



# **<Program Name> Program Marketing Plan**

*Version x*

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## **1. Program Goals and Objectives**

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This section is information that is gathered by the Comm. Officer from the program or service “owner”. This information is necessary in order to understand what kinds of marketing strategies and tactics will be most effective.

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### **4.8 Internal Marketing Communications Plan**

This section details the “marketing mix” that will most effectively deliver on the marketing and communications strategies identified above. Not all of these tactics will be used in every program initiative.

## **5. Timelines and Milestones**

This section gives a high level outline of the timelines for the program and marketing plan rollout, and lists major project milestones.

# 1. Program Goals and Objectives

[This section describes the organizational goals and objectives of the program for which this marketing plan is designed.]

## **Example: Museum Pass Program**

The Museum Pass Marketing plan consists of coordinated, integrated marketing and communications programs and promotions, and is designed to further the following program goals and objectives:

### **Primary Goal:**

To broaden Torontonians' access to the City's cultural life by providing families in Toronto's priority neighbourhoods the opportunity to visit Toronto's top cultural institutions through a museum pass borrowed from their local library branch.

### **Secondary Goals:**

- To strengthen partnerships between Toronto Public Library and its cultural institution partners, and to develop future collaborative programming opportunities;
- To showcase the cultural renaissance in Toronto and broaden the opportunity for all Toronto residents to participate.
- To showcase Toronto Public Library collections and programs that support visits to and enjoyment of local museums and art galleries;
- To reinforce partner program and marketing objectives of making art and culture accessible to all Torontonians

## 2.2 Marketing Objectives

This plan is also designed to meet the following marketing objectives: [State objectives and benefits of the marketing program]

### **Example: Museum Pass Program**

Objective	Benefit
Raise awareness of the Museum Pass program to families in Toronto's priority neighbourhoods.	<ul style="list-style-type: none"> <li>• Increase usage of the museum pass by these families</li> <li>• Increase usage (and potentially broaden base of users) of related TPL and partner programs, services and collections</li> </ul>
Strengthen partnerships between TPL and its cultural institution partners and develop future collaborative programming opportunities.	<ul style="list-style-type: none"> <li>• Improve TPL cultural programming.</li> <li>• Broaden base of users of TPL and partner programs and related cultural services and collections</li> </ul>
Raise the profile of TPL and its partners and position them as significant contributors to and participants in the City's arts and cultural life, and as institutions that make arts and culture accessible to all Torontonians.	<ul style="list-style-type: none"> <li>• Demonstrate the cultural value of the Library and its partners at the City and provincial level</li> <li>• Where possible and appropriate, support the fundraising and friendraising objectives of the Toronto Public Library Foundation and the Museum Pass partner organizations.</li> </ul>

## 2. <Program Name> Program Positioning

[This section describes the positioning of the program and/or of the library as the provider of the program.]

### ***Example: Museum Pass Program***

The Toronto Public Library's Museum Pass program broadens Torontonians' access to the City's cultural life by providing families in Toronto's priority neighbourhoods the opportunity to visit Toronto's top cultural institutions for free.

### ***Example: Ready for Reading***

The Toronto Public Library is the City of Toronto's leader in early childhood literacy. With the quality of our collections, our expertise in leveraging those collections for early childhood literacy, and our experience in servicing the diverse needs of all the different constituents in the city, the Library is the first and best source for early literacy programs, services and education.

### 2.1 Key Benefits/Value Propositions

[This section lists the key benefits and value propositions of the program or service being marketed.]

#### ***Example: Museum Pass Program***

- Free access to multiple museums in and around Toronto, including: Art Gallery of Ontario, the Textile Museum, the Gardiner Museum, the Ontario Science Centre, the Royal Ontario Museum, the City of Toronto's Historic Museums, and many others.
- Access to complimentary library services, programs and collections that help families with their enjoyment and understanding of their museum experiences.

#### ***Example: Ready for Reading***

- A broad variety of collections, programs and services that help prepare children for reading
- Free
- Universal reach and access: Available to all Torontonians, in multiple locations across the city, and designed for multiple constituencies (e.g. different levels of literacy, multi-language, etc.)
- Library expertise in early childhood literacy has been incorporated into all materials, programs and services.

### 2.2 Key Differentiators

[This section describes how the library program/service and/or the library itself is different from others who offer the same or similar programs or services – or may be perceived to be the same. This information is helpful in understanding how to position the library program or service in relation to these other programs, services or providers.]

**Example: Ready for Reading**

- *Compared to Schools* – Toronto Public schools address a different age range of children (i.e. ages 5 and up), and therefore their focus is more on teaching children to read, rather than on preparing them to read.
- *Compared to Early Childhood Educators* – Focused on all aspects of early childhood education. The library is very specifically focused on literacy and getting children ready to read. The library also has extensive expertise in the development and utilization of collections specifically designed for this purpose.
- *Compared to other City Agencies* (e.g. Parks & Rec, Public Health) – although these agencies offer literacy services as part of their overall programming, these organizations do not have the same level of experience or expertise to deliver these programs as effectively as the library.
- *Compared to other Ready for Reading programs* – In specific areas of experience and expertise, the TPL has the opportunity to develop value-add components to its Ready for Reading-focused programs that can then be shared amongst other academic and professional organizations who deliver Ready for Reading programs. For example, in the areas of multi-cultural language and integration support, TPL could incorporate its expertise and experience to improve and enhance other Ready for Reading programs.

### 3 Target Audience and User Profiles

[This section describes the target audience(s) for the program’s marketing and communications initiatives, and provides detailed profiles of these audiences. This is not simply saying who we are communicating to, but providing an idea of who these people are. The more we understand our target audience, the better able we are to communicate effectively with them.]

This marketing plan addresses multiple target audiences for its marketing and communications initiatives.

**Example: Museum Pass**

#### 3.1 Families in Toronto’s Priority Neighbourhoods (Primary Target Audience)

This group would include newcomers as well as low income users. These users are likely to be infrequent or non-users of most of the participating museums. It should be noted that, while free access to these institutions would be welcomed by many, a day’s outing downtown with the family may still present barriers for these people, in terms of time, cost and travel distance.

This group of users should be segmented further into Library Users and Non-Library Users. Some low income and low literacy users may not be frequent library users, for many reasons – cultural resistance to participate in library programs (including just visiting the library), not being available to visit during branch hours because they are working, etc. Therefore, in-branch promotion alone will not be sufficient, and reaching out to these people outside of the library with marketing tactics will be necessary in order to inform them of the program and to encourage its use.

### **3.2 “City Builders”, Powerbrokers and Influencers (Secondary)**

City Builders are people of means with a dedication to the prosperity of Toronto. They may not consciously think of themselves in these terms, but they have the ability to throw financial weight and influence behind projects or institutions that they believe contribute to the quality of life in Toronto. Characteristics of these people include:

- Established
- Life-style focused
- Educated and attracted to ideas
- Appreciate art and culture
- Connected
- Busy and In demand

This program would demonstrate to them the library’s and its partners’ vital and unique role in City Building in general, and specifically in promoting and enabling culture in the City.

## **4 Marketing and Communications Programs and Initiatives**

[This section details the “marketing mix” that will most effectively deliver on the marketing and communications strategies identified above. Only list those tactics that are appropriate for this particular initiative.]

The following are the marketing programs and initiatives proposed to launch and support the <program name> program

- Program Packaging, Naming and Identity
- Press and Media Relations
- In-branch Materials/Merchandising
- Marketing Communications Vehicles
- Events
- Online Communications
- Partnerships/Affiliations
- Internal Marketing Communications Plan

## 4.1 Program Packaging, Naming and Identity

**Objective of marketing tactic:** For users to easily and readily associate the benefits and value of the <program name> program with services delivered under that brand.

[Generally speaking, if a program is going to be packaged, an associated name and visual platform will need to be developed. If a brand or sub-brand is to be developed, a branding exercise should be undertaken.]

## 4.2 P.R. and Media Relations

**Objectives of marketing tactic:**

[State objective(s) of the media plan to be developed]

### **Example: Museum Pass Program**

1. To raise awareness of the Museum Pass program to families in Toronto's priority neighbourhoods.
2. To raise the profile of TPL and its partners and to position them as significant contributors to and participants in the City's arts and cultural life, and as institutions that make arts and culture accessible to all Torontonians.

[A detailed public relations and media plan should be developed and outlined here. It could include, but does not need to be limited to the following:]

- Press Release
- Listings
- Short and Long-lead stories (pre-launch for promotion or profile-building)
- Short and Long-lead stories (post-launch for profile-building)
- Interviews with TPL or guest spokespeople

## 4.3 In-Branch Materials/Merchandising

**Objectives of marketing tactic:**

1. To communicate to in-branch users information about the <program name> program.
2. To cross-promote related library services, collections and programs to library users.

[Note that these materials communicate with only a subset of potential audiences (i.e. existing TPL, in-branch users. Therefore, some thought should be given to how extensively these materials should be made available, in which branches, and whether they need to be customized to this particular audience. Some thought must also be given to how these materials will be merchandized within the branches to ensure they are as effective as they can be. In-branch materials may include, but are not limited to, the following: ]

- Posters and/or display material
- Promotional/informational postcard or bookmark
- Brochures/flyers
- Buttons, stickers, etc.
- Booklists

]

## 4.4 Marketing Communications Vehicles

### **Objectives of marketing tactic:**

[Describe the objectives this marketing tactic is designed to achieve.]

#### **Example: Museum Pass Program**

1. To communicate a variety of information about the Museum Pass program to the primary and secondary audiences of the program.
2. To raise the profile of TPL and its partners and to position them as significant contributors to and participants in the City's arts and cultural life, and as institutions that make arts and culture accessible to all Torontonians.

[When developing the list of marketing communications materials, thought should be given to target audience and distribution channels – for example, are you reaching new or existing customers, where and how will you be reaching them, will you be communicating with them directly or through partner channels, etc.]

#### **4.4.1 TPL Publications (What's On, What's More, Shelf Life, etc.)**

#### **4.4.2 Advertising (Poster campaigns, Print, Display, Broadcast)**

#### **4.4.3 Other customized materials**

## 4.5 Events

### **Objectives of marketing tactic:**

[Describe the objectives this marketing tactic is designed to achieve.]

#### **Example: Museum Pass Program Press Launch Event**

1. To raise awareness of the Museum Pass program to families in Toronto's priority neighbourhoods.
2. To raise the profile of TPL and its partners, and position them as significant contributors to and participants in the City's arts and cultural life, and as institutions that make arts and culture accessible to all Torontonians.
3. Friendraising for the Toronto Public Library Foundation [and its partners – TBD]
4. Raise the profile of partner outreach programs

We are proposing to launch the Museum Pass program during the Luminato Arts Festival happening at the beginning of June 2007. Toronto Public Library will develop a detailed event plan to achieve the above-stated objectives. However, some elements of the event could include:

- Having a high profile city builder co-host/launch the event. This could be the mayor, or Janice Price (CEO of Luminato), or a city builder like David Pecaut
- Having senior representatives from the partner institutions participate (i.e. CEOs, Presidents, etc.)
- Stage the event at a district branch in one of the priority neighbourhoods
- Perhaps have a successful, high profile artist included in the program

**Example: Museum Pass Event during Nuit Blanche**

**Objectives of marketing tactic:**

1. To raise awareness of the program to families in Toronto's priority neighbourhoods.
2. To raise the profile of TPL and its partners, and position them as significant contributors to and participants in the City's arts and cultural life, and as institutions that make arts and culture accessible to all Torontonians.
3. To affiliate the Library brand and its Partners' brands with complementary or high profile brands.
4. To leverage the marketing machines of each of the partners to reduce costs and/or improve reach to target audiences of Museum Pass Program messages and also to cross-promote Nuit Blanche activities
5. To strengthen TPL's partnerships with cultural institutions and develop future collaborative programming opportunities.

Develop a themed installation, program and/or event at the Toronto Reference Library on the night of Nuit Blanche that includes contributions from all of the Museum Pass Program partners. This installation would not only raise awareness of the Museum Pass program and the partnership between all of its participants. It would also provide the opportunity to cross-promote each partner's Nuit Blanche activities between zones.

Program details to be determined, in consultation with all partners.

**4.6 Online Communications**

**Objectives of marketing tactic:**

[Describe the objectives this marketing tactic is designed to achieve.]

[Note that, when developing online communications strategies, consideration of multiple online tactics should be explored, beyond just promotion on TPL website properties and cross-promotion on partner sites. This can include different web technologies, marketing techniques, and properties.]

**Example: Ready for Reading**

1. To raise awareness of TPL/Ready for Reading programs and services to existing and potential Library users
2. To provide education material to parents on how to apply Ready for Reading principles to improve readiness for their child's reading
3. To help Library customers find out information about TPL/Ready for Reading programs including program details, locations and times.

Existing TPL online vehicles will be utilized, including the TPL main website, as well as the KidsSpace website. A dedicated TPL/Ready for Reading web presence may also be developed, if necessary, which would be linked to from the other TPL websites.

The online medium could also be used to promote TPL/Ready for Reading programs and services by offering "virtual samples" to existing and potential library users. These would be especially well-suited to those users who may either prefer to receive content electronically, or are unwilling or unable to receive content through their physical branch. Some examples of this would be video clips of staff demonstrating storytelling with hand-play, or a brief description by staff of one of the Ready for Reading principles, a download of a song or



booklist that would support that principle, and some instruction to the parent/caregiver on how to use that resource.

We will also explore non-TPL online communications vehicles which could be well-suited to deliver TPL/Ready for Reading messaging, information, and educational material to our target audiences.

## 4.7 Partnerships/Affiliations

### **Objectives of marketing tactic:**

[Describe the objectives this marketing tactic is designed to achieve.]

### **Example: Museum Pass Program**

1. To raise awareness of the program to families in Toronto's priority neighbourhoods.
2. To raise the profile of TPL and its partners, and position them as significant contributors to and participants in the City's arts and cultural life, and as institutions that make arts and culture accessible to all Torontonians.
3. To affiliate the Library brand and its Partners' brands with complementary or high profile brands.
4. To leverage the marketing machines of other partners to reduce costs and/or improve reach to target audiences of Museum Pass Program messages
5. Strengthen TPL's partnerships with cultural institutions and develop future collaborative programming opportunities.

Partnerships and affiliations could include:

- Arts and Culture Community (e.g. Luminato, Museum Partners, etc.)
- Municipal, Provincial and Federal Agencies (Culture, Health, Parks & Rec., SEPT, etc.)
- Community Networks (Neighbourhood Action Teams, daycare centres, faith-based communities and organizations, schools, newcomer networks)

## 4.8 Internal Marketing Communications Plan

### **Objectives of marketing tactic:**

1. To educate internal TPL staff on <program name> program.
2. To support the training of TPL staff who will be delivering the <program name> program.

[Materials and communications channels could include, but are not limited to, the following:]

- Communication Packages: email/intranet to all staff and hard copy sent to branches
- @TPL staff newsletter
- Formatting/packaging of training materials
- Road shows
- Launch Package – The intent of such a package would be to generate some excitement about the program, while also raising awareness and understanding. It would also provide staff with key facts and information about the program. Examples of package contents could include a small giveaway branded with the program logo and a laminated "Quick Guide to <program name>".

## **5 Timelines and Milestones**

[This section gives a high level outline of the timelines for the program and marketing plan rollout, and lists major project milestones.]