



Understanding Target Markets

Marketing Skills Seminar
for cultural services people

15 June 2010

Go back to the beginning...

Think about 4 things:

1. Your **objectives** – what are you trying to achieve?
2. Your **audience** - who are you trying to target?
3. Your **message** – what do you want to say?
4. **Routes** - How are you going reach them?

*The tighter you target ...
and the more you get
under your target's skin*

*... the more effective
your marketing will be.*

*It would be great to
have money to spend
understanding your
targets ...*

*... but you can still do a
lot to understand your
targets on zero budget.*

Making the case

The best marketing



Key principles

- ▶ **Be focused and target as tightly** as you dare
- ▶ **Get under the skin** of your target segments - and then make sure this knowledge informs everything you do
- ▶ **Tailor** what you offer to fit your target markets
- ▶ Make sure you **deliver** what you promise
- ▶ Work with **partners** with the same targets as you

Key principles

- ▶ **Be focused and target**

- ▶ **Get under the**

and then

even

Better rationale for your work: Clear objectives and priorities

Better return on investment: More impact, less waste

Better service: Based on customer needs

target markets

that you promise

with the same targets as you

Strategic direction



A choice of direction: Ansoff's Matrix

	EXISTING PRODUCT	NEW PRODUCT
EXISTING MARKET	Market penetration Sell more to current market Attract more of the same type of people	Product development New product development for existing markets
NEW MARKET	Market development Existing products sold to new markets	Diversification New products sold in new markets

A choice of direction: Ansoff's Matrix

	EXISTING PRODUCT	NEW PRODUCT
EXISTING MARKET	Market penetration Sell more to current market Attract more of the same type of people <i>Little risk</i>	Product development New product development for existing markets <i>Moderate risk</i>
NEW MARKET	Market development Existing products sold to new markets <i>Moderate risk</i>	Diversification New products sold in new markets <i>High risk</i>

Selecting your targets

Segment selection

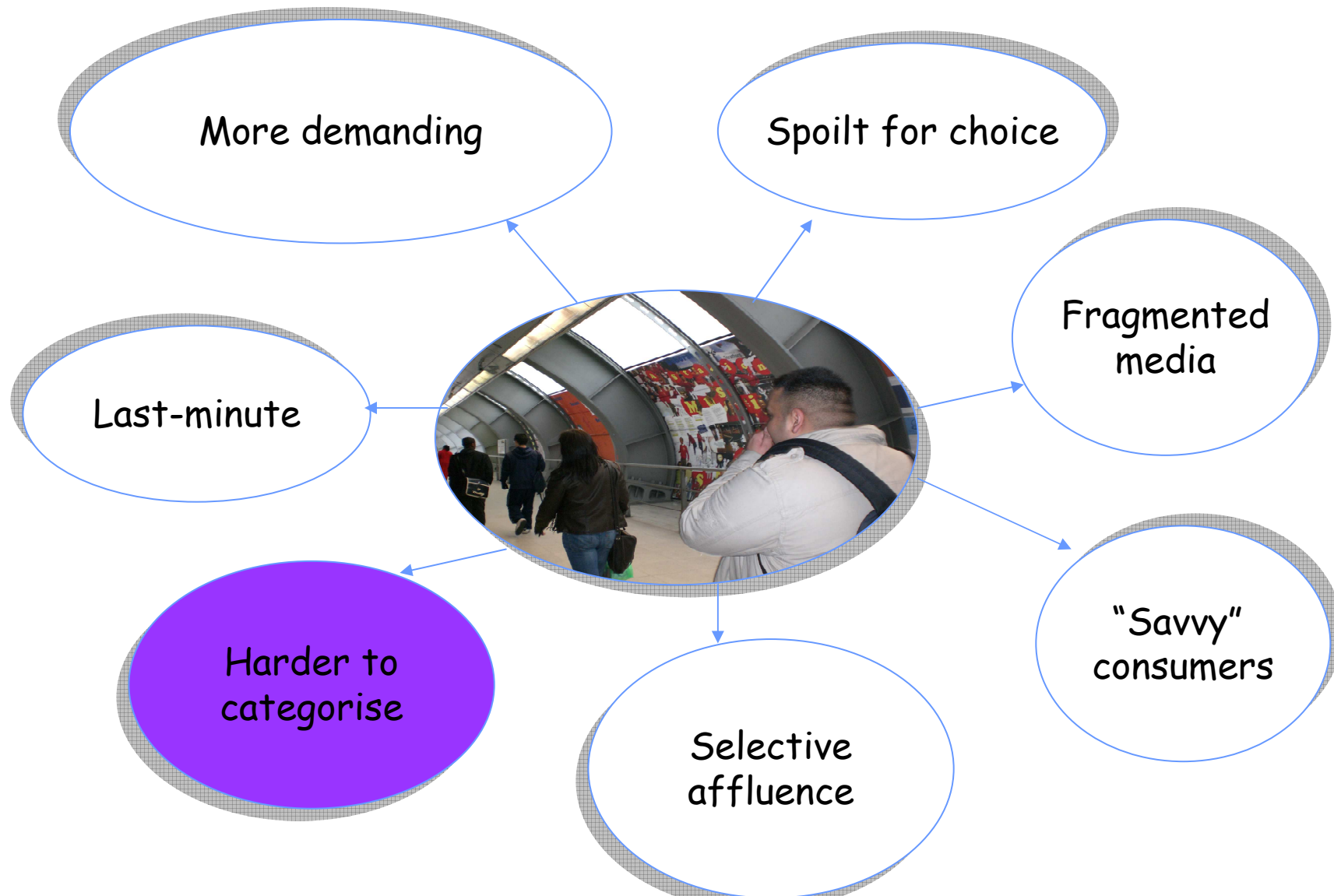
	Unattractive Segment	Average Segment	Attractive Segment
No Competitive Advantage	Strongly avoid	Avoid	Possible
Average Competitive Advantage	Avoid	Possible	Secondary target
Strong Competitive Advantage	Possible	Secondary target	Prime target

Classifying target markets

You don't have to spend big money on commissioning segmentation – use what is out there – mix and match -

... because marketing is an art as well as a science!

Snapshot of market trends



Understanding your customers

age gender socio economic group

lifestage relationships ethnicity beliefs

education location values

media employment decision making

hobbies what moves them?

brands what motivates them?

buying habits what is competing for their time?

web use

Group A: Alpha Territory



Piers and Imogen

**3.54% of UK households
(Types 1-4)**

Alpha Territory people are the most wealthy and influential individuals in the UK. They have risen to positions of power in the private and public sectors, whether as owners of their own businesses, as bankers in the city, as senior managers in industry or as top lawyers, surgeons or civil servants, as well as a small but influential cadre of celebrities in sport, the arts and entertainment.

Group B: Professional Rewards



Graham and Carolyn

**8.23% of UK households
(Types 5-10)**

Professional Rewards are the UK's executive and managerial classes. Often in their 40s, 50s or 60s, some may be owners of small or medium sized businesses whilst others will have risen to senior positions in large multi-national organisations.

Group O: Liberal Opinions



Johan and Freya

**8.48% of UK households
(Types 61-67)**

Liberal Opinions are young, professional, well educated people, cosmopolitan in their tastes, liberal in their views, who enjoy the vibrancy and diversity of inner city living. These neighbourhoods also contain a high proportion of the country's students living in term-time accommodation, whether in halls of residence or shared accommodation.

Popular occupations include jobs in journalism, politics, entertainment and the arts, as well as fashion and design, university education and the internet. As a result these neighbourhoods can be found in inner London, inner areas of large provincial cities such as Edinburgh and Cardiff, and in towns with popular universities.

Bright young things

Urban cool

Global fusion

Group K: Upper Floor Living



Jamal and Chantel

**5.18% of UK households
(Types 45-49)**

Upper Floor Living people are on limited incomes and rent small flats from local councils or housing associations. Typically these people are young single people or young adults sharing a flat. They may also be single people of older working age or even pensioners.

Upper Floor Living neighbourhoods are more common in inner London, Scotland and, to lesser extent, large provincial cities in the north of England.

Group F: Suburban Mindsets



Surinder and Bina

**11.18% of UK households
(Types 24-28)**

Suburban Mindsets are mostly married people of middle age, living together with their children in family houses. These homes are typically semi-detached houses that were popular during the inter war years or during the period between 1945 and 1960.

Suburban Mindsets are predominantly middle class or skilled working class individuals looking for a comfortable house in which to bring up a family, one which is affordable, accessible to where they work and relatively free of social problems. Some commute to city office jobs from quite affluent suburbs whilst others earn good wages from manufacturing jobs working in large assembly plants located close to where they live.

Group N: Terraced Melting Pot



Aja and Shazia

**7.02% of UK households
(Types 57-60)**

Terraced Melting Pot people work in relatively menial, routine occupations and are poorly educated. The majority are young, some still single, others living with a partner with children of nursery and primary school age. These people live close to the centres of small towns or, in London, in areas developed prior to 1914.

Highly engaged

Urban arts eclectic 5%	Traditional culture vultures 4%
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Some engagement

Fun, fashion and friends 18%	Bedroom DJs 3%
Mature explorers 11%	Mid-life hobbyists 4%
Dinner and a show 20%	Retired arts and crafts 3%
Family and community focused 11%	

attend and may also participate

participate only

Not currently engaged

Time-poor dreamers 7%	Older and home-bound 6%
A quiet pint with the match 8%	Limited means, nothing fancy 2%



Promoting Activity Toolkit

Promote activity more quickly, cheaply and easily

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[Strategic planning](#)

[Communications plans](#)

[Marketing materials](#)

[Photos](#)

[Calendars](#)

[Activity search tool](#)

[Support](#)

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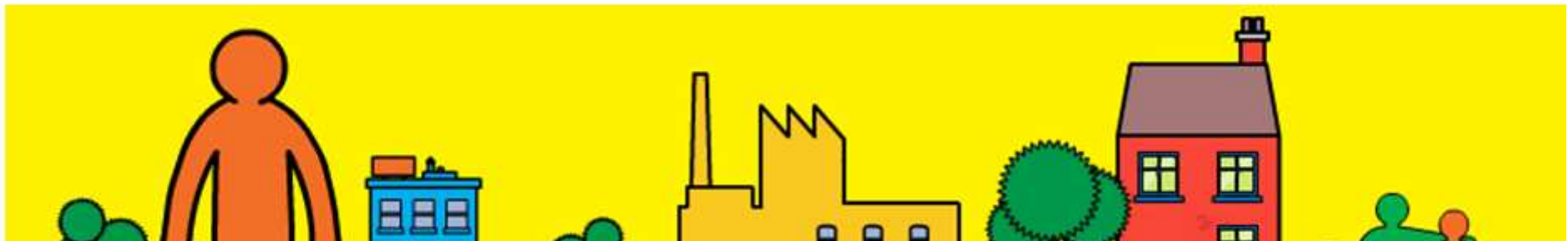
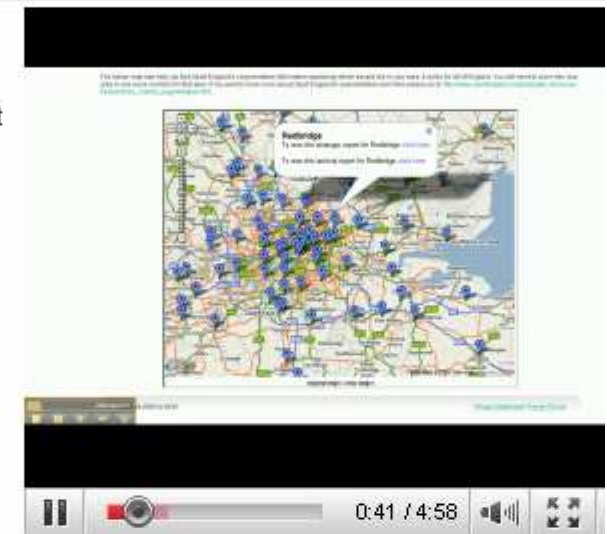
You are @ Home

Use Change4Life to get more people active

The Promoting Activity toolkit is here to help you bring the Change4Life campaign to life in your area. We've got

- [hundreds of photos](#)
- an [online design tool](#) to help you create Change4Life posters
- [calendars of campaigns](#) to help you plan when to do your marketing
- an [activity search tool](#) to help you make it easier for the public to find their local activity

[Get updates](#)



Families 0-11 Teenagers

Family segment 1 Boys 12-14

**18-25**

1 - Ben

26-35

5 - Helena

36-45

7 - Allison

46-55

11 - Philip

56-65

13 - Roger and Joy

66+

17 - Ralph and Phyllis

Family segment 2 Boys 15-17



2 - Jamie

6 - Tim

8 - Jackie

12 - Elaine

15 - Terry

18 - Frank

Family segment 3 Girls 12-14



3 - Chloe

10 - Paula

9 - Kev

14 - Brenda

16 - Norma

19 - Elsie

Family segment 4 Girls 15-17

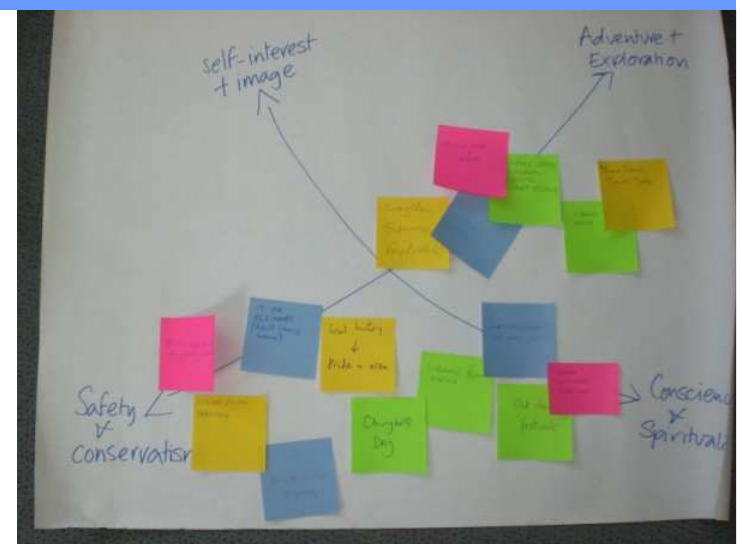


4 - Leanne

Family segment 5



Using a Matrix



Traditional, mainstream or leading edge?

Establisheds


3



Duty
Hierarchy
Conformist
Compassionate

Traditionals

2



Local
Fearful
Nostalgic
Class-based

Precarious

1



Insecure
Fatalistic
Frustrated
Anti-Europe

Quiet Peaceful Britain


4



Family
Satisfied
Risk-averse
Non-ideological

Post Materialists

5



Anti-brand
Intellectual
Multiculturalism
Self-development

Ground Breakers


6



Global
Paradoxical
Anti-hierarchy
Bending social norms

Modern Performers


7



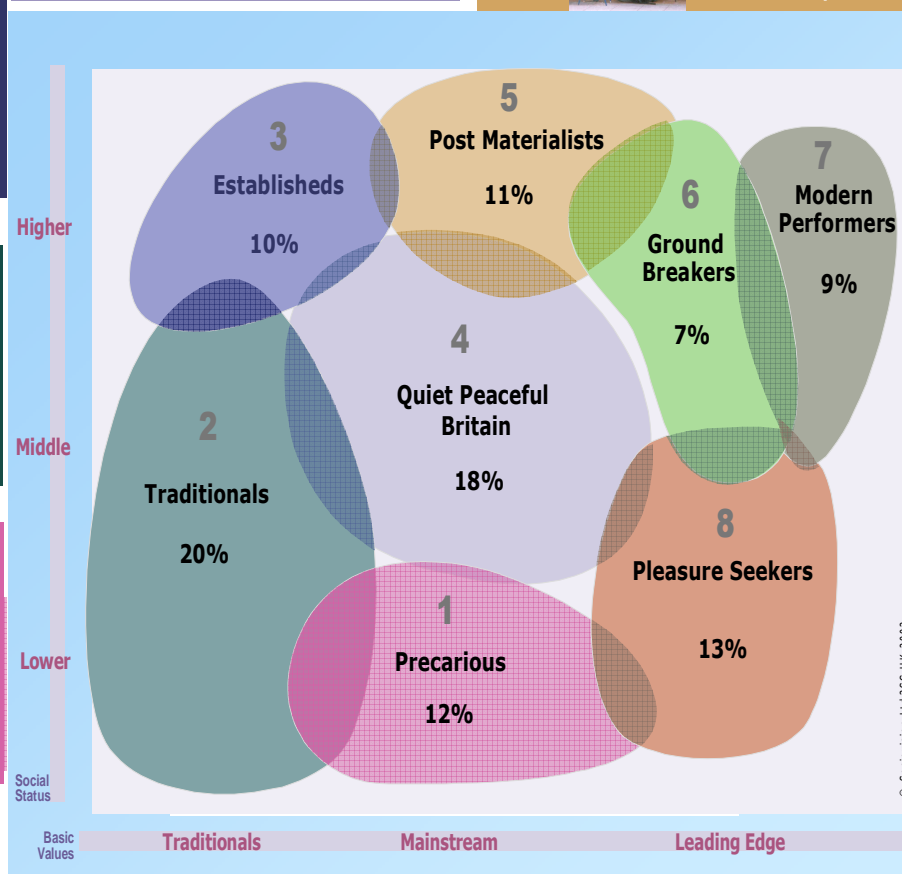
Extremes
Autonomy
Technology
Achievement

Pleasure Seekers

8

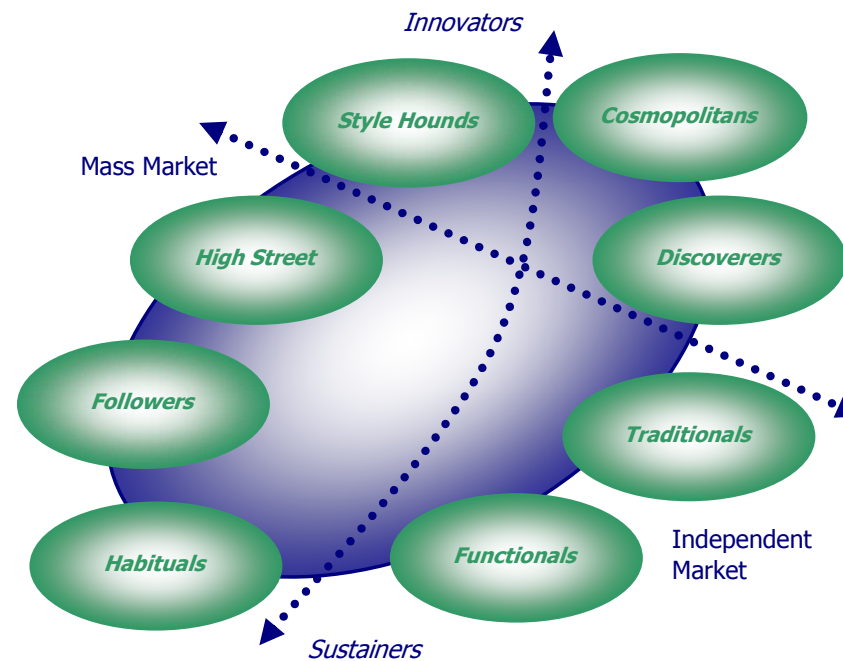


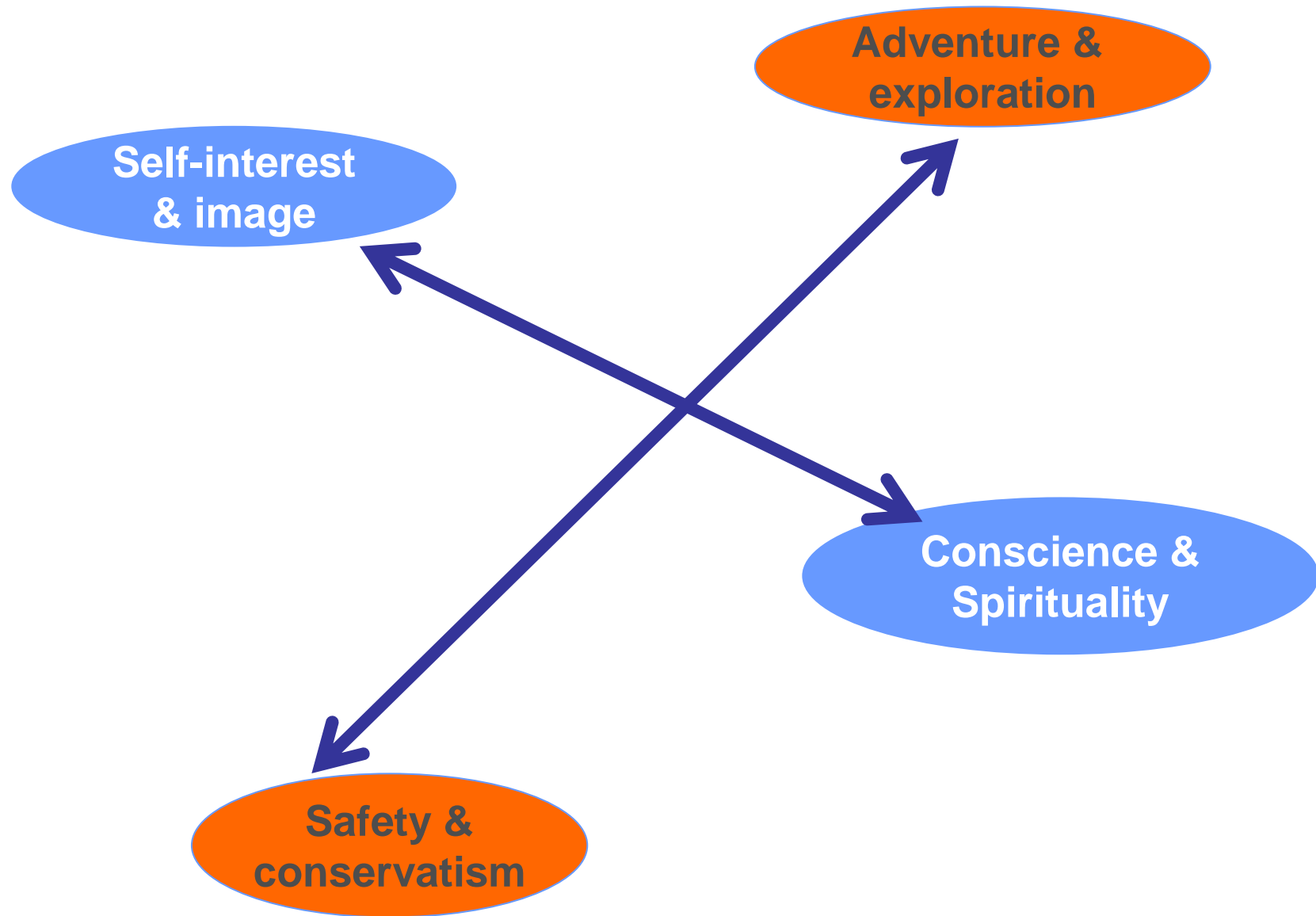
Thrills
Fashion
Consumption
Experience now!



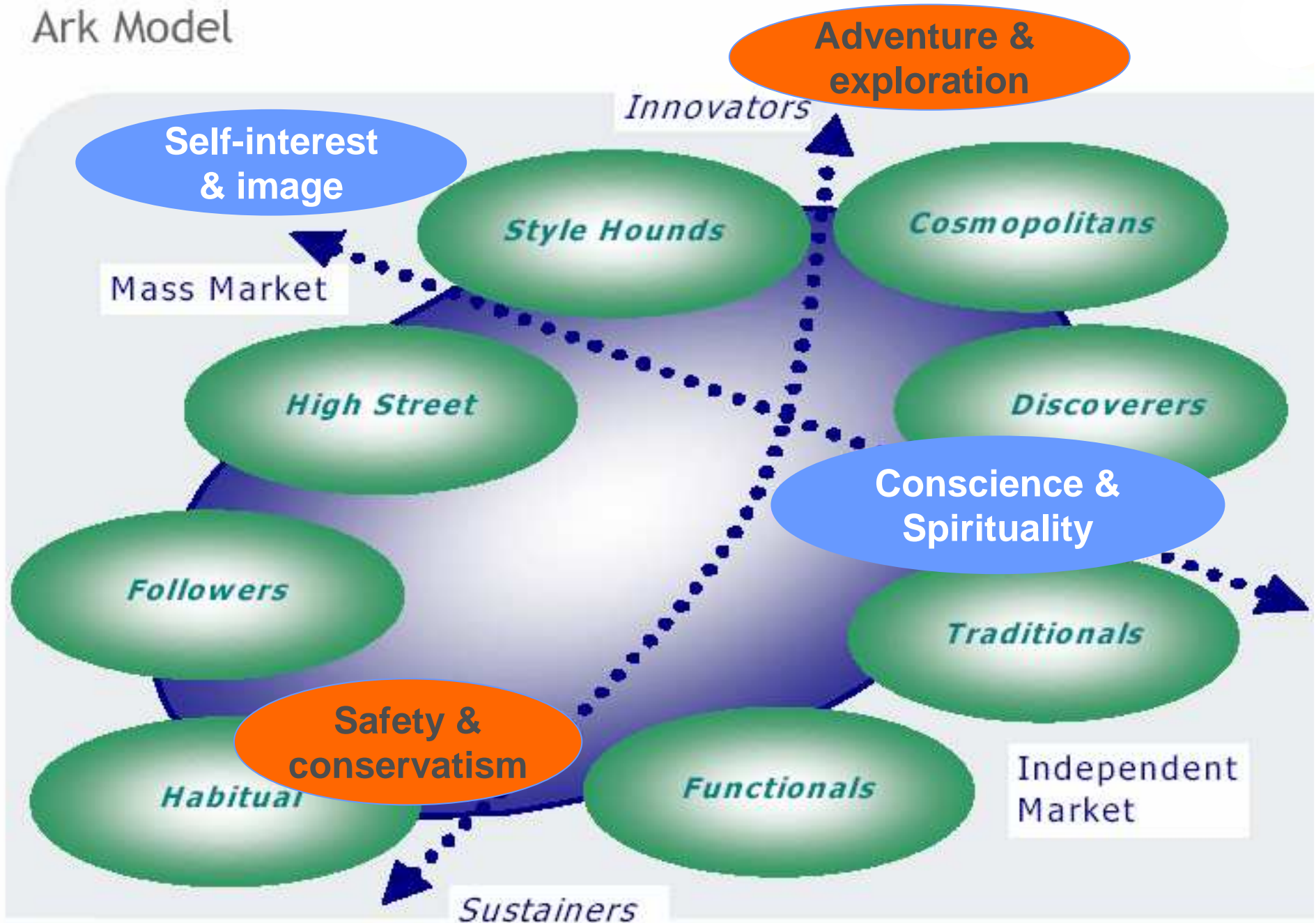
The ArkLeisure system

- ▶ Based on well-established Psychological evidence about human values
- ▶ Uses 2 fundamental dimensions as axes





Ark Model

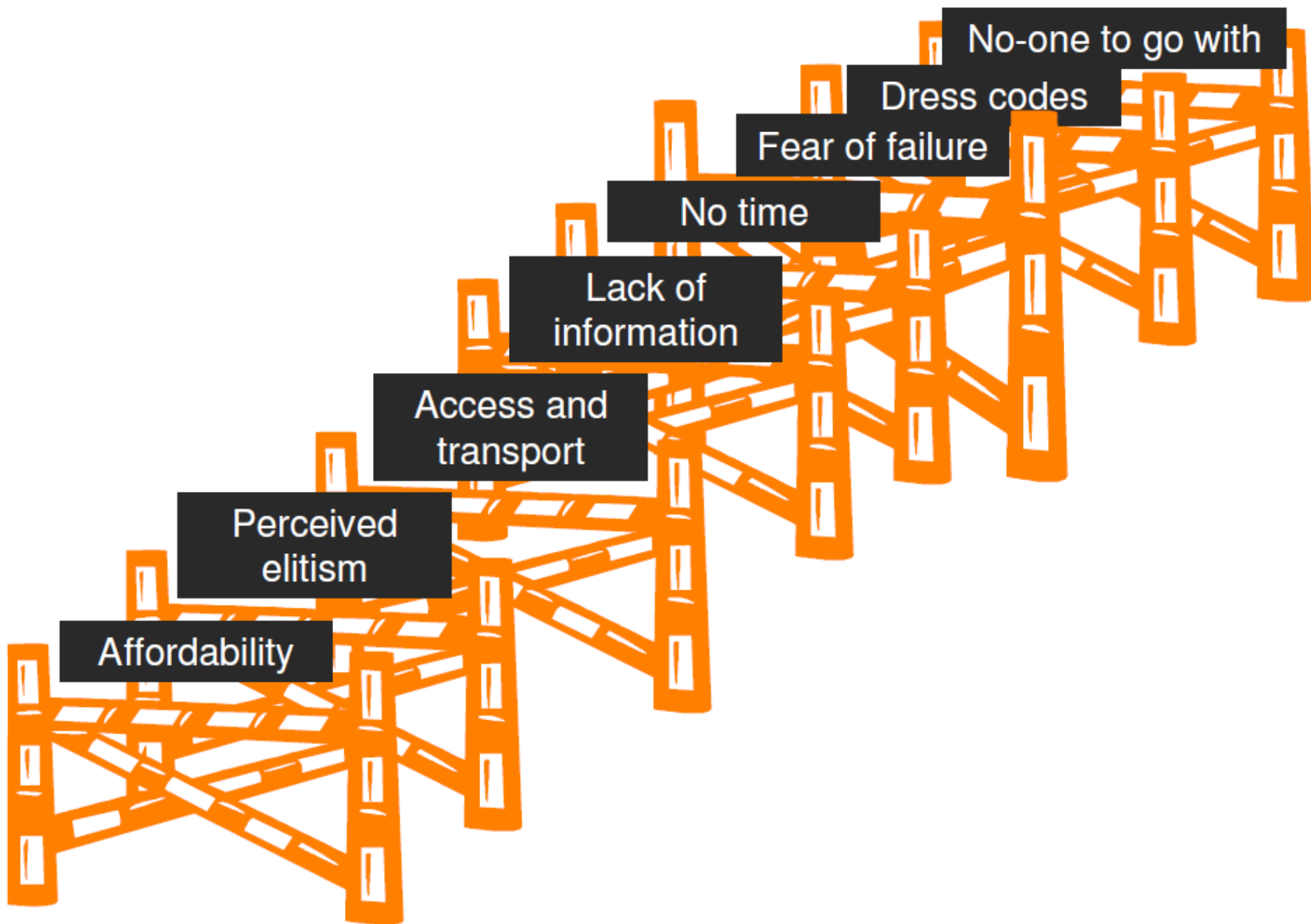


Sources of information

Getting to know your targets



Hurdles



Speed segmenting ...

Highly engaged

Urban arts eclectic

5%

Traditional culture
cultures

4%

Some engagement

Fun, fashion and
friends

18%

Bedroom DJs

3%

Mature explorers

11%

Mid-life hobbyists

4%

Dinner and a show

20%

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Family and community
focused

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attend and may also participate

participate only

Not currently engaged

Time-poor dreamers

7%

Older and home-bound

6%

A quiet pint with the match

8%

Limited means,
nothing fancy

2%

URBAN ARTS ECLECTICS



Highly qualified

Affluent

Early stages of their careers

Ambitious

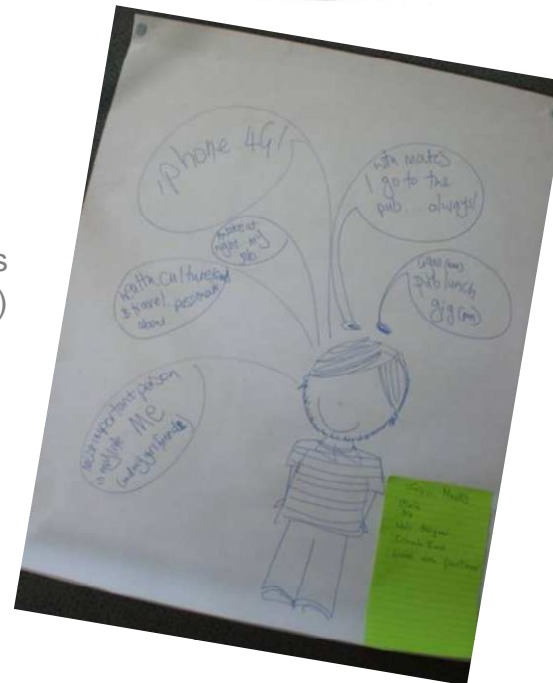
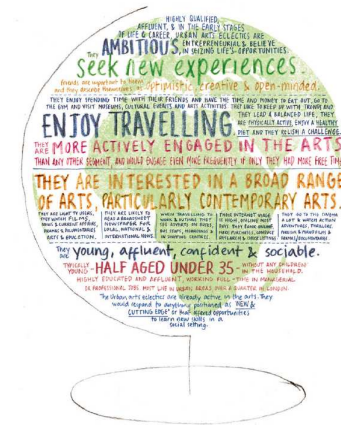
Optimistic

Open to new experiences

Small group work – flipchart transcripts

- ▶ John Marks
- ▶ 34 years old
- ▶ Web designer
- ▶ Lives in Crouch End
- ▶ Lives with partner

At the weekend I like to
 ... go to the gym a.m., pub lunch, gig p.m.
 When I'm with my mates, we always
 ... go to the pub – always!
 I'm passionate about
 ... health, culture, friends and travel
 What keeps me awake at night is
 ... my job
 The most important person in my life is
 ... ME (although I say it's my girlfriend)



Activity:
 Science on film at BFI

Hurdles:
 Travel, time, other things to do, his bed

Benefits:
 Cool, trendy, innovative event to talkabout @ work on Monday.
 Relevant. Intelligent event

Routes to market:
 (funky) posters on tube
 Twitter
 Word of mouth – MATES! Fave journalist
 Time Out, Guardian (Guide)
 Leaflet from other 'cool' places
 Newsletters/mailling list from venues he likes



BEDROOM DJs

Late teens or early 20s

*Still living with parents, or
only just flown the nest*

*Finishing studies, or in
routine jobs*

Few commitments

Aspire to more

*Financially strained, but
spend impulsively*

Active use of social media

Small group work – flipchart transcripts

- ▶ Kath
- ▶ 23 years old
- ▶ Lives at home with parents
- ▶ Library assistant

At the weekend I like to
 ... see my friends
 When I'm with my mates, we always
 ... jammin' – hanging out
 I'm passionate about
 ... music
 I never leave home without
 ... my phone, my I Pod
 What keeps me awake at night is
 ... nothing!
 The most important person in my life is
 ... ME
 I would do more culture if only
 ... it was more sociable, less boring,
 cheaper



Dance Bubble

Hurdles:

- Council logo
- Seen as corporate event
- Seen as 'highbrow'

Benefits:

- Unique event
- Taster sessions
- See famous people
- Socialising free
- Bar nearby

Routes to market:

- Local hangouts – posters
- Facebook – Blog etc
- Word of Mouth
- Local paper
- Internet - Website



TIME-POOR DREAMERS

Early to mid career

40% have kids

*Busy, budget-conscious,
short-term orientated*

*Juggling work and family
commitments*

*Live in the moment – but
aspire to more for future*

Impulsive shoppers

*Spend free time out and
about*

Small group work – flipchart transcripts

- ▶ Dawn – 28 years old
- ▶ Married - 1 kid
- ▶ Teaching assistant
- ▶ Lives in terraced house (2 bed) in estate
- ▶ Born locally & lived in same 5 miles
- ▶ Close network of family and friends
- ▶ Loves: Britain's Got Talent, Take a Break, Eastenders
- ▶ Shops in Ikea, Morrisons & Primark



At the weekend I like to
... go to bingo with the girls
When I'm with my mates, we always
... drink white wine and gossip
I'm passionate about
... Soaps ('Enders), Talent Shows
I never leave home without
... my mobile and my make-up
What keeps me awake at night is
... finances
The most important person in my life is
... kids, mum, husband (in that order!)
I would do more culture if only
... I had more time, and it was nearby



Festival – with talent show:

Outdoors – other side of town
(outside comfort zone)

Hurdles ... solutions:

- Transport ... advertise on public transport
- Weather forecast ... provide marquee/tent ... free ponchos for kids
- Time ... on Sunday from 12pm

Benefits:

- Free event
- Kids' activities
- Talent show (Dawn's a wannabe!)
- New band
- Food (cheap & varied)
- Big gathering of friends & family

Routes to market:

Twitter / email
Schools
Shopping centre
Leisure Centres / Gym
Community Centre
Local papers
Word of mouth



OLDER & HOME-BOUND

Seniors – 40% are 75+

Practical outlook

Slower pace of life

Mainly at home

Careful with money

Stick to 'tried and tested'

Sedentary

Small group work – flipchart transcripts

- ▶ Jimmy, 70 years old
- ▶ Married – wife is wheelchair-bound
- ▶ Poor health
- ▶ Council house
- ▶ Children & grandchildren in Australia

At the weekend I like to
... watch TV

When I'm with my mates, we always

... relive old times at pub

I'm passionate about

... horse racing

I never leave home without

... my cap

What keeps me awake at night is

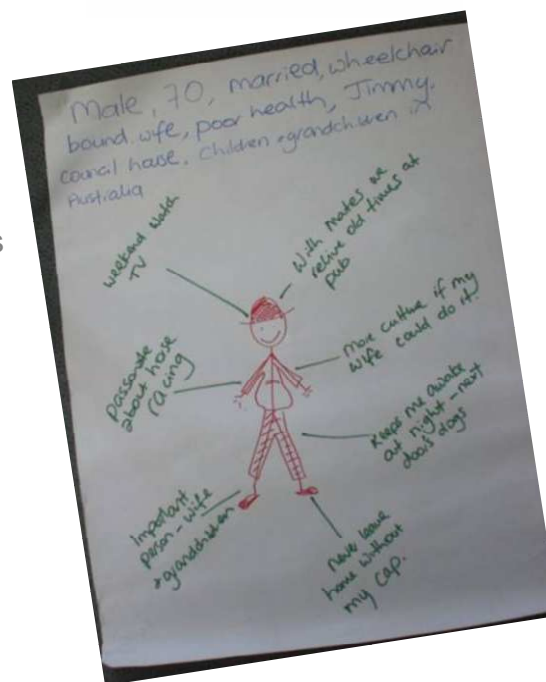
... next door's dogs

The most important person in my life is

... my wife and grandchildren

I would do more culture if only

... my wife could do it



Silver Surfers IT Course in Library

Hurdles:

- Get to venue
- Go with/without wife?
- Fear of IT
- Cost (actual or perceived)
- Away from comfort zone – likes routine

Benefits:

- Bet online / Racing info
- Talk to family – email/send photos
- Meet other people
- Confidence at learning something new
- Access to services online
- Access to other activities, e.g. library, café etc
- More independence
- Access to info, e.g. benefits

Routes to market:

- Via other services, e.g. home library, meals on wheels, social services
- Leaflet hospitals and doctor's surgery
- Local free paper – PR – Free magazine
- Council publications
- Word of mouth
- Local clubs, churches

BLUE SAIL▶

VISITORS PLACES DESTINATIONS

Facilitator:

Amanda Shepherd
www.bluesail.com

