

## **The Delta Plan**

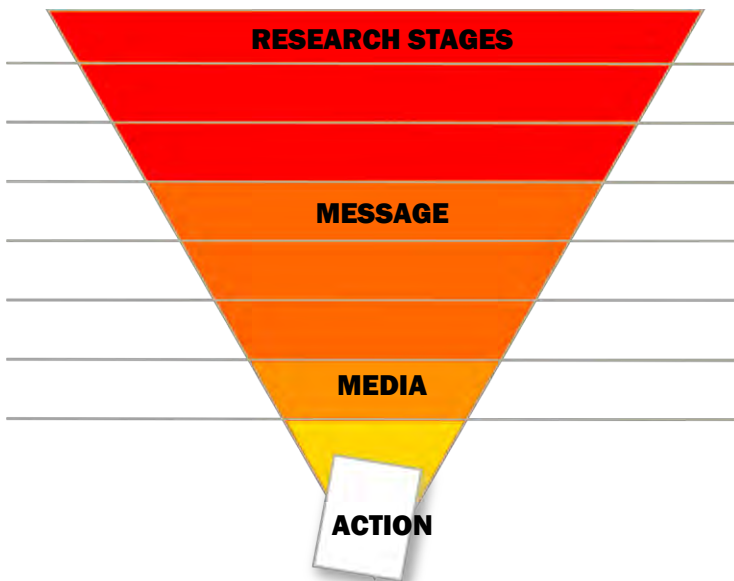
Organize and simplify your export promotion plan.

**DELTA  
PLAN**



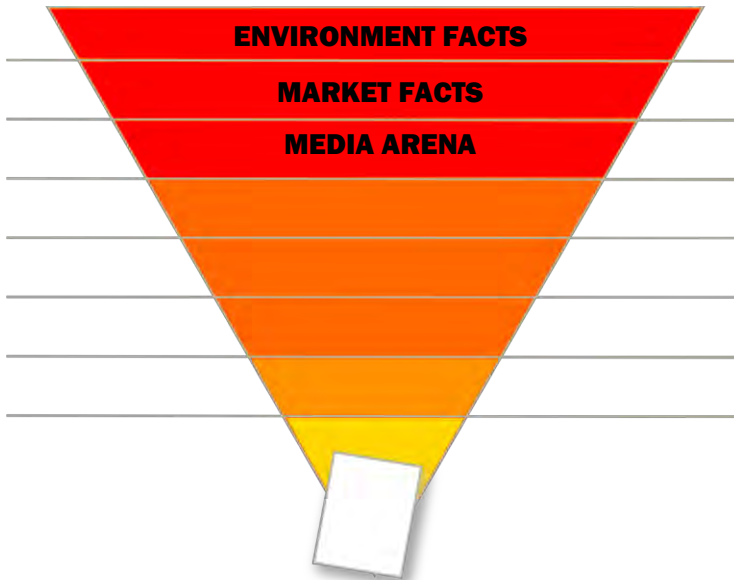
## **THE DELTA PLAN**

The object is to simplify the planning of your international promotional strategy. It is called the DELTA PLAN because it is like an inverted triangle, filtering all the background information and data down to one side of one sheet of paper.



These are the key areas and we will take each of these sections in order.

## THE RESEARCH STAGES



### Environment facts

International markets differ from your home market in many ways. A useful mnemonic to identify these differences is **SLEPT** – this stands for **S**ocial & **C**ultural, **L**egislative, **E**conomic, **P**olitical and **T**echnical.

It's important to direct our research to understand these differences. For example, you may need the answer to **cultural** questions such as:

- Who makes the buying decisions in my target markets?
- What images are acceptable/unacceptable?
- How are foreign suppliers viewed and regarded?

Or, there may be **legal** issues such as restrictions on types of promotions or free offers; many countries restrict promotion to children; copy clearance, how prices are displayed, security bonds, and the legal status of agents may all be issues you need to understand.

The **economy** of the country is almost certain to differ from that of your home market. It may present barriers but also opportunities. This can impact upon your offer and pricing structure.

You may have **technical** issues to consider such as accreditations and approvals. Will you need to make modifications? What may be technical benefits in your home market may be insignificant in your target market and vice-versa.

On the following pages, note any items as you gather your research – positive or negative, then note what action you intend to take to gain advantage, if any.

<b>Social and cultural issues</b>
Positive
Negative
What action do I intend to take?

<b>Legislative issues</b>
Positive
Negative
What action do I intend to take?

<b>Economic issues</b>
Positive
Negative
What action do I intend to take?

<b>Technical issues</b>
Positive
Negative
What action do I intend to take?

## Market Facts

What facts can you find out about the market? There is a mass of information available on the web.

What is the potential? What is the market volume and value?

What are the demographics? What trends are evident? How is the market structured as compared to your home market?

Who are your key competitors?

Write down as many key market facts as you can identify on the next pages and give each a score in terms of importance to you. So, if you have identified, say, five important market facts, score them from 5 to 1, with 5 as the most important and 1 as the least.

Then, considering these facts, which are they likely to affect your strategy, and what action do you plan to take?

<b>Market facts</b>	<b>Importance Score 5-1</b>

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What action do I intend to take?	

## Media arena

By 'media arena' we mean the whole range means for getting your message over. Don't assume all markets have similar media to your home market or use it in the same ways. TV may be a powerful medium in your home market, but in other markets it may be less important. There may be fewer channels or it may be state controlled with little opportunity for advertising.

Many markets rely heavily on satellite broadcasts watching channels from outside their borders.

Radio may be a powerful medium in some markets, so may posters (outdoor).

Take a look at how the press is structured. What about trade media? In many cases, trade magazines from outside the country may be key publications. Does the press present opportunities for advertising or must PR be used?

Consider digital media: this may be a powerful tool for reaching your market.

In big, sprawling markets with numerous big cities, such as the USA or Australia, regional and local media may be far more important than national – and more economical and cost effective with less wastage. On the other hand, where smaller, close-knit communities exist key trade media may be of equal importance across a number of countries.

Remember that some markets may be multi-lingual and this is likely to affect the choice of media.

Take a look at the following list of media options and assess how important and useful they may be in your target market. Score each option from 1 to 10, where 10 = very important and useful, and 1 = of little importance.

Be aware that there may be some medium that is unusual or unique to your target market: if so, enter this in the 'other' row.

Media options	Score
<b>Broadcast</b>	
Terrestrial TV	
Satellite TV	
Cable	
Radio	
<b>Press</b>	
National	
Regional/Local	
Trade	

<b>Outdoor</b>	
Posters	
Transport	
<b>Digital</b>	
Web	
email	
Social internet	
<b>Miscellaneous</b>	
Cinema	
Direct Mail	
Door-to-door	
Other (specify)	

## THE MESSAGE



### Who are we talking to?

In short, who is our target audience? Marketers often talk of audiences as groups, sometimes using demographic or socio-economic groups, such as 'A/B/C1 Females'. These may be accurate, but not very helpful when we are trying to develop an appealing message.

One of the best pieces I had from a very experienced copywriter was; 'Try to imagine somebody you know who fits the target group – perhaps your mother, bank manager or a work colleague. Now, write as though you were talking to

them – use the same language and arguments as you would face-to-face.’ Sound advice.

A similar approach is to use archetypes: these are characters that are typical of your audience – it often helps to give them names to remind you you are talking to people. For example:

*Phil – 25 years old, married, one child. Lives in a semi in the suburbs close to where he was born. Works in the office of an insurance company. Drives a Ford Focus, plays Sunday football. Computer literate, spends a lot of time on Facebook and Xbox. Goes out to the pub with his mates every Friday. Reads the Daily Express and loves curry and pasta.*

Archetypes are also useful for business to business audiences.

There is an even greater danger in B2B of losing sight of the person you are speaking to. People may say, ‘Our audience is small generator manufacturers.’

No it isn’t: the audience is probably, ‘purchasing officers’ or ‘CEOs’ working in ‘small generator manufacturers’. Identify exactly who you want to speak to, and if possible, build a picture of them as an archetype. It will really improve the way that you approach them with your message.

Do bear in mind cultural differences in the countries you are targeting. People making buying decisions may not be the same as in the UK. Gender differences may be more apparent.

People's deference to authority may differ and the decision-making may take place at different levels.

Refer back to the 'market environment' facts in the research stage for guidance.

Write down the profile of your audiences in the following boxes. You may well have more than one audience, perhaps people along the supply chain or other influencers.

<b>Our primary audience is:</b>

**Our secondary audience is:**

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**Our tertiary audience is:**

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## What do we want to say?

Now we know who we are talking to, what do we want to say to them?

This is time to be very clear about the benefits you are offering. Be clear on the distinction between features and benefits. If a car has an advanced lean-burn engine, that is a feature. The benefit is that it saves you money on fuel.

The benefits your product delivers in your home market may be very different from those people enjoy in the export market. A small price advantage may be less relevant in a more wealthy market. The fact that you are (say) a British company may mean little at home but could be a key feature in your chosen market.

If nothing else, a good message is two things:

- A claim
- The evidence to back it up

For example:

Claim – this is the most economical car in its class

Evidence – the independent test figures

Claim – this is the most effective toothpaste

Evidence – 9 out of 10 dentists use it

Claim – this is the most reliable component

Evidence – a machine in Canada is still running it after 30 years

Claim – this is the whitest washing powder

Evidence – we washed half the wash in this powder and...

Now, bearing your audience clearly in mind, what do you want to say to them? Don't worry about the actual form of words at this point. That is for your copywriters when you come to create your marketing collateral – in fact it may not need words at all if a video demonstration makes your case. This is about being very clear what message you need to convey and putting it down in words that make sense to you.

Write down the messages in the following boxes. If you only have one audience you probably only need one message, but you may need two slightly different messages for, say, an end user and a distributor.

**Our primary message is:**

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**Our secondary message is:**

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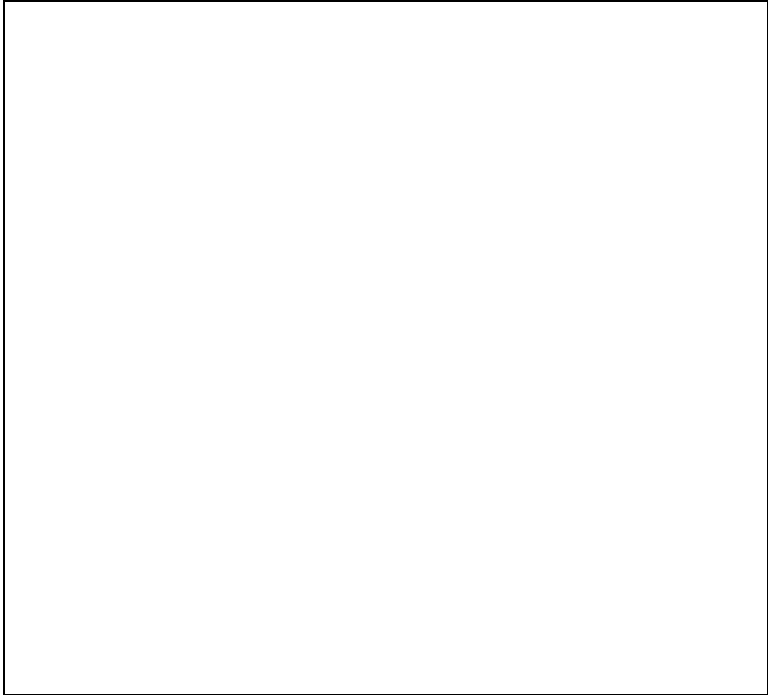
## What action do we want?

Okay, it's one thing to communicate a message to your audience, but when they receive it, what do you want them to do? There are hundreds of possible responses, for example:

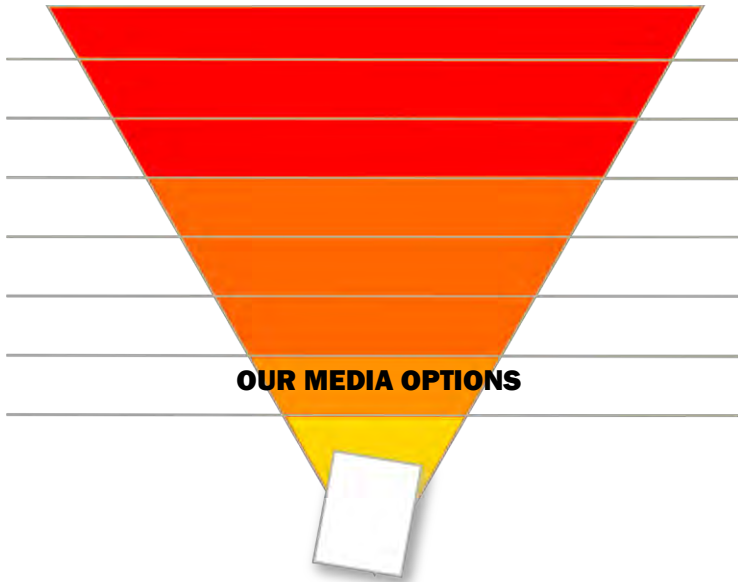
- Call for more information
- Visit a retailer
- Visit the website
- Place an order online
- Send your name and address
- Make an appointment for a specialist to visit
- Book a place at a seminar
- Visit us at an exhibition
- Upgrade
- Order a catalogue
- Switch from a current provider

What action do you want from your audience?

**The action we want from our target is:**



## **MEDIA OPTIONS**



### **Media choices – pros and cons**

It's time to combine our assessment of the media arena in the light of our audiences and the messages we are trying to communicate.

First, consider the strengths of the various media in your target market. Check out the scores you gave.

Next, look at your audience. What medium is most likely to reach them? You can be more scientific or objective by checking out media owners' websites. They are likely to publish readership or viewing data together with advertising

rates. This may need a little translation on foreign sites but a bit of work is often very worthwhile.

Finally, consider your message. What medium is likely to be the easiest and most effective? If you are selling a fashion product, the ability to show photographs and the use of colour is probably vital. If you have a very technical product you may need a medium that allows you to show a lot of data.

A generic product such as screwdriver or bottle of water probably needs little explaining. A new, innovative product or service may need much more explanation and this will influence your media choice.

Remember that the ability to demonstrate can save the need for hundreds of words so the opportunity to use video may be a consideration.

From your research identify your candidate media .Then consider their pro's and con's and how you might use them. Here are a couple of examples.

<b>Candidate medium</b>
Website
<b>For</b>
Inexpensive, can display a lot of data, opportunity for customers to order online, international
<b>Against</b>
Not an intrusive medium, need actions to drive customers to the site
<b>Action</b>
Use as the target for responses

<b>Candidate medium</b>
Regional press
<b>For</b>
Geographically targeted, good reach in our target group, allows us to control level of response
<b>Against</b>
Can be costly for large spaces, a lot of wastage, competitors' ads
<b>Action</b>
Use in initial stages with small spaces to drive people to the website

<b>Candidate medium</b>
Trade Press
<b>For</b>
Good targeting, authoritative,
<b>Against</b>
Costly, questions over readership, a lot of competitive advertising, long lead times
<b>Action</b>
Use for PR and editorial – possibly classifieds for agent recruitment

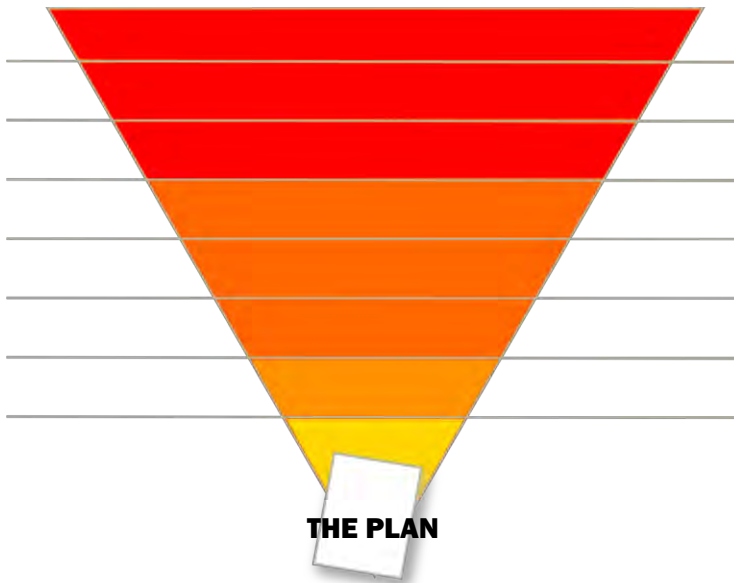
Now consider your target media look at all possibles then narrow the candidates down to the three most practical for the market you are approaching.

<b>Candidate medium 1</b>
<b>For</b>
<b>Against</b>
<b>Action</b>

<b>Candidate medium 2</b>
<b>For</b>
<b>Against</b>
<b>Action</b>

<b>Candidate medium 3</b>
<b>For</b>
<b>Against</b>
<b>Action</b>

## **YOUR DELTA PLAN**



As we said at the outset, the objective is to distil all your research and considerations down to one simple document – your Delta Plan.

Now you have your plan – remember, this is your big picture, your strategic plan. You still have to consider the tactics, the nuts and bolts of how you will execute it and, of course, it is focussed on just your one target market. If you have more than one market you need more than one plan.

<b>Market environment actions</b>
<b>Market actions</b>
<b>Message – who are we talking to?</b>
<b>Primary audience</b>
<b>Secondary audience</b>
<b>Tertiary audience</b>
<b>Message – what will we say to them?</b>
<b>Primary message</b>
<b>Secondary message</b>

<b>Message – what action do we want them to take?</b>
<b>Media options</b>
<b>Option 1</b>
<b>Action</b>
<b>Option2</b>
<b>Action</b>
<b>Option3</b>
<b>Action</b>

For more information and useful downloads go to:

[www.one-marketing.eu](http://www.one-marketing.eu)



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