

HAMPSHIRE COUNTY COUNCIL**Report**

Committee:	Culture, Communities and Rural Affairs Select Committee
Date:	26 April 2012
Title:	Marketing Hampshire County Council's 'Choose to Use' Services
Reference:	3874
Report From:	Director of Culture, Communities and Business Services

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1. Purpose of Report

- 1.1. To provide the committee with information about how the Council's 'choose to use' Services marketing is delivered.

2. Restructuring

- 2.1 During 2011/12 the team went through a process of restructuring. Initially the Communications Review aligned the marketing function within the centralised Corporate Communications Team. The existing team was given a remit for marketing all the organisation's Services (from HIAS to Hilliers).
- 2.2 During the course of the year, in response to a clear need for a focused effort on increasing the amount of income generated by the CCBS Department's 'choose to use' Services, a Business Development Team (BDT) was set up, within the Department. The BDT was established using the existing staff resource.
- 2.3 A separate 'Sold Services' Marketing Team has been created within the Corporate Communications Team. It will focus its efforts on supporting the Council's services that are sold to other organisations.

3. What is Business Development?

- 3.1 Business development involves evaluating a business and then realising its full potential, using such tools as:
- **marketing**
 - information management
 - customer service

4. The Business Development Team - *Creative Thinking – Achieving Results*

- 4.1 The BDT's primary purpose is to develop and implement creative solutions, for generating income and increasing participation, in the CCBS Department's 'Business to Consumer' (B2C) services. This is achieved by working with service managers to shape products and services, in order to meet customers needs, and by promoting them in a targeted and cost effective way.
- 4.2 Direct income to the BDT will also be sought, through selling the Team's services to external, public sector, B2C clients.

5. Our Services

- 5.1 The BDT provide a range of services, from strategic marketing planning, product development and market analysis to media buying, direct marketing and email marketing. It also provides creative services, such as graphic design, brand development and copywriting.

6. Strategic Planning

- 6.1 The BDT works closely with Service and site management teams to develop their marketing strategy. The success of any marketing strategy relies heavily on understanding the needs of existing customers and target market(s). Using the Team's Customer Intelligence tools and expertise, it helps Services understand their market better, to enable them to deliver services which meet the needs of customers and potential customers.
- 6.2 The BDT analyse data and embed customer intelligence into the business planning process. This means that the product/service can be shaped to appeal to the market and any communication/promotion can be targeted more accurately.
- 6.3 Often the customer intelligence provided is used as a vital part of the bid submission process for external funding from organisations such as the Heritage Lottery Fund or Arts Council England.
- 6.4 Business Development Team's work involves taking a 360 degree look at how a site or Service operates, and making recommendations on how it can be developed to generate more income and/or increase participation. This includes analysing and planning the following : -
- Market analysis
 - Customer intelligence
 - Market research
 - Competitor analysis
 - Potential expansion areas (geographic and demographic)
 - Pricing policies
 - Core proposition and USP
 - SWOT analysis
 - PESTLE analysis
 - Product development

- Promotional strategy (marketing communications)

7. Offline Promotion

- 7.1 Offline or 'traditional' marketing communications tools remain an important part of the promotional mix. The BDT works with sites and Services to ensure that every penny spent on this activity generates the maximum return on investment.
- 7.2 The BDT's skills and expertise ensure that offline promotion is planned and targeted to generate the maximum impact and awareness. The Team supports Services with all of the following : -
- Campaign planning and management
 - Media buying
 - Advertising
 - Direct mail
 - Sales promotion
 - Experiential marketing
 - Distribution
 - Photography/Video production
 - Print buying

8. Digital Marketing

- 8.1 New media or Digital Marketing is a vital component in the promotion of all the 'choose to use' services. The BDT are at the cutting edge in the use of digital technology for this purpose.

9. Email

- 9.1 The CCBS 'cultural' email list contains 116,000 members and in the 2011/12 financial year over a million emails were sent to Hampshire residents.
- 9.2 Emails are only sent to residents who have expressed an interest in the subject that is being emailed (e.g. countryside, museums, family activities) and only information about Hampshire County Council owned venues or services.
- 9.3 The BDT also produces the monthly [Showcase](#) email, which links to a personalised webpage. The Showcase webpage contains live information about the 'choose to use' cultural services that the individual has expressed an interest in. It also only delivers information that is within a twenty mile radius of the recipients postcode. Showcase contains a map of the sites and a personalised greeting.¹
- 9.4 In a recent survey over 90% of Showcase recipients stated that an article in the email had triggered a visit to one of the HCC venues promoted within it.

¹ Residents can sign up to receive Showcase at www.hants.gov.uk/showcase

10. Websites

- 10.1 The BDT is currently in the process of developing the visitor attraction websites to be more visually appealing. The first of which is the Sir Harold Hillier Gardens website (www.hants.gov.uk/hilliergardens), with four more due to be completed before Summer 2012.² The aim of the development of the websites is to stimulate more physical visits to the venues, after people have visited online. The BDT is also working with the HCC Webteam to optimise all the visitor attractions websites 'findability' on search engines, such as Google.

11. Smartphone Applications

- 11.1 The BDT has developed iPhone applications to help promote HCC's cultural services using mobile devices. A Culture-all³ app is free for residents to download and delivers information about events and activities at all of our 'Choose to Use' sites and services.
- 11.2 An iPhone app for the Library Service has also been developed that allows Hampshire Library card holders to keep track of their borrowed items and renew anything online. This app is sold for a nominal fee and the income generated from its sales has already covered the cost of its development.

12. Social Media

- 12.1 The Business Development Team manage the Culture-all Twitter and Facebook⁴ presence and also the Library Services official Twitter feed. The team also monitor HCC's major cultural sites and Services' social media activity. This ensures best practice across the Department, as well as alerting the BDT to customers comments that require feedback or highlighting.

13. E-commerce (Hantsweb Shop)

- 13.1 The BDT is working with IT Services to develop the second version of the Hantsweb shop. This will allow HCC to provide a more comprehensive range of our retail products for sale online. It also enables individual visitor attractions to have their own branded online shop. The new version of the shop will also enable sites to sell tickets online, so that customers can pre-pay for their visit.⁵

² Manor Farm, Staunton, The Great Hall, Milestones

³ www.hants.gov.uk/culture-all

⁴ [Twitter.com/cultureall](https://twitter.com/cultureall) [Facebook.com/cultureall](https://www.facebook.com/cultureall)

⁵ Fulfilment for the new Hantsweb Shop will be centralised and managed by the Facilities Management team.

14. Creative Solutions

- 14.1 There is a range of creative skills throughout the team. All of HCC 'choose to use' services rely on a strong visual representation and clear key messages. The BDT are guardians of the identity of the Services it supports. It ensures that both the individual Services and HCC are represented professionally and in the most appealing way to Hampshire residents.
- 14.2 The graphic design resource within the team has been reduced to one FTE, but there are strong links with the Corporate Webteam for digital design projects and also with Hampshire Printing Services. The BDT's Graphic Designer also manages the Department's interface with the external suppliers on the Graphic Design procurement framework.
- 14.3 There is also strong brand/service identity development expertise and copywriting resource within the BDT. Many of the team have private sector backgrounds in professions such as media, advertising and journalism. This helps to ensure that, whatever the medium, copy is written in a way that maximises its impact.⁶

15. Efficiencies and Income

- 15.1 The BDT's core purpose is to support HCC's 'choose to use' services in their income generating activities, but this principle is also applied to its own work. The BDT is 'open for business' and income is actively being sought by developing business opportunities with external clients. The Team also seeks to exploit any efficiency savings available.

16. Centralisation of Media Purchasing

- 16.1 To find economies of scale the BDT is working across the Council's 'choose to use' services to find more cost effective ways of buying media and print. This includes joint purchasing across sites to gain better advertising rates with media suppliers. Working with the Government Procurement Service the BDT is able to access the discounted rates available and the potential savings on staff time by using one central contact point (instead of contacting individual media companies directly).

17. Generating Direct Income

- 17.1 The BDT already work with a number of, high profile, external clients on a paid project basis. These clients include, The Royal Shakespeare Company, Milton Keynes Orchestra and The Anvil.

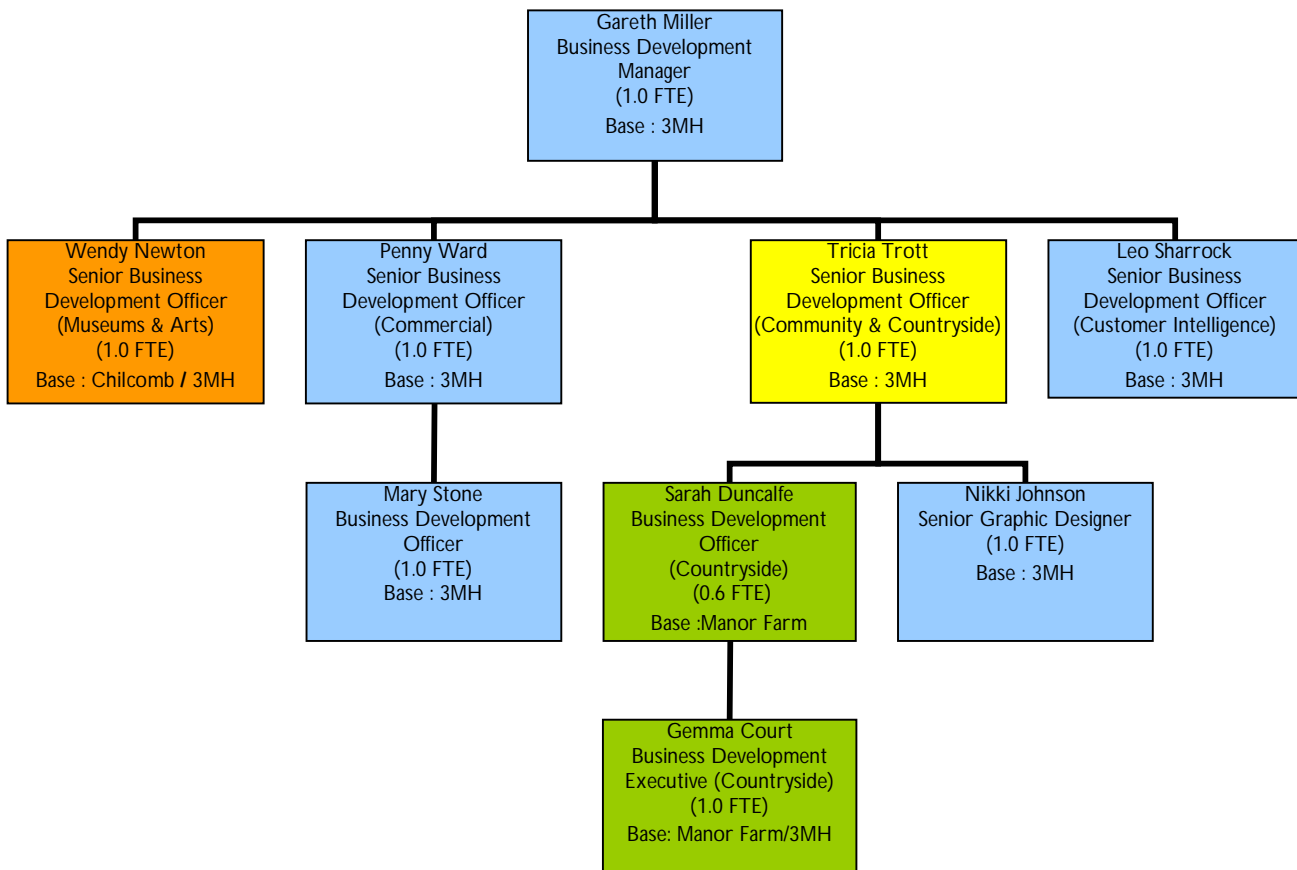
⁶ Brands/service identities developed by the BDT include Manor Farm and Country Park, Hampshire 2012, The Spring, Culture-all, Runways End, The Great Hall and Library Service/Discovery Centres.

17.2 The income generated helps to offset the Team’s own costs and allows the delivery of a more comprehensive service to its HCC ‘customers’. For example, a portion of the income generated has been used to cover the cost of the purchase of the commercial iteration of the Mosaic socio-demographic profiling software, which is used for customer profiling across all HCC ‘choose to use’ services.

17.3 In addition, the ‘best practice’ knowledge gained from working with these external organisations is brought back into HCC and used to benefit the organisation’s own sites and services.

18. The Team

18.1 The Business Development Team is small, but perfectly formed. It is part of the Business Support Section in the CCBS Department, and has dedicated staff members for each of the ‘choose to use’ Services. The team has strong links to site based staff. It co-ordinates and influences marketing planning and the implementation of those plans in every cultural site and/or Service at HCC.



19. Examples of Recent Successes

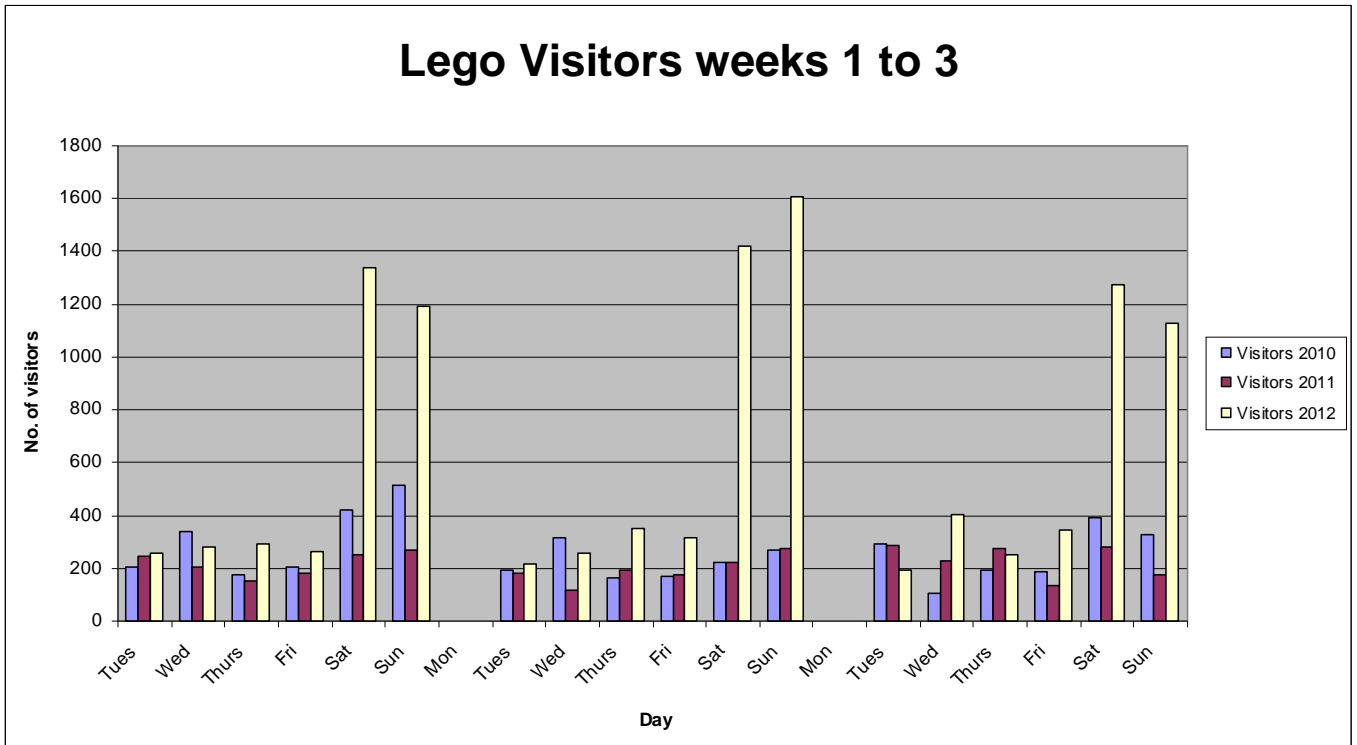
The Culture-all Passport

- 19.1 The 'Culture-all Passport' annual pass was created by The Business Development Team to generate income by promoting all HCC's paid entry venues under one strong, clear brand.
- 19.2 The Passport gives families unlimited access to all of Hampshire County Council's sites and attractions for a year. This product has raised vital revenue during the uncertain economic climate for the Local Authority and for individual sites. The Passport also offers families on tight budgets a cost effective solution to protecting their leisure time together.
- 19.3 Passport sales have increased, to over £150,000 during 2011/12, following the successful implementation of a new strategy that capitalises on the existing Culture-all brand and focuses on building long term relationships with customers.
- 19.4 This approach has established a community that sits at the heart of all Culture-all Passport promotions and has helped create a product that both Hampshire County Council and its customers can trust.⁷

20. LEGO Mania at Milestones

- 20.1 Milestones Museum was facing a shortfall in its budget and needed an increase in the numbers of visitors to inject the income needed.
- 20.2 The Business Development Team worked with Museums Service management to develop a way of boosting income before the end of the financial year. The idea that came to the forefront was to bring a LEGO event to the museum. This idea was developed into a three month LEGO extravaganza – LEGO Mania.
- 20.3 The Team advised on target market segments, how to develop the event, what products to sell in their shop and devised and implemented the promotional strategy.
- 20.4 At the time of writing this report (14.04.12) LEGO Mania is still running at Milestones, but it has consistently quadrupled the visitor figures that the venue received, when compared with the same time period in the previous two years.
- 20.5 The Team are now working with Milestones on a long term strategy to increase income and visit numbers.

⁷ Full Case Study available on Hantsfile at [Culture-all Passport Project Case Study](#)



CORPORATE OR LEGAL INFORMATION:

Links to the Corporate Strategy

Hampshire safer and more secure for all:	no
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	yes
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	yes
Corporate Improvement plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:		
<u>Title</u>	<u>Reference</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

- 1.1. Where digital methods are used information is also available in printed format where possible.
- 1.2. All printed items are available in large print format on request.
- 1.3. Websites and digital communications are designed to comply to WC3 guidelines.

2. Impact on Crime and Disorder:

No impact has been identified.

3. Climate Change:

- 3.1. How does what is being proposed impact on our carbon footprint / energy consumption?

Impact may be identified where people are encouraged to walk or cycle instead of using their car as part of an active lifestyle.