

AIAC: Future Marketing Strategy for Agriculture

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Background

- Commission paper HSC/07/60
- Segmentation
- Oxford Strategic Marketing contracted to:
 - Analyse HSE's communications strategies; and
 - Analyse HSE's strategy for agriculture and develop proposals for a future marketing strategy - "Insight Project"

Project Aims

- To review and evaluate HSE's strategy for agriculture (2004<)
- To develop and refine HSE's strategy for agriculture (as required by HSC), applying segmentation, targeting, local and intermediary stakeholder engagement, marketing techniques etc. to improve impact

Objectives

- To develop a robust, evidence-led strategy, capable of reducing fatalities and other accidents in the industry; and to
- Inform HSE resourcing for agriculture in 2008-2011
- To develop ‘insight’ to inform and drive effective stakeholder engagement with the self-employed/family farm sectors

Approach

- Review of the evidence:
 - Who, what, stakeholders, partners etc.
 - Data review to underpin segmentation, targeting, partnership working, future marketing
- Review of activity:
 - 10 point Strategy/Comms. Plans to 2007/8
 - What's worked/what hasn't
- Review of research + Stakeholder views:
 - 'Insight' capable of driving behaviour change

Phase 1: Fact finding

- Clarify issues/opportunities
- Gather and review data
- Generate ‘insight’
 - Interviews with 14 key stakeholders including HSE, AIAC, Defra, Farmers Weekly etc.
 - Review of 75+ HSE papers, strategy documents, research reports, internal instructions, data sources etc. (Farming Fact Book)
 - All data and information attributed
 - Interview comments consolidated/anonymised
 - Documents coded and referenced

Phase 2: Develop and 'sell' the strategy



- Generate a balanced scorecard for strategic review
- Evaluate strategic options
- Identify strongest strategy(ies) and rationale(s)
- Expose strategy to internal stakeholders (Strategic Review Workshop)

Phase 3: Develop Communications & Marketing Plan



- Brainstorm when, where, how to engage target audience
- Prioritise audiences and activities
- Fine tune proposals
- Final product:
 - 3 year roadmap and outline plan
 - Year 1 activities set out in detail

Interim deliverables

- Evidence database – ‘Farming Fact Book’
- Activity Review – and evaluation
- Farming ‘Insight’ – ‘Farm Death and Injuries’ Hypothesis Map focusing on:
 - Issues
 - Attitudes and behaviours
 - Influences
 - Change model

Interim conclusions

- Highly complex challenge - resistant customers and limited resources
- Need to identify:
 - Clear target groups
 - Links to most important risks
- Key to success:
 - **FEWER** more tightly target messages
 - Each the subject of an **INTEGRATED** approach
 - Combining all elements of marketing e.g. Comms. partnerships, other levers + Policy/OGDs
 - **SUSTAINED** over an appropriate timescale

Working outputs

- ‘Farm Death and Injuries’ Hypothesis Map
- ‘Quantified Portfolio Analysis’:
 - What risks should be targeted?
 - Data issues
 - The segmentation dilemma:
 - By size of business?
 - By scale or seriousness of risk?
 - By people or risk?
 - Prioritisation

Final outputs

- Overall strategy (based on interim deliverables and analyses + evaluation of 10 Point Strategy) covering:
 - Where HSE fits
 - Strategic change
 - Where to focus overall approach
- Agriculture Communications & Marketing Plan covering:
 - Segmentation & targeting
 - Key propositions
 - Marketing thrusts and activities
 - Partnership

Timescale

- Phase 1 – completed
- Phase 2 – completed
- Phase 3 – in hand. Final report to be presented to HSE 2 April.

Conclusions

- Timely independent:
 - Review of past and current strategies and activities
 - Review and analysis of the evidence
- Application of marketing expertise to challenging industry
- Will inform future HSC strategy for the industry