reviewing promotional activities that have been conducted in order to assess their effectiveness. This provides insights into the promotional effort and identifies areas for improvement and further planning.

This is a continual process, as shown in the diagram that follows.

In this topic you will learn how to:

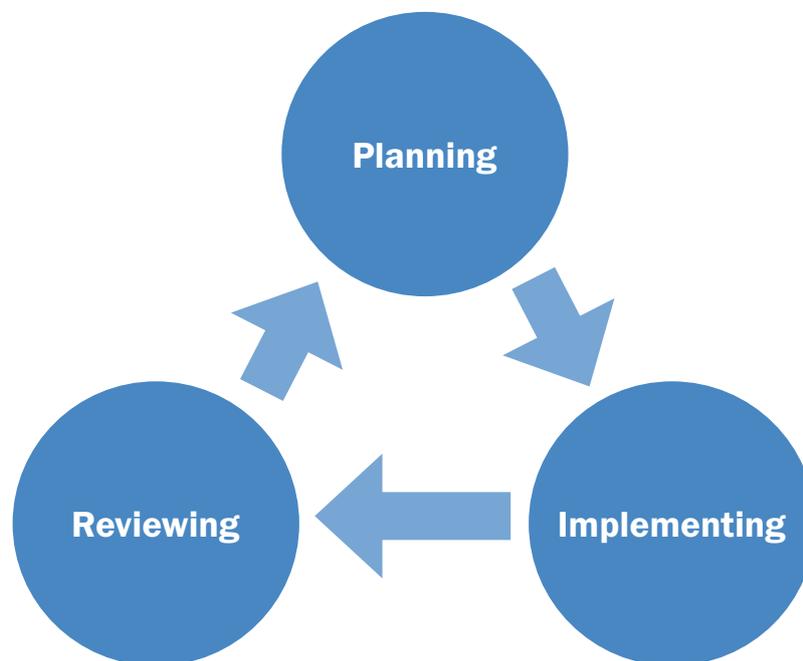
- 3A Analyse feedback to determine the impact of promotional activity
- 3B Assess the effectiveness of the promotional planning process
- 3C Provide feedback to personnel involved in promotional activity
- 3D Analyse costs and time lines to evaluate the benefits of promotional activities
- 3E Draw conclusions and make recommendations on future directions

## 3A Analyse feedback to determine the impact of promotional activity

Evaluation of the organisation's promotional campaign should involve a review of each element of the promotional mix. The success of the promotional campaign in achieving the overall promotional objectives should also be assessed, based on the analysis of each promotional mix element.

Ultimately, the impact of promotional activities should be assessed based on their performance in meeting the promotional objectives of the organisation. But how does the organisation measure this? What indicators exist that can provide insight into whether these objectives have been achieved?

Here is an illustration of the continuous review process.



### Measure the impact of promotional activities

Establishing a cause-and-effect relationship between promotional activities and the subsequent benefits to the organisation is difficult. However, in determining the effect of promotional activities, there are several sources of feedback and data that can provide insight into the impact of promotional activities on the performance of the organisation.

Sources of data on the impact of promotional activities include:

- sales figures
- brand awareness
- customer surveys
- informal discussions with customers
- informal discussions with staff
- focus group discussions
- tracking of website visits
- market share data.

## Sales figures

The most common method of assessing the impact of promotional activities is the analysis of sales levels. Sales levels from before the promotional activity are compared with sales recorded since the activity was implemented. Many managers and organisations use this as the sole criterion for assessing promotional performance, because sales and revenue drive growth in a business.

However, there is no clear relationship between promotional activity and sales. A greater expenditure on promotional activity does not necessarily lead to an increase in sales.

The primary objective of promotional activity is often to increase brand awareness of the organisation and its products, rather than focusing on sales. In these circumstances, promotional activity has been successful in meeting its objectives if brand awareness has increased, regardless of whether sales have grown.



## Brand awareness

A common objective of promotional activity is to increase the brand awareness or image of the organisation and its products and services. Brand awareness is an effective measure for many organisations in assessing promotional activity, as businesses continually seek to maintain awareness of their brand in the minds of customers and the general public so that this awareness is evoked when customers make purchasing decisions.

As such, the effect of promotional activity on brand awareness is a useful way of determining the impact of promotions campaigns in situations where raising awareness is one of the objectives of the promotional campaign.

## Customer feedback

Customer feedback can come from surveys, questionnaires and feedback forms or from informal discussions with customers.

Surveys, questionnaires, feedback forms and other qualitative techniques that obtain customer opinions are very reliable in measuring the impact of promotional activity, because the feedback comes from the people who ultimately determine the success of the organisation by purchasing its products and services: the customers.

Informal discussions often occur without planning, but all staff of the organisation who come into direct contact with customers can informally assess promotional effectiveness by asking customers questions about promotional activities. For example, a simple question such as 'Where did you hear about our product?' provides an insight into the effectiveness of the organisation's promotions.



## Staff feedback

Staff who come into contact with customers and attend events such as trade fairs, launches and product seminars are an invaluable source of informal feedback on promotional effectiveness. Staff can record the feedback and comments they receive, such as the number of people who visited the organisation's booth at a trade fair, the types of questions they were asked, whether they think the time spent on promoting products and services was worthwhile and how many new customers they believe they attracted.



Staff provide another vantage point from within the organisation to help in assessing the impact of promotional activities.

## Other ways to evaluate the effectiveness of promotional activities

Here are other sources of information, which may require the support of staff with technical or other specialised skills.

### Tracking of website visits

Tracking the number of visits made to a website makes it possible to identify the number of people who have visited the site over the period of a promotional activity. During this period, customers can be invited to comment on the activity and enter their name and contact details in order to be eligible for a prize. These visits can be followed up with a phone call or email seeking further information.

### Market share data

Plotting market share statistics to see whether there has been any gain by your organisation over a specific period is another good indicator of successful marketing and promotion. However, the results of promotional activity on market share are not always immediate and other factors such as the economic climate may need to be taken into account.

### Targeted group discussions/focus groups

A valuable exercise is to invite a group of consumers to talk about their perceptions of a promotional strategy. Appropriately prepared questions may help to stimulate the group. In a relaxed environment, people are more likely to talk freely and without fear of reprisal for comments made. Results from focus groups can be thought provoking and challenging, and may lead to useful feedback for assessing the effectiveness of promotional activities.

## Practice task 10

1. If an organisation increases its expenditure on promotional activity by 20 per cent this year, will sales necessarily grow by the same amount? Why or why not?

2. Will this promotional activity necessarily be viewed as ineffective if sales do not grow by at least 20 per cent this year?

3. When is brand awareness a useful measure for assessing the effectiveness of promotional activity?

4. What are three techniques that are used to gather qualitative feedback?

5. Why is it important to create a relaxed environment during a focus group?

## 3B

## Assess the effectiveness of the promotional planning process

The purpose of the planning stage is to develop a strategic guideline that outlines the promotional activities and objectives of the organisation, forming a basis for measurement of progress and success.

This process can seem like a preliminary stage for the implementation of the promotional campaign. However, the planning process is vital for the organisation, as it lays the foundation for all future efforts.

The organisation's effectiveness in promotional planning must also be assessed so that effective practices and areas for improvement can be identified.



### Example: continual improvement in promotional activities

Ari works at a company that imports products such as waterproof jackets and fake-fur beds for pet dogs and cats. His responsibility as the marketing coordinator is to plan and implement various promotional activities and to review and report on their effectiveness.

His organisation organises in-store sales promotions with retail chains, which are supported with advertisements and special promotions involving prizes and giveaways. As these promotions are quite complex, it is important that activities are planned effectively. The planning process must be continually reviewed to ensure that, wherever possible, improvements can be made next time.

After each promotion, Ari analyses whether it has achieved the desired goals and reflects on whether the planning and implementation processes were done well. He uses a form that is like a customer survey form, but only he and his manager complete it.

Afterwards, Ari and his manager discuss their responses, often with others in the team who have been important in this process such as sales team members. Ari takes notes from these discussions and then includes selections of them in his final report to his manager on the promotion.

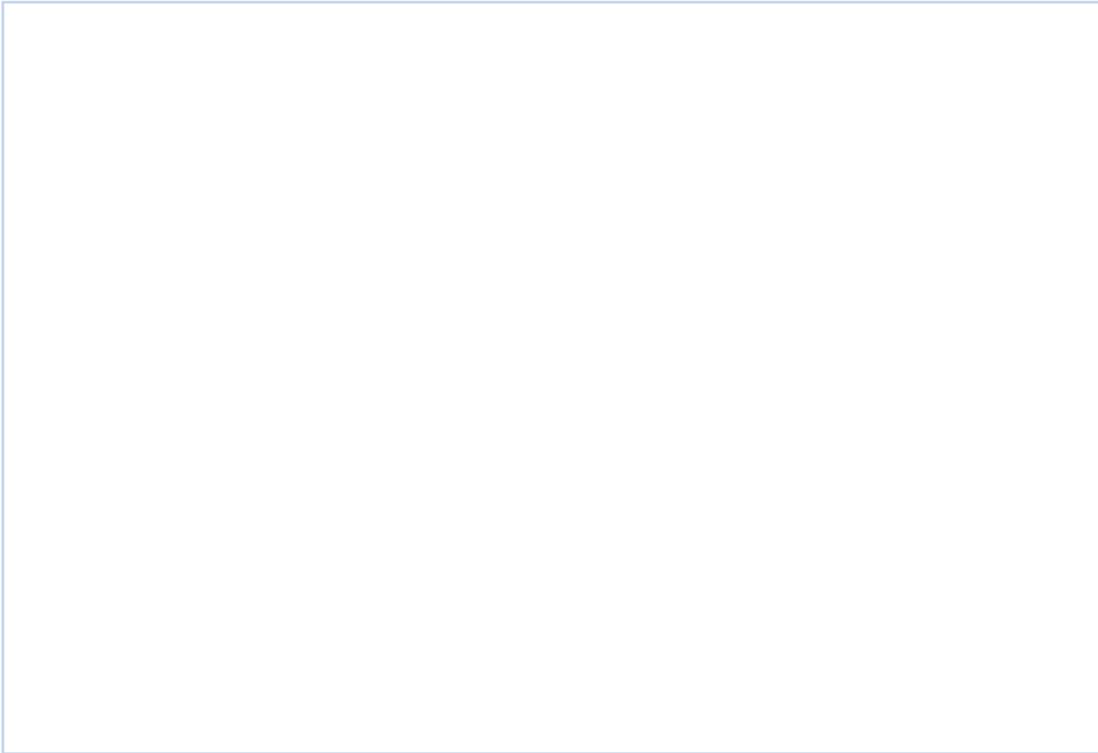
Here are the questions Ari uses to assess a promotional activity.

#### Questions Ari uses to assess a promotional activity

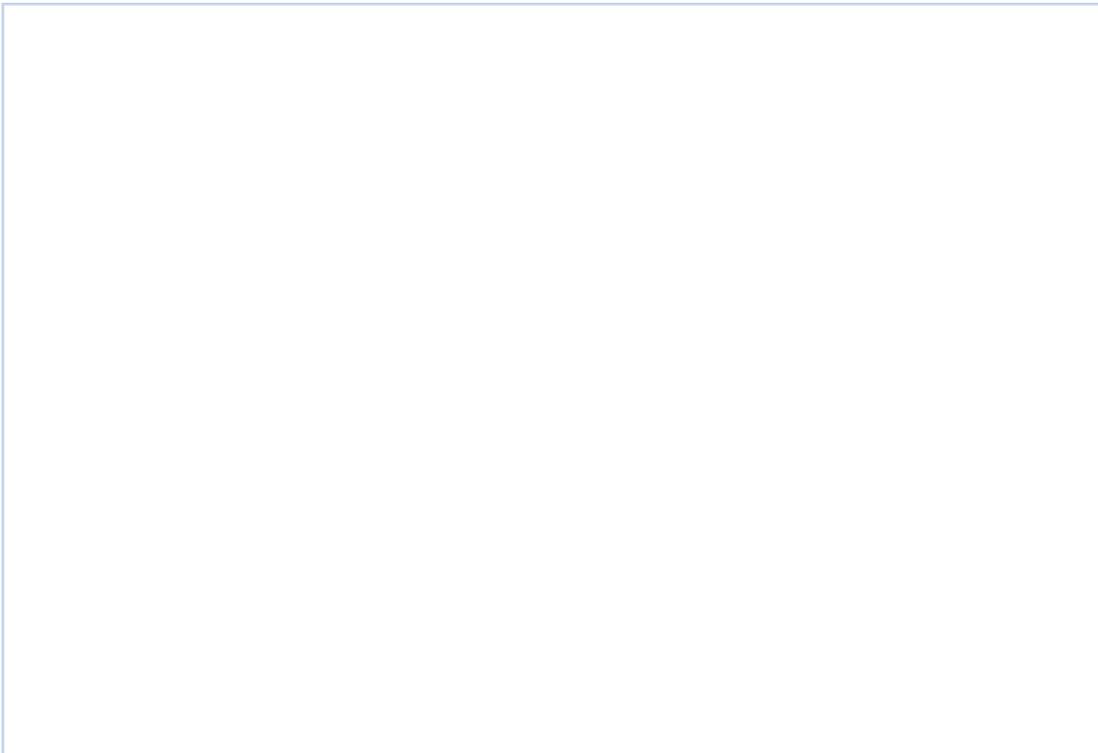
- Approximately how long did you spend planning this activity?
- Approximately how long did you spend implementing this activity?
- Were the goals of the activity achieved?
- What aspects of the plan were followed? Not followed?
- What did you do differently this time during implementation that worked well?
- What planning and implementation changes can you suggest for future promotions based on your experience this time?
- What other comments do you have about the way this promotion was planned and how the team implemented it?

## Practice task 11

1. Why is it important to assess the effectiveness of the promotional planning process?



2. What kind of form can be developed to assess the effectiveness of the promotional planning process? Identify topics that can be included on the assessment form.



# 3C

## Provide feedback to personnel involved in promotional activity

The personnel involved in implementing a promotional activity must be provided with feedback on their performance in order to identify areas of improvement and areas of strength to be modelled during the next promotional campaign. These can be people and teams both within and outside the organisation.

Feedback to personnel should analyse whether:

- the choice of promotional activity was appropriate
- the time lines were sufficient
- the method of performing the activity used by staff was appropriate
- the desired quality was achieved
- there were any difficulties with outsourced tasks
- the budget was met.

### Collect feedback

An activity overview sheet can be used to record specific aspects of a team member's performance in carrying out their duties in planning and implementing promotional activities.

This type of analysis can also be carried out for the team as a whole in assessing its efforts in implementing promotional activities.

This assists you in preparing a final assessment of team members' performance, as well as when planning for future activities.



### Provide feedback

If it is your responsibility to collect sales figures or other feedback data on the performance of team members, then you may need to pass this onto the marketing manager or team leader, or present it at a staff meeting.

Make sure you know in advance the format they expect to receive this information in. Often managers have certain expectations in terms of how information is to be presented or your company may have forms or templates (in hard copy or on the computer system) you are required to use when conveying such information.

There may also be established distribution lists that you need to provide data to. Again, these may be written down somewhere or set up as lists in your organisation's email system.



## Example: promotional activity overview sheet

Here are examples of questions that could be used when compiling a promotional activity overview sheet to be used to review a team's promotional performance.

### Time

- Were the time lines adequate?
- Were tasks completed on time?
- Was there sufficient lead time?
- Should more time have been spent on a particular section; for example, planning, implementation, evaluation?
- Was the implementation of the activity timely?

### Budget

- Was the budget adequate?
- Where could savings have been made?
- List items that went over budget.
- List items that were under budget.

### Personnel

- Were there enough people for the tasks?
- Did people have adequate skills?
- Was there commitment from everyone?

### Activity

- Was the choice of activity appropriate?
- What other activities could be planned to complement this one?
- Did the activity reach its target market?

## Practice task 12

1. What document could you use to record specific aspects of a team member's performance?

2. What is the purpose of completing this type of record?

3. When passing on sales figures or other feedback data to managers, what do you need to know in advance? What digital tools may you be expected to use?

## 3D Analyse costs and time lines to evaluate the benefits of promotional activities

A particularly important part of the promotional review and analysis stage is gaining understanding of how well the two critical resources of time and money were utilised. For most organisations, time and money are the two resources that have the most influence on the types of promotional activities that are undertaken.

Pressures on the time and money available mean that organisations need to think very carefully about how these are spent; even in the largest companies, compromises almost always have to be made in terms of which activities are selected for inclusion in a plan and how they are implemented, because money and time are scarce resources, which means organisations must use them effectively.



### Costs

The costs associated with implementing a promotional activity can be evaluated by comparing actual expenditure for a particular item with the amount that was budgeted. This analysis determines whether a promotional activity's costs came within its budgetary constraints.

Once this level of detail is available, investigations can be made into why expenditure was over the budgeted level, so that problems like this can be avoided in future.

For instance, were the quotes obtained beforehand inaccurate? If so, why or why not? Did an event organiser provide the wrong information, causing the company to have to pay for something that was not anticipated? Did the company have to pay a premium for a particular type of item or for a rush job?

Here is a table that illustrates the associated costs involved in implementing a promotional activity.

Sponsorship of regional food fair	Budgeted cost	Actual cost	Variance
Advertisement in food fair brochure	\$800	\$800	
Signage	\$5,000	\$6,500	+\$1,500
Prize for 'Best regional food producer'	\$1,200	\$1,200	
<b>Totals</b>	<b>\$7,000</b>	<b>\$8,500</b>	<b>+\$1,500</b>

## Time lines

When reviewing a promotional program, you should reflect on whether the amount of time allocated to a particular activity was adequate and if time pressures caused problems or issues that negatively affected the effectiveness of the promotion.

Just as budgeted costs can be compared to actual costs, the time budgeted for a particular promotional activity can be compared to the actual time spent performing the activity.

To help review time lines, a time sheet can be maintained similar to the cost schedule listed previously. The time sheet logs the time spent on the tasks of a promotional activity and compares this to what was budgeted.



### Example: evaluate time lines

The following example shows how raw data can be summarised so that you can see how each part of a promotional activity has been managed in terms of time.

Using a tool to review the times associated with implementing the tasks of a promotional activity greatly assists future planning and provides understanding as to where things can improve and what is working well.

The following example suggests that, assuming the event ran smoothly, the relationship with the venue staff is a good one because the time spent meeting with them prior to the event was less than anticipated.

It also points to a problem in the delivery of the invitations – why did this take twice the expected hours? Were there computer problems or some other cause? What could be done to avoid this next year?

Client Christmas dinner dance	Planned time	Actual time	Variance
Preparing and sending invitations	5 hours	10 hours	+5 hours
Meeting with venue staff	15 hours	12 hours	-3 hours
Meeting with internal staff	5 hours	5 hours	
Creating name tags	4 hours	3 hours	-1 hour
Setting up on the day	6 hours	6 hours	

## Practice task 13

1. List two possible reasons that an organisation may exceed its budgeted costs for a particular promotional activity.

2. What are the consequences of exceeding the budget to the business?

3. What is the aim of time sheets?

# 3E

## Draw conclusions and make recommendations on future directions

The information gained from reviewing and reporting on the organisation's promotional activities can be used to provide constructive advice to management and staff in making decisions about future promotional events.

Promotional planning and implementation should include:

- reporting, which should be conducted at regular intervals (such as every quarter or six months) or as required
- holistic planning, which draws on recommendations from the promotional reports and takes broader issues into account like the organisation's business plan and objectives.

### Make recommendations for continual improvement

Recommendations for future promotional plans can focus on a range of solutions depending on the size of the organisation, the nature of its business, the funding available and the needs of its customers.

A well-structured report document that uses clear and specific language will be understood by a range of audiences. Use headings and sections to increase the readability of your reports.

Here are suggested topics to cover in a report on future directions for promotional activities.

#### Review

A review of what could be done better should be conducted after each promotion has concluded; include a report on this review.

#### Overview

Give an overview of the activity undertaken including a brief description, time frames and objectives.

#### Human resources

Provide a list of people who had responsibility for the project, including third parties, and what these responsibilities were.

**Finance**

Give detailed information on costs, showing proposed and actual expenditure.

**Tasks**

Provide a detailed explanation of what tasks the activity included – perhaps include your original plan, as well as action plans and other tools you used along the way such as project plans.

**Promotional report**

This is a report showing the success of the promotion. It may include attendance numbers, sales figures and other data in the form of tables or charts that supports anecdotal information. Also discuss any issues or problems that occurred and provide explanations or reasons as to why these happened, as well as their impact on the success of the promotion.

**Promotion summary**

Give a short summary stating whether the promotion met expectations and objectives. It should be very clear so readers understand whether the promotion was a success and whether it would be worth doing again. Remember to support this with any data you have available.

**Recommendations**

Provide a final recommendations section in which you highlight areas where improvements could have been made and, if you were to repeat the activity, how you could do it better next time. This may take the form of a short action plan, or a list of alternative processes or approaches that could result in a better outcome in future.

## Provide advice on future promotional plans

Advice about the factors that affected the promotional activities should be provided for inclusion in future promotional plans.

These plans need to be looked at in light of the evidence and experience gained from recent promotional activities, as outlined in the following table.

### Under-planned activities

**Example:** an organisation reacts to competitor activities and achieves little success in its promotional activities.

**Solution/recommendations:**

Prepare a calendar of events to meet the needs of both the organisation and the customer; for example:

- one major event
- an ongoing display advertisement in the Yellow Pages
- a series of smaller activities such as a catalogue mail-out, client breakfast and special offers.

### Over-expensive activities

**Example:** activities cost too much in terms of both time and money.

**Solution/recommendations:**

Plan a series of smaller activities, such as:

- an electronic newsletter
- regular discounts and special offers
- media releases.

### Lack of customer contact

**Example:** an organisation finds it needs more activities with customer contact, rather than placing advertisements and producing catalogues.

**Solution/recommendations:**

Plan customer-focused activities, such as:

- an in-store promotion
- client breakfasts
- personal visits
- presentations
- a telephone or email campaign.

### Unfocused activities

**Example:** an organisation's activities do not seem to have any focus but include the usual brochures and letters.

**Solution/recommendations:**

Plan focused activities, such as:

- developing an attractive, eye-catching and informative website
- preparing one major promotion with a theme
- including follow-up activities throughout the year
- focusing on promoting the benefits of products or services to specific target groups.

**Inadequate targeting**

**Example:** an organisation finds it needs ongoing recognition within a specific marketing niche.

**Solution/recommendations:**

To achieve this, the company could:

- place advertisements in appropriate industry/trade journals and magazines
- place an advertisement in classified directories.

**Promotions not boosting sales**

**Example:** an organisation finds that despite a lot of promotional activities, sales are not increasing.

**Solution/recommendations:**

To achieve this, the company could:

- conduct further research to identify customer needs and competition promotions
- focus on a particular target audience.

**Practice task 14**

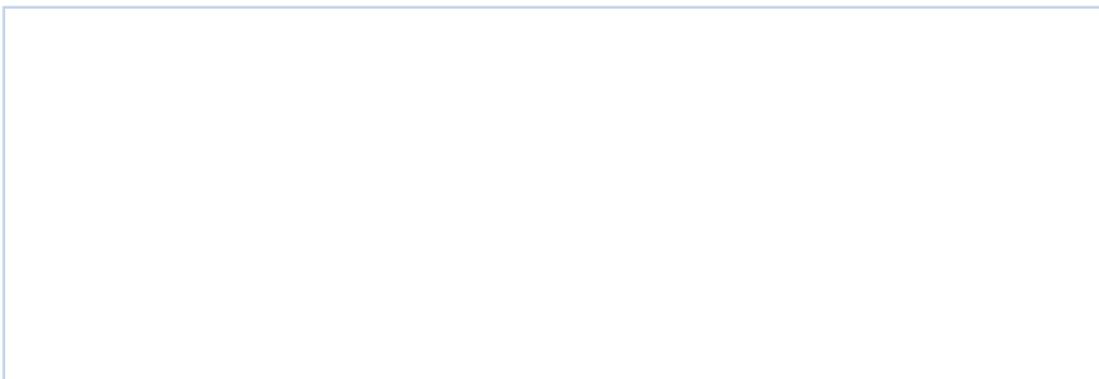
1. What information should you include in a report assessing the promotional activities of an organisation?

*continued ...*

*... continued*



2. How often should a review of promotional activities be undertaken?



## Summary

1. There are several sources of feedback and data that can enable organisations to assess whether promotional activities have achieved their objectives. These include sales figures, brand awareness information, market share data, customer feedback, informal discussions with customers and staff, and focus groups.
2. Analysis of feedback and data provides the organisation with important insight into the effectiveness of promotional activities and the impact of individual promotions on brand awareness and the delivery of products and services.
3. The effectiveness of the promotional planning process must also be assessed in order to identify potential improvements to the way future plans are developed.
4. Evaluate whether promotional plans were researched and considered in a way that minimised the chances of issues and problems occurring during the implementation phase.
5. Ensure all personnel and teams involved in planning and implementing a promotional campaign, such as staff, managers, external providers of products or services and others, are assessed and provided with feedback on their performance.
6. Analyse the budgeted versus actual costs and time lines of a promotion, to determine how closely the implementation of the promotional activity matched the plans developed earlier.
7. Take time to review this information and identify issues, problems or trends that have occurred, as well as areas that are working well, so the principles can be applied to future promotional events for continual improvement purposes.
8. Reflect on and review individual promotional activities once they have concluded. Create a report that provides all stakeholders with detailed information on each activity's success, as well as identifying areas for improvement and recommendations for the future.
9. Take the time to regularly review promotional plans to ensure they are up to date and support higher level organisational and marketing objectives.

## Learning checkpoint 3

### Review and report on promotional activities

This learning checkpoint allows you to review your skills and knowledge in reviewing and reporting on promotional activities.

#### Part A

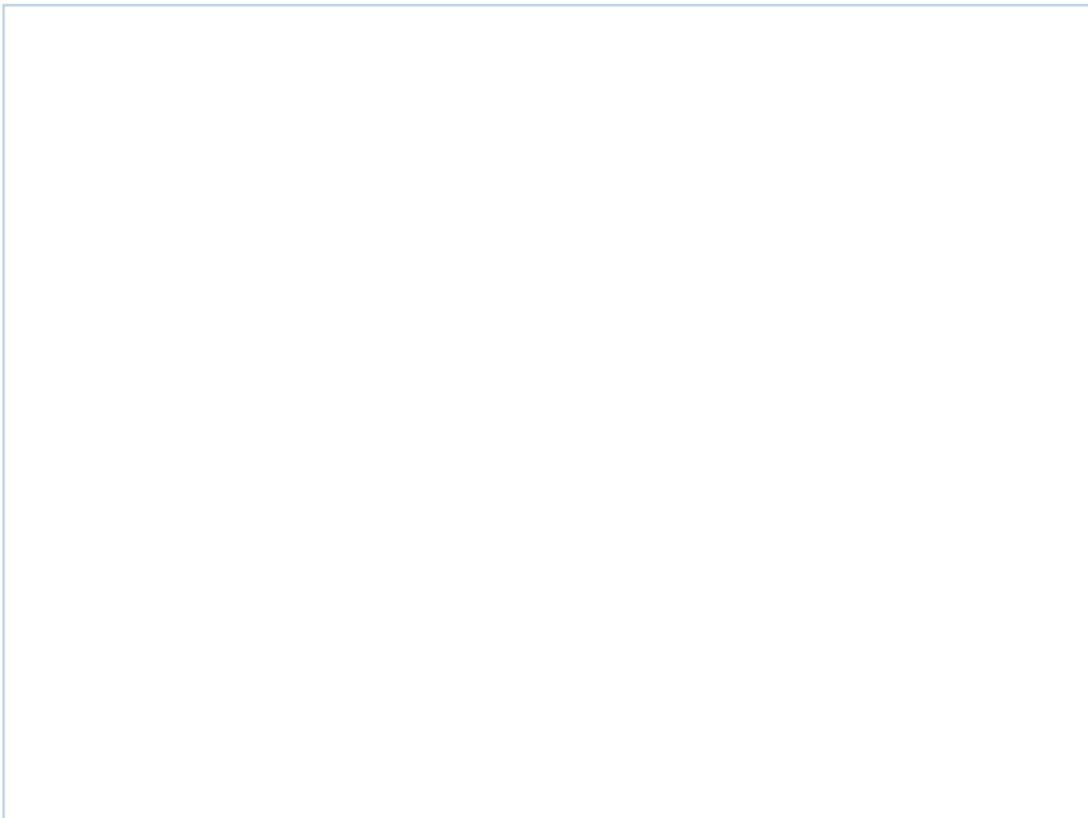
1. List the feedback and data that can be collected to assess the impact of a promotional activity in meeting its objectives.

2. How do the objectives of a promotion affect the types of feedback and data required to evaluate the promotional campaign?

3. How can an organisation evaluate the effectiveness of its promotional planning processes?



4. Why is it important for an organisation to evaluate the effectiveness of its promotional planning?



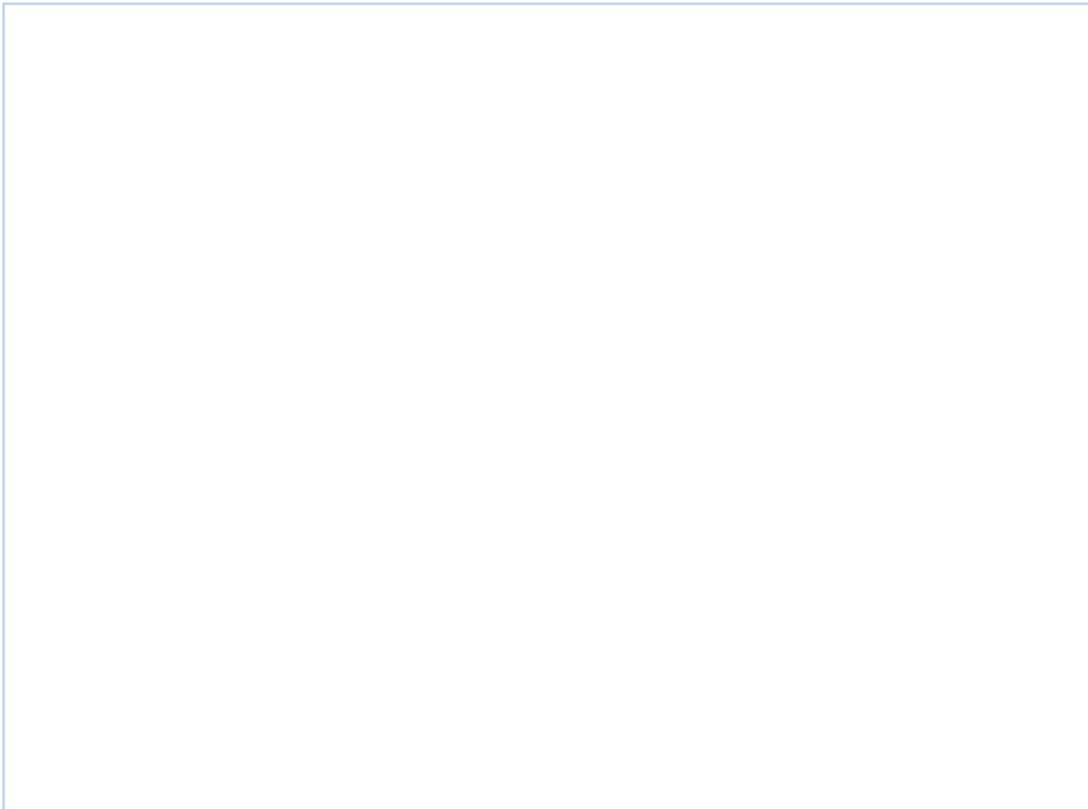
5. List the personnel and teams from within and outside an organisation who could potentially contribute to the implementation of promotional activities. Explain why it is important to collect and provide feedback about promotional activities, and the types of information you could collect that would provide insight into the success of an activity.



6. Why is it important to analyse the costs and time lines associated with implementing a promotional activity and compare them to what was budgeted?



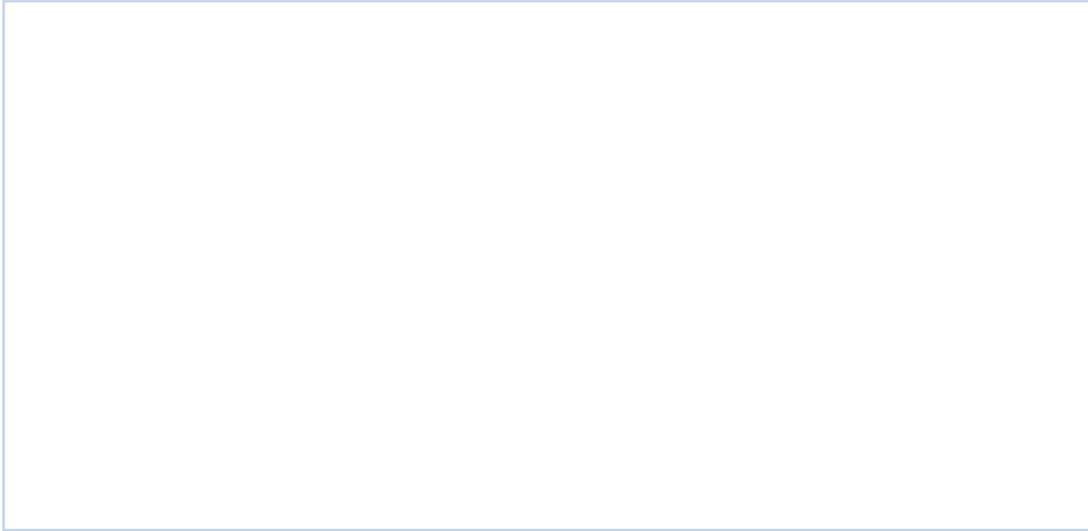
7. How can this cost and time analysis be done and how does this assist in evaluating the promotional activity's effectiveness?



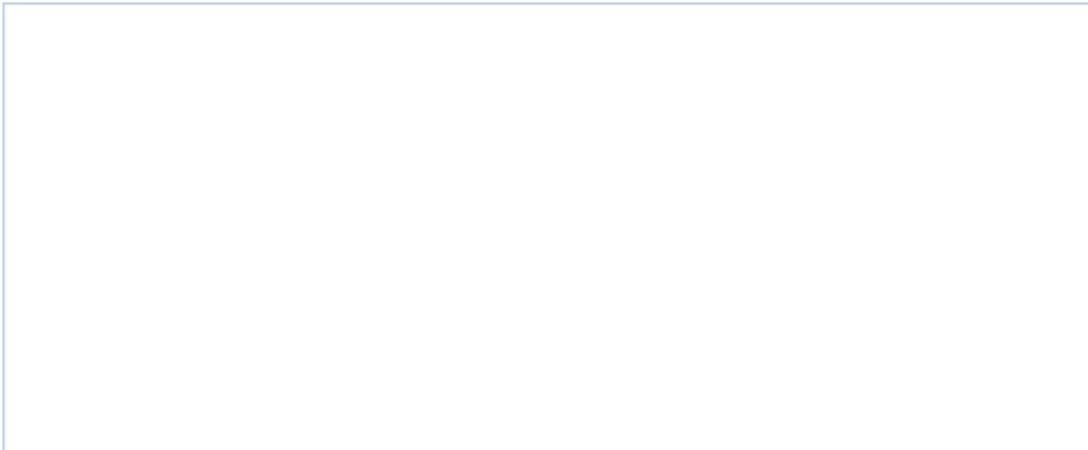
8. Identify key topics to examine in the process of reviewing and evaluating a promotional campaign. Your answer should make clear how this review can be used to draw conclusions and make recommendations for future promotional efforts.



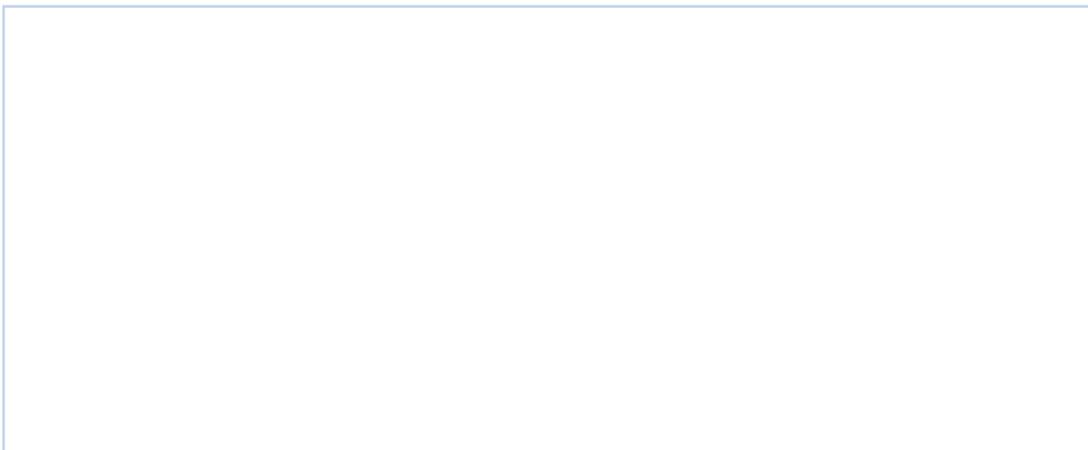
9. What writing techniques and structures would you use so that written recommendations following a review of a promotional activity are clear, specific and suited to a range of audiences?



10. Why is it important to use appropriate conventions and protocols with all relevant personnel to project a professional image while seeking or sharing information relating to promotional activities?



11. What digital tools can be used to access data and extract, organise, integrate and share feedback about promotional activities?



## Part B

Read the case study, then answer the questions that follow.

### Case study

An organisation has recently entered the market supplying cleaning services to large companies. It decides to spend a large portion of its promotional budget on an advertisement placed in a business magazine over a two-month period. Management is very excited when the advertisement appears. It looks extremely professional, reflecting the quality and attention to detail that the organisation wishes to convey.

For the next few weeks, the sales staff are instructed to ask people who contact the organisation whether they have seen the advertisement. The level of calls remains the same. No-one mentions the advertisement.

1. How would you suggest that the organisation obtains feedback on why its promotional activity has not achieved its aim of reaching potential customers and establishing its image as a professional and diligent business?

2. In reviewing the planning and implementation of its planning process, which stage may the organisation find that it has spent too little on?