

# Stakeholder marketing assignment



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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 for 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 which 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

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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 member. 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
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 often stand to gain personally from the success of their campaigns. Causal pressure groups campaign for the benefit of the cause, not for themselves. Pressure groups connected to 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 announcements 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 <https://assignbuster.com/stakeholder-marketing-assignment/>

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 coordinating 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

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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
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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,

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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-be 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 besides 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,  
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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

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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

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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 <https://assignbuster.com/stakeholder-marketing-assignment/>



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 <https://assignbuster.com/stakeholder-marketing-assignment/>

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 Organisation	PR companies:
PLMR Westminster Advisers	INFORMAL	Mutually beneficial?

Communication Management Yes Regular, informal one-to-one 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 relationship with press at all levels, with regular communication via press releases and positive news stories either directly or via its PR company). 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 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 (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 Organisation 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 <https://assignbuster.com/stakeholder-marketing-assignment/>

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 <https://assignbuster.com/stakeholder-marketing-assignment/>

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-makers 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