

Appendix

Twenty fast-track templates

*These templates are available for download at
www.facetpublishing.co.uk/strategicmarketingplans/.*

The following sequence of templates is not a substitute for reading the previous chapters. Templates adapted from the main text are presented here. If you have considered each of these areas in depth and are able to fill in the templates then you will have the raw material for a good marketing plan to be formatted in a way appropriate for your authority.

The templates help structure responses to the following key questions which arise during strategic marketing planning:

- Is the ambition clear? (A.1)
- Who is the user? (A.2)
- What are the key user requirements by segment? (A.3)
- Who, and how strong, are the competitors? (A.4)
- What factors will influence users and competitors over the coming planning period? (A.5)
- Is there a practical user segmentation? (A.6)
- Is there a value proposition for each segment? (A.7)
- Have strengths, weaknesses, opportunities and threats been identified? (A.8)

- Have all marketing strategy options been mapped? (A.9)
- Are priorities realistic? Can the chosen segments be won? (A.10)
- Given decisions on priorities (Chapter 5) and initial ambition (Chapter 2), what are the final marketing objectives? (A.11)
- Is there a strategy to manage stakeholders during the marketing planning process? (A.12)
- Have service development options been considered in terms of products to market? (A.13)
- Has an offer been developed for each segment? (A.14)
- Will users have a positive experience of the library service? (A.15)
- Is there a set of general and segment-specific messages for users and non-users? (A.16)
- Is there a set of marketing communications that can be used for both general marketing and segment-specific activity? (A.17)
- Is there a detailed action plan with timescales and responsibilities allocated? (A.18)
- Is there a resource plan to implement the marketing plan? (A.19)
- Given that things will almost certainly not go as planned, has the plan identified the major risks to manage? (A.20)

Is the ambition clear?

<p>Vision: What? The picture of the future we hope to create</p>	
<p>Mission: How will we move towards the vision in the medium term?</p>	
<p>Values: How do we want to act, consistent with our mission, along the path toward achieving our vision?</p>	
<p>Quantified ambition: Issues, visits, enquiries, etc., now and in three years' time</p>	

Figure A.1 Statement of ambition

Who is the user?

Library product, service or offer	Customer (person who makes the decision on the use of the library)	Consumer (person who actually uses the library)	Influencer (person who influences use of the library)

Figure A.2 Distinguishing customers and consumers

What are the key user requirements by segment?

Importance to user segment

	1	2	3	4	5
A					
B					
C					
D					
E					
F					
G					

Your library's performance
(in the user's eyes)

Figure A.3 An importance/performance matrix

Who, and how strong, are the competitors?

Library product, service or offer	Competitor	Competitors' strengths in this area	Competitors' weaknesses in this area	Our relative position compared with competitors'

Figure A.4 How strong is the library offer when compared with competitor offers?

What factors will influence users and competitors over the coming planning period?

	Anticipated changes and events during planning period	Effects on user and non-user groups (does it make them more or less likely to need or use library services?)	Effects on competitors (does it make them weaker or stronger?)	Implications for library service
Political				
Economic				
Social				
Technological				
Legislative				
Environmental				

Figure A.5 Public library PESTLE

Is there a practical user segmentation?

We see our library market breaking down into the following segments	What are our products and services for this segment?	How will we reach this segment?	How will this segment help us to achieve our ambition?
Segment A			
Segment B			
Segment C			

Figure A.6 A practical user segmentation

Is there a value proposition for each segment?

Benefit user group/segment is looking for	
Why use a library to get that?	
Why use a library rather than an alternative? (differential benefit)	

Figure A.7 Creating a value proposition (one or more per segment)

Have strengths, weaknesses, opportunities and threats been identified?

Strengths	Weaknesses
Opportunities	Threats

Figure A.8 SWOT analysis

Have all marketing strategy options been mapped?

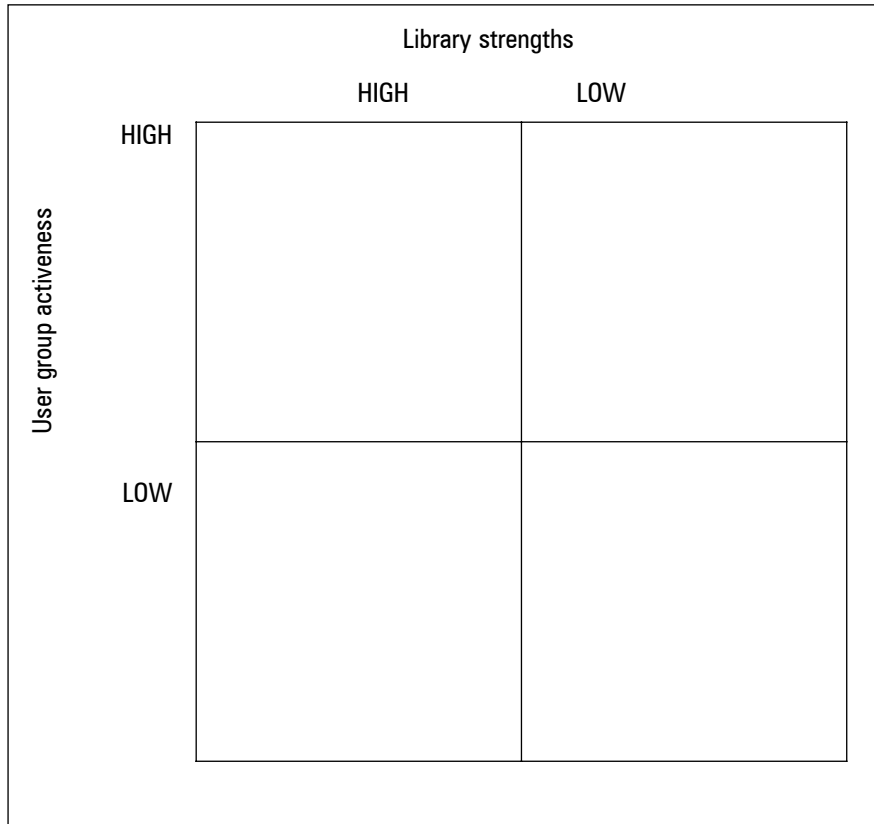


Figure A.9 Directional policy matrix

Are priorities realistic? Can the chosen segments be won?

	Segment 1	Segment 2	Segment 3
Are we a realistic player – are our scores competitive overall?			
Do we have any major weaknesses (i.e. high weightings for users where we score relatively poorly)?			
Do we have any major points of differentiation we can use as USPs?			

Figure A.10 Competitive strengths and weaknesses by segment

Given decisions on priorities (Chapter 5) and our initial ambition (Chapter 2), what are the final marketing objectives?

	T	T+1	T+2	T+3
Issues				
Visits				
Enquiries				
Website hits				
Other				

Figure A.11 Objectives by segment or service-wide

Is there a strategy to manage stakeholders during the marketing planning process?

Key stakeholder	Stakeholder's interest in the marketing strategy	Stakeholder's influence on the implementation of marketing strategy: positive or negative?	Strategy to manage the stakeholder

Figure A.12 Stakeholder analysis

Have service development options been considered in terms of products to market?

		Offer (Products/services)	
		Existing	New
Community group or segment	Existing		
	New		

Figure A.13 Service development options

Has an offer been developed for each segment?

	Segment A	Segment B	Segment C
Product or service			
Price, or costs reduced for user/non-user			
Key ways to access the product or service (place)			
Promotional activity			
Politics			
Partners in the offer and their contribution			
Relationships strategy (How close to the segment are we? How close do we want to be?)			

Figure A.14 The library offer to specific segments

Will users have a positive experience of the library service?

	What response do we want from users?	Will they naturally make this response?	If 'yes', how can we enhance the experience? If 'no', how can we make it 'yes'?
Feel			
Sense			
Think			
Do			

Figure A.15 Managing the user's experience

Is there a set of general and segment-specific messages for users and non-users?

General messages to users and non-users	Segment-specific messages to users and non-users
1 2 3	Segment A 1 2 3 Segment B 1 2 3 Segment C 1 2 3

Figure A.16 Create a set of marketing messages

Is there a set of marketing communications that can be used for both general marketing and segment-specific activity?

	General interest	Segment-specific
Stock marcoms		
Event-specific marcoms		

Figure A.17 Ensuring an appropriate set of marketing communications

Is there a detailed action plan with timescales and responsibilities allocated?

Segment A	Action	Timescale	Resource	Responsibility
Objective: _____				
Strategies:				
1. _____	_____			

2. _____				

Figure A.18 Example action plan

Is there a resource plan to implement the marketing plan?

Activity	Direct costs	Indirect costs	Total cost of activity

Figure A.19 Resource requirement

Given that things will almost certainly not go as planned, has the plan identified the major risks to manage?

		Consequences for plan	
		Low	High
Probability	High		
	Low		

Figure A.20 A risk matrix