

Arts in Motion Adventurers Unlimited Ballet West Charioteer Theatre Company Dannsa  
DogDaze Dog Star Grey Coast Theatre Company Goode for a Giggle

## Highlands and Islands Theatre Network

Mull Theatre Out of Darkness RightLines Perhilion Theatre Company Plan B Roadrunner  
Skeklers Tartan Chameleon Tabula Rasa Theatre Hebrides Tosg Zenwing Puppets

# MARKETING PLAN

## 2005 - 2008

November 2005

HITN

c/o HI ~Arts

Suites 4 & 5, Fourth Floor

Ballantyne House

84 Academy Street, Inverness, IV1 1LU

t: 01463 717 091

e: [stuart@hitn.co.uk](mailto:stuart@hitn.co.uk)

w: [www.hitn.co.uk](http://www.hitn.co.uk)

## CONTENTS

<b>Section</b>		<b>Page</b>
1.0	Executive Summary	3
2.0	Situation Analysis	3
2.1	Market Summary	5
2.2	SWOT Analysis Impact on Marketing	7
2.3	Services Offered	8
2.4	Keys to Success	8
2.5	Critical Issues	8
3.0	Marketing Strategy	9
3.1	Network Aim	10
3.2	Marketing Objectives	10
3.3	Target Markets	10
3.4	Positioning	10
3.5	Marketing Strategy Programmes	11
3.6	Marketing Programmes - Delivery Tasks	13
4.0	Controls	15
4.1	Implementation	15
Appendix A	Marketing Plan Programme 1	16
Appendix B	Marketing Plan Programme 2	19
Appendix C	Marketing Plan Programme 3	23
Appendix D	Marketing Plan Programme 2	27
Appendix E	Marketing Plan Activity Template	30

## 1.0 Executive Summary

HITN's Marketing Plan is a key element of its overall Business Plan for the development period 2005 to 2008 and should be read and actioned in conjunction with that strategic document.

Section 2 of the Marketing Plan outlines the current situation and environment in which HITN operates and identifies the critical issues and key areas to future success.

Section 3 presents the marketing strategy, objectives, targets, programmes and tasks for the delivery of the HITN vision. This is encapsulated in the four key marketing strategy programmes, costed at £25,000 over 3 years:

1. Launch of HITN – costed at £5,000;
2. Building Partnerships – costed at £3,500;
3. Project Development & Market Fit – costed at £10,000;
4. Network Development & Achieving Excellence – costed at £6,500.

The successful delivery of the marketing strategy is underpinned by and dependent upon the Business Plan and the financial status of the company.

Section 4 describes the controls, implementation and monitoring procedures required to successfully deliver the marketing plan.

## 2.0 Situation Analysis

HITN was originally established as a consortium of Highlands and Islands Theatre Companies in 1994. It is a membership organisation with a total current membership of 23 independent theatre and dance companies based in and operating from the Highlands & Islands. It has a voluntary management Board of 8 (see Business Plan, Section 3) that makes decisions about policy and management of the Company. Membership of HITN is available for £50 p.a. to any Highlands & Islands based theatre or dance company that wishes to actively promote itself and play a part in the future of the network. Highlands & Islands Theatre Network Limited is the trading name, a charitable company limited by guarantee (Company Registration No. 290889, SCO ?????).

HITN seeks to provide a means for theatre and dance artists to share experience, ideas and creativity across their wide region for the benefit of their audiences, communities and the arts of theatre and dance in general. It does so by addressing the specific nature of the region in which its members work and drawing on that to explore and expand the vision of theatre and dance within and beyond their region. Its agreed aim is to:

*“Promote the professional theatre and dance sectors in the Highlands and Islands at regional, national and international levels”.*

The HITN Business Plan 2005-08 (section 2) sets out six strategic objectives:

1. Following consultation, to represent members' interests at conferences, public forum and with other organisations and to report back to members;
2. To develop and maintain relationships on behalf of members with the private sector and with EU departments and organizations;
3. To maintain relevant information on the current funding criteria in the public sector and with private trusts and foundations;
4. To encourage best practice among members by enabling access to training and current legislation;
5. To develop unique projects, including training to support the promotion and artistic development of network members in a National and International context;
6. To work with other organisations to encourage wider access to theatre across the Highlands and Islands area.

HITN plans to establish structures which will allow all the network member companies access to support and potential areas of enhancement, training and individual development. In particular, HITN aims to offer network members a menu of support services:

- more opportunities for collaboration, both among each other and with other national and International practitioners to allow development of individuals and collective work;
- benefit from assistance with accessing funds;
- benefit from assistance to capitalise on existing opportunities;
- benefit from assistance with project management and project evaluation and audience monitoring;
- benefit from assistance with project marketing/ branding/ advertising.

Details of current HITN activity and information on the member companies are available on [www.hitn.co.uk](http://www.hitn.co.uk) . (once this is up and running)

On a national level, the Scottish Arts Council's Drama Strategy, 2002 – 2007 has a strategic aim to: 'play a key role in developing and sustaining an environment which supports those who create, present and participate in the widest range of quality drama for the people of Scotland'.<sup>1</sup> In working to deliver this aim, the following key objectives are identified amongst a range of others: 'form partnerships to support local creative development in rural areas' and 'provide regular forums for networking across the sector and opportunities for positive critical exchange among practitioners'. The Scottish Arts Council's Dance Strategy, 2002 – 2007, similarly expresses and aim to: 'develop the infrastructure for professional production and performance' and includes objectives to develop spaces, encourage skills development and ensure access to professional training and development, amongst others.<sup>2</sup>

HITN can assist the Scottish Arts Council in the delivery of these national strategies to a significant degree. [What about the NToS?]

---

<sup>1</sup>SAC Drama Strategy, 2002 – 2007, page 4

<sup>2</sup> SAC Dance Strategy, 2002 – 2007, page 6

## 2.1 Market Summary

HITN is a member organisation providing networking and support opportunities to professional theatre and dance companies based in the Highlands & Islands. The current market position for theatre and dance in the Highlands and Islands is healthier than ever before, with major new venues emerging – including the new An Lanntair Arts Centre opening in Stornoway in October 2005, the new theatre planned for Wick, and the planned renovations of Eden Court Theatre.

Over the last few years many rural venues and halls have benefited from upgrading so there are now more better quality venues for theatre available. Development of the Promoters Arts Network (PAN) and input of funding support from the Scottish Arts Council and other public funders has meant that there are greater numbers of voluntary and professional promoters who have a commercial need and genuine interest in promoting indigenous theatre and dance.

The network has agreed to initially concentrate on the following four projects in support and development of the member companies:

- Northern Periphery collaborative project with Norway and Sweden (described in Section 5.1 of the Business Plan);
- Festival of Highland Theatre 2007 (described in Section 5.2 of the Business Plan);
- Marketing Support Initiatives (described in Section 5.3 of the Business Plan);
- Theatre Masterclass Training programme (described in Section 5.4 of the Business Plan).

### Known Market

The most recent market research carried out<sup>3</sup> indicates that there has been a substantial increase in the number of Highlands & Islands based touring theatre companies. From a baseline of only one in 1992, the number increased to 15 companies in 2000, and now 23 companies, including dance companies, in 2005. Some of the companies included in the 2001 study no longer tour due to a critical reliance on project funding, and new companies have come on stream. The continuing single critical factor for all Highlands & Islands based companies is difficulty in funding artistic development and growth, and for most it is a struggle simply to keep going.

Within the Highlands & Islands alone, during the course of the 2001 study, 12 Highlands & Islands based touring theatre companies performed on a total of 279 occasions in upward of 40 different venues throughout the area and attracted a total audience attendance of 19,930. A further 270 performance days catering for a further 7,112 participants took place in this period, including workshops, masterclasses, school drama events, community drama

---

<sup>3</sup> The economic and social impact of the arts in the Highlands & Islands, INC, September 2001, page 15

events and readings which were not part of the touring itinerary. The 2001 study estimated that the sector was worth in excess of £700,000 and employed the equivalent of 44 direct FTE jobs at that time.

The 2001 study indicated that none of the theatre companies were confident about their future, with the major focus being directly related to funding constraints. The market for theatre was growing, but the available funding was not.

It should also be noted that trends are changing in terms of the nature of work and the needs of developing audiences. Theatre companies are drawn by the nature of funding currently available to commission new writing or look at methods of devising new work rather than produce existing texts. Many audiences experience of Highland and Island work is very often of the new work which has not been reviewed and where an element of chance exists. They do not fully know what the product is.

Some developing audiences in the Western Isles and Skye have developed selective interests, they like work to be produced about their own community history or current cultures. Large audiences can be achieved for the community play or professional historical issue play. These audiences will not necessarily attend visiting work of Central Belt touring companies despite reputation or regularity of touring.

### **Potential Market**

In terms of hard evidence, the 2001 study indicated the total number of professional drama and dance events performed during the period October 1999 to September 2000 across all of the HIE LEC areas with the exception of Moray (outwith the remit of the study). These are detailed in the table below showing total audiences, number of tourists and box office takings.

HIE LEC Area	DRAMA				DANCE			
	# of events	total audience	# of tourists	total box office entry fees (£)	# of events	total audience	# of tourists	total box office entry fees (£)
Shetland	8	950	180	6500	22	700	100	1150
Orkney	8	1400	650	7000	20	1000	80	1000
Western Isles	30	3000	450	15000	10	750	150	3500
Caithness & Sutherland	42	4200	500	23000	20	1000	100	3000
Ross & Cromarty	50	6400	800	32000	6	360	35	1500
Inverness & Nairn (incl. Eden Court)	149	52474	10195	460545	39	10659	2082	95524
<i>Inverness &amp; Nairn (excl. Eden Court)</i>	<i>50</i>	<i>3000</i>	<i>300</i>	<i>15000</i>	<i>20</i>	<i>950</i>	<i>150</i>	<i>5000</i>
Skye & Lochalsh	50	3000	1200	16000	5	250	50	1000
Lochaber	25	1250	250	6500	4	180	20	750
Badenoch & Strathspey	6	600	100	3000	3	180	50	900
Argyll & Islands	67	14090	5972	67440	12	840	210	3500
Total (incl.EC)	435	87364	20297	636985	141	15919	2877	111824
<i>Total (excl.EC)</i>	<i>336</i>	<i>37890</i>	<i>10402</i>	<i>191440</i>	<i>122</i>	<i>6210</i>	<i>945</i>	<i>21300</i>

This gives some baseline indication on the scope of the potential market for drama and dance across the region.

In the short term HITN aims to achieve major branding of Highlands and Islands touring theatre and dance on a National basis by 2007. Initial marketing targets will include:

- development of local audiences, including the development of generic audience questionnaires for Companies to use in order to assess responses to indigenous work both from local audiences and audiences outwith the Highlands and Islands;
- wider promotions for the performances when the work is in the Central Belt or outwith the Highlands and Islands.

By the time of the Highlands and Islands Theatre Arts Festival planned for 2007 HITN aims to have created a discernible impact, assisting member companies in the marketing of high-quality indigenous touring theatre, dance and combined arts projects produced by the network member companies.

In the longer term HITN aspires to make inroads into National and International promotions on behalf of its member companies, e.g. evidenced by member companies being invited to national and international Festivals. The challenge for HITN here is to champion the creation of indigenous high-quality productions and market them as being valued by the Scottish community and as being 'the best out of Scotland' in a particular genre.

## 2.2 SWOT Analysis Impact on Marketing

<b><i>Strengths</i></b>	<b><i>Weaknesses</i></b>
Clear business Aims & Objectives – Business Plan 2005-2008. Good company membership base support. Board buy-in to Marketing needs. 2001 Market Research benchmark information as starting point. Strategic support from current stakeholders and sector bodies (e.g. NToS, Eden Court Theatre, HIE, HI~Arts, Highland 2007, SAC). Networking in place with other relevant organizations (e.g. FST, PAN, ITC). Agreed programme of project initiatives.	Public image – relatively unknown/ not yet formally launched. Brand identity – needs building. Website design and content. Brochures/leaflets/newsletter – information flow underdeveloped. Low level of audience and marketing data. Low level of marketing reach/penetration into broader Highland community and beyond.
<b><i>Opportunities</i></b>	<b><i>Threats</i></b>
Public image – clarify/launch/raise profile. Brand identity – clarify and promote. Website design, content and web 'reach' – consider & action improvements. Brochures/leaflets/newsletter & promotional material – agree production quality & frequency. Build media relations. Market Research into wider marketplace. Build network bridges with other providers/competitors & other performing arts organisations & groups. Champion creation of indigenous high-quality product. Achieve desired market reach and penetration within own region and nationally/internationally.	Finance – project specific unsecured. Loss of support from existing company membership base. Loss of support/buy-in from strategic stakeholders and sector bodies. Failure to deliver Company Aims and Objectives. Failure to deliver agreed programme of initiatives. Failure to achieve required market penetration within own region and beyond (nationally and internationally).

## **2.3 Services Offered**

HITN is a membership led network. It is company limited by guarantee with charitable status in its own right. It is dedicated to providing practical performing arts sector support and development opportunities to Highlands and Islands based professional theatre and dance companies. It will aim to deliver the following outputs over the next three years:

- Fundraising for Network projects;
- Initialising and running Network projects;
- Fundraising backup – providing and updating databases specific to needs of Highland and Island Companies;
- Development and delivery of advancement training programmes in all theatre disciplines;
- Collaboration with the National Theatre of Scotland;
- Developing and updating website with members information;
- Continuing the development of collaborations with PAN promoters;
- Management backup for Companies, information on theatre company policy and management;
- Advocacy role with cultural agencies, local authorities, local MPs/MSPs, Scottish Executive, Scottish Arts Council and national theatre marketing events throughout the UK.

The HITN Business Plan 2005 – 2008, Section 4, details the Company's operational workplan and targets for each of the three years covered [see also Section 3.5 of the Marketing Plan].

Its services occupy a strategic place within the overall performing arts provision of the region. It has a strategic role to play in advancing the place and standing of Highland and Islands based theatre and dance regionally, nationally and internationally.

## **2.4 Keys to Success**

- Active participation and involvement of HITN Board and member companies (page 3);
- Achievement of strategic objectives (page 4);
- Achievement of an effective menu of network support services (page 4);
- Achievement of an effective role at national level (page 4);
- Achievement of agreed four network development projects (page 5);
- Achievement of initial marketing targets (page 7);
- Achievement of longer term marketing targets (page 7);
- Addressing SWOT Analysis Impact on Marketing (page 7);
- Achievement of expressed network outputs over next 3 years (page 8).

## **2.5 Critical Issues**

Our **S**trengths are robust. Our **W**eaknesses are identified and have potential solutions. HITN could be described as currently being in a 'growth' or 'developmental' period. There are numerous **O**pportunities, all of which are achievable. We also have **T**hreats that present a level of risk. However, HITN

has a growing reputation as an effective networking organization and is building strong links with its member companies and bodies such as the new National Theatre of Scotland (NToS). It is well positioned to act on behalf of the professional theatre and dance sector in the Highlands and Islands.

The critical issues include:

- Maintaining a viable number of network member companies;
- Securing investment to deliver strategic objectives;
- Securing investment to deliver the agreed four development support projects;
- Investigating and implementing appropriate mechanisms to deliver an effective range of network support services, either alone or in collaboration with others;
- Securing and maintaining a position of influence and leadership within the sector.

### 3.0 Marketing Strategy

HITN aims to act as the strategic collective voice of its member companies in lobbying, advocacy and professional development for the advancement of the professional theatre and dance sector in the Highlands and Islands. A programme of four network projects is in place and will be developed and delivered incrementally over the next three years to meet the needs of member companies.

The principle aim of the marketing strategy is to successfully communicate the unique value and experience of Highlands and Islands based theatre and dance to as wide a spectrum of audiences as possible, both at home and abroad. The focus of the marketing strategy is on the benefits of participation and involvement in the programme of projects for the member companies rather than on 'cost'. The outcome of the marketing strategy should be a positive member and audience experience and enhanced revenue streams for HITN and its member companies with minimal additional cost.

The marketing strategy will continue to identify the needs of the network member companies and their audiences, actual and potential, and communicate with them in the most effective and positive manner possible. Audience development research will be carried out to establish the nature of potential additional audiences for the product of member companies. In parallel with this, continuing efforts will be made to understand how HITN can assist member companies to maintain and improve on the quality, integrity and distribution of their product within the finite financial resources available to it, to the member companies and to the audiences.

The future success of HITN is dependent upon a challenging balance: the continued attention to assisting member companies with the quality of product, quality and reach of audience experience in conjunction with identifying opportunities to expand theatre and dance activity where possible.

### **3.1 Network Aim**

**HITN aims to promote the professional theatre and dance sectors in the Highlands and Islands at regional, national and international levels.**

### **3.2 Marketing Aims & Objectives**

The overall Aim is to provide a network forum in support of the member companies and to market this to as wide an audience as possible in a positive and effective manner, concentrating on the quality of the theatre and dance experience at all times. The marketing strategy and objectives are firmly set in the ethos of the company's Aim and Objectives. Our broad Marketing Objectives are:

- To establish HITN as the principal voice for professional theatre and dance in the Highlands and Islands;
- To develop network branding and marketing of the individual member companies through promotional material (DVD and powerpoint) and the development of a strongly recognised web presence;
- To develop a collaborative Marketing distribution programme in support of existing efforts by local promoters and member companies to increase marketing activity for the sector across the Highlands and Islands, Scotland and beyond;
- To develop one off specific marketing initiatives to promote the work of and demand for member companies product, including video or television promotions, adverts, tasters, billboard advertising and other high profile presentations.

### **3.3 Target Markets**

HITN's target markets are identified as follows:

- Current and potential professional theatre and dance companies based in the Highlands and Islands;
- Theatre and Dance organisations, networks and agencies operating in Scotland, the UK and abroad;
- Professional theatre and dance practitioners;
- Schools, Colleges and Universities for training and continuing professional development opportunities;
- 'Leisure' or amateur theatre and dance practitioners (including supporting educational classes, outreach work, mentoring and practitioner development);
- General public and local communities across the Highlands and Islands and beyond to develop and grow audiences for the theatre and dance product of member companies.

### **3.4 Positioning**

HITN offers a unique opportunity for its member companies to experience the benefits of networking, learning from and sharing expertise with like-minded

practitioners interested in trying new things, improving the quality of their product and building audiences for that product.

### **3.5 Marketing Strategy Programmes**

HITN will focus on achieving success across the following four key strategic themes with the resources available to it:

- Launch of HITN;
- Building Partnerships, linking and working with committed partners and stakeholders in delivering a first class theatre and dance experience for all;
- Project Development & Market Fit;
- Achieving Excellence, supporting and developing member services and benefits within an ethos of continuous improvement and inclusion.

These four strategic themes are designed to support the delivery of HITN's Business Plan targets over the next three years:

#### Year 1 - 2005/2006

- Have established an international collaborative project between the Network and Companies in Norway and Sweden;
- Be sourcing and delivering appropriate professional training;
- Be delivering marketing support;
- Beginning to raise the profile of Highlands and Islands companies;
- Be working towards a Festival of Highlands and Island Theatre 2007.

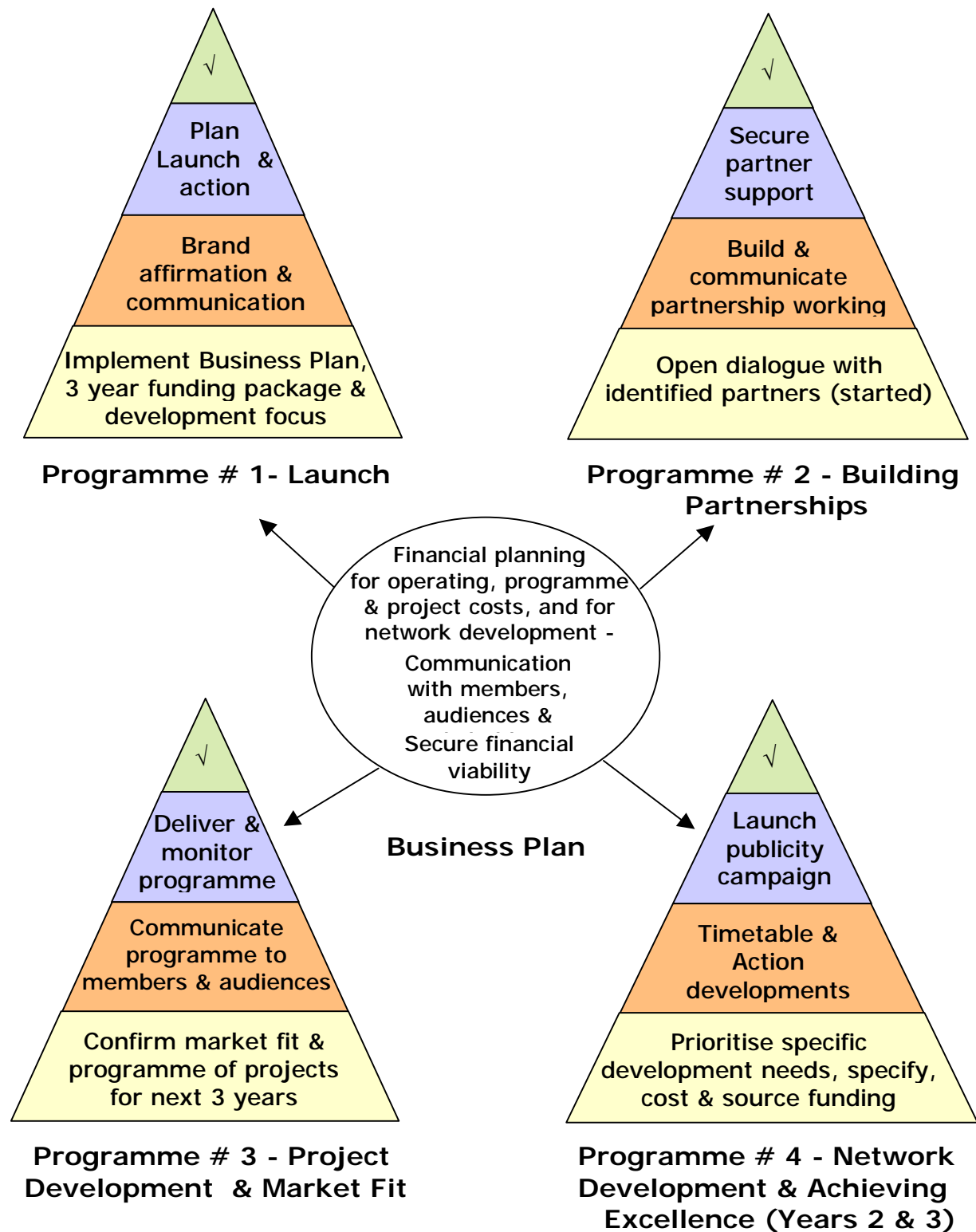
#### Year 2 - 2006/2007

- Have helped increase the amount of theatre projects funded in the Region;
- Increase the number of network companies touring abroad;
- Be working towards a Festival of Highlands and Island Theatre;
- Achieving marketing support through collective distribution programme;
- Have made major inroads into advocacy for Highlands and Islands work in a national context;
- Be realising an international collaborative Project;
- Be sourcing and delivering appropriate professional training.

#### Year 3 - 2007/2008

- Have realised a Festival of Highlands and Islands Theatre;
- Have an established marketing support system;
- Be developing further International collaborative work;
- Have strengthened infrastructure of existing companies;
- Be sourcing and delivering appropriate professional training.

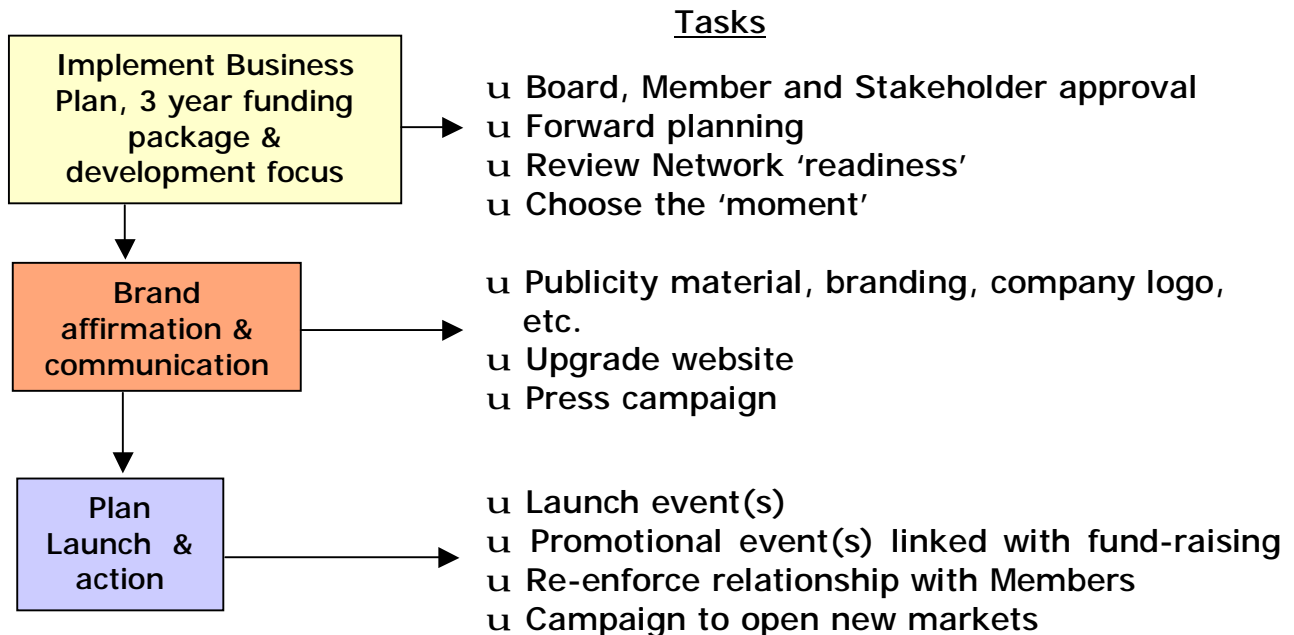
In order to achieve this success the following four Marketing Strategy Programmes are identified for action and delivery:



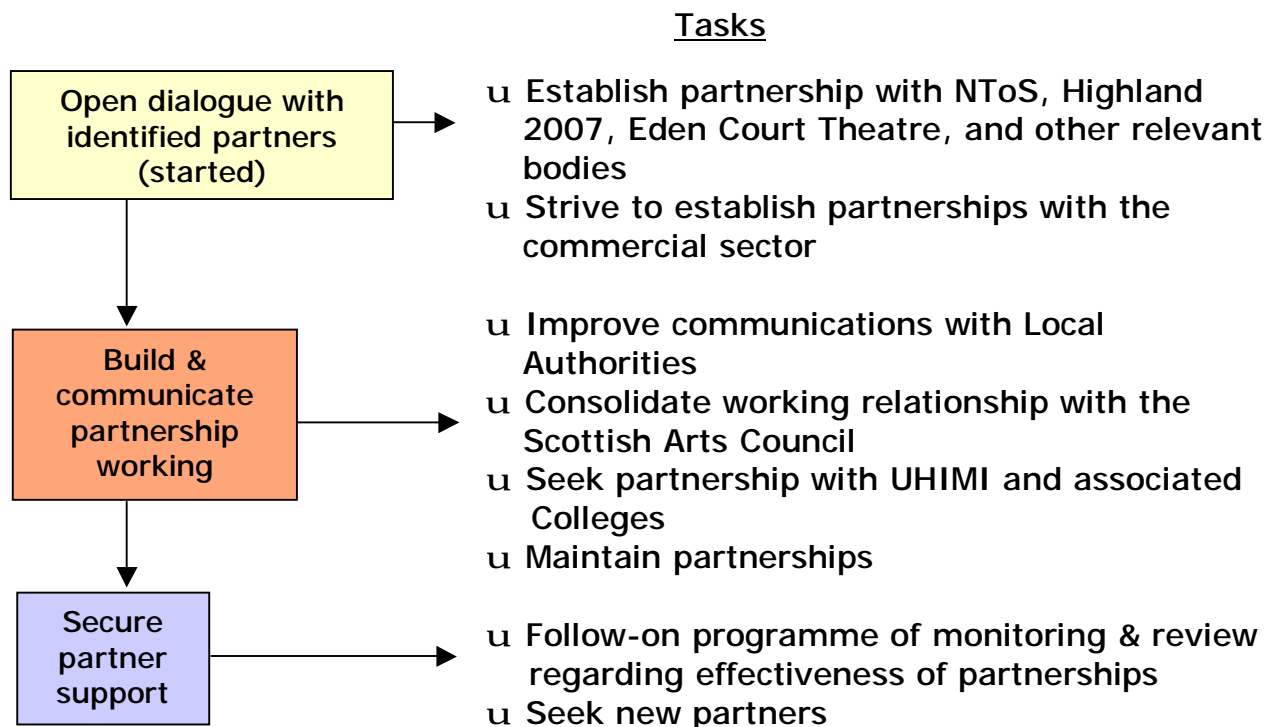
Programme # 1 'Launch', kick starts the development process. Programme # 2 'Building Partnerships' is critical to the delivery of Programmes 3 & 4 and for the ongoing sustainability and viability of the network and along with securing financial stability should drive the marketing effort of HITN.

### 3.6 Marketing Programmes - Delivery Tasks

#### Marketing Programme # 1 – Launch – costed at £5,000

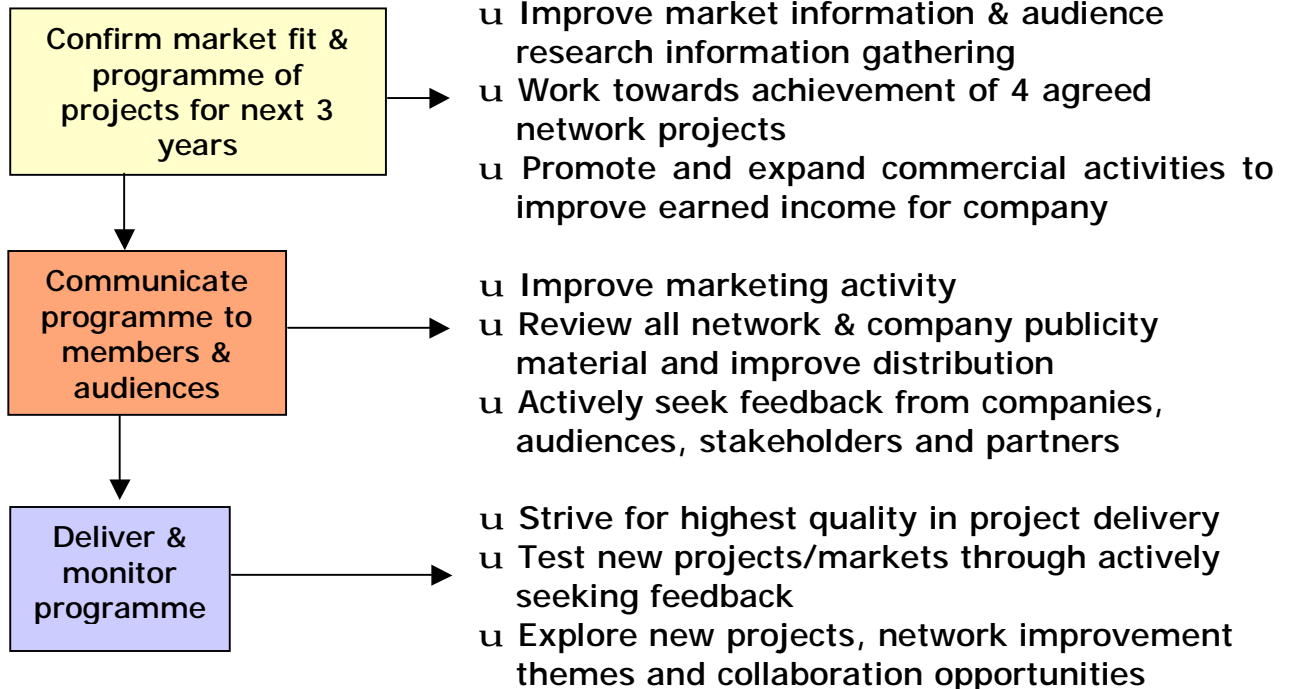


#### Marketing Programme # 2 - Building Partnerships – costed at £3,500



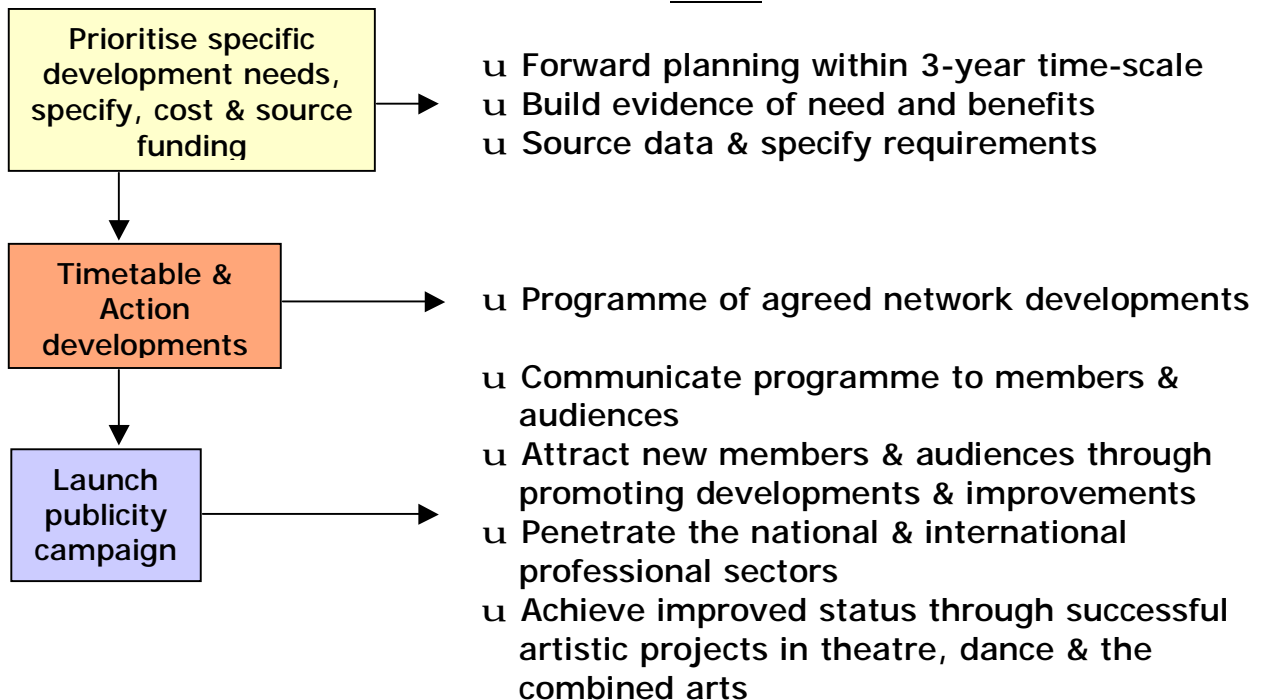
### Marketing Programme # 3 - Project Development & Market Fit – costed at £10,000

#### Tasks



### Marketing Programme # 4 – Network Development & Achieving Excellence – costed at £6,500

#### Tasks



## 4.0 Controls

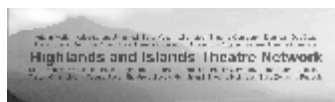
The purpose of the HITN marketing plan is to serve as a guide to the Board, Members and paid staff, in their journey to continue to improve the organisation and its ability to serve the professional theatre and dance community across the Highlands and Islands. The marketing plan is a key element of the overall Business Plan 2005 – 2008 and failure to implement even one of the proposed marketing programmes could severely hamper the success of HITN's positioning strategy. The Board is committed in taking the lead to ensure that strong and effective marketing sits at the heart of HITN's development.

## 4.1 Implementation

The attached 4 Marketing Programme Action Plans (Appendices A to D) record, detail and monitor the four key marketing strategy programmes and their associated delivery tasks as described in sections 3.5 and 3.6. We will track planned activity against actual results for each of the programmes and evaluate them at regular Board meetings as a standing agenda item. If necessary, the programmes will be revised if we find they are not accomplishing the intended goal.

Stuart Brownlee  
p/t Marketing & Information Co-ordinator  
Highlands and Islands Theatre Network  
[stuart@hitn.co.uk](mailto:stuart@hitn.co.uk)

14 November 2005



**Marketing Plan Activity Programme #1: Launch Date of writing: 01/11/05**

**1. Product definition for marketing programme –**

Implement Business Plan, 3 year funding package and development focus; HITN brand affirmation and communication; leading to launch of HITN as a viable and sustainable company acting on behalf of its member professional theatre and dance companies based in the Highlands & Islands of Scotland.

**2. SWOT analysis**

<p><b>Strengths</b></p> <p>Track record of activity.          Membership base – geographic spread and diversity.          Now a Company Limited by Guarantee – Board of Directors.          Approved Business Plan.          Funding secured for period 2005-2008.          Range of strategic partners: SAC, HIE, Local Authorities, NToS.          ‘Northern Connections’ project underway.          Festival of Theatre 2007 project working group set up.          Web domain <a href="http://www.hitn.co.uk">www.hitn.co.uk</a> secured [funding exists to set up HITN sub-site within HI~Arts website].  <a href="mailto:highlandtheatre@smartgroups.com">highlandtheatre@smartgroups.com</a> discussion forum/postings.</p>	<p><b>Weaknesses</b></p> <p>No funding identified for Marketing activities [other than website].          Funding applications still to be submitted to Local Authorities for 2005-06.          Company Bank Account still to be set up.          Company Accountants still to be appointed.          Charitable status still to be secured.          Membership fee may result in reduced membership.          Membership base – geographic spread and diversity.          Low level of awareness and branding.          HITN Website – member information needs updating.</p>
<p><b>Opportunities</b></p> <p>‘Northern Connections’ project – collaborative working.          Festival of Theatre 2007 project – high profile.          HITN Website as stand-alone site (initially within HI~Arts site).          Build wider network of active partners.          Seek commercial sponsorship.          Investigate other funding sources.          Marketing Support Initiatives [need to secure funding].          Theatre Masterclass Training programme [need to secure funding].</p>	<p><b>Threats</b></p> <p>Failure to deliver HITN projects.          Failure to deliver robust financial control.          Failure to secure ongoing funding/sponsorship.          Failure to retain viable membership base.</p>

**3. Target Market – [describe the composition of your customer group(s) – who do you want to attract?]**

Highlands & Islands based professional Theatre and Dance companies; local, regional, national and international agencies/bodies/partners; promoters; audiences; wider public.

4. Evaluate your Marketing Activity to date – *[describe what you have done, how you have done it & what it has cost, how effective has it been?]*

HITN web pages on HI~Arts website with a single page of information and contact details for each Member company that has provided material/details [currently there are pages for 24 companies]. In-house designed headed stationary. No agreed marketing/promotional portfolio of material [e.g., brand, logo, business cards, brochure/leaflet, posters/flyers].

5. Future Marketing Strategy – *[add rows to table as required]*

Target Market <i>(from 3 above)</i> <i>[who do you want to attract?]</i>	Most suitable type of Marketing Approach <i>[e.g. word of mouth, newsletter, advert, radio, posters, mail-out, web, etc.]</i>
Highlands & Islands based professional Theatre and Dance companies.	Word of mouth; website; e-mail; mail-outs; network meetings; smartgroup discussion forum and information postings.
Local, regional, national and international agencies/bodies/partners.	Website; e-mail; smartgroup discussion forum and information postings; word of mouth; meetings; mail-outs; adverts; posters/flyers; brochure/leaflet(s).
Promoters	Website; e-mails; mail-outs; networking opportunities; brochure/leaflet(s); posters/flyers.
Audiences	Word of mouth; audience surveys; website; e-mail listings; adverts; posters/flyers; brochure/leaflet(s).
Wider public	Adverts; website; posters/flyers; brochure/leaflet(s). wider public

6. Marketing Planning Sheet – *[add rows to table as required]*

Objective <i>[what do you want to achieve, activity/event?]</i>	Main Actions <i>[the big tasks]</i>	Key Steps <i>[e.g. break it down into manageable chunks]</i>	Results <i>[anticipated and actual]</i>	Timing <i>[when this needs to be done by?]</i>	Responsibility <i>[who will do it?]</i>
Implement Business Plan, 3 year funding package and development focus.	Board and Member buy-in; Stakeholder approval.	Ensure dissemination and understanding of Business Plan and development focus.	Anticipate buy-in.	End 2005.	Board, Marketing & Information Co-ordinator, Development Officer, Members.
HITN brand affirmation and communication.	Secure funding; agree and communicate HITN brand.	Develop logo; publicity material; website upgrade; press campaign.	Anticipate higher profile and understanding of purpose.	End 2005-early 2006.	Marketing & Information Co-ordinator, Board, Members.
Launch of HITN.	Launch event.	Promotional event(s) [linked with fundraising].	Anticipate higher public profile, understanding of purpose, re-enforced relationship with Members, new markets & opportunities identified.	Early-mid 2006.	Marketing & Information Co-ordinator, Development Officer, Board, Members.

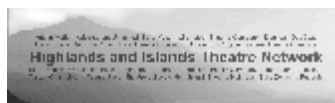
Revision 1: 14 November 2005

7. Marketing Time Line – [turn your Marketing Planning Sheet (6 above) into a time line for action for the year]

Actions	11/05	12/05	01/06	02/06	03/06	04/06	05/06	06/06	07/06	08/06	09/06	10/06
<b>Activity</b> [from 6 above]	Board and Member buy-in; Stakeholder approval.	Board and Member buy-in; Stake-holder approval.	Agree and communicate HITN brand.	Agree and communicate HITN brand.	HITN Launch event(s)	HITN Launch event(s).	→					
<b>Who is responsible</b> [from 6 above]	Board, Marketing & Information Co-ordinator, Development Officer, Members.	Board, Marketing & Information Co-ordinator, Development Officer, Members.	Marketing & Information Co-ordinator, Board, Members.	Marketing & Information Co-ordinator, Board, Members.		Marketing & Information Co-ordinator, Development Officer, Board, Members.	→					
<b>Completed by (time)</b> [from 6 above]	ongoing.	31/12/05.	ongoing from 11/05.	28/02/06.	ongoing from 02/06.	30/04/06.	→					
<b>Action Required</b> [from 6 above]	Ensure dissemination and understanding of Business Plan and development focus.	Ensure dissemination and understanding of Business Plan and development focus.	Secure funding; develop logo; publicity material; website upgrade; press campaign.	Develop logo; publicity material; website upgrade; press campaign.		Promotional event(s) [linked with fundraising]. Link with announcement of Highland 2007 Regional Fund award.	→					
<b>Contingency Plan</b>	Check with Members & Stakeholders-re-circulate BP if necessary.	Check with Members & Stakeholders-re-circulate BP if necessary.	If funding not available – develop in-house (likely lower level).	If funding not available – develop in-house (likely lower level).		Re-schedule if necessary.						
<b>Review &amp; Evaluate</b>		1 <sup>st</sup> Board meeting in 2006.		2 <sup>nd</sup> Board meeting in 2006.		3 <sup>rd</sup> Board meeting in 2006.				5 <sup>th</sup> Board meeting in 2006.		
<b>Overall</b> ✓ or X												

Estimated costs of Marketing Programme 1

Implement Business Plan, 3 year funding package and development focus.	Zero cost
HITN brand affirmation and communication.	£2,500
Launch of HITN.	<u>£2,500</u>
	£5,000



**Marketing Plan Activity - Programme #2: Building Partnerships - Date of writing:01/11/05**

**1. Product definition for marketing programme –**

Open and continue dialogue with identified partners, build and communicate partnership working, secure partner support.

**2. SWOT analysis**

<p><b>Strengths</b></p> <p>Track record of activity.          Membership base – geographic spread and diversity.          Now a Company Limited by Guarantee – Board of Directors.          Approved Business Plan.          Funding secured for period 2005-2008.          Range of strategic partners: SAC, HIE, Local Authorities, NToS.          ‘Northern Connections’ project underway.          Festival of Theatre 2007 project working group set up.          Web domain <a href="http://www.hitn.co.uk">www.hitn.co.uk</a> secured [funding exists to set up HITN sub-site within HI~Arts website].  <a href="mailto:highlandtheatre@smartgroups.com">highlandtheatre@smartgroups.com</a> discussion forum/postings.</p>	<p><b>Weaknesses</b></p> <p>No funding identified for Marketing activities [other than website].          Funding applications still to be submitted to Local Authorities for 2005-06.          Company Bank Account still to be set up.          Company Accountants still to be appointed.          Charitable status still to be secured.          Membership fee may result in reduced membership.          Membership base – geographic spread and diversity.          Low level of awareness and branding.          HITN Website – member information needs updating.</p>
<p><b>Opportunities</b></p> <p>‘Northern Connections’ project – collaborative working.          Festival of Theatre 2007 project – high profile.          HITN Website as stand-alone site (initially within HI~Arts site).          Build wider network of active partners.          Seek commercial sponsorship.          Investigate other funding sources.          Marketing Support Initiatives [need to secure funding].          Theatre Masterclass Training programme [need to secure funding].</p>	<p><b>Threats</b></p> <p>Failure to deliver HITN projects.          Failure to deliver robust financial control.          Failure to secure ongoing funding/sponsorship.          Failure to retain viable membership base.</p>

**3. Target Market – [describe the composition of your customer group(s) – who do you want to attract?]**

Highlands & Islands based professional Theatre and Dance companies; local, regional, national and international agencies/bodies/partners; promoters; audiences; wider public.

4. Evaluate your Marketing Activity to date – *[describe what you have done, how you have done it & what it has cost, how effective has it been?]*

HITN web pages on HI~Arts website with a single page of information and contact details for each Member company that has provided material/details [currently there are pages for 24 companies]. In-house designed headed stationary. No agreed marketing/promotional portfolio of material [e.g., brand, logo, business cards, brochure/leaflet, posters/flyers]. Contacts made and established with immediately relevant agencies and bodies.

5. Future Marketing Strategy – *[add rows to table as required]*

Target Market <i>(from 3 above)</i> <i>[who do you want to attract?]</i>	Most suitable type of Marketing Approach <i>[e.g. word of mouth, newsletter, advert, radio, posters, mail-out, web, etc.]</i>
Highlands & Islands based professional Theatre and Dance companies.	Word of mouth; website; e-mail; mail-outs; network meetings; smartgroup discussion forum and information postings.
Local, regional, national and international agencies/bodies/partners.	Website; e-mail; smartgroup discussion forum and information postings; word of mouth; meetings; mail-outs; adverts; posters/flyers; brochure/leaflet(s).
Promoters	Website; e-mails; mail-outs; networking opportunities; brochure/leaflet(s); posters/flyers.
Audiences	Word of mouth; audience surveys; website; e-mail listings; adverts; posters/flyers; brochure/leaflet(s).
Wider public	Adverts; website; posters/flyers; brochure/leaflet(s). wider public

6. Marketing Planning Sheet – *[add rows to table as required]*

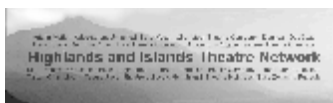
Objective <i>[what do you want to achieve, activity/event?]</i>	Main Actions <i>[the big tasks]</i>	Key Steps <i>[e.g. break it down into manageable chunks]</i>	Results <i>[anticipated and actual]</i>	Timing <i>[when this needs to be done by?]</i>	Responsibility <i>[who will do it?]</i>
Open and continue dialogue with identified partners.	Establish partnerships with NToS, Highland 2007, Eden Court Theatre, SAC, Local Authorities, and other relevant bodies; strive to establish partnerships with the commercial sector.	Ensure effective and efficient communication channels are open and functioning; attend industry events and maximise networking opportunities.	Anticipate raised profile for HITN; meaningful partnerships created and maintained.	Immediate and ongoing.	Board, Marketing & Information Co-ordinator, Development Officer, Members.

Build and communicate partnership working.	Improve communications with Local Authorities; consolidate working relationships with the SAC, FST; seek partnership with UHIMI and associated Colleges; Maintain partnerships.	Arrange initial meetings with relevant agencies/ bodies to map out HITN vision, aims and objectives; Agree appropriate frequency and method of formal partner communication.	Anticipate wider and more robust partnership working in the furtherance of HITN's vision, aims and objectives.	Immediate and ongoing.	Board, Marketing & Information Co-ordinator, Development Officer, Members.
Secure partner support.	Follow-on programme of monitoring & review regarding effectiveness of partnerships; seek new partners.	Agree monitoring & review procedures and timescales; agree target partners.	Anticipate wider and more robust partnership working in the furtherance of HITN's vision, aims and objectives, including financial support.	Immediate and ongoing.	Board, Marketing & Information Co-ordinator, Development Officer, Members.

**7. Marketing Time Line – [turn your Marketing Planning Sheet (6 above) into a time line for action for the year]**

Actions	11/05	12/05	01/06	02/06	03/06	04/06	05/06	06/06	07/06	08/06	09/06	10/06
<i>Activity [from 6 above]</i>	Establish partnerships with NToS, Highland 2007, Eden Court Theatre, SAC, Local Authorities, and other relevant bodies.	Improve communications with Local Authorities; consolidate working relationships with the SAC, FST; seek partnership with UHIMI and associated Colleges; Maintain partnerships.	Strive to establish partnerships with the commercial sector.	Follow-on programme of monitoring & review regarding effectiveness of partnerships; seek new partners.								





**Marketing Plan Activity - Programme #3: Project Development & Market Fit –**

**Date of writing: 01/11/05**

**1. Product definition for marketing programme –**

Confirm market fit and programme of projects for next 3 years, communicate programme to members and audiences, deliver and monitor the programme of projects on behalf of and for the benefit of HITN Members.

**2. SWOT analysis**

<b>Strengths</b>	<b>Weaknesses</b>
Track record of activity. Membership base – geographic spread and diversity. Now a Company Limited by Guarantee – Board of Directors. Approved Business Plan. Funding secured for period 2005-2008. Range of strategic partners: SAC, HIE, Local Authorities, NTOs. ‘Northern Connections’ project underway. Festival of Theatre 2007 project working group set up. Web domain <a href="http://www.hitn.co.uk">www.hitn.co.uk</a> secured [funding exists to set up HITN sub-site within HI~Arts website]. <a href="mailto:highlandtheatre@smartgroups.com">highlandtheatre@smartgroups.com</a> discussion forum/postings.	No funding identified for Marketing activities [other than website]. Funding applications still to be submitted to Local Authorities for 2005-06. Company Bank Account still to be set up. Company Accountants still to be appointed. Charitable status still to be secured. Membership fee may result in reduced membership. Membership base – geographic spread and diversity. Low level of awareness and branding. HITN Website – member information needs updating.
<b>Opportunities</b>	<b>Threats</b>
‘Northern Connections’ project – collaborative working. Festival of Theatre 2007 project – high profile. HITN Website as stand-alone site (initially within HI~Arts site). Build wider network of active partners. Seek commercial sponsorship. Investigate other funding sources. Marketing Support Initiatives [need to secure funding]. Theatre Masterclass Training programme [need to secure funding].	Failure to deliver HITN projects. Failure to deliver robust financial control. Failure to secure ongoing funding/sponsorship. Failure to retain viable membership base.

**3. Target Market – [describe the composition of your customer group(s) – who do you want to attract?]**

Highlands & Islands based professional Theatre and Dance companies; local, regional, national and international agencies/bodies/partners; promoters; audiences; wider public.

4. Evaluate your Marketing Activity to date – *[describe what you have done, how you have done it & what it has cost, how effective has it been?]*

HITN web pages on HI~Arts website with a single page of information and contact details for each Member company that has provided material/details [currently there are pages for 24 companies]. In-house designed headed stationary. No agreed marketing/promotional portfolio of material [e.g., brand, logo, business cards, brochure/leaflet, posters/flyers].

5. Future Marketing Strategy – *[add rows to table as required]*

Target Market <i>(from 3 above)</i> <i>[who do you want to attract?]</i>	Most suitable type of Marketing Approach <i>[e.g. word of mouth, newsletter, advert, radio, posters, mail-out, web, etc.]</i>
Highlands & Islands based professional Theatre and Dance companies.	Word of mouth; website; e-mail; mail-outs; network meetings; smartgroup discussion forum and information postings.
Local, regional, national and international agencies/bodies/partners.	Website; e-mail; smartgroup discussion forum and information postings; word of mouth; meetings; mail-outs; adverts; posters/flyers; brochure/leaflet(s).
Promoters	Website; e-mails; mail-outs; networking opportunities; brochure/leaflet(s); posters/flyers.
Audiences	Word of mouth; audience surveys; website; e-mail listings; adverts; posters/flyers; brochure/leaflet(s).
Wider public	Adverts; website; posters/flyers; brochure/leaflet(s). wider public

6. Marketing Planning Sheet – *[add rows to table as required]*

Objective <i>[what do you want to achieve, activity/event?]</i>	Main Actions <i>[the big tasks]</i>	Key Steps <i>[e.g. break it down into manageable chunks]</i>	Results <i>[anticipated and actual]</i>	Timing <i>[when this needs to be done by?]</i>	Responsibility <i>[who will do it?]</i>
Confirm market fit & programme of projects for next 3 years.	Work towards achievement of 4 agreed network projects: 1) BP 5.1 - Northern Periphery collaborative project; 2) BP 5.2 - Festival of Highland Theatre 2007; 3) BP 5.3 -Marketing support initiatives; 4) BP 5.4 - Theatre Masterclass Training programme.	Improve market information and audience research information gathering; promote and expand commercial activities to improve earned income for HITN.	Anticipate sound financial base to develop, deliver and monitor network projects effectively and efficiently.	BP Section 4 – 3 year targets set out for 2005 – 2008.	Board, Development Officer, Marketing & Information Co-ordinator, Members.

Communicate programme to members & audiences.	Improve marketing activity.	Review all network and company publicity material and improve distribution; actively seek feedback from companies, audiences, stakeholders & partners.	Anticipate improved marketing activity on behalf of members; promoting HITN brand; secure feedback to inform ongoing marketing activity.	Immediate and ongoing.	Board, Marketing & Information Co-ordinator, Development Officer, Members.
Deliver & monitor programme of projects.	Strive for highest quality in project delivery.	Test new projects/ markets through actively seeking feedback; explore new projects, network improvement themes and collaboration opportunities.	Anticipate delivery of successful network projects over the timescale of the 3 year business & marketing plan, 2005 – 2008.	Immediate and ongoing.	Board, Development Officer, Marketing & Information Co-ordinator, Members.

**7. Marketing Time Line – [turn your Marketing Planning Sheet (6 above) into a time line for action for the year]**

Actions	11/05	12/05	01/06	02/06	03/06	04/06	05/06	06/06	07/06	08/06	09/06	10/06
<b>Activity</b> [from 6 above]	Work towards achievement of 4 agreed network projects.	→			Improve marketing activity.	→						Strive for highest quality in project delivery.
<b>Who is responsible</b> [from 6 above]	Board, Development Officer, Marketing & Information Co-ordinator, Members.	→			Board, Marketing & Information Co-ordinator, Development Officer, Members.	→						Board, Development Officer, Marketing & Information Co-ordinator, Members.
<b>Completed by (time)</b> [from 6 above]	ongoing 2005 - 2008	→			ongoing 2005 - 2008	→						ongoing 2005 - 2008

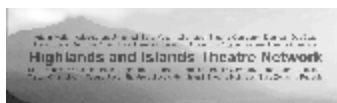
Revision 1: 14 November 2005

<b>Action Required</b> [from 6 above]	Improve market information and audience research information gathering; promote and expand commercial activities to improve earned income for HITN.				Review all network and company publicity material and improve distribution; actively seek feedback from companies, audiences, stakeholders & partners.							Test new projects/ markets through actively seeking feedback; explore new projects, network improvement themes and collaboration opportunities.
<b>Contingency Plan</b>	Keep programme of projects and timescales under ongoing review & take corrective action as required.				Keep marketing activities under ongoing review & take corrective action as required; if funding not available – trim to suit.							Keep project and marketing quality under ongoing review & take corrective action as required; if funding not available – trim to suit.
<b>Review &amp; Evaluate</b>	1 <sup>st</sup> Board meeting in 2006.				2 <sup>nd</sup> Board meeting in 2006.							5 <sup>th</sup> Board meeting in 2006.
<b>Overall</b> ✓ or X												

Estimated costs of Marketing Programme 3

Confirm market fit & programme of projects for next 3 years\* . £5,000 (£4k for Marketing Support BP5.3/£1k for Training BP5.4)  
 Communicate programme to members & audiences. £3,000  
 Deliver & monitor programme of projects. £2,000  
 £10,000

\* BP5.1 - Northern Periphery collaborative project; and BP5.2 - Festival of Highland Theatre 2007 – should have their own Marketing Budgets.



**Marketing Plan Activity - Programme #4: Network Development & Achieving Excellence -  
Date of writing: 01/11/05**

**1. Product definition for marketing programme –**

Prioritise specific development needs, specify, cost and source funding; timetable and action developments; launch publicity campaign.

**2. SWOT analysis**

<p><b>Strengths</b></p> <p>Track record of activity.          Membership base – geographic spread and diversity.          Now a Company Limited by Guarantee – Board of Directors.          Approved Business Plan.          Funding secured for period 2005-2008.          Range of strategic partners: SAC, HIE, Local Authorities, NTOs.          ‘Northern Connections’ project underway.          Festival of Theatre 2007 project working group set up.          Web domain <a href="http://www.hitn.co.uk">www.hitn.co.uk</a> secured [funding exists to set up HITN sub-site within HI~Arts website].  <a href="mailto:highlandtheatre@smartgroups.com">highlandtheatre@smartgroups.com</a> discussion forum/postings.</p>	<p><b>Weaknesses</b></p> <p>No funding identified for Marketing activities [other than website].          Funding applications still to be submitted to Local Authorities for 2005-06.          Company Bank Account still to be set up.          Company Accountants still to be appointed.          Charitable status still to be secured.          Membership fee may result in reduced membership.          Membership base – geographic spread and diversity.          Low level of awareness and branding.          HITN Website – member information needs updating.</p>
<p><b>Opportunities</b></p> <p>‘Northern Connections’ project – collaborative working.          Festival of Theatre 2007 project – high profile.          HITN Website as stand-alone site (initially within HI~Arts site).          Build wider network of active partners.          Seek commercial sponsorship.          Investigate other funding sources.          Marketing Support Initiatives [need to secure funding].          Theatre Masterclass Training programme [need to secure funding].</p>	<p><b>Threats</b></p> <p>Failure to deliver HITN projects.          Failure to deliver robust financial control.          Failure to secure ongoing funding/sponsorship.          Failure to retain viable membership base.</p>

**3. Target Market – [describe the composition of your customer group(s) – who do you want to attract?]**

Highlands & Islands based professional Theatre and Dance companies; local, regional, national and international agencies/bodies/partners; promoters; audiences; wider public.

4. Evaluate your Marketing Activity to date – *[describe what you have done, how you have done it & what it has cost, how effective has it been?]*

HITN web pages on HI~Arts website with a single page of information and contact details for each Member company that has provided material/details [currently there are pages for 24 companies]. In-house designed headed stationary. No agreed marketing/promotional portfolio of material [e.g., brand, logo, business cards, brochure/leaflet, posters/flyers].

5. Future Marketing Strategy – *[add rows to table as required]*

Target Market <i>(from 3 above)</i> <i>[who do you want to attract?]</i>	Most suitable type of Marketing Approach <i>[e.g. word of mouth, newsletter, advert, radio, posters, mail-out, web, etc.]</i>
Highlands & Islands based professional Theatre and Dance companies.	Word of mouth; website; e-mail; mail-outs; network meetings; smartgroup discussion forum and information postings.
Local, regional, national and international agencies/bodies/partners.	Website; e-mail; smartgroup discussion forum and information postings; word of mouth; meetings; mail-outs; adverts; posters/flyers; brochure/leaflet(s).
Promoters	Website; e-mails; mail-outs; networking opportunities; brochure/leaflet(s); posters/flyers.
Audiences	Word of mouth; audience surveys; website; e-mail listings; adverts; posters/flyers; brochure/leaflet(s).
Wider public	Adverts; website; posters/flyers; brochure/leaflet(s). wider public

6. Marketing Planning Sheet – *[add rows to table as required]*

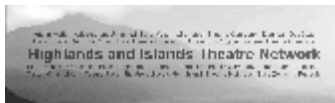
Objective <i>[what do you want to achieve, activity/event?]</i>	Main Actions <i>[the big tasks]</i>	Key Steps <i>[e.g. break it down into manageable chunks]</i>	Results <i>[anticipated and actual]</i>	Timing <i>[when this needs to be done by?]</i>	Responsibility <i>[who will do it?]</i>
Prioritise specific development needs, specify, cost and source funding.	Forward planning within 3 year time-scale	Build evidence of need and benefits; source data and specify requirements.	Anticipate quality roll-forward, costed programme of relevant network development.	Years 2 & 3 onwards – 2006/07 – 2007/08 and ongoing.	Board, Development Officer, Marketing & Information Co-ordinator, Members.
Timetable and action developments.	Programme of agreed network developments.	Communicate programme to members and audiences.	Anticipate buy-in and uptake & raising commitment.	Years 2 & 3 onwards – 2006/07 – 2007/08 and ongoing.	Board, Development Officer, Marketing & Information Co-ordinator, Members.
Launch publicity campaign.	Attract new members and audiences through promoting developments & improvements.	Penetrate the national & international professional sectors; achieve improved status for network.	Anticipate improved status through successful artistic projects in theatre, dance & the combined arts.	Years 2 & 3 onwards – 2006/07 – 2007/08 and ongoing.	Board, Marketing & Information Co-ordinator, Development Officer, Members.

**7. Marketing Time Line – [turn your Marketing Planning Sheet (6 above) into a time line for action for the year]**

Actions	11/06	12/06	01/07	02/07	03/07	04/07	05/07	06/07	07/07	08/07	09/07	10/07
<b>Activity</b> [from 6 above]	Forward planning within 3 year time-scale.	→	→	Programme of agreed network developments.						→	Attract new members and audiences through promoting developments & improvements.	→
<b>Who is responsible</b> [from 6 above]	Board, Development Officer, Marketing & Information Co-ordinator, Members.	→	→	Board, Development Officer, Marketing & Information Co-ordinator, Members.						→	Board, Marketing & Information Co-ordinator, Development Officer, Members.	→
<b>Completed by (time)</b> [from 6 above]	2006/07 – 2007/08 and ongoing.	→	→	2006/07 – 2007/08 and ongoing.						→	2006/07 – 2007/08 and ongoing.	→
<b>Action Required</b> [from 6 above]	Build evidence of need and benefits; source data and specify requirements.	→	→	Communicate programme to members and audiences.						→	Penetrate the national & international professional sectors; achieve improved status for network.	→
<b>Contingency Plan</b>	Learn from Marketing Programmes 1-3, Business Plan review and take corrective action as required.			Learn from Marketing Programmes 1-3, Business Plan review and take corrective action as required.							Learn from Festival of Theatre 2007, learn from Marketing Programmes 1 – 3, Business Plan review and forward plan.	
<b>Review &amp; Evaluate</b>	6 <sup>th</sup> Board meeting in 2006 or 1 <sup>st</sup> meeting in 2007.			1 <sup>st</sup> or 2 <sup>nd</sup> Board meeting in 2007.							5 <sup>th</sup> Board meeting in 2007.	
<b>Overall</b> ✓ or X												

**Estimated costs of Marketing Programme 4**

Prioritise specific development needs, specify, cost and source funding.	Zero cost
Timetable and action developments.	£3,000
Launch publicity campaign.	<u>£3,500</u>
	£6,500



**Marketing Plan Activity Template**

**Programme #:**

**Date:**

1. **Product definition for marketing programme –**

2. **SWOT analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

3. **Target Market –** *[describe the composition of your customer group(s) – who do you want to attract?]*

4. **Evaluate your Marketing Activity to date –** *[describe what you have done, how you have done it & what it has cost, how effective has it been?]*

5. **Future Marketing Strategy – [add rows to table as required]**

<b>Target Market (from 3 above)</b> <i>[who do you want to attract?]</i>	<b>Most suitable type of Marketing Approach</b> <i>[e.g. word of mouth, newsletter, advert, radio, posters, mail-out, web, etc.]</i>

6. **Marketing Planning Sheet – [add rows to table as required]**

<b>Objective</b> <i>[what do you want to achieve, activity/event?]</i>	<b>Main Actions</b> <i>[the big tasks]</i>	<b>Key Steps</b> <i>[e.g. break it down into manageable chunks]</i>	<b>Results</b> <i>[anticipated and actual]</i>	<b>Timing</b> <i>[when this needs to be done by?]</i>	<b>Responsibility</b> <i>[who will do it?]</i>

7. **Marketing Time Line – [turn your Marketing Planning Sheet (6 above) into a time line for action for the year]**

<b>Actions</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>
<i>Activity</i> <i>[from 6 above]</i>												
<i>Who is responsible</i> <i>[from 6 above]</i>												
<i>Completed by (time)</i> <i>[from 6 above]</i>												
<i>Action Required</i> <i>[from 6 above]</i>												
<i>Contingency Plan</i>												
<i>Review &amp; Evaluate</i>												
<i>Overall</i> <i>√ or X</i>												