BMC Module 5 - Marketing

Family and MWR Marketing provides marketing and advertising support functions for Army Family and MWR Programs. The marketing support, platforms, and communication channels should be leveraged to maximize usage, customer satisfaction, and revenue for MWR programs and services. Family and MWR is not capable of the same level of program and service delivery as in years past and will have to prioritize e. orts and resources based on Army, AMC, and IMCOM Command priorities and customer demand. MWR marketers will focus their attention and resources based on Garrison and Senior Commander priorities. MWR marketing offices will use every platform and tactic at their disposal to assist MWR program and facility managers' efforts, with particular emphasis on communicating program/service linkage and support to Army Readiness. MWR marketing offices should always provide their creative opinion; however, they must enthusiastically execute the course(s) of action chosen by the program or facility manager, division chief, and/or director.

This module will assist MWR program managers by helping them understand key factors such as the definition of marketing and relating the benefits to Family and MWR programs, differentiating the roles and responsibilities for marketing a Family and MWR program/service, the fundamentals of graphic design to communicate effectively, and the elements and purpose of a media plan.

Total hours anticipated to complete this module:

1.1 Overview

Marketing can effectively communicate to customers what Family and MWR is, its value, the breadth of services offered, and how they are delivered.

In support of broader Family and MWR organizational goals, marketing strives to drive demand for — and participation in — the many services and programs of Army Family and MWR. Building strong relationships with Family and MWR customers can be the solution to sustaining the Family and MWR brand's value. Both program managers and the Marketing Office are responsible for building those relationships.

At the end of this lesson, you will be able to:

1 Define marketing.

2 Relate the benefits of marketing Family and MWR programs/services.

3 Describe Family and MWR branding and explain its use in promoting Family and MWR programs/services.

1.2 What is Marketing?

What is "Marketing"?

A working definition of marketing is "a social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value with others."

In other words, marketing is far more extensive than sales or flyers to advertise an event. It is everything that you do.

Marketing is the set of activities used to:

- [ ] Build awareness among your potential customers

- [ ] Capture their interest in your products, program or service

- [ ] Cause them to purchase or use what you have to offer and be satisfied enough to want to buy again

1.3 What are the Benefits of Marketing?

What are the Benefits of Marketing?

Marketing in Family and MWR has benefits to more than just the activity or program. Marketing is beneficial to the customer, as well as to the Command and the Army.

Benefits to the Customer

At the garrison level, marketing is a process aimed at continually identifying the customer segments' needs and desires. Those needs and desires drive them to action. Customers can be Active Duty, National Guard, Reserve, Retiree, Family member, or Civilian. Marketing is what links all of them to information about Family and MWR.

Once their needs and desires are identified, the Marketing Office works with Family and MWR program managers to help develop programs that satisfy those needs and desires. Then, Marketing communicates those offerings to the various target customer groups. By pinpointing the needs of our customers, Marketing helps maximize benefits to them.

Benefits to the Family and MWR Program

In the same way, marketing maximizes benefits to the organization, driving participation, satisfaction, and positive business results. Marketing can reduce unnecessary resource consumption by targeting scarce resources toward the offerings most likely to succeed with our customer groups. Marketing also helps define our programs' strongest resources, capitalize upon them, define weaknesses, and offer solutions for strengthening them.

Benefits to the Command and Army

Marketing can help generate ongoing endorsement of Family and MWR by all Army Command levels by outlining and providing support for Family and MWR's contribution to Army readiness, retention, and well-being, via an increase in awareness of Family and MWR programs and services.

Just be wary of perfectionism. Push yourself to share your creations with others. By maintaining an open stance, you'll be able to learn from their feedback. Consider their responses to new material that you can draw from the next time you're embarking on a creative endeavor.

1.4 What is the Family and MWR Brand and How is it Useful?

Understanding Brand

People use these terms: brand, branding, and brand identity as interchangeable synonyms, but they don't mean the same. It's good to understand what each means before referencing how Family and MWR uses it.

Brand - A set of distinctive perceptions, ideas, and feelings that people have about a product or service

Branding- Actions that are taken to build awareness and reputation around the organization

Brand - the tangible expressions of the brand through the use of various elements depending on the organization. The basic must-have elements would include Logo, Color, Font, and Voice.

Brand

A brand is how people in your target audience perceive the product or company and how they feel [emotionally] about it. It results from all their experience with the product/company, the communication they've seen/heard, and every element of interaction with it, including any third-party references or rumors.

A brand can be positive, negative, or neutral. If it is positive, the customer will keep returning to purchase the product or service the brand represents. If it is negative, the customer will likely find another brand to purchase or use. When the brand is neutral, the customer may or may not purchase the brand.

Family and MWR Brand

All Family and MWR employees help build the Family and MWR brand by consistently conveying the message about who we are and what we do.

We build this identity by keeping the promise that we make to our customers through the programs/services we provide. We also build it in the way we market our programs, including identifiers such as the Army Family and MWR logo and slogan.

A positive brand is beneficial for both customers and Family and MWR. Our customers' satisfaction with a service/product increases the likelihood of lifetime customers, directly related to customer satisfaction and the "bottom line" of the programs/service.

We convey our Family and MWR brand in these ways:

☐ Family and MWR message of who we are

☐ Family and MWR mission of what we do

☐ Family and MWR promise of how we serve

☐ Family and MWR logo and slogan as a visual representation

Our brand positioning statement tells us, our customers, and the communities around us what and who we are and the benefits we bring to our customers.

WHAT WE ARE

Army Family and MWR is a comprehensive network of support and leisure programs/services designed to enhance the lives of Soldiers (Active Duty, Reserve, and Guard), their Families, Civilian employees, Retirees, and other eligible patrons.

WHO WE ARE

Over 26,000 Family and MWR employees worldwide strive to deliver the highest quality programs and services at each garrison - from family, child, and youth programs to recreation, sports, entertainment, travel, and leisure activities.

Our slogan is from our mission; to integrate and deliver Family and MWR programs and services enabling readiness and resilience for a globally-responsive Army.

BENEFITS OF OUR SERVICE

Family and MWR contributes to the Army's strength and readiness by offering services that reduce stress, build skills and self-confidence, and foster strong esprit de corps. Family and MWR services also help the Army attract and retain talented people. Family and MWR is proof of the Army's commitment to caring for the people who serve and stand ready to defend the nation.

The Role of Family and MWR Employees

As Family and MWR employees, we fill two roles. We serve the Army community, and we are members of Family and MWR, part of that Army community.

In our roles as employees, the Family and MWR Mission Statement guides us in understanding what we do to support the goals of Family and MWR. All Family and MWR employees' key responsibility is fulfilling the Family and MWR mission, which drives customer awareness, connection, and participation in Family and MWR programs and services. Army Family and MWR exists because the U.S. Army is committed to the well-being of the community of people who serve and stand ready to defend the nation.

The Army Family and MWR Mission

Our mission as members of Army Family and MWR is to integrate and deliver Family and MWR programs and services, enabling readiness and resilience for a globally-responsive Army.

As members of Family and MWR, we pledge to meet our customers' needs — Active Duty, Guard and Reserve, Civilian employees, Retirees, Family members, and other eligible patrons — with Family and MWR programs and services comparable to those available off-post.

We make sure our customers have access to the programs and services they want and need by informing them and connecting them to our broad range of offerings — from Family, child and youth services to recreation, sports, entertainment, travel, and leisure activities.

We protect our customers' access to the many programs in Family and MWR by maintaining service quality, ensuring that our programs deliver real value, are truly enjoyed, and have adequate participation to guarantee their availability when needed.

Family and MWR Logo and Slogan

How does Family and MWR look and sound? Just as companies communicate their brand through their logos and slogans, Family and MWR also has a logo and slogan to convey our brand.

To fulll the Family and MWR Mission and deliver on our Pledge to our Customers, our marketing materials
(newsletters, brochures, posters, etc.) must look and sound consistent. This is important for building a clear, positive image of Family and MWR in the minds of our customers. Always use the Family and MWR logo and slogan
on your materials and signage. Family and MWR branding is much more successful when this logo and slogan are used consistently worldwide.

What is Family and MWR's Brand Identity?

There are two interactive tools to help you. The Family and MWR Visual Guidelines provide you everything you need to create great marketing materials, from brochures to signs to business cards. The Family and MWR Voice Guidelines provide you detailed, specic messages for each Family and MWR target audience, regardless of the type of communication you plan to use. Together these two guidelines make up a comprehensive toolkit for you to use in virtually every marketing situation. Both guidelines can be found at www.mwrbrandcentral.com.
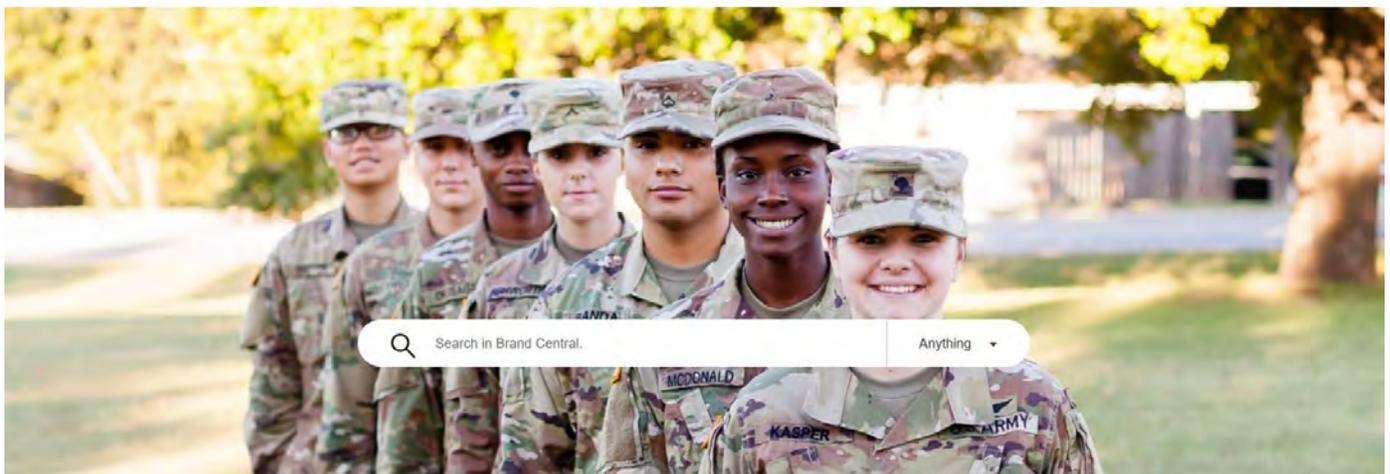
2.1 Overview

To successfully market a Family and MWR program, the manager must understand marketing fundamentals and apply them to achieve the desired results. The Family and MWR program manager is not alone in this effort. There are various roles and responsibilities for marketing Family and MWR programs, ranging from the IMCOM G9 Marketing Division to the local MWR Marketing Office. This makes marketing a team effort.

At the end of this lesson, you will be able to:

1   Describe the major goal of the IMCOM G9 Family and MWR Marketing Communications Branch.

2   Identify the functions of the garrison MWR Marketing Office.

3   Define market research and list the types of research available.

4   Understand the marketing roles and responsibilities of the program manager.

2.2 IMCOM G9 Family and MWR Marketing Division

IMCOM G9 Family and MWR Marketing Division

The Army's IMCOM G9 Family and Morale, Welfare and Recreation (MWR) integrates and delivers programs and services enabling readiness and resilience for a globally-responsive Army. Family and MWR seeks to bridge the gap between the garrison and the local community and contribute to the Army's strength and readiness by oering services that reduce stress, build skills and self-condence for Soldiers and their families.

G9 Marketing structured its focus and resources to enhance G9 program managers and garrison marketers' ability to deliver Family and MWR programs and services. With increased emphasis on ve core functions (strategic marketing, direct marketing, ID/garrison support, commercial sponsorship and advertising (CS&A), and integrated data analysis), G9 Marketing supports program managers and garrison marketers deliver customer-focused, targeted marketing strategies through various channels and customer-engaging marketing techniques.

The IMCOM G9 Family and MWR Program Marketing Division has communications focused on building a unied, positive, and cohesive Family and MWR brand identity strategy.

The intent is to pull together the wide variety of Family and MWR program and service categories under one umbrella image; the new strategic communications initiative strives to speak to all audiences Soldiers, Family members, Retirees, Civilians, Congress, and the American public alike.

G9 Marketing developed marketing plans, available to Garrisons and IMCOM Directorates' (IDs), supporting the G9 Divisions' desired outcomes, emphasizing building awareness and/or participation for all Family and MWR programs and services. G9 Marketing has developed a comprehensive list of key messages and creative materials that emphasize how Family and MWR ties/contributes to Army outcomes/priorities. These deliverables are available for download on SharePoint and MWR Brand Central and will be used in support of a strategic and targeted messaging campaign for Family and MWR. Family and MWR's success directly correlate with DFMWRs', IDs and G9's ability to eectively communicate the linkage to Army outcomes/priorities

The Family and MWR brand identity conveys one family of services, one voice, one look, and one level of service. The goal is to align all global and garrison Family and MWR employees with the Family and MWR brand and business objectives. Engagement tactics aim to rallying employees and Family and MWR leadership at all levels and all locations and equipping them with the information and tools needed to advocate Family and MWR and its services.

2.3 Roles and Responsibilities of IMCOM for Marketing Family and MWR Programs

The Installation Management Command (IMCOM) delivers quality base support from the Strategic Support Area enabling readiness for a globally responsive Army. IMCOM handles the day-to-day operations of U.S. Army garrisons around the globe – We are the Army's Home. Army garrisons are communities that provide many of the same types of services expected from any small city. Fire, police, housing, and child-care are just some of the things IMCOM does in Army communities every day.

As part of the Army Installation Management Reform Initiative, in January 2019, the Secretary of the Army decided to realign IMCOM to Army Material Command (AMC) as a Major Subordinate Command with an effective date of 1 March 2019. This move improved how the Army integrates and delivers base support, services, and facilities to enhance readiness and the well-being of Soldiers, Families, and Civilians.

2.4 Major Marketing Directorate Functions/Responsibilities

Marketing Offices

Most garrisons have a local Family and MWR Marketing Oce that provides marketing support to meet the entire Family and MWR community's needs. Family and MWR marketing oces will use every platform and tactic at their disposal to assist Family and MWR program and facility managers' eorts, with particular emphasis on communicating program/service linkage and support to Army Readiness. Family and MWR marketing oces should always provide their creative opinion; however, they must enthusiastically execute the course(s) of action chosen by the program or facility manager and/or director.

The local marketing oce has the expertise to assist in developing a marketing plan for your facility or program. They can help you plan and develop events, programs, and activities designed to promote participation and entice potential clients interested in sponsorship/advertising. They can help guide market research to include surveys, focus groups, etc.

The garrison MWR Marketing Oce performs several major functions. In large organizations, each function may be managed by the Marketing Manager (and/or team – to include, Marketing Specialist(s), Marketing Account Manager(s), Visual Information Specialist(s), and Sponsorship/Advertising Specialist(s)). At smaller garrisons, a Marketing Specialist may be responsible for several functions, and/or some locations may not provide certain functions based on current resourcing requirements and acceptance of risk.

Traditional marketing functions you can expect to find at most garrisons are listed below:

Planning
If leveraged and resourced, Family and MWR Marketing Oces can provide signicant contributions in program/service delivery planning. Family and MWR Marketing oces should be consulted to assist with Family and MWR business (program) plan and marketing plan development annually.

Events
Family and MWR Marketing Oces are often involved with Family and MWR events, promotions, and general garrison community events. Sometimes marketers are in a support role. Sometimes they are in the lead, but they are virtually always participating in the planning, development, coordination, execution, and evaluation of Family and MWR events.

Promotion
Promotion is a marketing communications tactic/campaign containing reward, either economic or experiential, which motivates a specic audience's specic action during a specic period of time.

The Family and MWR Marketing Oce provides graphic design for traditional print and digital needs. This may include advertisements, posters, banners, publications, digital signs, and the web.

Publicity

Publicity is one way the Family and MWR Marketing Oce informs people about a Family and MWR event, product, or service. The Family and MWR Marketing Oce also works closely with the Garrison and Army Support Activity (ASA) Public Aairs (PAO) oces) to invite members of the media to come out to an event and write follow-up articles afterward.
Also, the Family and MWR Marketing Oce writes radio spots, press releases, and ad copy and coordinates TV and radio spots. Publicity is FREE and involves activities such as Print media; Digital marketing, and Signage.

Print media examples: Press releases to various commercial magazines and newspapers, including IMCOM PAO email communications and Post newspapers, print advertisements, and other support collateral.

Digital marketing examples: Web content and event postings, social media messaging, email marketing, etc. Signage

examples: Information provided via marquees and Digital Signs, bulletin boards, and Digital Signs.

Sponsorship and Advertising Sales

Commercial Sponsorship and Advertising (CS&A) is a business arrangement between an outside organization and Family and MWR. Sponsorship is designed to enhance the quality of Family and MWR events and programs and assist commercial companies in promoting their products and services.

The Family and MWR Marketing Oce coordinates commercial sponsorship by identifying potential sponsors/advertisers, soliciting support, conducting negotiations, and serving as a liaison between Family and MWR and sponsors/advertisers. The MWR Marketing Oce, in coordination with Financial Management, also ensures nancial accountability of monies and in-kind services and products received through sponsorship and advertising. Sponsorship income must be reported to IMCOM G9 Marketing; cash is reported under the General Ledger Accounting Code (GLAC)553 and the program code for which the sponsorship was solicited for or under RU.

There are many rules, regulations, and restrictions regarding commercial sponsorship for nonappropriated fund instrumentalities (NAFIs) and how it is applied. Only Family and MWR events and programs are eligible to receive sponsorship support. The commercial sponsorship/advertising specialist, part of the Family and MWR Marketing Oce, is trained and is the only one authorized to conduct sponsorship and advertising on the garrison. It is strongly advised for garrisons not to designate program managers to solicit sponsorship. A consolidated eort through the sponsorship/ advertising specialist generally results in more support, either cash or in-kind product.

Research and Analysis

Market research provides important information to identify and analyze the market need, market size, and competition. Research measures and shows trends as well as customers' likes and/or dislikes. For example, market research can tell you what kind of music customers would be drawn to if you plan on opening an entertainment facility. With this kind of information, you won't make a mistake in oering Rhythm and Blues when your customer base prefers Salsa. Depending on your marketing strategy, market research can help expand your customer base, improve your product, or oer new services to attract new customers. Market research is the engine that drives the train.

TYPES OF MARKET RESEARCH

If resourced, your Family and MWR Marketing Oce may help you do several types of research that will gather immediate and actionable feedback and data for you to use and analyze to support business based decisions. As a program manager, you are probably already collecting this type of feedback without even realizing it. When you talk to your customers and ask them if they're satised with the products/services being oered, you're gathering market research. Please take the opportunity to capture this information and write it down. It will be valuable information that can assist in supporting your marketing planning and business decisions.

FOCUS GROUPS

These informal discussion sessions typically include 10-12 community members and a moderator with questions about a specic research topic. Focus groups are a very exible tool that allows the researcher to discover customers' attitudes, needs, and desires and assess group reactions.

Because focus groups are conducted with small groups that are not randomly selected, they cannot be generalized to the population. Therefore, they are considered qualitative rather than quantitative since they are not numerical in nature.

INTERVIEWS

Informal, one-on-one interviews are another means of gathering qualitative data. Questions similar to those used in focus groups enable the research analyst to collect in-depth information.

OBSERVATIONS

Observations involve the collection of data by observing and recording some specic action or actions of your customers. Both human observers and mechanical devices, such as cameras, may be used.

SURVEYS

Surveys are questionnaires that may be sent through the mail, or conducted in person, by telephone, electronically or a combination of each. Each survey type has advantages and disadvantages. Questions posed in any survey give quantitative results. If done properly, you can generalize the results to the entire population represented by the survey sample.

FEILD TRIALS

Field trials allow for a new product or program to be tried out for either a limited time or a specific location to test customers' responses in a real-life setting.

ICE

The ICE system is a great tool to nd out what people think about your programs. The Interactive Customer Evaluation (ICE) system is a web-based tool that collects feedback on services. The ICE system allows customers to submit online comment cards to provide feedback to the service providers they have encountered at military installations. It is designed to improve customer service by allowing managers to monitor the satisfaction levels of services provided through reports and customer comments. ICE provides the following benets:

Allows DoD customers to quickly and easily provide feedback to service provider managers.

Gives leadership timely data on service quality.

Allows managers to benchmark the performance of their service providers and make improvements

Organizations using ICE are responsible for maintaining their own service providers/comment cards. To set up your ICE system/customer comments, visit:
Become an ICE participant page at ice.disa.mil.

Most Family and MWR Marketing Oces` will be able to provide you with a recommendation on which method to use to achieve your desired outcomes. Program Managers should give themselves plenty of time to discuss any potential research projects and provide the Family and MWR Marketing Oce` with as much information as possible about the target audience and the required research's goals and objectives. There are already several research studies that the Garrison Marketing Manager can use as a resource.

2.5 Program Manager Responsibilities

Program Manager Responsibilities

Are you responsible for marketing as a program manager? Although the Family and MWR Marketing Oce` might handle direct communication with customers, all Family and MWR personnel share responsibility for orienting their activities around the customer...so, YES, you're also responsible for marketing!

While you are marketing your own program, you are also representing Family and MWR for the entire garrison and inuencing` your customers' opinions about Army Family and MWR as a whole.

Getting Family and MWR personnel to support and cross-promote the Family and MWR brand is more beneficial than any advertising Family and MWR could undertake. Because employees are the closest to customers, they can drive awareness, connection, and participation within their own programs and throughout other Family and MWR programs oered` on a garrison.

Specic` duties and responsibilities of a Family and MWR program manager for marketing eorts` include:

- [ ] O. ering programs/events/activities that meet the needs of customers.

- [ ] Collaborating and coordinating with the garrison marketing office.

- [ ] Discussing and coming to agreement with the Family and MWR Marketing Office with regard to the level of support sought in order to meet the requested requirement. On garrisons with small marketing offices, the Family and MWR Program Manager may be responsible for most of the tasks listed under the Marketing Specialist job description.

- [ ] Keeping informed of and meeting marketing office deadlines for submitting marketing requests.

- [ ] Keeping the Family and MWR Marketing Office informed of all program's events, and changes.

- [ ] Developing, implementing, and evaluating a marketing plan for the activity in conjunction with your Family and MWR Marketing Office on an annual basis.

- [ ] Developing and implementing media plans.

- [ ] Training staff on how to cross-promote and, how to keep the public informed, and how to represent Family and MWR Programs. (i.e., customer service).

2.6 Building Strong Relationships

Relationships

Because the market is constantly changing, marketing is a continuous process. Customers are constantly exposed to competition. Building a strong working relationship with the Family and MWR marketing office can help you remain competitive, keep your current customers, and get new ones.

A strong working relationship will enable you to create, communicate, and deliver value to your target markets by developing and using market intelligence — spotting demographic, economic, and lifestyle trends.

It can help strengthen your program's identity as a component of the Family and MWR brand.

Examples of ways to build a strong relationship include:

Working with the garrison's Family and MWR marketing staff to enhance the Family and MWR brand and cross-promote other Family and MWR programs.

Working with the garrison's sponsorship staff to create and communicate mutual value in your offerings, value to your program, your customers, and potential sponsors.

Working with the Family and MWR Marketing Office to define your marketing goals and measure your successes through such measures as outcomes, the number of patrons in attendance, increased attendance from last time, impacts, patron satisfaction, or financial performance.

Working with your staff to pursue the highest level of customer service. It may be greeting customers, finding the right answer to their questions, assisting them with getting to where they want to go, etc. The customer should remember that MWR staff went out of their way to help. (Understanding that the public-facing staff are Family and MWR ambassadors.)

Standards put in place:

   pick up the phone by the 3rd ring

   answer emails within 24 hours

   if you don't know the answer, find it (get phone number and call them back)

   does your website have the basic information necessary to help the customer? (i.e., phone number, location, hours, costs, etc.)

3.1 Overview

As a Family and MWR Manager, you want your program/service to promote each customer's well-being and support the Army's mission through effective operations. For this reason, you should use a variety of tools to plan, implement, evaluate, and adapt your program/service.

Your marketing plan is a roadmap to help you operate your program/service more effectively. It can be compared to a terrain map. It will give you information about your programs/services' past performance, describe the present situation, and provide direction for the future. A marketing plan can help you avoid costly mistakes by targeting your program development and delivery to the customers you serve.

At the end of this lesson, you will be able to:

1   Describe a marketing plan and relate its value as a tool in managing a Family and MWR program/service.

2   List the components of the marketing plan.

3   Identify sources for data to use in developing the marketing plan.

3.2 What is a Marketing Plan and What is its Value?

A marketing plan is a comprehensive strategy of how you intend to direct your program/service operations and promote its products/oerings.   It is the result of a process that requires you to consider a variety of factors before you take any action. As such, it is a valuable tool to aid in planning, implementing, and evaluating the eectiveness   of Family and MWR programs. The marketing plan requires time to develop, but that time spent will save you time overall.

The Family and MWR Manager does not have to be the sole author. In fact, inviting sta   to participate in its development can boost sta   morale and promote ownership pride in the planning strategies. A much better product is more likely when you use your sta's wealth of knowledge, expertise, and creativity.

Ideally, your program/service marketing plan may nd   its way up the ladder as input to other planning levels at your garrison. In some instances, the division chief will incorporate activity level marketing plans into the division's marketing plan. Next, the garrison marketing specialist will develop a garrison-wide marketing plan (or business plan), incorporating input from the division chiefs and program managers. In this way, you can have an active part in the decision-making process at your garrison.

A marketing plan can be used in several ways. Click on each tab to learn more.

AS A PLANNING TOOL

Whether you are developing long-range goals and objectives for your program/service or planning a new program or product, a marketing plan will make your job easier because of its systematic steps. From a broad perspective, a marketing plan will give you a clear picture of your competitive arena. It will help you determine where your activity ts` in the competitive market by answering such questions as:

Why should people choose your program/service instead of one of your competitors?

How do your products and your pricing compare to other similar establishments?

What trends are emerging in industries that could a. ect your program?

Where does your customer service need improvement?

By answering these questions, you will gain some insight into how you can best serve the Family and MWR community and meet your business goals.

Good planning for the future requires reviewing past performance, with a special focus on how well your activity has served its customers. Based on your understanding of what led to the present operating condition, you will be ready to develop your activity goals and objectives.

It's best to review, revise, or rewrite your activity's marketing plan annually to keep pace with changing conditions on-post and o-post.   If conditions change radically during the course of a year, however, you'll need to develop a new marketing plan in response to those changes. For example, a signicant   change in installation demographics may require entirely new programs/products.

The marketing plan will help you assess your program/services' resources, employees, and strengths and weaknesses. The plan helps communicate your vision to sta.   As you move through the plan's strategy development section, you will design ways of managing your program/services' assets, assigning responsibilities and tasks, and managing timing.

With dwindling resources and continued budget cutbacks on the horizon, it's hard to think of a more persuasive tool for justifying your funding requests than a well-documented marketing plan. It demonstrates that your goals and objectives are based on sound research and good business decisions and reect   your program favorably.

AS AN EVALUATION TOOL

The marketing plan serves as a benchmark for evaluating operations. At any point in time, you can look at the program/services' performance and compare it to what you projected in your marketing plan. You can:

Tell whether your program/service is on target in meeting its goals and objectives.

Tell whether your program/service is addressing its weaknesses and threats and capitalizing upon its strengths and opportunities.

Re-strategize or realign your operation, if necessary, to meet the plan's goals and objectives more closely.

3.3 Components of a Marketing Plan

There are generally seven main components or sections in a marketing plan. Only address those factors that pertain to your program/service. Otherwise, be certain to address all components of the marketing plan. Ask your marketing manager for an example of a marketing plan or a template.

The seven components of the marketing plan are:

- [ ] I. Executive Summary

- [ ] II. Current Marketing Situation

- [ ] III. Analyzing and Forecasting the External Environment

- [ ] IV. Analyzing Programs and Markets

- [ ] V. Assessing the Organizational Environment

- [ ] VI. Developing Strategy/Action Plans

- [ ] VII. Developing Measurement and Control

You may modify the plan to meet your program/services' needs, but it is recommended that you limit modi cations to section III, titled: 'Analyzing and Forecasting the External Environment.'

I. Executive Summary

This is a summary of the entire marketing plan that gives the reader a quick overview without reading the entire report. It is a brief presentation of the marketing plan's high points and is intended for anyone to review the highlights quickly. You should include, in general, the results you may expect from executing the plan, as well as your program's mission statement. Write this section after you have completed all of the other sections.

II. Current Marketing Situation

Discuss what you are presently doing to market your program/service. Define your target markets here. Talk about any unusual circumstances presently impacting your experience, such as a high level of deployments. Also, include any 'history' surrounding your program that may be affecting it.

III. Analyzing and Forecasting the External

Paint a picture of the business world "out there" outside your program's boundaries, garrison, adjacent communities, and the United States. This section examines the setting in which your program/service operates and the influences that affect your business environment, including these elements: Competitive, Economic, Technological, Legal/Political, Social/Cultural, Ecological.

IV. Analyzing Programs and Markets

Use an organized method to gather and analyze data about your garrison's Army community to aid in understanding your customer's needs. This section consists of two parts: a description of the method(s) used to collect the information and a brief interpretation of the data.

V. Assessing the Organizational Environment

Study the internal operating environment to see how the program/service operation in the marketplace is affected by its command, employees, resources, and the Army in general. Factors included are Command, Personnel, Resources, Consumers, U.S. Army, Analysis of strengths, weaknesses, opportunities, threats (SWOT), Mission statement, Goals, and objectives.

VI. Developing Strategy/Action Plans

Determine the method(s) in which your program/service will carry out its plans for satisfying the needs and wants of the community using considerations, sometimes grouped under "Four P's" or "Four C's":

4 P's	4 C's	Description
Product	Customer Solution	A product's attributes include brand name, packaging, guarantees, service, features, physical traits, safety, image, and other benefits.
Place	Convenience	Efforts and resources that facilitate the flow of goods, services, or ideas as they move from the producer to the consumer help to ensure that products are where customers can find them when they want them.
Price	Cost	All expenses monetary and non-monetary, direct and indirect that the customer is willing to pay in order to fulfill a want or need are part of a pricing strategy.
Promotion	Communication	Marketing communication is the exchange of information between suppliers and consumers. Promotion motivates a specific action by a specific audience during a specific period of time.

VII. Developing Measurement and Control

As specifically as possible, describe how you will know the results that your plan produced. Also, discuss what steps you will take to keep your plan on track. If this includes forms or templates, make sure to include them.

3.4 Where Do I Obtain Data for the Marketing Plan?

Use your current marketing plan as a starting point for information for future planning. For example, suppose you would like to determine whether some new programs you have in mind are feasible. Naturally, you want to do a thorough job of planning. Six months ago, you completed a marketing plan for your program/service which you can use.

You don't need to develop a new marketing plan each time you make changes and adjustments, but you need to carefully consider how new programs will aect the performance you had expected.

Use the research that you completed for your marketing plan as the foundation for developing these new programs. Then, determine what information you may be missing and research to ll in those gaps. Check with your marketing manager for additional templates and resources.

You can nd sources for information at many levels within your activity, at your installation, in your local community, at the state or national levels, or from the industry.

Click on each of the tabs for more information about sources.

YOUR PROGRAM/SERVICES'

Management Information Systems (MIS) reports — Provide information on present and potential customers' demographics and personal characteristics.

ICE or customer satisfaction surveys — Provide information about your customers' likes and dislikes.

GARRISON

The Garrison Marketing Oce — Makes Garrison-wide and local community information available.

A Needs Assessment survey gives a general overview of the garrison's oerings and how customers perceive them. It is meant to point users in the appropriate direction to do additional research before making marketing decisions.

A Variety of HQ and Garrison Sources and Platforms — Have information on the potential active-duty market by rank; the number of persons married, quartered on-post, or housed o-post; the number of retirees; the number of individuals with special needs; population breakdown per unit; and stang situation.
* EEO (Equal Employment Opportunity) — Can provide ethnic and racial composition.
* G3/Special Projects Management Oce/SPMO Training Oce — Provide unit training schedules.
* Department of Defense Dependent Schools (DODDS) — Can provide information on the K-12 grade market. Chaplain — Can provide a calendar of religious holidays and activities.

*Commander Guidance — May include requirements and policies that should inuence the marketing plan. They can include restrictions on operations, point to unique opportunities, give direction on emphasis, and guidance on required products or services.

Better Business Bureau — Provides directories of local businesses, listings of codes, and standards of operation.

Chamber of Commerce — Provides information on business sizes, numbers of employees, wage scales, local economic trends, and potential competition (inquiries from outside rms).

Local Churches — May have information on available childcare, social services, and religious events.

Local School System — Can provide information on the K 12 grade market.

Local Chapters of Clubs or Charities — May have information on scholarships, services, and activities.

Local Businesses — May have information on sponsorship for special events, employment opportunities, internships, training, and scholarships.

State/Local Department of Tourism/Economic Development — May have information on the number and types of tourists; tourist attractions and spending; new housing starts; and economic trends.

State/Local Department of Education — May have a listing of local colleges and schools; standings of local public schools; lists of private schools and child care centers; or a school-age population analysis.

State/Local Department of Human/Social Services — May have information on job markets and services available for referrals and ideas for your activity to bridge gaps in existing services.

U.S. Department of Commerce — Shows economic indicators, has links to census information and climate information at http://www.commerce.gov

Bureau of Labor Statistics — provides an overview of the economy with links to programs and surveys, research papers, and regional information at http://stats.bls.gov/.

Marketing industry periodicals — Provide current information and trends in marketing.

Industry-specic periodicals — Provide up-to-date information on your market changes, whether sports, food and beverage, child and youth, or family services. Many may be accessible on the internet.

Marketing Industry Periodicals

American Demographics (www.americandemographics.com)

American Marketing Association (www.ama.org)

AdAge (www.adage.com)

Brandweek (www.brandweek.com)

Direct Marketing News Online (www.dmnews.com)

Marketing Professionals (www.marketingprofs.com)

Industry-Specic Periodicals

Food and Beverage Journal	Nation's Restaurant News
Nightclub and Bar Magazine	Early Childhood Today
School-Age Notes	

4.1 Overview

Marketing involves getting your program/service's message to your existing or potential customers. This can involve word-of-mouth promotion to sophisticated, coordinated digital marketing, print, and social media campaigns. Any successful use of advertising media involves planning.

At the end of this lesson, you will be able to:

1   Identify the parts of a media plan.

2   List some of the factors which are part of a market analysis.

3   Describe basic media objectives.

4   List some of the considerations for choosing appropriate media.

5   Describe some strategies for evaluating the effectiveness of the media plan.

4.2 Parts of a Media Plan

Steps of a Media Plan

Market Analysis – Who is the target audience, and what are the other factors in the marketplace?

De nition of Objectives – What action should the customer take as a result of the marketing eort?   **Formulation of a Strategy** – What message needs to be conveyed, and which of the available media is most appropriate?

Implementation – Put the message before the public using the selected media mix.

Evaluation – Did the message reach the right people, and did they react as anticipated?

4.3 Market Analysis

Market Analysis

To identify future trends, conduct research of the supply and demand state of Family and MWR programs and services.

Target Audience

Knowing about the people to reach - the target audience for an event, a product, an activity, or a service - is a key factor in formulating a successful plan for using media. What to say and how and where it is said all ow` from identifying the customers.

Factors you may want to take into consideration include:

- ☐ Demographics - What are the age, sex, marital status, income, family size, and military/civilian breakdowns of the audience?

- ☐ Geographic considerations - Where does the audience live?

- ☐ How far will they travel? How will they . nd the event, activity, or program?

- ☐ Behaviors - How does your target audience act as customers? Do they buy the same brand, or will they try something new? Is price a major consideration? Is quality?

- ☐ How often do they buy or dine out? Do they shop on the garrison or the economy?

- ☐ Attitudes - What will motivate your target audience? What is a lifestyle? What are their experiences and expectations?

- ☐ What do they believe? Are there some personality traits in common? Who are respected people?

- ☐ How do they consume information? Via social media, word-of-mouth, TV?

Sources

The surveys done by the Army, the Census Bureau, chambers of commerce, and trade groups can be valuable in getting quantitative information about your prospective customers.

Listening to and observing your customers, potential customers, and lost customers, as well as those of your competition, can give you much information about your target audience.

What are other businesses doing? How does the competition and businesses with similar target audiences get their message out? Ideas may come from reading newspapers and magazines, watching television, and listening to the radio, with your attention to the marketing approach being used.

4.4 Objectives

Defining Objectives

Writing a clear statement of objective is the rst` step in the media planning process. This statement details what action is desired by the customer as a result of the advertisement.

Objectives can include:

- [ ] Making a customer aware of a new or improved program or service feature.

- [ ] Differentiating a program/service and/or its features from a competing program/service.

- [ ] Convincing an audience of a program or service's value; how it is superior in comparison to other program or services.

- [ ] Encouraging people to want a program or service; emphasize a program or service's most appealing aspect to a particular audience.

- [ ] Persuading members of the target audience to act; to purchase a product or attend an event.

Some factors to take into consideration when formulating an objective are:

Audience

The market analysis identied` a group of people to be addressed. In this step, you should consider the group's relation to the program/service or event - do the people know about the program/service? Is the opinion they have positive or negative? Is this a group that already uses the program/service and increased use is wanted, or are new users sought?

Product

What is the value of the program/service? How will it improve a customer's life? Is this program/service replacing something else; is it an improvement?

Cost

There is an axiom that advertising does not cost. It pays. Effective advertising can increase the number of customers and sales. The goal is to get effective messages before the target audience with the lowest cost. What is the media budget? How much is it reasonable to spend; how much will this campaign improve sales, traffic, or service?

Duration

Attracting customers to a one-time event calls for concentrated, coordinated use of advertising media. Making potential customers aware of an on-going activity calls for a more sustained media eort.   The objectives should include the duration and frequency of contact with the audience.

4.5 Strategy

The goal of advertising is to persuade a person to act. In the planning step of defining objectives, you identified what action is desired. Now it is time to decide on a specific strategy:

Choose the words, images, or sounds that will attract the target audience's attention; the message should clearly state the customers' benefit.

Decide which hooks can help them to remember the message. Settle on what will motivate them to act - to buy a product, attend an event, or patronize a program/service.

Creating a Meaningful Message

Audience - In the market analysis, you described some people you want to reach with your message. Many of the same factors will point to how you will formulate your message.

Continuity - Is the goal of an on-going information campaign? How long is an activity or service is available? Is it to publicize a one-time event like a concert or a sale? How many versions of the message are needed to stay fresh to the audience ("Oh, no! Not that commercial again...")? How often does a person need to hear the same message before acting on it?

Media factors - How a message is constructed will depend upon how it is being distributed.

Making a Media Choice

The guiding principle in choosing media outlets should be to place your advertising where your target audience is most likely to see and/or hear it. A medium's reach is how many different people are exposed to the message.

Frequency is how often the same person hears and/or sees the advertisement. The various media offer different advantages in reach and frequency. Often a mix of media is the most effective way to reach an audience.

Click on each tab for examples of types of media to consider.

NEWSPAPER

Targets the audience in a speci. c geographic area can be especially effective in overseas locations - Stars and Stripes and military community newspapers.

RADIO

Potential to reach a large audience.

AAFES in-store radio available, and there is no charge.

In CONUS, especially there are many competing stations.

Overseas American Forces Network (AFN) has good penetration in the military community.

TELEVISION

It reaches many people but at a high production cost.

For commercial stations, there are also high insertion costs.

Message exposure usually for shorter times.

PRINT MATERIALS

Reach a very targeted audience.

Message exposure for an extended period of time.

Reasonable cost.

It can be seen frequently over extended periods of time.

The message should be short.

DIGITAL MARKETING

Can reach a large audience over long periods of time.

Available 24/7.

Can support programs and provide services online.

Keeping the content fresh is key.

Cost-effective, permission-based e-mail campaigns reach the target audience.

Professional Production

Television, radio, magazines, digital marketing, billboards, and banners usually call for professional production. The production costs need to be included in the media budget. Some newspapers will do simple advertisement layouts at no cost.

Brand guidance, professional photography, and design templates are available at www.mwrbrandcentral.com. This site is a valuable resource to customize local marketing materials.

4.6 Implementation

Implementation

Once the decisions have been made of who is to be reached (audience), what is to be said (message), and how it is to be said (medium), it is time to apply the message to the medium and distribute it to the audience.

Visit your garrison Marketing Oce and discuss with them your preferred media choice. Depending on what your choice is, you also might have to coordinate with the Public Aairs Oce.

4.7 Evaluation

Evaluation

Evaluation of the eectiveness   of the advertising should be part of the media plan. Measuring the outcomes against the stated objectives can point to the project's success, the eectiveness   of the chosen media mix, and ways to improve future eorts. Some   questions to consider are:

☐   Did the customers act in the way defined in the objective?

☐   Did the medium or media mix chosen as the strategy contribute to achieving the objective?

☐   Was the contribution of the media component of the marketing effort proportionate to the cost?

Among the assessment, data sources are sales, interviews of individuals or groups, comment cards, survey forms, and traffic counts.

5.1 Overview

When marketing a program/service, many situations can be helped with effective documents that give information about products or events. Some locations have a Marketing Office to assist with part or all of such a project, an important resource for an activity manager.

Where marketing help is not available, a program/service can produce some documents. Brand guidance, professional photography, and design templates are available at www.mwrbrandcentral.com. This site is a valuable resource to customize local marketing materials.

At the end of this lesson, you will be able to:

1   Identify considerations and resources involved in local production of marketing materials, such as posters, brochures, and newsletters.

2   List some of the features and design limitations of each type of document.

3   List some of the factors that should play a part in the choice and display of words in marketing documents.

4   Describe artistic and legal issues connected with selecting and using images in advertising.

5   Recognize some basic considerations in the effective placement of text and graphic elements on a page.

5.2 Considerations

Considerations

The first consideration for the production should be the garrisons Family and MWR Marketing Office. They usually have the required resources available to design and produce a professional end product.

Producing a professional product requires graphic design talent. The arrangement of such elements as shape, color, and contrast gives it appeal, attracting and motivating the audience.

Your garrison marketing manager has access to many official templates for various observances such as Military Spouse Appreciation Day, Month of the Military Child, etc., from the www.mwrbrandcentral.com website. These templates are brand compliant, approved, and can be personalized with your garrison's information such as dates, location, etc.

5.3 Types of Media

Types of Media

A program/service might want to use a poster, brochure, yer, menu, sign, or newsletter. Each type of Media has its own characteristics and considerations. Your marketing oce takes all of this into consideration.

Click on each tab for more information on the types of formats.

POSTERS

A prime guide to poster design: From the intended viewing distance, the reader should see a legible title and an uncluttered, neat arrangement of graphic images and text that delivers a message quickly.

Advertising posters try to attract attention from a distance. Since at least some text is intended to be read at a distance, posters usually have a large type and few words.

Posters typically have a few seconds, at best, to attract attention - the reader may be walking or driving past it. This fact limits the number of words and the complexity of the message.

The read-at-a-distance characteristic of posters usually dictates larger page sizes than the typical oce printer's letter-size paper. Your Marketing Oce usually has larger format color printers or a contract with a local printing company.

BROCHURES AND FLYERS

Brochures (folded, usually printed on both sides) and yers (printed one or both sides) are generally one-sheet documents intended for people to take with them to read and refer to later. While the brochure's cover needs to attract attention, using strong and large text, the inside panels can contain text with more detail.

MENUS

Food menus can take many forms, from a one-page, one-side sheet to a multipage, full-color production. There are many templates for attractive, appetizing menus available from software publishers. Some templates are available at www.mwrbrandcentral.com.

SIGNS

Signs give directions and instructions. The placement and content of signs can go a long way toward customers' comfort and safety. If there could be doubt about location or procedures, a sign is probably warranted. For example: Where should I park? Is it self-service? Should I seat myself? Do I pay when served?

Things to Consider When Creating Signs for impact:

Positive Wording — In many instances, stating the sign's message positively, rather than as what is being prohibited, can help produce an atmosphere where compliance is more likely. "No Canadian Coins" is probably better phrased as "US Coins Only"; it is not only more positive but probably conveys the intended message more precisely (Mexican and Euro coins are likely also excluded). However, at a gasoline pump, a simple, direct "No Smoking" sign is very appropriate.

Ambiguities — Be sure a sign's wording can have only the intended meaning. What can a "Fine for Overnight Parking" sign mean?

Line breaks — A line of text on a sign should hold or complete a phrase or idea.

Symbols — Consider using internationally recognized symbols to help carry the sign's message. Are signs in more than one language needed? Would symbols or words reach more people?

Please note that signage on garrisons is regulated, so check out your local policy.

NEWSLETTERS

A newsletter can be an effective way to keep customers aware of new and ongoing events. You can hand them out at an event or facility or mail them to customers. Producing an effective newsletter requires a considerable commitment of time. And remember the "new" in the newsletter; they should be current and timely. Most word processing and page layout programs contain templates for newsletters.

WEB PAGES

Today, most companies find having an online presence an essential part of doing business. Today, an online presence is an essential part of doing business.
All garrison Family and MWR websites are hosted on the G9 Enterprise Suite of Marketing Capabilities (ESMC). The ESMC is a content management system ensuring all garrison websites are IT accredited, standard in design, and brand compliant. Local garrison Marketing Offices have access to the ESMC and are responsible for updating and maintaining your local website's content.

5.4 Appearance of Text

How words are displayed in a document, and the choice of words themselves, are key elements in how eectively the message is communicated.

Readability

Computer page layout programs, including word processors, oer dozens of typefaces. Some are easier to read and make a good choice for newsletters, brochures, and text bodies in other publications. By being unusual, some type styles draw attention to words but are more dicult for the eye to follow. Such specialty or display typefaces are best used in headlines, posters, and other situations where a few words need to be noticed.

Typeface

Many studies have found that serif typefaces are easiest for the eye to follow. Serifs are the ne lines nishing o the main strokes of a letter. Times New Roman, Palatino, and Garamond are commonly used serif typefaces.

Sans Serif styles, those with only the main strokes forming the letters, are well suited to headlines and other situations requiring relatively large letters with space above and below the lines of type. Helvetica, Arial, and Verdana are among the Sans Serif typefaces.

There are many decorative type styles that can be eective when used sparingly. An entire paragraph of a script style can be very hard to read and probably will not be read. The readability of decorative typefaces can be helped with additional space between the lines of type.

To avoid the cluttered, distracting appearance of a page with several typefaces, use one serif typeface for most of the text on a page and one sans serif typeface for headings. Note that some garrisons regulate which typeface to use in official documents.

TEXT IN ALL UPPER CASE IS DISTRACTING AND HARD TO READ, EVEN IN HEADLINES.

While readability is a major consideration, especially on pages with many words, the mood of a page can also be aected by the typeface. A page of Times New Roman can appear very formal. Sparing use of decorative typefaces can give a page a more informal, relaxed tone.

Times New Roman, Palatino, Garamond

Microsoft Sans Serif, Noto Sans, Verdana, Arial, Helvetica

Difficult to read styles

Handwriting

Display and Simplify

Display

The kinds of publications that are the subject of this lesson are used principally to attract and persuade. The words, the images, and how they are displayed all support this goal. Impact — Some words tend to attract attention. Read advertisements and notice the words that catch your eye.

Simplify

Keep the text short; get to the point of the message as quickly as possible. Do not crowd too much information onto the page. Avoid overwhelming your readers with too many words and numbers or images that are too complex.
For example:
Use one contact phone number.

Is an address essential (are you trying to generate mail?), or would a location name direct the reader better? ("123 Main Street, Springfield, VT 22345" or "At the Parade Grounds in Springfield") How about a simple map?
Also, providing a URL to the web page for more information could be helpful.

White Space, Spelling, and Acronyms

White Space

Pages with a lot of text, without "white space," and other visual relief are hard to read and do not attract the reader.

Spelling

Use the spell checker. Incorrectly spelled words distract the reader and reflect poorly on the organization publishing the page.

Acronyms

Some abbreviations-become-words are in common use, like NATO. Others, like USAPPCE, may be unfamiliar to some readers. Avoid acronyms.

5.5 Images

For visual appeal - to attract readers - pages should balance text and graphic elements, such as photographs and clip art.

Studies have shown that images improve communication effectiveness, but the wrong visual can have the opposite effect. Reasons to use graphic images include:

- [ ] Interest — Images catch and hold the viewers' attention.

- [ ] Remembrance — People remember images longer and in better detail than words.

- [ ] Efficiency — Information can often be communicated faster using visuals. This may be a consideration when the page, such as a poster, is viewed for a short time.

Considerations

In deciding to use a graphic image, consider:

Is it relevant to the topic?

Does it add information or duplicate what is in the text?

Is repetition desirable to reinforce a point?

Is it clear and easily understood?

Don't forget - sometimes less is more.

Photographs

Photographs can be part of a printed page quite easily, thanks to digital cameras and scanners. Most word processing programs allow placing images in a document, as do page design programs.

Photos can present a large amount of information and help present a more balanced and aesthetically pleasing page. However, photos must be of high quality. Choose images that are in focus, have good color and contrast (rather than too light or dark), and have an obvious main subject.

If photographs intended for publication include a person's recognizable image, it is necessary to obtain a signed "release form." A sample is available at your Marketing O ce or www.mwrbrandcentral.com. Persons under 18 years of age need to have a parent or guardian sign such a release.

Clip Art

It is best not to use clip art. There are rare instances where these will provide a professional visual. Stock images have illustrations if it is the style that you want to achieve. The Marketing Office has access to stock photo libraries to assist in communicating the right message.

About Copyrights

Graphics that you create are yours to use. If you create graphics for work, they are the Government's property. The graphics used in advertising and on other pages, however, are the result of someone's work and talent. The person or company producing the photograph or other graphic image deserves to be compensated when that image is used.

The United States and most other countries have strict laws with severe criminal and civil penalties protecting the producers of images and other works from unauthorized use. Government agencies and entities must comply with copyright law.

Do not use any graphics that you are not sure you have the rights to. Because of their age (copyright, generally, expires after 75 years), some images are free of copying restrictions. Some persons have placed their works in the public domain.
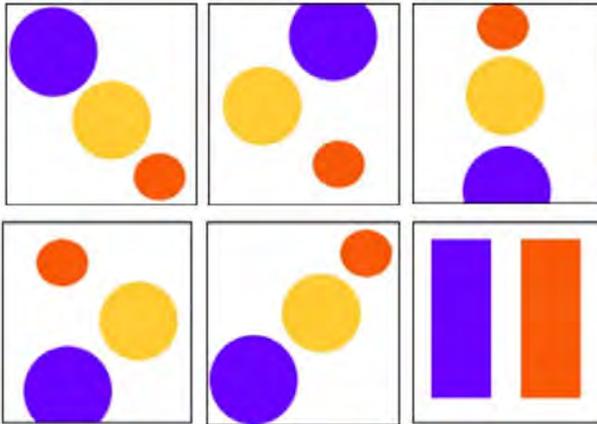
Do not assume an image on a printed page or on the Internet is available for free use. It is your responsibility to contact the holder and get permission before you use any protected image.

Unauthorized use of a photo can lead to high legal fees. It is important to record when you purchase artwork to avoid legal issues with the entity that created the image/graphic.

It is best to check with your Marketing office for available stock photography or graphics that can be used.

5.6 Layout

The organization of the page and the graphic balance are major factors in drawing the viewer to the content.

Symmetry

The balance or symmetry of a page should direct the viewer's eye to the important elements. Asymmetry, where every element is balanced or centered, is often uninteresting to the viewer. Whether actually a line or smaller elements arranged in a line, lines on a page lead the viewer's eye. A line that divides the page in half can create an uninteresting balance.

Unauthorized use of a photo can lead to high legal fees. It is important to record when you purchase artwork to avoid legal issues with the entity that created the image/graphic.

It is best to check with your Marketing oce   for available stock photography or graphics that can be used.

A design that leads the eye left to right and top to bottom will be comfortable because that is how most of your viewers are accustomed to reading; one that leads in other patterns may be more exciting, disturbing, or interesting, depending upon the design and the viewer.

Use a table, rather than columns or tab settings, to help position and align elements on a page, especially for newsletters, brochures, yers,   and signs. It may be necessary to merge and split cells to achieve the desired layout. Before printing, turn the lines o.

Position

As noted in the section on page symmetry, the reader's eye can be drawn to a place on the page by the position of page elements in relation to each other. Be sure the most important information, textual or graphic, is there.

Bold

Text and graphics that have more ink (i.e., are printed more heavily) get more attention.

Color

Using color can be helpful in drawing the viewers' attention to key points. For example, you might use red ink for your very most important points; however, don't overdo. Too many colors can be distracting.
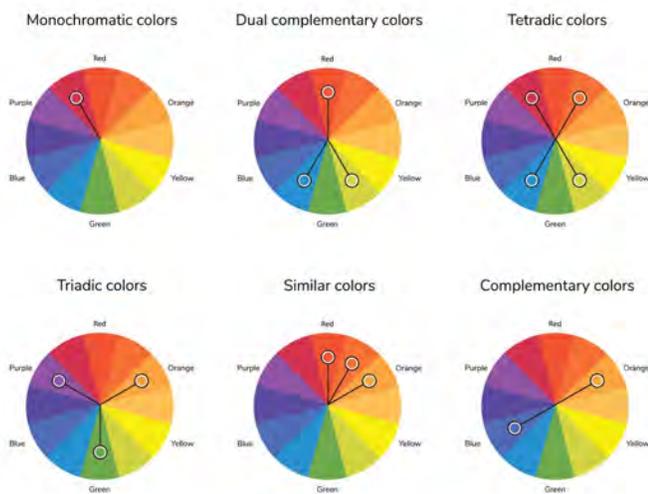
Space

Give page elements prominence by putting more framing space around them. Text and graphics with less importance can be grouped closer together.

5.7 Color

Choosing a pleasing combination of colors is a matter of artistic judgments and intuition.

The use of a color wheel can help you choose a few colors that work well together. The colors are arranged around a circle in "rainbow order."

Click on each of the checkmarks for more information reference using colors.

Monochromatic

Monochromatic is the use of one color or shades of that color.

Dual Complementary

The split-complementary color scheme is a variation of the complementary color scheme. In addition to the base color, it uses the two colors adjacent to its complement.

Tetradic

Uses a choice of four colors from the basic color wheel. There are several ways to choose, as long as the four colors sit at the ends of a rectangle

Triadic

A triadic color scheme uses colors that are evenly spaced around the color wheel.

Similar Colors

Near compliments produce attractive combinations of three colors; these are the colors that are on either side of a color's compliment, say red-orange and yellow-orange with blue.

Complementary

Colors opposite each other on the color wheel (red and green, orange and purple...) are complimentary color pairs; they o er strong contrast and are eye-catching together.

Graphic programs for computers allow manipulation of colors to produce pastels (adjusting saturation) and muted tones (adding black). The same programs allow experimentation with other combinations.

Colors on the blue side of the color wheel are referred to as cool colors, those near red as warm. Most people see warm colors as active and happy colors; they appear to be closer to the viewer than cool colors. Cool colors often have a calming effect on the viewer.

Warm colors may be a good choice for the background of a poster that needs to attract attention; a menu or informational brochure might make use of cooler colors, depending upon the atmosphere of the establishment or the mood of the message.

Colors also have associations. In the United States, green is often associated with money and red with deficits, for example.