

**Leonardo Da Vinci**  
**C2C – Collaborate to Compete**

**Marketing Strategy Document**  
**In support of**

**The Dissemination Strategy**

**UPDATED Nov 27<sup>th</sup> 2008**

Presented by

**MOMENTUM**  
CREATIVE MARKETING SERVICES

## Introduction

Momentum Creative Marketing Services is responsible for the dissemination work package for the 2008-2010 Leonardo Da Vinci [www.euC2C.com](http://www.euC2C.com) Collaborate to Compete project. This document outlines the marketing strategy that will be executed to drive maximum exposure for the project during this two year timeframe. It incorporates the following key elements:

1. The objectives of the Marketing Strategy
2. Identify the target market(s) / groups at whom the dissemination strategy will be targeted
3. The elements of the promotional mix that will be used as part of the dissemination strategy
4. Key partner responsibilities for each particular element
5. Timeframes for completion of the various action items

Note: While Momentum Marketing has overall responsibility for the dissemination work package, it is understood that each partner will be required to assist with certain marketing tactics in each of the respective partner countries.

## Marketing Strategy Objectives

- Devise and implement an effective push-pull marketing strategy, by stimulating demand for learning on collaboration by SMEs (pull) and to raise the promotion of this learning opportunity by the business advisory community (push)
- Generate an energetic marketing campaign to stimulate awareness & existence of the project
- Produce a meaningful project brand that will transcend partner countries
- Develop original but compelling promotional materials (text and graphics) and translate them with the support of partner organizations
- Optimise the website as a key promotional tool
- Identify key milestone dates within the timeline of the project with which to facilitate a steady flow of consistent but newsworthy information on the status and outcomes of the project

## Define the Target Audiences

It is critical to clearly define 'who' the project is targeting. Creating a complete database of groups/targets is therefore the cornerstone of the marketing strategy and needs to be consistent across partner countries.

The target audiences within each partner country can be divided into **four** groups which together form the cornerstones of the push pull strategy:

1. **SMEs – Small to Medium Enterprises** – The main beneficiary to whom the project aims to deliver a compelling set of e-learning tools that will enable better collaboration and identification of partnership opportunities.
2. **Government and support agencies** – Any organisation or signposting service whose primary objective is to offer support services to SMEs, this could include financial, advisory, consultancy or a combination of all of the above.
3. **Universities/ colleges and training providers** – Any third level educational institution or trainer provider who works with or provides support services to SMEs
4. **Media** – business media channels in each country which act as informants of collaboration, innovation etc

**Note:** The Media database should be divided into 4 subsegments:

1. Newspapers
2. Specialty Press
3. On line formats
4. Other (various newsletters, websites, brochures etc)

The significance of building a database (consistent in design) across these **four** target markets is essential to the dissemination strategy for the following reasons:

1. The SMEs represent the ‘pull’ element of the marketing strategy since it is through this channel that the demand will be stimulated.
2. The government /support agencies and education institutions in each partner country will represent the ‘push’ aspect of the marketing strategy since this channel will be a significant contributor to raising profile awareness of the project and will also be a key promoter in pushing the learning tools and outcomes of the project to the SME community
3. Integrating online and off line media contacts will enhance the push pull strategy.

### **Database Design and Layout**

It is agreed by project partners that it is vitally important to utilize one database design template that serves as the defacto standard going forward. It is proposed that the below database format should be compiled within the MicroSoft Excel application.

Partners should create *three separate tabs* in Excel one for **'SMEs'** , one for **'Government & Support agencies'**. (Note: Support Agencies can also include consultants and policy makers) one for **'Universities/ colleges and training providers'** that provide support to the SME sector (the latter although really a subset of government and support agencies deserves its own distinct category). A **separate spreadsheet** should be created for **'Media'** contacts and broken down into the four tabs mentioned earlier, Newspapers, Speciality Press, On line formats, Other.

The exact format for the first 3 target markets is highlighted below in Figure 1 and should be followed for all three target groups. The format for the Media database, (4<sup>TH</sup> target market) is highlighted in Figure 2 below. These formats are 'Mail Merge Ready' and provide many advantages for the project including the ability to facilitate:

1. Easy generation of email addresses, postal address labels, letters etc for direct mail campaigns which will be required to support the dissemination of the project promotional materials at various stages of the project.
2. Easy 'export' and 'import' functions to other applications such as Ms Outlook and Lotus which will be critical to drive e-marketing campaigns
3. Easy to sort, and edit data by target group without having to reconfigure the entire database

Each partner will be responsible for compiling a database for their own country. Each partner will be expected to generate a database of contacts for these FOUR target markets which is relevant to their local area and which will ensure that all interested groups and decision makers are going to receive information about this project.

**Figure 1: Proposed layout of Database design in Microsoft Excel**

Organisation Name	Address 1	Address 2	Address 3	Address 3	Work Phone Number	Contact name	Email Address	Website Address	Type of Organisation	Description
Momentum Marketing	9 Orchard Court	Leitrim Village	Co. Leitrim	Ireland	00 353 71 962 3500	Maggie Ruane	<a href="mailto:info@momentumconsulting.ie">info@momentumconsulting.ie</a>	<a href="http://www.momentummarketing.ie">www.momentummarketing.ie</a>	Marketing & Sales Consultancy	SME

PR Contact First Name	PR Contact Last Name	Organisation Name	Address 1	Address 2	Address 3	Work Phone Number	Email Address	Website Address	Publish Date
Shane	Doran	The Irish Independent	27-32 Talbot St	Dublin 1		00 353 1 705 5333	sdoran@independent.ie	<a href="http://www.irishindependent.ie">www.irishindependent.ie</a>	

**Figure 2: Proposed layout of Media Database design in Microsoft Excel**

**Note:** As referenced earlier, the media database should be designed to reflect business newspapers, specialist press, on line formats, and other marketing communication formats where appropriate. (This will facilitate ease of monitoring and tracking of media coverage. In essence each partners PR database should be compiled using the following excel format.

All partners will be required to secure copies of the media exposure they gain for the project. This will lead to a dynamic Media file of compelling press clippings, articles and pictures, which can be used to endorse the success of the project upon its completion.

### **On line formats**

One of the key parts of the dissemination strategy will be to use the online formats available by networking with other Leonardo projects and using the Leonardo website and the ADAM database/web portal. Since there is strength in unity, Momentum Marketing believes there is huge potential to leverage publicity and dissemination through the Leonardo main website <http://www.leonardo.org.uk/>

In addition the ADAM database (Advanced Data Archive & Management System) and web portal was set up initially to

- Improve availability & accessibility of projects and products
- Increase project visibility
- Encourage collaborative working
- Act as a partner search tool
- Reduce chances of project duplication

This database management system and web portal <http://www.adam-europe.eu/adam/homepageView.htm> provide the following key benefits

- Ability to control information and placeholders for uploading product information, marketing text, news and events, project information (such as the C2C project)
- Online downloadable products with additional guidance available which would provide a perfect placeholder for the e-learning tools that will be created as a result of the C2C project
- Dedicated support at hand
- Potential to reach many organisations internationally ensuring maximum exposure with minimal effort
- Cost-effective addition to dissemination strategy

Establishing links with partner websites as well as web portals of other key business/collaborative networking entities will be viewed as an integral part of the on line dissemination strategy.

## **Marketing Plan – Elements of the Promotional Mix**

### **Development of the Project Website**

One of the key promotional tools for the project is the utilisation of integrated, user friendly website which outside its core remit of acting as a learning resource will allow for marketing focused actions:

- The publication of key project material and documents to function as a publicity site
- The publication of learning materials
- The publication of best practice case studies, searchable by sector or country.
- The publication of a database of European collaboration initiatives, searchable, with weblinks and contact details
- An interactive discussion forum in which users can discuss learning and look for network partners
- The generation of detailed web statistics regarding user activity
- Web optimization in terms of search engine positioning and especially, Google rankings, and linking to other relevant sites

The website will support our dissemination strategy by

- Allowing coverage of achieving project milestones and directing people to visit the site as a result of reading off line press releases etc.
- Each partner organisation will also use every opportunity to promote the website. In particular, they will ensure that there is a link to the project website from their own website, and linking same into key business information websites in

### **Development of a project brand and Logo**

Momentum Marketing will take full responsibility to create a project logo that is both meaningful and visually eye catching. This logo in conjunction with a suitable tagline will form the brand for the project and will appear on the website and **all** supporting promotional materials to include brochures, letters, flyers, ezines, press releases, case studies, presentations, launch invites and CDs and any other suitable mediums deemed appropriate by the partners.

### **Creation of a set of ezine templates for the project**

A key part of the promotional mix for the project is the use of e-marketing. Among the many benefits that e-marketing brings to a project of this magnitude include:

**Low cost** – e-marketing is one of the cheapest forms of direct marketing available

**Instantaneous** – e-marketing ensures immediate dissemination of the message

**Extensive global reach** – emarketing ensures extensive global reach to a wider target audience

**Measure effectiveness-** E-marketing can be measured for success by recording statistics like receipt rate, response rate etc, error rates etc

A key aspect of the marketing strategy is to design a set of ezine templates which can be distributed as required based on hitting key milestones throughout the lifespan of the project.

A suggested phased approach could be as follows

### **Phase 1**

The ezine campaign distributed at the outset would inform targets of the project objectives. It would highlight the initial findings based on the secondary and primary research conducted with the SMEs. Based on the current project action plan, this ezine campaign would be earmarked for distribution in early March after the second meeting of the partners in Romania where the survey results will be made public.

### **Phase 2**

This ezine campaign would come later, month 12 onwards, whereby analysis and presentation on effectiveness of the proposed e-learning tools including feedback from participants can be promoted.

### **Phase 3**

This phase 3 ezine campaign would concentrate on promoting a summary of the new findings of the project including achievements and learning outcomes and potential for mainstreaming some of its best practices and final launch event.

**Note:** In each phase – the ezine campaign can be tailored depending on what is considered newsworthy at a particular point in time. The content for each e-zine will be drafted by Momentum Creative Marketing utilising materials and information provided by the different partners involved. As mentioned earlier the standard database format suggested earlier in Excel, will allow for easy distribution of the viral campaign by containing contact details for each of the key target groups. Each partner will be responsible for ensuring that the e-zine is distributed to the target groups in their **own region** in a language that is most relevant to that geographical area. The e-zines will also be carried on the project website.

### **Creation of project brochure & Direct Mail Campaign**

The project budget allows for the creation of a branded project brochure comprising 10,000 printed publicity pieces which will be despatched throughout the life of the project to target users and stakeholders based on partners' contact database list. This brochure will help to promote the project and communicate its success in support of the other elements of the promotional mix. This brochure will focus

on not only promoting the significance of the project for the cross border SME sector within Europe but also serve to drive demand for the elearning tools that will be produced based on achieving the key accomplishments of the project.

### **Energetic and Vibrant PR Campaign**

Consistent with the other promotional efforts of the marketing strategy, Momentum will aim to create a vibrant and energetic PR campaign on an ongoing basis during the lifespan of the project. Each partner will work diligently to leverage its influence and promotional capabilities to generate maximum impact within the various media to include local, national and regional newspapers, specialist press, radio and website linkages. This will involve the creation of a bank of creative press releases which will be drafted by Momentum and serve to emphasise the different aspects of the project.. The PR campaign is an intrinsic part of the marketing strategy since it aims to use every means possible to create a transnational buzz about the project throughout partner countries.

Momentum will draft press releases, and optimise photoshoot moments (where appropriate) in order to gain maximum exposure at minimum cost. It will be important that each partner emphasises local achievements or any innovative aspects of the project that they are working on to Momentum. Press releases will be distributed to partners where upon each partner takes full responsibility to translate press releases into the most popular language for the member countries.

In total each partner will be responsible for publishing 3 articles and providing evidence of same in terms of article cut outs etc..

### **Hold a Transnational Launch**

Momentum Marketing will have responsibility for organising a transnational event with the presence of partners and key SME and vetted stakeholders. Press releases will be sent to newspapers and relevant business journals to raise awareness of the project and the event in the business community. The partners agreed to hold the launch in June–July 2010 timeframe. It will consist of a 1-day seminar attended by representatives of all the partners involved, as well as interested parties, Key stakeholders and representatives from SMEs from each of the partner countries.

The aims of the conference will be to:

- Present the objectives of the Leonardo Collaborate to Compete project
- Report on its main findings and recommendations
- Highlight the main elearning tools designed as a result of the programme

- Highlight the approach for how the programme and the e-learning tools can be mainstreamed throughout all the partner regions.

This will be a high profile event involving relevant guest speakers from the world of academia and best industry practices from the SME sector. Momentum Marketing will be responsible for its organisation and a high profile media campaign will be organised to raise awareness of the event both pre and post launch.

Promotional materials required will include:

- An eye catching launch invite
- Pop up banners
- Creation of a bank of press releases (pre & post launch)
- Design of conference pack (report/with key findings & CD with copy of conference presentations and other relevant information)
- Promotional brochure (as discussed above)

Feedback forms will be distributed to conference attendees in order to evaluate its performance.

Momentum Marketing will ensure that any evaluative information will be passed on and distributed to all partners especially to EBN, the partner in charge of evaluating the project. Moreover, the partners will meet post launch to evaluate its performance based on the learning outcomes delivered by the project up to that point.

<b>Marketing Strategy Action Items and Partner Responsibilities</b>		
	<b>Actions</b>	<b>Responsibilities</b>
<b>Momentum Marketing &amp; All Partners</b>	Develop Target database for each partner country	<p>Based on the standard database format outlined in this marketing strategy document, each partner country is to compile a local/regional database of target groups based on the four vertical segments of</p> <ol style="list-style-type: none"> <li>1. SMEs</li> <li>2. Support agencies</li> <li>3. Universities/Education Institutions &amp; Training providers</li> <li>4. Media</li> </ol> <p>Momentum will work with the project management partners CUE to ensure that all partners build a local database for their respective countries by <b>March 1<sup>st</sup> 2009</b></p>
<b>Canice Consulting</b>	Project website	<p>Canice Consulting is the partner charged with developing a website for the project – this initiative is already underway and we will work with Canice to ensure a strong marketing theme to the website from the outset</p> <p>All Partners will be expected to provide website content during the life line of the project as required by Canice Consulting</p>
<b>Momentum Marketing</b>	Design a corporate logo	<p>Momentum Marketing is responsible for designing a project logo and accompanying tagline that clearly communicates the cross border multi partnership aspect of the project. This action is already underway.</p> <p>Partners will vote on the logo of choice by Mid November 2008</p> <p>Final Logo to be supplied to Canice Consulting for inclusion on website by <b>November 15<sup>th</sup> 2008</b></p>
<b>Momentum Marketing &amp; Canice Consulting</b>	<p>Develop a project e-zine format</p> <p>Distribute e-zine at three stages throughout the</p>	<p>Momentum Marketing will take the lead on designing a set of ezine templates that will drive the emarketing/ viral marketing efforts of this campaign</p> <p>All partners will be responsible for supplying content information for the production of a relevant e-zine. As outline above three e-zines</p>

	programme	will be produced by Momentum Marketing in 3 distinct phases throughout the project s follows: e-zine 1 by April , 2009 e-zine 2 by October, 2009 e-zine 3 by July , 2010
<b>Momentum Marketing &amp; All Partners</b>	Maximise publicity about the project	<p>Momentum Marketing will take the lead on driving an energetic and vibrant high profile PR campaign including the composition of all press releases</p> <p>As outlined earlier, All partners are responsible for ensuring maximum publicity in their respective countries by compiling a PR database of contacts into 4 categories</p> <ol style="list-style-type: none"> <li>1. Newspapers</li> <li>2. Specialty Press</li> <li>3. On line format</li> <li>4. Other (various newsletters, websites, brochures etc)</li> </ol> <p>This database is to be leveraged to its maximum potential in order to generate publicity about the project over the next two years.</p> <p>Each partner is to ensure that at least two articles are published in relevant media circles in their own region by the end of the project.</p> <p>Each partner to have created a link between their own website and project website by December 15<sup>th</sup> 2008.</p>
<b>Momentum Marketing</b>	Transnational Launch	Momentum Marketing is responsible for organising a transnational launch in June 2010 (month 18) of the project whereby the final analysis and evaluation of the programme is disseminated to all partners and stakeholders.