

# Marketing Masterclass

*for arts and heritage organizations*

## SETTING THE STRATEGY TOOLKIT



## ABOUT THIS TOOLKIT: Setting the Strategy

WorkInCulture's Marketing Masterclass for Arts & Heritage Organizations Toolkits of learning content and resources will help you learn the basics of creating and implementing a marketing strategy for your organization.

**In this toolkit you'll be introduced to the Marketing Mix (the 7 Ps of Marketing) and the basics of Branding. You will be able to determine what parts of the Marketing Mix you have and what parts you are low on or lacking and how you can fix that. In terms of Branding - everyone thinks they know what branding is - do you? How does it apply to your organization? What exactly is branding? Everyone thinks they know - let's investigate a little further!**



The following content was developed by Sue Edworthy of Sue Edworthy Arts Planning, a marketing, producing, and strategic planning company for the Toronto arts community. The original content was developed and delivered as part of a pilot program held over 2021-2022 for 33 arts and heritage organizations located in Toronto, Kingston, and Ottawa, in partnership with Kingston Arts Council and Ottawa Arts Council.

### Meet our Curriculum Consultant and Instructor - Sue Edworthy



Sue Edworthy has worked in the non-profit performing arts for over twenty years. Her passion for the performing arts has led her to stints as a director, event coordinator and arts administrator and she is now respected and sought after as a marketing and communications specialist. Sue is a former Board Member for TAPA, was co-chair for Artsvote 2014/2016, and spent 2 years of a seven-year stint as Vice President of The Toronto Fringe. She is a Harold Award recipient, received the 2012 and 2013 Char-PR Prize for PR, and is the 2015 recipient of the Leonard McHardy and John Harvey Award for Excellence in Arts Administration. She runs Sue Edworthy Arts Planning, a marketing, producing and strategic planning company for the Toronto arts community.

Get in touch with Sue! [sueedworthy.ca](http://sueedworthy.ca)



## What are the 7 Ps of Marketing?

The 7Ps of marketing is one of these frameworks that you can use from your marketing toolkit. They are:

- **PRODUCT**
- **PRICE**
- **PROMOTION**
- **PLACE**
- **PEOPLE**
- **PROCESS**
- **PHYSICAL EVIDENCE/ENVIRONMENT**



Image source: [business2community.com](http://business2community.com)

## The 7 Ps of Marketing defined

<p><b>PRODUCT</b></p>	<p>Product is anything you are selling be it physical or experiential. It's the sculpture, the wall hanging, the podcast, the play, the backstage tour. What is your <b>PRODUCT</b>?</p>
<p><b>PRICE</b></p>	<p><b>PRICE</b> is the monetary amount or value you apply to your Product. What are you charging for this? Are you charging money? Are you charging time? Are you charging too much? Are you charging too <b>LITTLE</b>? What are other people charging for it?</p>
<p><b>PROMOTION</b></p>	<p><b>PROMOTION:</b> How are you advertising, marketing, and selling? How are you telling people about your product and more importantly how are they hearing about it?</p>
<p><b>PLACE</b></p>	<p><b>PLACE</b> signifies where you choose to distribute or allow access to your product or service. It could refer to anything from a warehouse or a high- street store to an e-commerce shop or cloud-based platform. Where is your place? What is your place? If you have more than one place how do they reach you?</p>
<p><b>PEOPLE</b></p>	<p>Simply, they can be your employees. The people who are involved in selling a product or service, designing it, managing teams, representing customers... the list goes on. The <b>PEOPLE</b> element of the 7 Ps involves anyone directly, or indirectly, involved in the business side of the enterprise.</p>
<p><b>PROCESS</b></p>	<p>Your <b>PROCCES</b>s is a series of actions that are taken in delivering the product or service to the customer. Examining the process means assessing aspects such as the sales funnel, your payment systems, distribution procedures and managing customer relationships. But it's not enough to just do the processes. Each step that you take and the methods that you choose to use for these processes must be done in a way that minimizes the costs on your part, whilst also maximizing benefits and value for your customer. Yikes.</p>
<p><b>PHYSICAL EVIDENCE/ENVIRONMENT</b></p>	<p>For example, any services or products received count as <b>PHYSICAL EVIDENCE</b>. As do the likes of your receipts, packaging, tracking information, invoices, brochures or PDFs, and so on. Also, you could consider the <b>ENVIRONMENT</b> where you present your product, like a gallery, stage, heritage site, etc.</p>



## Why are the 7 Ps of Marketing important?

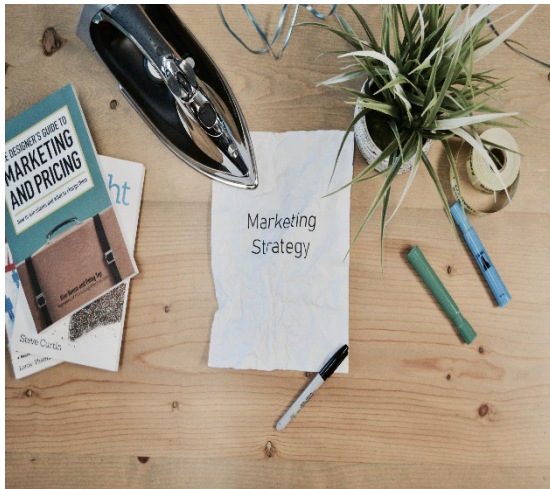


Photo by [Campaign Creators](#) on [Unsplash](#)

The seven Ps are important because they can help you plan and lead discussions about your organization's marketing practices, whether the company sells products, services, experiences, or a combination of all of the above! The 7 Ps Framework provides your organization with variables to create value and generate a competitive advantage in marketing. With this in mind, you might consider an argued, elusive **8<sup>th</sup> P of Performance/Productivity** which accounts for your ability to deliver to your customers, clients, patrons, etc. what you've promised. Are they satisfied? Are you offering them value? How do you know?



## The basics of Branding



Photo by [Patrik Michalicka](#) on [Unsplash](#)

The term **brand** refers to a business and marketing concept that helps people identify a particular company, product, or individual. Brands are intangible, which means you can't actually touch or see them. As such, they help shape people's perceptions of companies, their products, or individuals.

- Investopedia

**Branding** is important because not only is it what makes a memorable impression on consumers but it allows your customers and clients to know what to expect from your company. It is a way of distinguishing yourself from the competitors and clarifying what it is about you that makes you the better choice.

- marketingmag



## Different types of Brand considerations

**Brand Equity:** The value of a brand that takes into consideration both financial and non-financial assets. Non-financial assets include all distinguishing elements of a brand as measured by public awareness, perception, and influence.

**Brand Strategy:** A business plan that includes specific long-term marketing goals that lead a company to have a successful brand that becomes synonymous with its character and values.

**Brand Voice:** The way a company communicates with its customers and other various stakeholders. There should be uniformity in words, tone, attitude, and the conveyance of values across all channels and interactions with other people.

**Visual Identity:** A company's visual identity is made up of its name, logo, symbol, design, and any other visual component that distinguishes it from competitors. As with brand voice, a company's visual identity should present consistent and cohesive imagery, color schemes, and tones across all channels.

**Brand Awareness:** This is the extent to which a company is identifiable in a crowded market. Expansion of brand awareness is often a major goal of marketing campaigns and is absolutely critical for new companies or new product launches.

**Brand Gap:** A brand gap is the difference between a company's brand strategy and reality. Essentially, it represents the areas of improvement that are identified through a brand analysis. When these gaps are closed, a company can connect better with customers, thereby raising the brand's equity.



Photo by [Slidebean](#) on [Unsplash](#)

## Why is Branding important?



**Branding is the promise you make to your people.**

- What is your brand?
- How do you define it?
- How do you know that it's true?



## How do you start defining your Brand

**Consider the following prompts when defining your organization's branding:**



Photo by Tim Mossholder on Unsplash

- What is your company's mission?
- What are the benefits and features of your products or services?
- What do your customers and prospects already think of your company?
- What qualities do you want them to associate with your company?
- How do you help the customer solve a problem?
- Every Brand has a personality
- Does your Brand have an emotional impact?



## What's your Unique Value Proposition



Photo by [Ian Schneider](#) on [Unsplash](#)

Based on the answers to the questions on the previous page, you can define what your **Unique Value Proposition is (UVP)**. You might have several UVPs - one for your overall organization, for a service or product you provide, one for a specific donor campaign, one for a specific show or exhibition, etc.

**UVP** is a clear statement that describes the benefit of your offer, how you solve your customer's needs and what distinguishes you from the competition. Your unique value proposition should appear prominently on your landing page and in every marketing campaign.



## Why is having a UVP important?

Identifying your unique value proposition compared to your competitors is the main pillar that **establishes your success in both marketing and ultimately also sales**. Additionally, an effective value proposition clearly articulates why a prospective customer should buy from your company instead of a competitor.

- A unique value proposition (UVP) is your way of telling potential customers about the benefits your organization provides
- A value proposition is a simple statement that summarizes why a customer would choose your product or service.
- It communicates the clearest benefit that customers receive by giving you their business.

Looking for inspiration? [Read this article](#) for some examples of popular UVPs of some familiar companies.





## Bringing it all together – Case Studies

Now that you have the basics, watch these interviews featuring examples from our sector for further guidance and context! Visit the following link to view our entire collection of [Marketing Masterclass Case Studies](#) or click on the individual images below to access these curated examples.

<p><b>Marketing a Production:</b></p> <p>This case study is presented by John-Michael Scapin, Marketing Coordinator of the Opera Atelier. John-Michael discusses how Opera Atelier pivoted during the pandemic and focused on producing a digital production of Handel's The Resurrection in tandem with a virtual gala in order to meet their earned revenue goals. Topics include: ticket sales, brand consistency, and online campaigns.</p>	<p>Marketing Masterclass CASE STUDY INTERVIEWS</p> <p>John-Michael Scapin, Former Marketing Coordinator of the Opera Atelier</p>
<p><b>Rebranding an Institution:</b></p> <p>Learn about what it takes to rebrand an arts and heritage organization. In this case study, Andrea Haughton from the Kingston Symphony Association and Brian Dodo from BMDodo Strategic Design share their experience working together to rebrand an institution. Find out what the process is like when bringing on an external agency to help you rebrand.</p>	<p>Marketing Masterclass CASE STUDY INTERVIEWS</p> <p>Andrea Haughton from the Kingston Symphony Association and Brian Dodo from BMDodo Strategic Design</p>
<p><b>A Journey to the New NAC Brand:</b></p> <p>This case study is presented by Shannon Urie, Marketing Director of the National Arts Centre. Shannon discusses the process of rebranding, monitoring the brand, and keeping it consistent yet flexible.</p>	<p>Marketing Masterclass CASE STUDY INTERVIEWS</p> <p>Shannon Urie, Marketing Director of the National Arts Centre</p>

## Worksheets

**Now it's Your turn!** Use the following templates to start recording your thoughts and building your strategy.

- The 7Ps of Marketing:** Use this template to start detailing what parts of the Marketing Mix you have and what parts you are low on or lacking and how you can fix that!
- Branding and Unique Value Proposition (UVP):** Use this template to question yourself when thinking about your brand. Based on your answers, determine what your Unique Value Proposition (UVP) is!



## WHAT ARE YOUR 7 P's OF MARKETING ?

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<i>Product</i>	
<i>Price</i>	
<i>Promotion</i>	
<i>Place</i>	
<i>People</i>	
<i>Process</i>	
<i>Physical Evidence</i>	



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*Questions to ask yourself when thinking about your brand: Are the answers true of your current brand? Are they aspirational for what you want your brand to be?*

- What is your company's mission?

- What are the benefits and features of your products or services?

- What do your customers and prospects already think of your company?

- What qualities do you want them to associate with your company?

- How **do you help the customer solve a problem?**

- Every Brand has a **personality** – what's yours?

- Does **your Brand have an emotional impact?**

- Where do you fit into your larger community?



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*Based on the answers to these questions, what is your unique value proposition?*

*My Company's UVP is:*



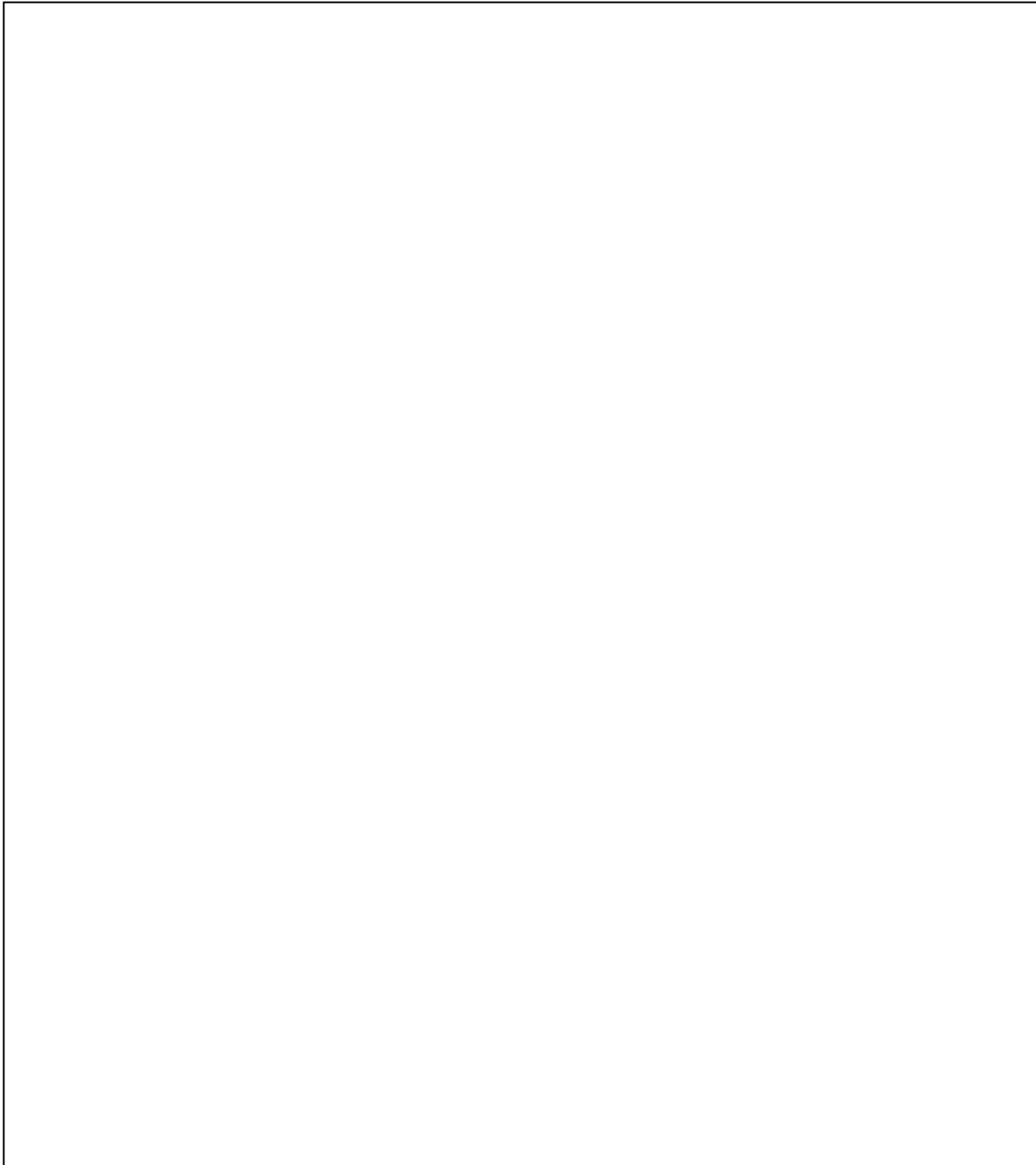
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*NOTES:*



## Acknowledgements

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# Canada



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WorkInCulture would also like to acknowledge and extend our deep thanks to our Curriculum Consultant, Sue Edworthy, for developing this learning content!

