Marketing in the NDIS – webinar 1

# How to get marketing on the agenda of your organisation

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# Slide 1:

## Think HQ

Hello, first up, I am, as foreshadowed, Stefan Delatovic. I’m an account director with Think HQ. I’ve been with Think HQ for about nine months. My background is primarily in newspaper journalism and editing in regional newspapers in Melbourne, and for the previous five years did a stint with the Emergency Services working as a media and communications manager looking after media relations, advertising, marketing, internal and external communications and flood warnings, which is again relevant for today and this weekend in Victoria.

Today we’re going to be talking about how to get marketing on the agenda of your organisation.

# Slide 2:

## Why is marketing your organisation important?

So, first up, obvious question: why marketing is important for your organisation? The reason we thought this was a worthwhile topic is that there are a lot of people who obviously believe that marketing is important and are looking for the tools to achieve it, but equally we often find that there are people – people signing the cheques ask a very good question, which is “What’s the point of doing marketing?” If you don’t have experience in marketing it can be hard to build that evidence base and that narrative around why this is something that is worth doing.

Marketing is also one of those disciplines where people can dismiss it as a bit of non-core business. They see it as, “Why do we need to have a shiny billboard with a crazy picture and a can of Coke on the side of a tram or something?” Marketing really is just what are the things you are doing to tell people who you are and what you’re up to. Marketing is really just getting your message out and making sure you are understood by your market, by your clients, by your customers, and also by your staff and your volunteers and the people that can support you. So marketing isn’t “Where are we going to find a million dollars to put an ad on during Home and Away?” It’s more “How do we make sure that everybody’s pulling together to tell a really good story about who we are so that when we go out to the world people can understand what we’re saying?”

So, why is marketing important? For NDIS particularly it’s really changing the face of this part of existence. For many organisations they’ve been block funded, have been focused on the job at hand. Now it’s effectively creating a buyer’s market. People are going out and finding the services that are best for them, and that’s something that can only be survived by embedding some marketing practice into the organisation. If it’s now a case where customers and clients are looking for who can give them the best service it’s immediately obvious that the service they’re going to go with, regardless of anything else, they’re only going to go with the services that they see, that they recognise and that they understand. If you’re doing an incredible job in a basement in the dark you are unlikely to get any more customers or clients because no one will be able to find you. So marketing’s really about getting that message out.

But because of that environment it’s a new discipline, and it’s a place where it’s a bit of a foreign art that people may not understand, so we’re here to take you through some simple steps to get started. The good news is that doing marketing well and starting smart doesn’t actually have to cost any more money. It doesn’t have to take any more resources. It’s just making sure that the activities that you’re already doing and adding sort of a bit of a strategic lens over them to make sure that they’re driving those overall goals.

# Slide 3:

## Building a case for change

So, building a case for change. Obviously when we talk about marketing it’s about getting your message out. The first step is a really clear understanding of what your messaging is, and that requires a sound understanding of your sector and how you will benefit from marketing. What we want to talk about is being in a position where, if we imagine that you are the person in your organisation who is sitting at the board table saying, “We need to embed marketing. We need to start doing some more marketing,” what are the tools, the language that you need, and what is the evidence to show people that that is something that’s worth investing in, a discipline that’s worth doing. You want to persuade the audience, and it’s always easier to start at the top. If you get the CEO and the President and the Board on board, then you’ve won really because then you just point them at anybody else and everything’s fine. Go team!

So we’re going to take you through how to do that, and how to show, demonstrate that marketing can make a difference, and in doing so how to assess the way that people perceive your organisation. An easy way to do that is to have a look at your competitors and see what they’re doing differently and see how you stack up.

# Slide 4:

## Consistent branding

One obvious symptom of marketing is consistent branding. If we have a look here, the Salvation Army, they are recognised - and we’ll talk about this a bit later in terms of people often go, “Branding? What’s the point? That’s a big waste of time, big colourful things.” But the vast majority of people understand who the Salvation Army is, and when they are turning around the street in a shopping centre and someone’s got a tin with a red thing on it and they shake it at them, they don’t freak out and run away. They might avoid them, but they understand that it’s the Salvation Army, and they immediately know who they are and what they’re there for. That is a function of consistent branding. By having a brand that’s clear, that tells people who you are, and they recognise who you are, and by putting that out consistently and repeatedly people get it, they see it, they recognise it, and it builds an understanding and a bit of trust between them and yourself.

# Slide 5:

## Interview with Jane Emery – Marketing Director of Tipping Foundation (Video)

Now we just want to play you a brief interview with Jane Emery, who’s Marketing Director of Tipping Foundation, and we’ll talk a bit more about this.

## Begin video transcript

### Graeme Kelly:

The Tipping Foundation was established in the early 1970s by a man called Bill Tipping. He was a very prominent journalist with the Herald Sun in those days. He and his wife Marjorie had a son, Peter, with cerebral palsy. Very challenging time for the family, particularly because the services available to that family were really poor, and Bill and his family said, “Well, we can do better.” So essentially the Foundation was set up for one family, and now we support over 800 families across Victoria, broadly speaking in supported accommodation, so houses where people can live together where our staff live with them and support them in the work that they do, and then more broadly people who live in their own homes where we go into their home and support them [inaudible] to live their lives in the community.

### Jane Emery:

Historically the sector and Tipping were working within an environment that was business to government, so over the last few years and with NDIS it has moved to business to consumer, and as a result marketing has to play a part in that, because consumers are given a choice.

### Graeme Kelly:

In preparation for that we knew that we had to look at what is our offering? What is it that clients, customers, participants, whatever term you want to use, at the end of the day what do they want, and what can we provide to them? So it's a core communication and information need that wasn't properly met, and one way of doing that was to strengthen our capacity, in broad terms what we call marketing, so we elevated one [inaudible].

### Jane Emery:

But we did a little bit of community research a few years ago, and we found that awareness levels for organisations were quite low, even [inaudible] awareness, and the biggest, most striking thing was so what differentiates organisations. I think that set us on the path in terms of saying, "What is going to make us different to any of our competitors?" We do need to have something that says, "You're Tipping, and you deliver on an experience that is different to somebody else."

### Graeme Kelly:

One of the [inaudible] research we’re finding is clients' families still really value the face-to-face human interaction. No matter how good your technology or your shiny bits are, you've got to have the genuine relationship with clients and families, because it is such an intimate relationship. The work that we do at times is enormously a privilege in access to people, and the work that we do has to be built on trust, has to be built on real human relationships that are strengthened by the marketing communication stuff. But that's not the focus. Never lose sight of what the organisation's trying to do. Marketing is important, whatever you want to call it, but it's a means to an end. It's not the end.

### Jane Emery:

In terms of understanding client needs and then having our services reflected in that, we are now looking at going out and filming particular clients where we're delivering on those needs and then sharing that with other clients to show them what services we offer. [Inaudible]. We talk to the families about what we're doing in that area in terms of behavioural support for those clients to achieve their goals.

### Graeme Kelly:

The thing that cuts through all of this is word of mouth recommendations. If you think about your own situation, if you're wanting to purchase or to engage a significant human service, doctor, a lawyer or whatever it might be, or something that’s going to have a real impact on you or your family, you often will seek the advice of others in your own family or beyond or those that are already party to it.

### Jane Emery:

When we developed our latest strategic plan, within that it has our vision for 2020 and it has a competitive advantage, and that advantage is delivering exceptional experiences. We will often talk about now: we deliver those exceptional experiences even now. It's a matter of delivering them consistently, and that clients will be able to come back to us and say, "This is what they've done a little bit differently," or "This is what..." And that's - and it'll be a whole lot of things that'll bring that exceptional experience to life for everybody, not only clients. It'll be staff. It'll be philanthropic trusts. It'll be other key stakeholders, the universities we work with.

### Graeme Kelly:

Marketing or communication and engagement with clients and families is everyone's responsibility. Marketing [inaudible] and Jane and her team are resources that you draw upon to do that, but we need to direct support workers from Bairnsdale, even Swan Hill, to have good relations with their current clients and families such that those people say, "Hey, Tipping's a really good organisation. It supports our family well."

### Jane Emery:

Allow marketing people to do what they're good at. You know, in a lot of instances you have committees’ visions, and if marketing people really know what you're trying to achieve, let them do it. The second point is if the marketing person is not on the Executive team, you must be aligned with somebody at that executive level so you can deliver what's required for the organisation. The third one would be don't think that it's just the NDIS you have to solve. It is a longer term program. The NDIS is rolled out in 2020. You want to be moving your brand along to the next stage. And the final one is don't think you’re going to get given lots of money. You are never going to have lots of money. We had a presentation a couple of weeks ago that gave us a wraparound in a newspaper, and you can't do that. In a not-for-profit the money must go towards the clients, so we look at maximising any dollars we have as economically as possible, that it's going to get the biggest bang for its buck for the clients.

### Graeme Kelly:

I don't use the term "Marketing" personally. I find it in our sector at this point it's still seen as a bit of a turn-off. It’s still seen for some as a commercial shiny sort of approach to dealing with people. It's not, and if it's approached the right way it can have a significant [inaudible]. We support community relations because that still captures the fundamental activities [inaudible] involves. We see it from our organisation to spread or expand our offering to clients. That's based on what they've told us. That goes back to our work we did with our clients and families, it was probably about five years ago, around our strategy. What are we doing over the future for this organisation? What's important to you? What are we hitting well? What are we missing? What can we do better? The NDIS was involved as key background, but it's only part of it. At the end of the day we're there to provide service to meet client need, and if we're not, what do we need to change to do it better? So there's a couple of areas we have picked up [inaudible] around behavioural support programs particularly, [inaudible], too much complication and detail. That was based [inaudible]. So it's really intelligence based on mostly face-to-face interactions with those staff who would then feed back into the organisation to say, "There's a market for this. There's a need across Victoria to expand these services," and that's essentially what we've done.

End of video transcript

# Slide 6:

## Common objections to marketing

All right team, video achieved. Thank you for watching that. Some key messages that come through for me from that video is that idea that I think resonates a lot, which is that marketing is a means to an end. A good marketing practice is demonstrating the best of your organisation. That by definition cannot work if it's off on an island on its own as an entire different discipline. It needs to be looking at what you are doing and adding a marketing lens onto that activity. The good news for that is that that's cheaper than building an entire marketing department and advertising strategy. It's really just look at what's working and add a bit of storytelling onto it is the most efficient way to get started with marketing. Which dovetails to the other point that comes out of that video, which is a position I'm sure we're all in, which is maximising every dollar that comes in. So by adding an aspect of marketing to the existing activities you're doing that it's serving many masters.

And also the need to market marketing internally. If you have an organisation where people think marketing is a bit of a loaded term - and certainly when I rang my Mum and said that I was going to be a public relations consultant she wrinkled her nose a bit - so people sort of hear those phrases and go, "I don't know what that's all about." We're looking to retain our customers, engage with our communities, add to our relationships with our clients, that sort of thing. That's really what we're looking to achieve, focusing on the goal. To that end we want to next talk through some of the most common objections that come up when someone raises the idea of marketing, and then a few strategies to overcome those internally.

### Some of the most common objections we hear:

* What's the return on investment;
* Marketing doesn't work;
* There's no money for marketing;
* Who needs it;
* People already know who we are;
* Branding is a waste of money.

So there's some nice big broad statements there that we can discount.

# Slide 7:

## Countering objections

So here on the slide you've got an example of an aged care provider who doesn't see the benefits of utilising digital channels because their customers are not on digital channels. That's a valid inference to be made, but as we talk about there, people in the community surrounding those customers will use digital channels. When people get a piece of information, particularly from a commercial entity or someone who's looking to engage them, people are looking at that critically as if it is to be trusted. A really powerful way of showing people that you are to be trusted is by giving them a third party source where they can verify that information. So if you deliver a message to a customer, like, "Would you like to sign up for this service?" less likely they're going to just act on it. More likely they're going to talk to someone in their environment or seek a second opinion. If you are also communicating to their children, their parents, their community, someone else that they work with to get services from, if that person can verify your information, vouch on your behalf because they've heard it out in the world - and it's just as simple as them going, "Oh yes, I saw that. That was on my Facebook page", "on the news", "I got something in the mail" - it just demonstrates to your customers and clients that you are a real entity. That has surprisingly large benefits, so it is worth doing.

Word of mouth is the most cost-effective way to increase numbers. All of the widgets and whizwangs and digital thingamabobs are all fantastic ways of efficiently getting out. There is no substitute for human being interactions, looking someone in the eyes and talking to them and being able to read their expressions and answer their queries in real time. The limit in that obviously is always financial. It would be lovely if you could go and knock on every door in the world and say, "What do you reckon?" but a way to utilise that is by word of mouth referrals. A way to get better clients, good marketing is treating your clients really well and creating an environment where they feel looked after, and they become ambassadors for you in a really powerful way because they're happy to tell their friends and family that you are someone that they should hang out with. There's fewer things more powerful than that.

Another popular one: “Branding is a waste of money” comes up a lot because branding is one of those conspicuously shiny marketing disciplines. I think everybody's seen the thing of the government department that gets an exciting new brand, and then people get a bit suspicious because they keep doing the same stuff. It's easy to be cynical, but branding is easy because there's so many examples of recognisable, trusted brands. So the one we've got there is World Vision. The vast majority of human beings recognise World Vision in Australia. That's not an accident. That's because they've got a very clear brand. They've put a lot of effort into showing the community and their customers and the people they want to support them exactly what World Vision stands for. They've consistently put the brand in front of peoples' eyes so that they recognise it. So have a brand that clearly shows who you are. Teach people what your brand means, and then give them lots of opportunity to see it so they get comfortable with it.

There's a really dependable way of increasing awareness of your brand by regularly getting it out there. It doesn't have to be to engage a third party to do a super-shiny PowerPoint presentation with 12 brands and digital integration whizwang strategy thingamajigs. It's just have a clear enunciation of who you are that people can engage with and use every opportunity you have to get it in front of them, and it will make people recognise you more regularly.

# Slide 8:

## Knowing your market

Knowing your market, which we referenced at the beginning. Again, if we are thinking about our imagined example where you're sitting in the board room making a case for why marketing is an important discipline to add to your organisation, knowing your market is a big one, and it's a big tool to have in your back pocket to show why marketing is valid and why it's important.

But it's hard to do, to know your market. Some ways that you can get that understanding: have the data to back you up. Particularly people who are naturally a bit wary of marketing generally are more accepting of facts and figures and stats and that sort of thing, and that's a really good way of demystifying the point of marketing and your positioning in your environment and in your market. So having the data to back you up is always helpful. The good news is these days you can get an enormous amount of data for free sitting at your desk. Use, to go to these slides, primary and secondary sources. Basically sit at your desk, find out as much as you can, write it down and tell everybody. You can't lose.

When we talk about primary sources we're talking about looking across your organisation. What is the data that you can capture from what you are doing? You undoubtedly have internal reports and accounts, so an obvious one in a marketing context, your social media accounts. What insights can you pull out about what people are clicking on and sharing? If you've been using Facebook for six months you'd be able to immediately find out what the top three posts you've ever posted are. Then you can look at those and go, "Why did those resonate emotionally with our audience?" and then you can put more posts up that look like that, is a really simple example.

But don't just stick to things that obviously have a marketing lens over them. We're talking about financial reports, client numbers, the strategic plan. What are you planning to look like in two years, five years, 10 years? What's not working? Are you losing clients in a certain market? All of these things you can pull apart and go, "What does this say about how people are interacting with our organisation?" and then ask the question, "What does that mean they think about our organisation? What would we like them to be thinking about our organisation?" Those sort of insights can drive a really good tailored marketing strategy.

Data from your own surveys is really valuable. We point it out there because there's places like Survey Monkey and Mail Chimp are good because a) they're fantastic and b) they are super 100 percent mega free, and I really like things that are free. So if you are looking to capture insight about your audience - for example maybe your clients or you have a list of stakeholders or email addresses of potential clients, whoever it may be - putting together a really simple, easy-to-answer survey that captures the actionable data that you can use to understand who they are can give you an enormous amount of insight that can drive your marketing. Just asking people who they are, what's their postcode, so you can understand where people understand who you are. What do they understand about your brand? How do they feel about it? Is there anything that they want from you? Just a few questions like that can really start to fill in a picture of what's going on.

I've had one question coming in looking for advice on how to keep control of branding, so how to avoid enthusiastic staff using the brand incorrectly, which is a pretty common occurrence in my experience in the past working with a lot of volunteers working under the umbrella of one brand. Looking at the variety of Microsoft Publisher fliers that were put out across the state of Victoria by enthusiastic volunteers whose hearts were in the right place was terrifying as the comms manager, just looking at the aspect ratio of what the words were and so on. In my experience the best way - I've tried this a few different ways including the sort of, "Hey everybody, you need to follow our..." - like, you put a style guide together which is the rules of the land about "This is how our brand is to be used," but it's not a very engaging document and it's generally less used by the more enthusiastic among us. Certainly my experience is the more enthusiastic someone is the more they're like, "Well, I know this isn't quite right but I just want to help and I want to do something and so I'm just going to put this out there and ask for forgiveness."

The trick is channeling that enthusiasm into a positive place, because by doing the email that says, "You didn't follow the style guide. Please cease and desist," you tend to sever that enthusiasm in a way where they tend to curl up and head off. So in my experience the best way of doing it is to create really fun tools that people can use that use the branding correctly. If you can get a feeling for the people who are misusing the brand, if you can understand the need that they're looking to fill or the gap that they're looking to fill and then give them the best, easiest, funnest tool that will fulfil that goal you kind of trick them into following the style guide. That's probably not the best phrasing, but that's kind of what you're doing, because you give them a thing and say, "We're listening. We are responding to your needs. Here's a really cool thing for you to use." In that way you drive good use of the brand in a way that a style guide doesn't really emotionally connect with.

You have the style guide there because it's kind of the Bible and the court where you can go if something bad happens. You can point back to it. So in that example - it was a specific example from my experience - is people running community events and wanting to put fliers out advertising that event, for example, and just making the flier up from whole cloth in a way that could be great and could be heart-stoppingly terrifying. Putting together three or four different options of templates that people could use to fill out and just add the time and the date and a bit of space to add two or three photos to pick from and a space to add the text in, and then you're meeting people halfway. The narrative that I would have success with is rather than, "Please use the style guide because it's important for our marketing strategy team." Like they'd give a rat's about that. It's, "Hey, we've built this range of things. It's important for us to have branding because people then recognise what we're doing and that helps your job, and so what I've done is created this library of templates so you don't have to worry about all the boring stuff. I've handled all of this style guide thing for you. Now you've just got to worry about the message that you're looking to get out." So position yourself as a bit of a trusted facilitator rather than the person from head office with the big stick who's saying, "Don't do the thing." I may have thought a lot about this topic in the past [inaudible], but I hope that was helpful.

Our next slide - we're still talking about knowing our market - a really valuable way is looking at your competitors and what are they doing? There is no shame in, let's call it "adopting best practice" from your environment, which is not too dissimilar from "Look what the other guy's doing and steal it," but it's enormously valuable. If you have a competitor - or it could be a stakeholder, or it could be a partner, or just a similar organisation with a similar footprint or service delivery as yourself - it is a very good idea to have a look at what they're doing for two reasons. You may put together a marketing strategy where you are looking to innovate or do something new. It's important to understand, is this just something that everybody in your sector is doing, because then you need to be positioning that not as an optional extra but as baseline delivery. If you are looking at, "Maybe we should do a Facebook page in two years, just to make it a bit interesting," if you survey four of your competitors, they've all got Facebook pages and you can get a read that that's a primary method of engagement, you should really be looking at that as, "We just need to be doing this now."

Someone out there will be doing something similar to you in a way you haven't thought about it successfully, and it's a good idea to have a play with that and see if it works for you and benefit from their experience. They've done all the work and the thinking about it, so just have a go. Have a look at their website, social media pages, advertising. What are the messages that they're using to market themselves? Particularly if you're worrying over the idea of, "How do we communicate what we do?", find people who are in a similar position. What kind of words are they using? Is there anything there that resonates with you and you go, "Aha, that's done my work for us."

Other sources that you can use: peak bodies, professional trade associations, unions, government, the Bureau of Statistics are other useful sources: anywhere who's looking at your corner of the sky and trying to quantify it. The Bureau of Statistics, for example, have statistical data. Have a look at the Census. Anything that you can do to get an insight and a bit of quantification about what you are doing is obviously helpful to have in the briefcase when you go in to make your case about marketing. It's always easier to be able to say, "47 percent of the population of our suburb that we do is over this age, which means that's a market and we only have 10 percent of those people, which means we need to be reaching more of them, ipso facto marketing," is always a more powerful message than just, "Let's do marketing." So the more stats you have the better, particularly for people who are coming at this from a bit of a, "I don't know much about marketing" sort of thing.

Another thing is the sort of soft side of the equation, which is what are people saying about your sector and your agenda, so just being situationally aware of what's happening in your environment. So within your industry, in your geographic area, what's in the papers? What's online? What are people saying about you and your competitors and your industry? That has a number of benefits in knowing that. The more you know about your sector and footprint the better, the more informed you can operate.

But it's also whenever you are sending the message to somebody - and when we talk about marketing that's effectively what we are talking about, what's the best way to get a message to somebody - the thing that separates excellent communicators from other human beings is that when they send a message - and it doesn't sound like a big difference but it's just - if you send a message to someone, you need to send it thinking about what they are going to hear rather than what you are going to say, if that makes sense. The difference is, put it through a lens of your audience. What information do they need to end up having, rather than what information do you need to get out. A lot of organisations send a lot of messages out without giving sufficient thought to who their audience is and what they're likely to hear. An obvious example is, are there a lot of people in your client base who speak different languages or have a different cultural background, and do you understand how they will interpret different messages? But it's really relevant to all people at all times. If you just send messages out going, "We need to tell people X," and you just shoot it out there without thinking about how they're likely to perceive it, you're unlikely to get the result that you want. It's not hard, it just takes a bit of thought and whiteboard scribbling and thinking, but just add a step to, "What is our audience probably going to get out of this? How do we want them to feel about this message?" and just write it from that. If you do that repeatedly you will be surprised at how much better results you get and how more comfortable you feel in this whole communications thing.

I bring that up because we talk about being aware of the media, the industry journals, what is being said. You want to use that as a primary source. You want to get information out of those that you can be informed, but you also want to look at it through a lens of, "All right. Our customers are reading these same newspapers. They are getting these messages. How would they be interpreting these messages? Is there a way that we can join this conversation?" Because in terms of super-efficient marketing, if we look at, say, social media marketing, email marketing or media relations, a super-efficient way of getting involved in that, once you have confidence to be talking publicly on things, is to understand the topics that you [47:48 inaudible] and the things you want to talk about, and then be alert to emerging issues either in the media or just culturally that you can hitch your wagon to. So if you are talking about aged care and you have a specific take on that or you provide a specific service or product on that, if you can be in a position where aged care becomes ascendant in the media or the culture you can then use that energy to get your messages out, and you can at least be aware that an audience is more aware of your topic on that day, and that might be a good time to do a bit of marketing, a bit of communication. Again, it's efficiently using best practice. If someone else has gone to all the trouble of getting people to talk about aged care in the media, jump on board and take some advantage out of it.

# Slide 9:

## Staff and volunteers as marketing advocates

If you’re looking to build trust with an audience, which, given our nature as a not-for-profit or a community organisation, trust is very important. You're looking to fulfil a public good. You do not want to be perceived as purely transactional. You want to be perceived as someone who is giving a good product and service and good for the community, so it's very important to keep trust in your matrix of things that you're looking to maintain. A really good way of building trust is to communicate effectively that you are an expert in your field and you are here to help. You have expertise that your clients, customers, supporters, dependants, volunteers, staff can rely on. A way of doing that is being aware of their current basket of worries, concerns, interests, which you can ascertain partly by being across what's happening in the media and where they get their information, and providing your expertise over that. So if a story breaks about, again, aged care. You might be able to perceive that your clients may be worried. You may want to put some messaging out that says, "From our perspective, here is the issue and here's a way that we can help people do that." That's an efficient way of demonstrating that you are calm, in control, helpful, experienced, and that's a very efficient way of increasing your reputation.

We're getting towards the end of our slides. A last key point is just being comfortable with the idea that your staff and volunteers are enormously powerful advocates when it comes to marketing. Your staff do deliver your message every day. So for example if you have someone at a desk who just greets people or routes phone calls or whatever they're doing, they're interacting with humans. They may not consider their role to be one of marketing but it really is. Whoever's on the front line interacting with your community has a strong role to play in terms of marketing, and there's enormous opportunity there in terms of making sure that person has the correct messages and the confidence to deliver them to make sure that that community that they're working with walks away with a really good understanding of who you are. There's also a risk there if the people who are representing you in the world do not have the correct messages. We want to cover off in a reputational risk mitigation way that they're not sending the wrong messages. If there's opportunity to send the right messages there's an opportunity cost that they send no messages at all, and there's a risk mitigation thought process there about are we making sure people aren't sending the wrong messages. There's a small risk there that you might have some staff who just say bad things about you, but more likely it's just that people are giving the wrong information because they don't know what the right information is, and so they're just giving people slightly wrong ideas, not in a way that is terrifying for you but in a way that is missing an opportunity because they walk away, they get a bit confused. A lot of marketing is about trying to minimise any possible confusion, because if people don't know - if they have two different ideas about you, they might go away because that's easier. Don't underestimate the power of someone with an inside scoop is probably what we're talking about. If your staff position themselves as like, "Oh, have I got news for you? You wouldn't know this and I shouldn't be telling you, but here's some exciting opportunities," people will love that person for ever.

And volunteers particularly - if you have volunteers or you're thinking about getting them - enormously powerful advocates because they are a living, breathing symbol of someone who has signed up to the ideology of your organisation. Volunteers are only there because they're passionate about what they're doing, and so people really do listen to why they're there. You want to make sure that the why is a good why.

# Slide 10:

## Training staff

The goal of training staff is to make sure that they're building those relationships with customers so they create that emotional connection with your organisation. Again, retaining perhaps is easier and more powerful in the long run than attracting, because if you think about, even if you go off and do some attracting, you still end up wanting to retain those new people as well. So staff who are building emotional connections really glue everybody together in quite a powerful way. And also it's just a reality that when your staff and volunteers feel engaged they stick around and morale is better. They're more loyal. Your turnover goes down. Again, it's about working efficiently. By marketing internally, every dollar is being used for two things. You're increasing your number of clients. You're doing some marketing. You're lowering retention, and you're also increasing morale and lowering turnover. There are fewer things more efficient than that.

I've just got a few questions. I'll do the dangerous thing of just reading them live without having read them beforehand. Someone seeking some advice about how to separate not-for-profit marketing from being lumped in with admin, resolving the issue of marketing expectations not being matched by job title and salary. It's complicated. I think that idea of marketing being lumped in with admin is a pretty common one. I think some of the tactics we've talked about in terms of demonstrating that marketing is something that is worth investing in in time if not money is something that can be helped. We've talked about ways of breaking the cognitive reflex of going, "Marketing, we'll give it" - there's two reasons it gets lumped in with admin. Someone goes, "We'll just give it to someone who we perceive as having the time to do it, which is the admin person. We'll get them to update the Facebook page." Or, and probably also, it's there's not enough money to get someone in to do this specific discipline for the organisation.

We've talked about ways to build a case for doing marketing today, but the other side of that question I would say is to get an understanding for the person doing the admin, or the team doing the admin. Is this something that they would like to be doing, and if so are there ways that they can be trained and skilled up to be doing it well? If ideally marketing can be separated with admin, purely because they're two quite different disciplines, in the same way that I've seen the organisation's finance and admin put together in that sort of thing. You do want people working on these things with a bit of a firewall from them just so they can focus on the tasks. But if someone or a group's going to be handling these two buckets, make sure they've got the right tools and support to be doing the buckets. And it does link back to setting a case for marketing as a discipline that's being added to everything.

The advantage of having the admin and marketing function a bit mixed up together that I've seen is that a challenge of particularly doing internal communications and marketing that translates to - the most efficient way to do marketing is to be sourcing content internally, packaging it up and putting it out on free channels, for example the website or social media. If you're looking to do some marketing and spend zero dollars, take photos of the things you're doing now, write a little story about why that's important, add a couple of key messages about what you want people to do, put it out. That's a very simple way of putting it, but that's effectively what we're talking about. A big roadblock to that can often be that it's hard for the marketing people to get the front line staff to give them the photos in a timely manner. I often find that people doing the admin have a bit of an inside track because they're processing and managing a lot of the internal traffic and invoicing and that sort of thing, so they can generally get access to that as well. So it's not all bad.

The issue of marketing expectations being matched to job title and salary: maybe we could take that offline because that's a bit involved, but I do think it is about, just with all job title/salary things, setting it out with some KPIs about what we expect people to be met and just making sure - it's pretty pressurised at the beginning there then to make sure that we're setting KPIs that are realistic. When you're doing KPIs for communications work it's always vital to make sure that the things you're measuring are communications things, not business things, if I could say that. So if your goal is to earn another million dollars next year, let's set some communications objectives and KPIs that we believe will drive that goal, but we cannot allow our marketing strategy to be solely responsible, to be marked a pass or fail on if we did the million dollars, because there's things outside of that comms space that can achieve that goal. But we may decide that to make that million dollars we need to be more understood. We need to have more people that we can sign up to the newsletter, that sort of thing, and they're the things that we can measure.

# Slide 11:

## Video with Kylie Payne – Former General Manager, Scope

And I think on that note we've run out of time. There's another video here but it's quite long, so I think we will be distributing the slides and we'll send a link to the video in the future. I'd recommend everybody look at it.

I just wanted to remind everybody that there are three more webinars in this series for NDS members. I hope you found today helpful. As I say we'll be circulating these materials. There'll also be my contact details there. I just want to help, and I'm really nerdy about this stuff as you may be able to tell, so I'd encourage you, if I can help any more or you'd like to talk any more about the ideas that have been raised here today let us know.

Thanks again for making the time. Really appreciate it.

# Slide 12:

# National Disability Services

NDS is the peak body for more than 1,000 non-government disability service providers and is the only organisation that represents the full spectrum of disability service providers across Australia.

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