



## **Marketing Proposal**

### **Prepared for:**

Kent & Medway Networks Ltd, on behalf of  
**Kent & Medway LINKs**

### **Prepared by:**

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# Kent & Medway LINKs

## Marketing Proposal

### 1 Introduction/Background

The Government has tasked local authorities with establishing Local Involvement Networks (LINKs) made up of local people and community groups who work together to influence and improve local health care and social care services. In 2008 Kent and Medway County Councils awarded the contract for setting up and supporting the LINK to a Host organisation, Kent & Medway Networks (KMN). Over the past year this KMN has made significant progress in establishing the structure and governance of the Kent and Medway LINKs and in recruiting local participants to the schemes. To date approximately 600 people have been recruited in Kent and 400 in Medway.

A number of communications activities have been carried out, including hosting local meetings, roadshows (for example in shopping centres), engagement with key community groups, and the creation of the website, [www.thekentlink.co.uk](http://www.thekentlink.co.uk). Now that the foundations for the LINKs are in place it is time to increase the level of marketing and communications activity in order to accelerate the rate at which participants join and to encourage more active involvement.

Following a meeting between Graham Hill, Operations Director of KMN, and Sharon Wilding on Tuesday 30 June, The Purple Edge has been asked to prepare a proposal for developing and managing a marketing strategy and communications plan for the Kent & Medway LINKs for the remainder of this financial year.

### 2 Objectives

The key objectives for the marketing programme are understood to be:

- To increase the number of participants volunteering to join the Kent & Medway LINKs.
- To ensure that participants are representative of the users of the local health care and social care services – including 'hard to reach' groups such as young people, low income families, elderly and disabled.
- To increase involvement by participants in LINKs projects, e.g. surveys, discussions, site visits, etc.

It is recommended that quantified targets for these objectives are set as the programme develops as this will help determine the final scope and scale of activity proposed, and will also enable more accurate tracking and measurement of results against objectives.

### 3 Summary of Recommendations

PHASE	ACTIVITY	TIMING
1	<b>Set-up:</b> update existing materials, enhance the website, implement a robust process for creating and distributing the quarterly newsletters and regular bulletins, set up a press office to issue regular monthly releases.	Aug/ Sept 09
2	<b>Ongoing:</b> regular PR (2 x press releases per month) and production & distribution of the quarterly newsletter and regular bulletins.  Planning & creation of targeted campaigns to attract new participants and increase involvement.	Oct 09 – Mar 10



## 4 Analysis & Assumptions

### 4.1 Kent vs Medway activities

All the information provided to The Purple Edge has been focused on Kent rather than Medway, although it is understood that 400 participants have signed up in Medway. The recommendations in this proposal will therefore refer to Kent only, but it should be assumed that they can also be developed to be applied to Medway as required.

### 4.2 Communications plans & activity to date

The Kent LINK Annual Report outlines the communications activity that has taken place to date and a number of the materials already existing have been reviewed in preparing this proposal. The draft LINK Communications/Publicity Strategy has also been made available to inform this review. This sets out the intention to produce quarterly newsletters and bi-monthly bulletins, to attend events or hold exhibitions in the local community, to seek media coverage, and to use the website/internet for blogs, podcasts, videos, and surveys.

Full details of implementation and results against the above has not been made available at this stage, but based on the website and the printed materials provided our observations are:

- The publicity material and website does meet the stated principle of being accessible and simple and easy to read.
- The design of all the items is, however, clinical and lacking in warmth.
- The last bi-monthly bulletin published on the website, dated 18 June 2009, is very long at 10 pages.
- The last quarterly newsletter published on the website is dated December 2008.
- The website does not make it easy to find out how to get involved, for example clicking on Consultations takes you through several other layers to a complex document.
- The website structure is very 'health service' rather than organised in ways that might make more sense to the public.
- News items on the website are not dated.
- The Talkback section of the website appears to offer great potential that is currently under-utilised.

### 4.3 Analysis of participants

As there are already around 600 participants in the Kent LINK it is assumed that additional information about this population can be made available to assist in final planning of marketing and communications. The Annual Report also makes reference to a survey which may give important insights. Useful information, in addition to that published in the Annual Report, would include:

- Breakdown by target demographics (e.g. young/old/disabled/etc.)
- Stated areas of interest
- How they came to sign up for LINKs
- Preferences re communication and means of participation

## 5 Recommended Approach

The following recommendations are made based on the information and assumptions referred to above, and are subject to confirmation and development in follow-up discussions. Outline costs are identified in section 5, but some areas will require further definition and briefing before final costs can be given.

### 5.1 Engagement with KMN & the Kent LINK Governors

Key to creating and finalising the communications plans will be engagement with the Community Development Workers as these individuals have the most direct experience gained from working daily with the local community. They will have formed strong views and ideas about what support they need and what they believe will work in practice, and these need to be channelled into making the marketing communications effective.



The Governors Group are responsible for the effectiveness of the Kent LINK across a number of areas, including communications. Their input to the planning process will similarly be welcomed.

## **5.2 Defining customer segments**

The first principle of marketing communications is to understand who you are talking to and to direct your approach specifically to their needs. The participants in LINKs are not a homogenous group as they cover a wide range of ages, background and skills. While some aspects of the communications can be made generic, to appeal to the whole community, it is known that there are particular groups that will require more targeted approaches to encourage them to become participants and from there to be actively involved.

These groups are understood to include:

- Young People: ages 16-24 who may be in full-time education
- Elderly/retired
- Low income families
- Disabled: across all age ranges
- [To be confirmed]

Using data from the participants' survey and database will help identify where the key gaps are in representation currently. Information on key triggers for getting involved, e.g. experiencing an illness or losing a loved one, is also useful in determining where and how best to target potential participants.

The stronger the definition and the more detailed the understanding the more effectively communications can be targeted. Specific activities and campaigns can then be created to deliver against the two key objectives of increasing the number of participants and of encouraging greater involvement.

## **5.3 Recruiting participants**

A number of routes are already being used to raise awareness and educate the local community on the opportunity to join the Kent LINK. It is proposed to refresh and build on this approach as follows below. Although this list focuses on the media used, there is a strong recommendation running throughout to organise communications more around the target audiences and the subjects they will find most interesting, i.e. to create themes within the communications plan.

### **Publicity Materials**

Update the existing posters and leaflets for the generic audience for use at events, roadshows and for general distribution by the Community Development Workers in the course of their daily work. It is recommended to build on the existing logo and design approach to give a warmer, more welcoming feel to the materials with the aim of attracting larger numbers of participants. The final list of materials can be confirmed, but could include (as now) small & large posters, postcard format, fold out leaflet with application form.

### **Website**

Review the usability (including the registration process) to make it even simpler and more straightforward to sign up as a participant. Increase the warmth and attractiveness in the same way as for the printed materials, for example by increasing the use of photography. Create areas of the website, or routes through the information, that are based around the needs and concerns of the target participants, e.g. Carers, Parents, Young People.

There is scope to further develop the website as a source of help and advice to people seeking information on local health and social care services and offering those interested a way to get more involved. This could be built up slowly around the identified concerns/topics such as hygiene in hospitals, alternative therapies on the national health, etc. People



searching online for information in these areas will then find the Kent LINKs site, and public relations can also highlight route for concerned individuals.

### **Events/roadshows**

Work with the Community Development Workers to identify key locations where the target 'hard to reach' populations are most likely to be found. For example: young people in colleges or sports clubs, low income families at supermarkets such as Asda. Create presentations and headline messages using more specific examples that will directly appeal to the needs and concerns of the target groups, for example the consultation on 'Alcohol and Young People', or 'Carers Survey'.

### **Public Relations**

The draft Communications/Publicity Strategy identifies PR as an important medium for raising awareness of the Kent LINKs. Any activity planned by the LINK (a new consultation, attending an event, or giving feedback) can provide opportunity to get coverage in the local media (press and radio). The same materials can be used in newsletters and bulletins to participants (covered in the next section), so this is an extremely cost-effective means to reaching new audiences.

### **One-off campaigns**

It is recommended that if a particular group is identified as needing larger numbers of participants, that a more intensive campaign of activity is developed using a range of media to make a bigger impact. Using the Youth segment as an example again, create a programme that might include radio, social media (e.g. YouTube, Facebook, Twitter), and events across the county within a short timeframe.

A campaign targeting a particular segment could also benefit from additional input from someone with particular insight into that group, for example by taking advantage of the Canterbury Council Business First project which aims to provide businesses with free graduate level help. The Chartered Institute of Marketing also has a chapter at Kent University. Students could be enlisted to develop a campaign to attract young people, using new technology and social media, not only to encourage participants but also to provide new means of encouraging involvement.

### **Advertising**

Advertising done well can be very effective, but it can be slow to deliver and therefore expensive. At this stage we would not recommend an advertising campaign, but would suggest that the appropriateness for advertising be considered within any other targeted campaign where specific publications can be demonstrated to provide good access to the target segment.

## **5.4 Encouraging greater involvement**

Having signed people up to be a participant in LINKs, the next objective is to get more of the base involved in influencing and improving the health services. Participants currently identify their areas of interest and whether they want to be kept notified or to get involved. Greater understanding of these processes will be needed to develop ideas further, but some initial ideas are as follow:

### **Bi-monthly bulletins and quarterly newsletters**

The bulletins and newsletters are the principle means of keeping in touch with participants. From the website it appears that the last newsletter was in December and that the bulletins are produced more often than every 2 months. The term bulletin suggests a short communication, but they often run to double figures.

We propose that these be replaced by a formal quarterly newsletter, professionally printed and published, to a strict schedule, together with more ad hoc bulletins with short news items that you wish to bring to the attention of your participants. The most interested groups for the individual bulletins could also be identified in the headings so that people can include/exclude themselves easily, or you can distribute only to those people having expressed an interest.



### **Involvement by project**

It is recommended that an involvement strategy be developed by project because each one could be unique to the circumstances. Feedback to a single GP practice is very different to input to a hospital trust or into a formal consultation. Meetings and forums already seem to be used extensively, and regular review of their effectiveness will provide ideas for continual improvement. Other means would include telephone research, online surveys, blogging, social media (as suggested in the Youth campaign above).

### **5.5 Measurement, reporting & feedback**

As mentioned in Objectives, it is recommended that targets should be set for the programme in the planning stage and overall results reported against these throughout the implementation phases.

On an ongoing basis a short weekly report of progress against communications plan timetable will be provided. As learning increases new ideas and challenges will arise and it is proposed that a short monthly review meeting with KMN should be held to check progress and confirm the priorities for the coming months.

## **6 Summary of Activities Proposed and Estimated Budget**

Many of the activities outlined are subject to additional definition and briefing, but the following costs are included to give an indication of how the budget might be developed and allocated between August 2009 and March 2010, the end of the financial year. Costs for developing individual campaigns have not been included as each circumstance will be unique.

The programme has been broken down into 2 phases. Phase 1 covers the initial updating and set up of projects; phase 2 is estimated monthly ongoing costs.

In general costs are based on an estimate of the amount of time each activity will require. If given the go ahead any changes to estimates greater than 15% will be referred back to KMN for confirmation before authorising expenditure.

<b>Phase 1: Initial Projects</b>	<b>No. days</b>	<b>Cost/Day £</b>	<b>Estimated Budget £</b>
<b>Marketing Strategy, Planning &amp; Project Management</b>	8	420.00	3360.00
<b>Printed Materials</b>			
Copywriting	1	340.00	
Design & artwork	3	190.00	
Print (not included)			
Sub-total printed materials			910.00
<b>Website</b>			
Review navigation & copy	2	340.00	
Update design & implement changes	5	190.00	
Sub-total website			1630.00
<b>Public Relations</b>			
Media list, background research & 1 <sup>st</sup> release	2	420.00	840.00
<b>Newsletter</b>			
Design & set up	1	190.00	
Produce edition 1	1	420.00	
Sub-total newsletter			610.00
<b>Bulletins</b>			
Design & set up	1	190.00	
Produce month 1 features	1	420.00	
Sub-total bulletins			610.00
<b>Total Phase 1</b>			<b>7960</b>



<b>Phase 2: Monthly Ongoing</b>	<b>Days/ mth</b>	<b>Cost/ Day £</b>	<b>Estimated Budget £</b>
Marketing Strategy, Planning & Project Management (Development of new campaigns)	2	480.00	960.00
Public Relations – 2 x news releases per month	1	420.00	420.00
Newsletter – publish quarterly	0.5	420.00	210.00
Bulletins – ad hoc/monthly	1	420.00	420.00
<b>Monthly total Phase 2</b>			<b>2,010</b>
<b>Estimate 6 months (Oct 09 – Mar 10)</b>			<b>12,060</b>

*All prices quoted ex-VAT*

## 7 Your marketing team

The Purple Edge will assemble and manage a team of people carefully selected to deliver a programme that meets your requirements. The initial team will include specialist services such as copywriting, design, and public relations, but can be extended as the programme develops to include, for example, advertising creation and media buying, and graduates for specific project support.

## 8 Terms of Engagement

The proposal includes the costs of service delivery from specialist suppliers, incorporating strategy, planning and project management fees for The Purple Edge. Costs for printing and any additional systems (e.g. emailing applications, database) are not included. Any expenses, e.g. travel, incurred in the carrying out of the programme will be invoiced at cost.

Work can commence on receipt of a purchase order or other formal acceptance advice, and payment of an initial set fee for Phase One of the programme of 50%. The remaining 50% of Phase One, reflecting actual costs incurred, will be invoiced on completion.

Retainer charges for Phase 2 will be invoiced each month in advance. Payment terms are 14 days from the date of the invoice and one month's notice is required of cancellation of contracts – full terms and conditions are available on the website at [www.thepurpleedge.co.uk](http://www.thepurpleedge.co.uk).

On acceptance of the proposal a full briefing meeting and project kick-off will be held to agree final details, following which a detailed project plan for implementation can be supplied.

Please do not hesitate to call me if you have any questions on the proposal.

**SHARON WILDING**  
**Managing Director**  
**THE PURPLE EDGE**



### About The Purple Edge

The Purple Edge was formed in 2007 by Sharon Wilding and provides outsourced marketing expertise to small and medium businesses. We work by first building a detailed understanding of the client's current position and business goals in order to develop the most effective marketing strategy and plan.

We take a broad view of marketing, considering all aspects of the customer experience to ensure that you are able to develop long-term and profitable relationships with your customers.

Communications and campaigns are essential elements of any marketing plan, but a lot of money can be wasted rushing into promotions before fully understanding the market and customers and how your product meets their needs better than your competitors can. We are flexible, results-focused and cost-effective, and we will question and challenge you to get the best results for your business.

We can provide consultancy to enable your own team to achieve greater results, or can work with your team to deliver a full marketing programme. Through a network of specialist associates, The Purple Edge can develop and deliver the right strategies and plans to grow your business.

### Profile



### Sharon Wilding

Sharon Wilding is a highly qualified marketing professional. She is a Chartered Marketer with an MSc in Marketing and more than 20 years experience in industry, and is currently leading a programme on behalf of the Chartered Institute of Marketing, Kent designed to improve the practice of marketing among small businesses.

She has experience of leading teams working in product development and launch, through in-life and the management of marketing communications, working with business customers large and small. She is used to delivering excellent results from marketing activities, leading projects that brought in £78m of new business for BT by focusing on building relationships with a neglected base of customers, and delivering a 50% revenue growth over 2 consecutive years from Cisco solutions for SME customers.

The BT Wholesale Engage programme, executed with McMenemy Hill Communications, has recently been awarded best Business to Business campaign in the New Media Age Effectiveness Awards 2008.

