

# [Stakeholder marketing assignment](https://assignbuster.com/stakeholder-marketing-assignment/)

CI M Professional  Certificate  in  Marketing       Stakeholder  Marketing Past Assignment Answer-Specimen © Copyrights LS Learning Media Stakeholder  Marketing THE  CHARTERED  INSTITUTE  OF  MARKETING     PROFESSIONAL  CERTIFICATE  IN  MARKETING:   STAKEHOLDER  MARKETING     ASSIGNMENT   JUNE  2011                                                         1 Stakeholder  Marketing Task  One  (Audit):     Task  Two  (Report):     Total  word  count:     2, 231  words  (4  pages)   4, 379  words   6, 610  words

EXECUTIVE  SUMMARY The  purpose  of  this  report  is  to  undertake  an  audit  of  CARE   relationships   assist   in   communicating   with   CARE   recommendations  for  improving  CARE     This  report  summarises  the  audit  findings,  including  identification  of  key  media  organisations  CARE  SERV   currently   interacts   with,   the   nature   of   those   relationships   and   current   communications   and   projects   CARE   SERV   is   involved   in.

The   report   then  explores   the   topic  of   sectional   and   causal   pressure   groups,   and  discusses  those  groups  connected  to  CARE  SERV. Two  new  media  relationships  are  recommended,   which   CARE   SERV   could   develop   in   order   to   assist   in   communicating   with   stakeholders,   including   the identified  pressure  groups. Finally,   the   report   sets   out   a   coordinated   communications   mix   targeted   at   CARE     customer    media  relations,  identify  how  these     stakeholders   and   provide   a   set   of edia  relationships. stakeholder   group,   including   objectives,   tactics   and   techniques   to   measure   the   success   of   the   communications  mix. 2 Stakeholder  Marketing CONTENTS Introduction  …………………………………………………………………………………………………………… 8   Summary  of  audit  findings   ………………………………………………………………………………………..   Identification  of  key  media  organisations  ……………………………………………………………………….. 8   Nature  of  relationships  …………………………………………………………………………………………………. 9   Communication  and  projects  …………………………………………………………………………………………. 9   Level  of  influence  and  impact  ………………………………………………………………………………………. 0   Differences  between  sectional  and  causal  pressure  groups  ……………………………………….. 10   Pressure  groups  connected  to  CARE  SERV …………………………………………………………………….. 11   New  media  relationships  ……………………………………………………………………………………….. 12   Criteria  to  select  new  media  relationships  ……………………………………………………………….. 4   Coordinated  communications  mix  ………………………………………………………………………….. 15   Objectives   ………………………………………………………………………………………………………………….. 15   Tactics    Communications  Mix  …………………………………………………………………………………….. 16   Measuring  the  success  of  the  communications  mix  ………………………………………………….. 8   Public  Relations  and  Personal  Selling  ……………………………………………………………………………. 18   Advertising  ………………………………………………………………………………………………………………… 18   New  Media  ………………………………………………………………………………………………………………… 19   Other  ………………………………………………………………………………………………………………………… 9   Conclusion  …………………………………………………………………………………………………………… 20 APPENDICES  …………………………………………………………………………………. 21   Appendix  1:  Background  to  CARE  SERV    …………………………………………………………………… 21   Appendix  2:  Audit  …………………………………………………………………………………………………. 3   Appendices  3  -­? 8  …………………………………………………………………. ……………………………….. 27 BIBLIOGRAPHY  ……………………………………………………………………………… 35 3 Stakeholder  Marketing TASK  TWO    MARKETING  REPORT To:     D. Spruzen,  Marketing  Communications  Manager   E. Markwick,  Marketing  Executive   Report  on  Media  Relations   25th  May  2011 From:     Subject:   Date: Introduction

Care  Serv  Group  (CARE  SERV)  is  a  private  limited  company  established  in  1996  which  runs  over  100  care   services   for   people   with   learning   disabilities   and   complex   needs   across   Southern   England   and   Wales,   including   residential   care,   supported   living   and   day   care   services. CARE   SERV   is   one   of   the   largest   learning   disability   care   providers   in   the   UK,   with   an   annual   turnover   of   around   ? 43m,   contracts   with   over  70  local  authorities  and  supporting  over  600  people.

CARE  SERV   best   quality   care   fo market   position,   being   well   known   for   the   high   quality   of   its   services,   staff   and   properties,   which   is     April  2010). For  further  information  on  CARE  SERV  please  refer  to  Appendix  1. CARE   SERV   has   a   wide   range   of   internal,   connected   and   external   stakeholders   which   are   shown   in   Appendix  3. Summary  of  audit  findings Identification  of  key  media  organisations CARE  SERV  has  relationships  with  a  wide  variety  of  media  organisations  (see  Figure  2. ),  the  key  ones   being   its   two   PR   companies,   the   press   (national,   local   and   trade),   specialist   magazines   and   its   trade   association  the  ALDS  Forum. CARE   SERV   has   a  more   limited   relationship   with   broadcast   media,   and   as  of  yet   has   not   explored   the   channel  of  new  media. Its  relationships  with  local  press  have  been  focused  mainly  on  South  London  and   Wales  where  its  reputation  has  historically  been  poor;  this  could  be  further  expanded. 4 Stakeholder  Marketing Nature  of  relationships

CARE  SERV  recognises  the  importance  of  media  relations  in  strengthening  its  profile  and  its  relationship   with  external  stakeholders,  and  therefore  maintains  a  close  and  formal  relationship  with  all  key  media   organisations,   either   directly   or   through   its   PR   companies   (which   it   has   a   more   informal   relationship   with). CARE   SERV   takes   media   relations   very   seriously,   with   senior   management   and   the   marketing   department  being  involved  at  all  times  to  approve  media  activity  and  ensure  consistency  of  brand  and   image.

Figure  2. 2  shows  that  in  terms  of  loyalty  (see  Appendix  4  for  more  information),  whereas  CARE  SERV   PR   companies   and   the   ALDS   Forum   work   as   partners   with   CARE   SERV   ,   gaining   mutual   benefits   and   shared  successes,  other  media  organisations  work  on  a  client  or  customer  level  and  have  yet  to  become   loyal  supporters  or  advocates  of  the  company. In  addition  CARE  SERV  has  yet  to  develop  a  relationship   with  new  media,  which  remains  a   prospect .

Communication  and  projects CARE    current  communications  mix  consists  of  PR  activities,  advertising  and  personal  selling. CARE   SERV  uses  a  range  of  tools  including  press  releases,  briefing  papers,   political  relations,  advertising  and   exhibiting  or  sponsoring  trade  events  and  exhibitions. Some  PR  activities  are  directed  through  its  two  PR   companies  PLMR  and  Westminster  Advisers,  as  well  as  through  its  trade  association  the  ALDS  Forum.

CARE  SERV  is  also  working  on  two  joint  projects;  a  CSR  project  in  partnership  with  causal  pressure  group   Climate   Connections   in   Brighton   and   an   employment   initiative   for   service   users   in   partnership   with   charity  Pure  Innovations. Both  projects  have  secured  positive  coverage  in  the  local  and  national  media;   aiming   to   raise   CARE     profile   as   an   environmentally   friendly   organisation   and   an   organisation hich  promotes  independence,  choice  and  control  for  people  with  learning  disabilities. Together  these  communications  use  a  combination  of  profile  and  pull  strategies,  aiming  on  one  hand  to   improve  CARE    brand  awareness,  corporate  reputation  and  image  and  increase  positive  word  of mouth  amongst  its  stakeholders  and  on  the  other  hand  promote  its  services  to  try  and  create  consumer   demand  and  attract  more  customers.

CARE   SERV   could   improve   in   communicating   more   to   local   publications   outside   of   Wales   and   South   London  to  effectively  target  customers  in  all  the  areas  in  which  it  operates,  increasing  communication   with  broadcast  media  and  also  exploring  new  media  such  as  social  networking  sites  and  online  blogs. 5 Stakeholder  Marketing Level  of  influence  and  impact Figure  2. 3   shows   that   CARE   the  three  categories  of  keep  informed,  keep  satisfied  and  key  players.

Asides  from  specialist  magazines  which  are  there  more  for  informative/entertaining  purposes  and  have   less  power  over  CARE    strategies  and  actions,  all  press  and  broadcast  media  have  a  high  level  of    media  organisations  fall  into power  over  CARE  SERV  due  to  being  difficult  to  control  and  having  a  strong  level  of  influence  and  impact   upon  CARE    profile,  be  it  positive  or  negative. CARE    PR  companies  and  the  ALDS  forum  also    strategies  as  they  work  in  partnership  with ave  a  high  level  of  interest  in  and  power  over  CARE   CARE  SERV  and  share  mutual  benefits. CARE   SERV   provides   services   to   a   vulnerable   group   in   society   and   is   dependent   upon   its   quality   and   reputation. Consequently,   media   organisations   have   an   integral   role   in   ensuring   positive   relationships   with  CARE    external  stakeholders  as  they  are  fundamental  in  helping  CARE  SERV  to  improve  and     PR   companies   in   particular   support   CARE   SERV   in aintain   its   reputation   and   image. CARE monitoring   media   coverage   and   ensuring   that   any   negative   publicity   is   dealt   with   efficiently   and   correctly  to  reduce  negative  impact. Differences  between  sectional  and  causal  pressure  groups For  the  purposes  of  this   report  I  will  explore  sectional  and  causal  pressure  groups,  which  are  explained  below. Sectional  pressure  groups   p. 423)  and  as  such  represent  the  interests  of their  members.

Membership  is  usually  restricted  to  people   Examples   include   business   groups,   professional   bodies   and   trade   unions. Causal  pressure  groups  advocate  a  particular  cause  and  aim  to  influence  policy  in  this  area,  for  example   animal   rights   (RSCPA)   or   the   environment   (Greenpeace). Anyone   who   believes   in   the   cause   can   be   a 6 Stakeholder  Marketing Both  groups  may  be  led  by  a  particular  political  ideology  and  seek  to  influence  policy  in  particular  areas;   however  there  are  key  differences  between  the  two  groups  as  outlined  below.

Membership   What  they   represent   Objectives   Who  benefits   from   campaigns     Sectional  pressure  groups   Often  closed  or  restricted   Represent  their  members   Objectives  directly  linked  to  the  people   involved/active  in  the  group   The  group  and  its  members  often  stand   to  gain  personally  from  the  success  of   their  campaigns   Causal  pressure  groups   Open  to  anyone  who  supports  the  cause   Represent  a  particular  cause/area   Objectives  linked  to  the  cause  as   opposed  to  the  people  involved/active  in   the  group   The  group  and  its  members  campaign  for   the  benefit  of  the  cause,  not  for   themselves Pressure  groups  connected  to  CARE  SERV Sectional  pressure  groups   Influence  on  CARE  SERV     UNISON  has  a  huge  influence  on  CARE     strategies;  good  industrial  relations  are  vital,  as   any  poor  treatment  of  employees  could  lead  to   strikes  which  would  damage  CARE    business. Trade  unions:     UNISON Learning  disability  (LD)  specific:     National  Family  Carer  Network   Carers  UK   Change    run  by  people  with  learning  disabilities   Local  LD  Partnership  Boards   Regional  LD  Programme  Boards   Local  authority  special  interest  groups:  i. e. Bristol

CARE  SERV  provides  services  which  support  a   vulnerable  section  of  society  and  as  such  it  is   crucial  that  CARE  SERV  is  seen  as  a  high  quality,   reputable  company  with  strong  values. These  pressure  groups  promote  the  rights  and   wellbeing  of  people  with  learning  disabilities/their   families  and  lobby  for  changes  in  legislation  and   therefore  have  both  a  high  interest  in  CARE  SERV   and  a  high  influence  upon  it. Changes  in  legislation  affect  CARE     organisational  strategies,  and  being  allied  to  these   groups  and  their  values  has  a  positive  effect  on   CARE    image  and  reputation. Influence  on  CARE  SERV Causal  pressure  groups 7 Stakeholder  Marketing

Learning  disability  (LD)  specific:     Mencap   The  National  Autistic  Society   Foundation  for  People  with  LD   The  National  Forum  of  People  with  LD   The  LD  Coalition   British  Institute  of  LD   The  PMLD  Network   Same  as  above;  these  groups  also  promote  the   rights  and  wellbeing  of  people  with  learning   disabilities  and  have  the  same  influence  on  CARE   SERV    as  sectional  LD  pressure  groups,  but  mainly   on  a  more  national  scale. Environmental:     Climate  Connections   Greenpeace environmental  issues  and  these  groups  are  both   lobbying  the  government  to  make  changes  in   environmental  legislation.

This  consequently  has  a  big  influence  on  CARE    strategies  as  to  how  the  company  operates   in  a  sustainable  and  environmentally  friendly  way. New  Media  Relationships Based  on  the   audit   findings,  I  propose   that  two  new  media  relationships   CARE   SERV  could   develop  to   communicate  more  effectively  with  stakeholders  would  be:     New  media  -­? Twitter     This  is  a  rapidly  growing  media  channel,  not  just  globally  but  also  specifically  in  CARE    sector. New media   is   already   heralding   success   in   specialist   social   care   (see   Appendix   6)   and   is   being   used   by   professionals  in  local  authorities  (one  of  CARE  SERV   learn  (IRISS,  2010).

The  Institute  for  Research  and  Innovation  in  Social  Services  (2010)  notes  that  web-­? In  addition  as  Gibson  et  al  (2009,  p. 11)  observe,  marketing  has   evolved   into   a   two   way   conversation   with   customers;   thus   social   media   will   enable   CARE   SERV     to   effectively  engage  with  its  stakeholders  and  develop  a  more  meaningful  relationship  with  them. I   propose   that   CARE   SERV   should   develop   a   Twitter   account,   thereby   adding   to   their   communications   arsenal  to  raise  CARE    profile/brand  awareness. As  well  as  being  engaging  and  innovative,  it  is  also   key   messages   across   to   a   wide   range   of   cost   effective   and   efficient   way   to   get   CARE   SERV stakeholders  and  encourage  (and  monitor)  stakeholder  feedback. 8 Stakeholder  Marketing Local  Mencap  newsletters:   Mencap  is  a  national  leading  learning  disability  charity  which  provides  advice  and  support  to  people  with   learning   disabilities   and   their   families,   as   well   as   lobbying   the   government   to   change   legislation   and   promote   their   rights   and   wellbeing. Mencap   is   a   well   respected   charity   and   runs   a   number   of   local   groups  across  the  UK  which  publish  their  own  newsletters  and  at  which  service  users  and  their  families   attend.

As  summarised  in  the  audit,  CARE  SERV  needs  to  focus  on  media  activity  at  a  more  local  level  to  target   stakeholders  in  the  areas  they  operate. Thus  I  propose  that  CARE  SERV  develops  a  relationship  with  local   Mencap   groups,   specifically   with   regards   to   their   newsletters,   in   order   to   gain   more   exposure   and   nurture  communications  with  stakeholders. Aligning  themselves  with  a  respected  and  renowned  charity   (and  pressure  group)  such  as  Mencap  will  firstly  help  to  raise  CARE  SERV   these   local   publications   (as   opposed   to   national   ones)   will   be   more   cost   effective   and   result   in   more   focused  communications  to  the  specific  regions  where  CARE  SERV    operates.

KMV  Model   To   further   justify   the   selection   of   these   two   new   media   relationships   (KMV)  model  (see  Appendix  7)  will  be  used. trust,   theorising   that   these   are   the   key   features   that   contribute   towards   successful   relationship   marketing. It   takes   into   considerations   influencing   factors   such   as:   relationship   termination   costs,   relationship  benefits,  shared  values,  communication  and  opportunistic  behaviour. For  example:   Relationship   benefits:   CARE   SERV   will   benefit   from   these   relationships   by   improving   communications   with  stakeholders  and  hopefully  increasing  customer  satisfaction  and  profits.

Both  Mencap  and  Twitter   will   also   benefit   from   this   relationship   as   CARE   SERV   will   become   a   new   customer   adding   to   their   services  and  increasing  their  profits. Thus commitment  to  the  relationship  increases. Shared   values:   CARE   SERV   has   a   strong   focus   on   promoting   the   rights   and   wellbeing   of   people   with   learning   disabilities   and   shares   these  values   with  Mencap,   hence   adding   strength   to   the   commitment   and  trust  between  both  parties. Relationship   termination   costs     with   both   CARE   SERV   and   Twitter   benefitting   from   the   relationship,   ending  it  or  switching  to  a  new  partner  will  become  costly  and  they  are  therefore  less  likely  to  do  so.

The  outcomes  which  can  be  achieved  from  this  commitment  and  trust  are:  acquiescence,  propensity  to   leave,   co-­? operation,   functional   conflict   and   decision-­? making   uncertainty   (for   further   details   see   Appendix  7). 9 Stakeholder  Marketing Criteria  to  select  new  media  relationships New  Media    Twitter     Reach:     Based   on   the   internet   and   therefore   has   a   global   reach. Journalists   and   sectoral   media   (e. g. Caring   UK   (http://twitter. com/CaringUK)   and   Community   Care   (http://twitter. com/CommunityCare)   follow   organisations   on   Twitter   and   tweet/re-­? tweet   stories. Twitter  would  thus  increase  the   chances  of   CARE nnouncements  being  picked  up  by  both  media  in  the  care  sector  and  the  wider   media    making  their  key  messages  more  visible  to  a  wider  audience. Reputation:   The   reputation   of   social   networks   such   as   Twitter   is   rising   as   new   media   gains   momentum   and   more   businesses   and   organisations   use   it   as   a   method   of   communicating  with  their  stakeholders. Relevance  to  CARE  SERV:     New   technologies,   including   social   media,   are   particularly   relevant   in communicating  to  people  with  learning  disabilities  and  complex  needs  as  they  can   innovatively   incorporate   multimedia   to   support   these   people   to   understand   communications.

Influence:     Twitter  is  a  rapidly  growing  medium  which  has  a  high  influence  over  the  current   public  and  many  of  CARE    stakeholders. For   example,   government   departments   (http://twitter. com/dhgovuk),   charities,   pressure   groups   (http://twitter. com/unisontweets),   other   competitors (http://twitter. com/PrioryGroup)   and   CARE   their  families)  all  use  Twitter. Efficiency: customers   (service   users   and Provides   direct   and   instant   interaction   and   feedback;   plus   the   ability   to  monitor   Twitter  feeds  in  real  time  to  see  what  stakeholders  are  saying  about  CARE  SERV  . Cost:     Mencap  newsletters     Reach:

Utilises  the  internet  and  is  therefore  very  cost  effective. Mencap   newsletters   provide   a   more   targeted,   local   channel   to   communicate   through,   yet   with   an   overall   wide   reach   as   Mencap   runs   groups/newsletters   throughout  the  UK. Reputation: Mencap   is   a   well   respected,   trusted   and   leading   learning   disability   charity   with   positive   values. Allying   with   these   values   would   raise   CARE     profile   and reputation  further,  including  amongst  other  learning  disability pressure  groups. 10 Stakeholder  Marketing Relevance  to  CARE  SERV: Mencap   publications   will   be   highly   focused   on   the   learning   disability are  sector  and  therefore  extremely  relevant  to  CARE  SERV    and  its  stakeholders. Influence:   As  a  respected  and  well  established  charity,  Mencap  has  a  high  level  of  influence   on   a   range   of   CARE   pressure  groups. Efficiency:   It   will   take   longer   to   build   up   a   relationship   with   individual   Mencap   groups,   as   opposed  to  a  national  publication  for  example,  however  the  results  will  be  highly   beneficial  as  communications  will  be  more  focused  and  relevant  to  readers. Cost:   More  cost  effective  in  comparison  to  advertising  space  in  national  publications  or   exhibition   space   at   national   trade   events.

Some   Mencap   newsletters   will   place   adverts  for  free. stakeholders,   including   customers,   government   and Coordinated  communications  mix Due  to  changes  in  social  care  and  the  growing  focus  on  personalisation  and  individual  budgets  (refer  to   Appendix  1  for  more  information)  CARE  SERV   concentrate  more on   targeting   communications   at   their   service   user/family   customer   group. The   subsequent   recommended   integrated   marketing   communications   (IMC)   will   thus   be   directed   at   the   service   user/family  customer  group. communications  messages/tools  used  by  the  organization  int Thus oordinating   the   communications   mix   effectively   will   ensure   that   this   customer   group   receives   a   consistent  and  compelling  message  from  CARE  SERV  across  all  channels,  which  will  aid  the  company  in   gaining  more  support  and/or  overcoming  any  resistance  there  might  be  within  this  group. Objectives 1. Increase   brand   awareness   of   CARE   SERV   within   service   user   and   family   groups   by   10%   in   12   months. 2. Generate  20%  more  enquiries  from  service  users/families  by  June  2012. 3. Generate  10%  more  referrals  (sales)  from  service  users/families  by  June  2012. 4. impressions  of  CARE  SERV  (qualitative). 11 Stakeholder  Marketing Tactics    Communications  Mix

Communications  /  Project     PUBLIC  RELATIONS     Press  releases:  CARE  SERV    to,  on  a  monthly  basis,   identify   positive   developments   and   examples   of   best   practice   across   the   organisation   and   construct   press   releases   to   send   to   its   media   organisations,   either   independently   or  via   one   of   its   PR   companies. This   should   include   targeting   Mencap  local  newsletters. It   will   also,   where   appropriate,   develop   a   shortened   announcement   which   can   be   used   via   CARE    Twitter  account. Reactionary   press   releases:   As   an   extension   of   CARE     press   release activity,   in   the   next   year   CARE   SERV   will   put   out   reactionary   releases   to  government  or  opposition  announcements  that   are  relevant  to  the  work  they  do. Strategy         PROFILE                         PROFILE           How  it  will  gain  support/overcome   resistance

Releasing   regular   press   releases   about   best   practice   and   positive   stories   firstly   increases   CARE     brand   awareness,   and   secondly   the   positive   publicity   develops   CARE     corporate   reputation   and   image. This   seeks   to   reinforce   favourable   opinions   of   CARE   SERV     (gain   support)   or   transform   negative   opinions   into   positive   ones   (overcome   resistance),   in   turn   increasing   positive   word   of   mouth   between   all   of   CARE   SERV   stakeholders. This   will   help   to   further   raise   CARE     profile   not   just   as   a   high   quality   leader   in   their   field,   but   also   as   a   trusted   voice   and   thought   leader,   with   the   ultimate   aim   of   gaining   more   support   from   their   service   user/family  customer  group.

ADVERTISING             Advertising:  CARE  SERV    should  continue  to  place   PULL   Advertising   in   specific   learning   disability   adverts   in   specific,   high   quality   national   learning   publications  (as  opposed  to  mass  media)   will   disability   publications   such   as   Learning   Disability   better  focus  communications  at  CARE     Today   and   Progress   Magazine,   however   CARE   specialist   market   segment,   in   particular   the   SERV    should  also  seek  to  identify  a  range  of  local   service   user/family   group. Advertising   will   learning   disability   publications,   including   the   aim   to   increase   brand   awareness   and   also   Mencap   newsletters   and   local   authority   social   pull   these   customers   to   call   CARE   SERV   and   services   newsletters   for   example,   in   which   it   can   ask   about/purchase   our   services.

Positive   place   both   adverts   targeted   at   service   users   and   case   studies   can   also   improve   the   corporate   their  families  and  positive  case  studies  to  highlight   image   of   the   company   and   encourage     positive  word  of  mouth. Placing   adverts/case   studies   in   magazines   is   particularly   beneficial   as   they   reach   a   larger   audience   (i. e. being   passed   from  one   person   to  another)  and  have  a  long  shelf  life. PERSONAL  SELLING             At  events/exhibitions:  CARE  SERV    to  attend,  and   PROFILE   Firstly,   by   having   a   presence   at   these   exhibit   at,   local   and   national   trade   events   which   &  PULL   exhibitions   CARE   SERV   can   promote   the   12 Stakeholder  Marketing

Communications  /  Project   are   aimed   at   providing   information   to   service   users  and  their  families  about  services  available  to   them,   for   example   the   Learning   Disability   Today   and   Progress   exhibitions,   or   local   social   services   market  events. Priority  should  be  given  to  events  aimed  at  service   users  and  their  families. CARE   SERV   representatives   can   use   these   events   as  an  opportunity  to  use  personal  selling,  network   with  customers  and  promote  their  services. Strategy NEW  MEDIA     Twitter   announcements:   Key   positive   developments   and   achievements   by   CARE   SERV   should   be   posted   regularly   on   Twitter.

This   can   include   shortened   versions   of   press   releases   as   well  as  more  informal  announcements  about  local   successes  and  achievements  by  our  service  users. CARE   SERV   should   also   monitor   Twitter   for   any   messages   being   tweeted   about   CARE   SERV,   or   about  the  learning  disability  field  in  general. CARE   SERV  can  then  respond  or  react  to  these  messages   and   further   develop   a   relationship   with   its   customers. Online  forum:  The  internet  is  a  valuable  source  of   information   for   people   these   days,   and   also   an   excellent vehicle   for   people   to   discuss   topics   of

PROFILE                                 PROFILE How  it  will  gain  support/overcome   resistance   positive   aspects   of   their   services   to   raise   brand  awareness  and  the  company  profile. Secondly,   personal   selling   is   a   powerful   communication   tool   whereby   CARE   SERV   representatives   can   network   and   interact   directly  with  their  customers  on  a  person-­? to-­? person   basis. As   McDonald   and   Christopher   (2003,   p. 245)   observe,   exhibitions   offer   the   prospect   of   many   potential   customers   interacting   with   the   company,   however   this   does   not   happen   by   chance.

CARE   SERV   sales   team   will   need   to   make   an   effort   to   interact   and   build   a   relationship   with   customers,  try  to  persuade  them  to  make  an   enquiry/referral   to   CARE   SERV     services   and   additionally   gain   immediate   first   hand   feedback. Any  negative  feedback  can  be  dealt   with  immediately  to  overcome  any  resistance   from  customers. Personal   selling   is   particularly   appropriate   and  beneficial  to  CARE  SERV  as  their  services   are   complex,   high   involvement   purchases   with   more   perceived   risk. Therefore   a   more   personal   approach   to   communication   will   be   more   effective   at   informing   and   persuading   potential  customers. and  interactive  exchange  around  the  globe  at   Christopher,   2003,   p. 247).

Customers   who   use   Twitter   would   be   able   to   follow   CARE   SERV   and   keep   up   to   date   on   developments   or   interact   with   them   directly,   thus   developing   more   of   a   relationship   with   the   organisation. In   addition,   other   organisations   and   customers   who   follow   CARE   SERV     may   re-­? tweet  stories,   thus  increasing  the  chances  of   CARE   SERV   /messages   being  reinforced  and  more  visible  to  a  wider   audience,   including   the   targeted   customer   group. CARE  SERV  can  use  this  forum  not  necessarily   as   an   advertising   tool,   but   more   as   a   way   to   13 Stakeholder  Marketing Communications  /  Project   interest,   for   example   there   are   hundreds   of   forums   on   the   internet   for   mothers-­? to-­? e   to   many   online   forums   for   parents   of   people   with   learning   disabilities   to   discuss   issues   around   supporting   their   children   in   all   areas  of   their   life,   including  social  care. Consequently  CARE  SERV  will   lead   the   way   and   set   up,   within   the   next   6   months,   an   online   forum   where   families   can   register   and   use   the   forum   to   communicate   with   each   other   and   discuss   any   issues   they   have,   to   get  support  from  their  peers. Strategy How  it  will  gain  support/overcome   resistance   demonstrate   innovation   in   the   sector,   and   also   how   they   are   positively   helping   families   of  people  with  learning  disabilities.

CARE  SERV  can  also  join  in  on  the  discussions   where   relevant   and   appropriate,   which   is   a   great   way  of   being  proactive   and   finding  out   what   their   customers   are   thinking   and   actively   engaging   with   them   on   the   issues   they  find  important. This  will  help  to  build  upon  the  reputation  of   CARE   SERV,   including   its   image   as   an   innovator  and  thought  leader,  and  strengthen   its   communications   and   relationships   with   this  customer  group. Measuring  the  success  of  the  communications  mix     All  measuring  techniques  will  include  referring  back  to  the  four  SMART  objectives  to  enable  us  to  see  to   what  extent  we  have  achieved  them. Public  Relations  and  Personal  Selling

Media  evaluation:     Measuring  which  publications  CARE  SERV  has  secured  coverage  in,  as  well  as  the  circulation/audience  of   each  publication  in  order  to  gauge  how  many  people  their  PR  activities  have  reached. However,  this  will   only  measure  how  efficient  PR  was  at  transmitting  CARE    messages,  so  it  needs  to  be  combined with  qualitative   research  to  measure  whether  the   messages  have   had  the  desired  effect  of  increasing   CARE  SERV. Conversion  rates:   Measuring   are CARE  SERV    as  a  result  of  communications  activity  at  events/exhibitions. This  method  will  be  particularly   useful  here  as  CARE  SERV  representatives  will  be  able  to  track  specific  people  they  have  interacted  with   at  the  event,  which  is  now  often Advertising 14 Stakeholder  Marketing n  cu would  not  expect  to  see  all  results  immediately,  but  over  a  longer  period  of  time  as  magazines   are   gradually   read   and   passed   from   person   to   person   over   a   period   of   time. Consequently   advertising  results  will  be  measured  over  time  using  tracking  studies. Tracking  studies:     Will  document  the  effect  of  advertisements  in  specialist  publications  over  time. The  studies  will   assess   attitude   change   and   knowledge,   to   measure   how   far   the   objectives   of   CARE   SERV   have   been increasing   brand   awareness   and   improvin achieved. New  Media     Customer  satisfaction  surveys:

Qualitative   research   will   be   conducted   to   discover   how   far   new   media   has   enabled   CARE   SERV   to   achieve  the  objectives  of  increasing  brand  awareness  and  improving  impressions  of  CARE  SERV. This  will   be   carried   out   via   an   online   satisfaction   survey,   involving   users   connected   to   CARE     Twitter account  and  the  online  blog. This  will  not  only  identify  areas  where  CARE  SERV  has  been  successful  but   also  areas  where  it  could  improve. Other As   well   as   the   above   methods   which   are   specific   to   each   aspect   of   the   communications   mix,   the   following  methods  will  be  used  to  measure  the  success  of  the  communications  campaign  as  a  whole.

Number  of  enquiries  from  service  users/families   CARE   SERV   will   monitor   the   number   of   enquiries   by   service   users   and   families   every   month   to   see   if   these   have   increased   as   a   result   of   their   communications   activity. However   CARE   SERV   needs   to   be   aware  that  enquiries/referrals  could  be  generated  from  other  marketing  activity  or  external  factors  as   well,  therefore  wherever  possible  customers  should  be  asked  where  they  heard  about   CARE  SERV  and   this   should   be   recorded   in   order   to   better   establish   how   much   communications   activities   specifically   have  contributed  to  these  numbers. Number  of  referrals  from  service  users/families  (financial  analysis):   15 Stakeholder  Marketing

CARE  SERV  will  monitor  the  number  of  referrals  received  from  service  users  and  their  families,  in  order   to   see   how   far   this   objective   has   been   achieved. However,   as   noted   above,   this   number   could   be   affected   by   other   factors   asides   from communications   (e. g. other   marketing   campaigns   or   external   factors  such  as  competitor  activity),  and  will  therefore  only  give  a  rough  idea  as  to  the  contribution  of   communications   activities   to   this   number. Wherever   possible   CARE   SERV   should   monitor   where   customers  heard  about  CARE  SERV  to  try  and  isolate  the  factors  encouraging  them  to  refer. Quantitative  market  research  -­? ustomer  surveys   In   addition   to   their   online   surveys,   CARE   SERV   will   conduct   postal   customer   satisfaction   surveys   including  a  range  of  qualitative  questions  about   thoughts  and  feelings  about  CARE  SERV,  its services   and   values. The   results   will   enable   CARE   SERV   to   gauge   both   whether   brand   CARE  SERV  have  improved. Conclusion The  audit  found  that  CARE  SERV  currently  engages  in  a  reasonably  wide  range  of  communications  and   projects  with  media  organisations,  however  lacks  strong  media  relationships  at  a  localised  level  and  also   within  the  realm  of  new  media.

It  was  recommended  that  CARE  SERV  develop  two  new  media  relationships  to  improve  communications   with   external   stakeholders,   including   sectional   and   causal   pressure   groups   connected   to   the   organisation. The  first  recommendation  was  to  develop  a  Twitter  account  to  engage  with  stakeholders   in   an   innovative,   efficient   and   cost   effective   way. Secondly   it   was   recommended   to   develop   a   relationship  with  renowned  and  respected  charity  Mencap  via  its  group  newsletters,  in  order  to  target   communications  at  stakeholders  on  a  more  focused,  localised  basis.

Finally,   the   report   developed   a   communications   mix   aimed   at   CARE     key   customer   group   of service  users  and  their  families,  with  the  aim  of  gaining  support  and  overcoming  any  possible  resistance   within  this  stakeholder  group. This  included  an  integrated  mix  of  public  relations,  advertising,  personal   selling   and   new   media,   using   a   mixture of   profile   and   pull   strategies. The   success   of   these   communications  will  be   measured  using  a  range   of  techniques   from  media  evaluation  and  conversion   tests  to  tracking  studies  and  customer  satisfaction  surveys.

Following   these   recommendations   CARE   SERV   should   be   able   to   improve   its   brand   awareness,   image,   reputation  and  consequently  word  of  mouth  between  its  stakeholders,  as  well  as  promote  its  services 16 Stakeholder  Marketing effectively  to  its  customer  group  with  the  aim  of  increasing  both  their  satisfaction  levels  and  enquiries   and  referrals  to  CARE  SERV  services. Word  count  (+10%):           4, 379  words   (this  excludes  headings,  in  accordance  with  CIM  rules) 17 Stakeholder  Marketing APPENDICES APPENDIX  1:  BACKGROUND  TO  CARE  SERV Company  history  and  structure   Care  Serv  Group  Ltd  (CARE  SERV)  is  a  social  care  provider  and  private  limited  company  founded  in  1996.

During  the  last  14  years  CARE  SERV    has  grown  from  its  first  home  to  an  organisation  comprising  of  110   care   services   across   Southern   England   and   Wales,   including   residential   care,   supported   living,   domiciliary  care   and  day   skills  centres. Within  these   services,   CARE   SERV  supports   around  600  people   with   learning   disabilities   1, 600  staff. Chairman Finance   Director New   Business Estates  &   Maintenance IT  &   Procurement Regional   Directors  x  10 Managing   Director HR  and   L&D Clinical   Care Health  &   Safety Commercial   Director Assessments  &   Referrals Finance Marketing England  region   services Wales  region   services th February   2011   was   ? 43. m. CARE   SERV     is   a privately   backed   organisation;   as   such   it   never   takes   dividends   and   reinvests   all   profits   back   into   its   services. The  Market    Health  and  Social  Care  (Learning  Disabilities)   The  value  of  the  long  term  care  market  for  people  with  learning  disabilities  in  England  was  estimated  at   Market  Review  2005-­? 2006,  Laing  &  Buisson,  April  2005). people  with  severe  learning  disabilities  at  over  200, 000,  with  a  further  1. 2  million  people  with  mild  or   moderate  disabilities. These  figures  are  estimated  to  be  growing  by  c. 1%  per  annum.

CARE  SERV  is  one  of  the  largest  providers  of  care  to  people  with  learning  disabilities  and  complex  needs   in  the  UK,  with strong  coverage  in  the  key  South-­? South  East  area,  as  well  as  in  other  core  clusters  such   as  Norfolk  and  South  Wales. CARE  SERV  has  contracts  with  over  70  local  authorities  and  is  well  known   for  the  high  quality  of  its  services,  staff  and  properties. The  Care  Quality  Commission  is  the  independent   regulator   of   health   and   social   care   in   England,   and   in   2010   CARE   SERV   became   the   first   large   private   organisation  to  achieve  100%  2\*  Good  and  3\*  Excellent  rated  services. 18 Stakeholder  Marketing

Government  strategies  in  the  learning  disability  care  market   Within  the  past  decade,  three  key  government  papers  have  been  brought  out  concerning  social  care  for   people   with   learning   disabilities   -­? .  These   papers  have  set  out  the  Government’s  vision  and  strategy,  led  by  the  Department  of  Health,  to  improve   services   and   support   for   people  with   learning   disabilities. Their   key  theme   is   personalisation   in   social   care,  which  fundamentally  means  making  sure  that  service  users  and  their  families  are  put  at  the  centre   of  all  decisions  regarding  their  care  and  have  greater  choice  and  control  over  their  lives.

Consequently   local   authorities   and   other   service   providers   are   moving   to   a   system   of    and  using  individual  or  personal  budgets  for  anyone  who  is  eligible  for  support. With  individual   budgets,  service  users  receive  a  sum  of  money  and  they  can  choose  to  spend  it  in  the  way  they  want  to   meet  their  support  needs. The  use  of  individual  budgets  and  resource  allocation  systems  put  the  people   who  are  in  receipt  of  a  service  at  the  centre  of  the  funding  for  that  service,  moving  away  from  a  model   of  local  authority  assessment  and  placement. Target  customers:   CARE  SERV   groups: Local  authorities  (commissioners,  care  managers)  -­? buyers   Service sers    end  users  and  buyers  (using  individual  budgets)    end  users  (due  to  family  involvement  in  services)  and  buyers     The  decision  on  whether  to  place  a  person  with  learning  disabilities  at  a  particular  service  is  not  solely   down   to   fee   rates,   but   also   a   variety   of   other   factors   including   the   reputation   of   the   provider,   the impression   of   the   service   user   and   their   parents   of   the   potential   service   and   its   staff. These   factors,   together   with   the   increased   focus   on   personalisation   and   the   implementation   of   individual   budgets,   means  that  it  is  increasingly  important  to  market  services  directly  to  the  service  users  and  their  families,   in  order  to  ensure  they  have  the  information  and  support  to  make  informed  choices  about  where  and   how  they  are  supported  and  have  control  over  their  lives.

Competitors   Primarily  other  private  learning  disability  providers,  i. e. Solor  Care  Group,  Craegmoor,  Voyage   and  Lifeways. Charities  and  not  for  profit  organisations  which  provide  care  services,  i. e. Mencap  and   Dimensions   19 Stakeholder  Marketing APPENDIX  2:  TASK  ONE  -­? AUDIT Identification  of  media  organisations   Figure  2. 1    Freeman  stakeholder  map    Media  organisations   Local  press: South  Wales  Argus;  Free   Press  Series  (Wales);   Sutton  Advertiser;  Sutton   Guardian;  Surrey  Comet;   Croydon  Advertiser;   Croydon  Guardian   New  media: None  at  present,   but  this  is  an  area   CMG  could   explore.

National  press: Sunday  Telegraph;   Sunday  Times;  The  Times;   The  Daily  Telegraph;   Financial  Times Trade  press (Health  and  Social  Care): Health  Investor;  Healthcare   Market  News;  Healthcare   Service  Journal;  Brunswicks’   Healthcare  Review;   Community  Care  Market   News;  Care  Management   Matters Care   Serv Specialist  magazines: Able  Magazine;  Progress   Magazine;  Learning   Disability  Practice;  Mental   Health  Today;  Learning   Disability  Today  and  Our  Say   (supplement  of  LDT) Broadcast  media: BBC  News;  BBC   Radio;  local  radio Public  Relations   (PR)  companies: PLMR;  Westminster   Advisers Trade  associations: Adults  with  Learning   Disability  Services     (ALDS)  Forum

CARE  SERV  has  a  wide  range  of  media  organisations  which  it  currently  interacts  or  could  interact  with,  comprising   press  (national,  local  and  trade),  specialist  magazines,  a  trade  association,  some  broadcast  media  and  the  as  of  yet   untapped  new  media. A  large  proportion  of  these  communications  are  managed  by  CARE  SERV   two  PR  companies. We  will  further  explore  the  nature  of  these  relationships  in  the  table  below. Nature  of  the  relationships   Media   0rganisation   PR   companies:   PLMR   Westminster   Advisers     INFORMAL Mutually   beneficial? Communication Management Yes   Regular,  informal  one-­? to-­? ne  and  conference   By  outsourcing  some  PR  activities  to   Successes  of   calls  between  CARE  SERV  and  its  PR  companies   these  companies  CARE  SERV    can  reduce   CARE  SERV     regarding  PR  plans  and   cost  and  risk. All  communications  go   and  PR   activities/communications  for  CARE  SERV  . through  CARE    Managing  Director,   companies  are   PR  companies  provide monthly  and  annual   Commercial  Director  and  marketing   intertwined   reports  on  media  activity  to  CARE  SERV    to  keep   department,  including  gaining  copy   the  company  informed  of  progress. approval  for  all  press  releases  before   they  go  to  print. Ensures  consistency  of   brand  and  image.

Press:   No   CARE  SERV  maintains  a  close,  formal   Managed  by  Commercial  Director  and   National,  local   relationship  with  press  at  all  levels,  with  regular   marketing  department  (sometimes  via   &  trade   communication  via  press  releases  and  positive   PR  company). news  stories  either  directly  or  via  its  PR   CARE    Board  of  Directors  and/or   FORMAL   companies. At  a  local  level  CARE  SERV  has   marketing  department  are  always   targeted  areas  where  it  historically  has  a  less   available  to  take  calls  or  enquiries. favourable  reputation  (Wales,  Sutton  and   Croydon). Specialist   Yes   CARE  SERV  has  had  some  formal   Managed  by  Commercial  Director  and   magazines   CARE  SERV     communications  with  national  specialist   marketing  department  (sometimes  via     pays  for   learning  disability  magazines,  both  to  place   PR  company).

FORMAL   adverts   adverts  (occasionally)  and  regarding  positive   All  artwork  for  adverts  and  text  for  case   placed/offers   case  studies  to  contribute  as  part  of  the   studies  created  in-­? house  and  approved   case  studies  to     by  the  Commercial  Director  before  going   20 Stakeholder  Marketing Media   0rganisation Mutually   beneficial? enhance   content Communication CARE  SERV  could  explore  developing   communications  with  local  specialist   magazines/newsletters  to  target  customers  at  a   local level. CARE  SERV  is  a  member  of  the  ALDS  Forum   along  with  several  of  its  competitors,  with  PR   activity  supported  by  Westminster  Advisers.

CARE  SERV  maintains  regular  contact  with   Westminster  Advisers  regarding  developments   in  the  sector,  and  briefing  papers  that  the  ALDS   Forum  is  working  on,  to  which  CARE  SERV   contributes. CARE  SERV    has  had  some  formal  contact  with   broadcast  media,  including  the  BBC  News,  and    in  order  to  try  and  secure  coverage. CARE  SERV    has  had  informal  communications   with  a  local  radio  project  for  people  with   learning  disabilities  in  Ferring,  West  Sussex,  in   activities  in  that  region. However  projects  have  yielded  little  success;   this  is  an  area  which  could  be  further  explored. CARE  SERV  does  not  currently  engage  in  social   media  (Facebook,  Twitter  etc),  or  online   blogging.

This  is  a  rapidly  growing  and  popular  area   which  could  be  further  explored. Management to  print. Trade   associations:   ALDS  Forum     FORMAL Yes   All   organisations   in  the  ALDS   Forum  work   towards  the   same  goals   Depends  on   type  of   project Managed  by  Managing  Director,   Commercial  Director  and  marketing   department. Regular  liaison  with  Westminster   Advisers. Broadcast   media/radio     FORMAL  AND   INFORMAL   (depends  on   the  project) Managed  by  Commercial  Director  and   marketing  department  (sometimes  via   PR  company). New  media     N/A N/A CARE  SERV  currently  does  not  have  a   dedicated  social  media  team.

Potential   social  media  activity  would  be  managed   by  the  marketing  department. Figure  2. 2  -­? Ladder  of  loyalty Partner   Advocate   Supporter   Client   Customer   Prospect PR  companies,  ALDS  Forum  (trade  association)       National  press,  local  press,  trade  press,  specialist  magazines   Broadcast  media   Social  Media,  Online  bloggers Asides  from  our  PR  companies  and  the  ALDS  Forum  which  work  with  CARE  SERV  as  partners,  CARE  SERV    needs  to   build  further  upon  all  media    In  addition  CARE   SERV  can  begin  to  build  relationships  with  prospective  social  media  organisations  and  online  bloggers.

Communications  and  projects   Communications  /  Project   PUBLIC  RELATIONS   Press  releases:  CARE  SERV  regularly  identifies  positive  stories   from  across  the  organisation  and  proactively  constructs  press   releases   to   send   to   national,   local   and   trade   press,   either   independently  or  via  one  of  its  PR  companies. This  maintains Benefits PROFILE  strategy:  Releasing  regular  press  releases  about  best   practice   and   positive   stories   firstly   increases   CARE     brand   awareness,   and   secondly   the   positive   publicity   develops  CARE  SERV   21 Stakeholder  Marketing Communications  /  Project lose  contact  and  builds  up  relationships   with  the  press  and   specialist   magazines,   informing   them   of   best   practice   with   the   aim   of   encouraging   them   to   publish   positive   stories   wherever   possible. Figure   2. 1   shows   that   CARE   SERV   has   mainly   targeted   the   local   press   in   Wales   and   South   London   where  it  has  historically  had  a  poorer  reputation. Briefing  papers:  The  trade  association  ALDS  Forum,  of  which   CARE   SERV   is   a   member,   regularly   publishes   briefing   papers   and  lobbies  on  current  issues  and  policies  regarding  care  for   people  with  learning  disabilities.

Events/exhibitions:   Trade   events   are   often   held   by   national   and  local  government,  as  well  as  by  specialist  magazines,  for   example   the   Learning   Disability   Today   and   Progress   exhibitions. CARE  SERV  often  attends  and  hires  an  exhibition   space  at  relevant  local  and  national  social  care  events. CARE   SERV   also   sponsors   the   annual   National   Children   and   Adults   Social   Services   Conference,   run   by   the   Association   of   Directors  of  Adult  Social  Services. Political   relations:   PLMR   have   supported   CARE   SERV   in   fostering   relations   with   local   authorities,   key   policy-­? akers   and   senior   politicians,   for   example   by   inviting   them   to   company   events   and   open   days   for   new   services   in   their   constituency. ADVERTISING   Advertising:   CARE   SERV   has   chosen   to   place   adverts   in   specific,   high   quality   national   learning   disability   publications   such   as   Learning   Disability   Today   and   Progress   Magazine. Advertisements  have  taken  the  form  of  both  business  adverts   and  also  positive  case  studies  from  CARE  SERV  services  which   form   part   of   the   main   content   of   the   magazine. CARE   SERV   has   not   recently   advertised   in   many   local   specialist   publications.

PERSONAL  SELLING   Events/exhibitions:   As   stated   above,   CARE   SERV   often   attends  trade  events  which  are  a  good  opportunity  for  CARE   SERV   representatives   to   communicate   face   to   face   with   potential   customers/suppliers   and   promote   CARE   SERV   services. These   occur   both   at   a national   and   local   level,   for   example  local  authority  market  events. JOINT  PROJECTS   CARE   SERV   is   working   in   partnership   with   pressure  group  Climate  Connections  to  run  a   number  of   involved   with   the   project,   to   invite   key   local   government   representatives,   including   Caroline   Lucas   MP,   and   the   local   media,   as   well   as   putting   press   releases   together   about   the   project  which  have  been  distributed  to  the  local  press.

Employment   initiative:   CARE   SERV   has   established   a   partnership   arrangement   with   Pure   Innovations,   a   not-­? for-­? profit   organisation   which   supports   people   with   learning   disabilities  to  find  paid  employment. The  project  was  piloted Benefits seeks   to   reinforce   favourable   opinions   of   CARE   SERV     or   transform  negative  opinions  into  positive  ones,  and  increase   positive   word   of   mouth   between   all   of   CARE   SERV   stakeholders. This  has  been   especially  important   in  terms  of   local  press  releases  in  Wales  and  South  London,  where  CARE   SERV  has  sought  to  improve  its  reputation.

PROFILE  strategy:  CARE  SERV  can  improve  its  reputation  and   image   by   being   associated   and   working   with   a   trade   association  that  is  fighting  for  better  services  for  people  with   learning  disabilities. PROFILE   &   PULL   strategy:   By   having   a   presence   at   these   exhibitions   CARE   SERV   can   network   with   a   range   of   stakeholders  including  customers,  suppliers,  competitors  and   government  representatives. CARE  SERV  can  also  promote  its   services   to   try   and   create   consumer   demand   and   gain   more   customers. Sponsoring   the   NCASS   Conference   is   also   key   to   raising   CARE     profile,   networking   with   CARE     local   government   customer   group   and   securing   positive   publicity.

Developing  political  relations  is  important  in  terms  of  raising   CARE     profile   and   political   reputation,   whilst   at   the   same   time   improving   CARE   SERV   communications   and   relationships  with  this  key  stakeholder  group. PROFILE   &   PULL strategy:   Advertising   increases   brand   awareness  and  aims  to  pull  customers  to  call  CARE  SERV  and   ask   about/purchase   our   services. Positive   case   studies   can   also   improve   the   corporate   image   of   the   company   and   encourage   positive   word   of   mouth. Placing   adverts/case   studies  in  magazines  is  particularly  beneficial  as  they  reach  a   large  audience  and  have  a  long  shelf  life.

PULL  strategy:   Personal   selling  is  a   powerful  communication   tool   whereby   CARE   SERV     can   interact   directly   with   key   stakeholders,  build  a  relationship  with  them,  try  to  persuade   potential  customers  to  purchase  services  from  them  and  gain   immediate  first  hand  feedback. It  is  particularly  beneficial  as   CARE     services   are   complex,   high   involvement   purchases   which   need   to   be   communicated   effectively   to   customers. PROFILE   strategy:   This   is   a   positive   CSR   project   which   CARE   SERV  can  use  as  an  opportunity  to  develop  relationships  with   government   stakeholders   (e. g.

Caroline   Lucas   MP)   and   the   local   media   via   invites   to   the   workshops   and   positive   press   releases. Positive   publicity   gained   from   the   project   helps   to   improve  CARE    image  and  reputation,  especially  to  any   environmentally  conscious  stakeholders,  i. e. pressure  groups. PROFILE  strategy:  Employment  is  a  key  outcome  area   which   CARE    customers  want  to  see  achieved,  therefore  this   is  a   reall