



Griffith Business School

3028 MKT Strategic Marketing

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Strategic Marketing Plan

Health For Life

- Promoting Change For Life -

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Student Names: *Calvin Seibl, Lauren McCarthy,
Macquarie Rankin, Daniel Allen-ankins*

Griffith Student IDs:



*HEALTH FOR LIFE
- PROMOTING CHANGE FOR LIFE -*



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Fraser Coast

Executive Summary

This document titled *Health For Life - Promoting Change For Life* is submitted to Chairman Craig Beyers for the use of the Diabetes Queensland Board of Directors by Mr. Calvin Seibl, Ms. Lauren McCarthy, Mr. Macquarie Rankin and Mr. Daniel Allen-ankins for consideration in the planning of the Health For Life program, commencing February 2017.

There is a disproportionate prevalence of chronic disease and those at risk of chronic disease among Queenslanders. This presents many issues for the State government as an unhealthy population typically requires more spending on healthcare. If the level of preventative disease were to fall, it should free up resources which can help drive Queensland forward as it competes with other states and territories in an increasingly global context. These needs are demonstrated through the sprawling efforts put behind The Gold Coast Commonwealth Games 2018 and National Diabetes Services Scheme.

This Plan outlines a prime avenue, Health For Life, that Queenslanders in the Fraser Coast can take in making sustainable lifestyle changes. They possess the best chance to do so through tailoring the program to customer needs providing them with relevance to first engage them, then retain them.

If the board were to strategically implement the suggestions laid out in this plan, Diabetes Queensland can contribute to changing Queensland and its citizens for life.

Background

This document details the marketing implications and implementations required to effectively package and launch Diabetes Queensland's (DQ) new health program: Health For Life (H4L). Fronting the disproportionate prevalence of chronic diseases among Queenslanders.

Diabetes Queensland is the peak body for people with diabetes in Queensland, empowering people who live with or are at risk of diabetes. They envisage a future where they are "the most trusted and responsive source of information and support..." demonstrating a desire for meaningful engagement with members.

A quarter million Queenslanders are registered with DQ, 200,000 through the National Diabetes Services Scheme (NDSS). Either seeking to improve health and wellness or reducing incidences of diabetes, the services offered to members aim for a sustainable change to healthier behaviour. Curbs against a sustainable health change, for example fast food, are considered competitors of DQ just as significantly as other health programs, like Jenny Craig.

Current information suggests a number of factors are keeping members from realising their health ideals. Discussed in detail throughout the document, they generally pertain to negative risk perceptions. This led to the directive of needing to shift risk perceptions in marketing H4L as members swing over from traditional health programs to create a change for life.

Situation Analysis

For a company's strategy to be successful, a fit between the internal capabilities of the firm and the opportunities in the external environment must exist (Hubbard & Beamish, 2015). This section analyses both, summarised with a SWOT matrix, as well as similar campaigns from the past. Providing broad oversight for management decision making. From this analysis, unexploited gaps can be identified and management decisions made to address them. Resulting in a taut relationship between company and environment that continuously changes.

External Environment

The external environment is generally divided into two sections: the macro-environment and the industry environment.

The macro-environment comprises of general trends affecting industries. Often these trends impact multiple industries, but key to this analysis is how these cross-industry trends affect future growth of our specific industry, Health.

In the industry-environment, the factors influencing the competitive positions of organisations operating within the industry are considered, as well as indirect opposition.

Macro - PESTLE

The following PESTLE analysis provides a snapshot of six key external factors which will influence the future success of H4L. If a trend within these factors is deemed positive for future industry growth, it is denoted with (+) and vice versa. Its relevance is only to targeted geographic markets in N.E QLD, particularly Fraser Coast. Following the framework, predictions on whether this industry will grow faster or slower than average growth rates are made.

| Political | Economic | Sociocultural |
|--|--|---|
| <ul style="list-style-type: none"> The National Diabetes Services Scheme (NDSS) is Federal Gov. initiative (+) Commonwealth Games 2018 + Legacy considerations (+) | <ul style="list-style-type: none"> Median weekly incomes: Personal=\$396, Family=\$912, Household=\$780; average 55% less than QLD median (-) Of those employed, 38% work 40+hrs/w (-) | <ul style="list-style-type: none"> Queensland experiences high levels of obesity (+) Physical activity and eating habits lag behind (+/-) 25,500+ 40-60 year olds in Fraser Coast, median age=44 (+) 52% of pop. over 15 are married/in family unit (+) |
| Technological | Legal | Ecological |
| <ul style="list-style-type: none"> Digital technology infrastructure present (+) Typical customer has tools and capability to share experiences (+) | <ul style="list-style-type: none"> Minimum standards of care set by authoritative bodies (-) Relevance to insurance companies & policies (+/-) | <ul style="list-style-type: none"> Local farmer markets common in area (+) Climate and geography do not restrain healthy living (+) |

Key Findings:

Concluding from this analysis, the future growth likelihood of the industry is good.

The political climate is an identified opportunity as the Commonwealth Games approach. The success and legacy of the event is politically critical and improving the health of Queenslanders is a common strategic goal that is open to collaboration on delivery.

The region is statistically more economically challenged than the rest of Queensland which present hurdles to participation in Health For Life. These will have to be offset through customer value proposition and creation.

Industry - Competitors

For this analysis, creation of specific profiles of major competitors were created. One direct-competitor, Jenny Craig, was chosen and one indirect-competitor in McDonalds. Information sourced from official websites and annual reports.

| | Jenny Craig | McDonald's Australia |
|--------------------------------|---|---|
| Products & Services | Prepared food with option to deliver to home, DVDs, CDs, journals, cookbooks, blog, 600 centers worldwide | Fast food, soft-drinks, coffee varieties, healthy menu, Drive-Thru, ordering screens, ice cream, Breakfast menu |
| Strategy | Franchising, segmentation and focus (women), | Franchising, innovate & differentiate. Service |
| Capabilities | Marketing/promotion, contact points/distribution, crossing capabilities throughout portfolio of parent org. | Marketing/promotion, distribution, R&D, |
| Performance | Positive with new locations opening, international success in varying markets | Almost 500,000 employees, paid dividends to shareholders 40 consecutive years; increasing stock price |
| Key Stakeholders | North Castle Partners own company, The Science Advisory Board | Andrew Gregory- CEO Australia; various food groups/unions; |
| Gaps | Lack government support, stuck-in-the-middle with at home and in house offerings | Customer perception of product and company, |
| Comment | Divested by Nestle in 2013, offer a type 2 diabetes program (direct confrontation), | Highly established and engrained in society. Not able to directly compete. Alliance/partnership opportunity? |

Key Findings

The competitive environment appears heated. Our direct competitor, Jenny Craig, also offer diabetes solutions, but lack government-support which Diabetes Queensland has. This may prove a key differentiator. There are many indirect competitors in Queensland that are entrenched and restrict people from achieving lifestyle goals, they are discussed more in the Target Market Profile

Internal Environment

Identifying whether or not an organisation's internal capability is a source of competitive strength is contentious as complexity and scope of each varies with measurements ambiguous (Hubbard & Beamish, 2015). An internal self-perception test was chosen for its efficiency and is built using Diabetes Queensland annual report information. It is found on the next page, Page 5.

Marketing Department

Identifying whether or not an organisation's internal capability is a source of competitive strength is contentious as complexity and scope of each varies with measurement ambiguous. An internal self-perception test was chosen for its efficiency and is built using Diabetes Queensland Annual Report information.

| Capability Area | -5 | -4 | -3 | -2 | -1 | 0 | +1 | +2 | +3 | +4 | +5 |
|-------------------------------|----|----|----|----|----|------------|----|----|----|----|----|
| Tangible Resources: | | | | | | 1.0 | | | | | |
| Physical | | | | | | X | | | | | |
| Technological | | | | | X | | | | | | |
| Contracts | | | | | | | | X | | | |
| Products and services | | | | | | X | | | | | |
| Information | | | | | | | | | X | | |
| Financial | | | | | | | | X | | | |
| Other | | | | | | | | | | | |
| Intangible Resources: | | | | | | 1.9 | | | | | |
| Brands | | | | | | | | | | X | |
| Reputation | | | | | | | | | | X | |
| Customer Goodwill | | | | | | | | | | X | |
| Supplier Goodwill | | | | | | X | | | | | |
| Employee Goodwill | | | | | | X | | | | | |
| Strategic Alliances | | | | | | | | | X | | |
| Patents | | | | | x | | | | | | |
| Other | | | | | | | | | | | |
| Processes and Systems: | | | | | | 0.7 | | | | | |
| Decision Making | | | | | | | X | | | | |
| Operational Systems | | | | X | | | | | | | |
| M.I.S | | | | | X | | | | | | |
| Financial Information | | | | | | | | X | | | |
| Reward Systems | | | | | | | | X | | | |
| Competitor Intelligence | | | | | | X | | | | | |
| Industry Knowledge | | | | | | | | X | | | |
| Environmental Knowledge | | | | | | | | X | | | |
| Other - (Marketing) | | | | | | | x | | | | |
| Culture: | | | | | | 1.2 | | | | | |
| Values and Attitudes | | | | | | | | | | X | |
| Alignment | | | | | | | | | X | | |
| Informal Structure | | | | X | | | | | | | |
| Flexibility | | | | | | X | | | | | |
| Innovation | | | | | | X | | | | | |
| Change Management | | | | | | X | | | | | |
| Learning | | | | | | | | X | | | |
| Risk Taking | | | | | | | X | | | | |
| Effective Execution | | | | | | | | | X | | |
| Other | | | | | | | | | | | |

* key findings on subsequent page

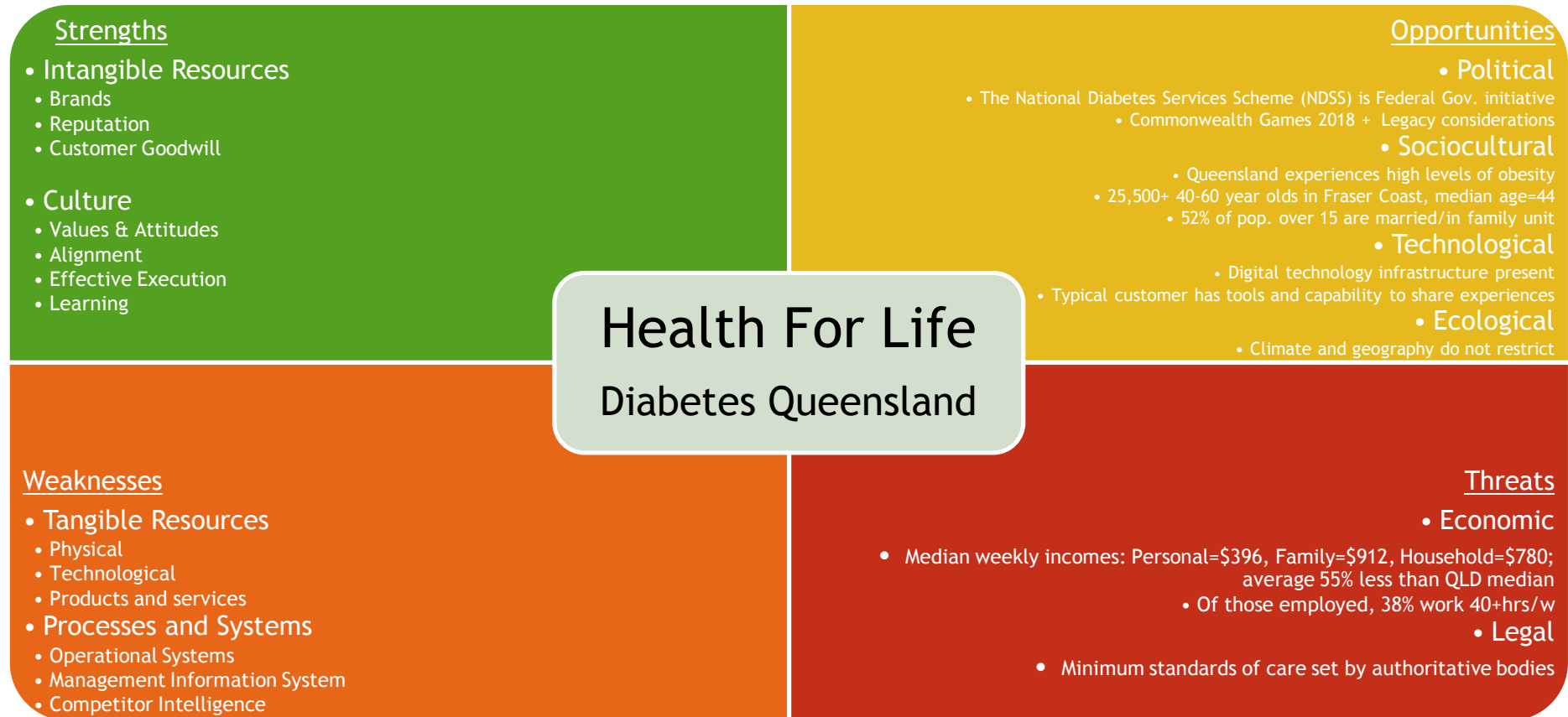
Key Findings

The capability vs. competitive strength test suggests DQ is capable of successfully delivering Health For Life.

However, a greater number of tests against other measures including benchmarks are suggested to verify the internal self-perception perspective.

**This report continues with
SWOT Summary of Diabetes Queensland's Situation
on the next page**

SWOT Summary of Diabetes Queensland's Situation



This diagram presents a snapshot of Diabetes Queensland's internal capabilities and external forces out of their control, the objective finding the best match between them. DQ is a strong organisation with strong higher-order capabilities that play into the target market's preferences. Coupled with many promising external signals, there are more proponents than constraints found in our situation, suggesting success for the Health For Life program.

Previous Campaigns

| Year/Country | Outline of campaign | Outcomes |
|---|---|---|
| <p>2010 - 2014</p> <p>Norway, Europe</p> <p>“Service innovation from the edges: enhanced by telemedicine decision support”</p> <p>(Osmundsen, Andreassen Jaatun, Heggem, & Kulseng, 2015)</p> | <p><i>“Healthcare providers from both primary and specialist healthcare services were promoting better collaboration and looked for technological solutions to bridge the physical distance between them.”</i></p> <p><i>“Technological solutions would improve current information exchange and facilitate faster and more reliable information exchange.”</i></p> | <p><i>“Co-production of healthcare services provides integrated care that is holistic, comprehensive and empowering for the patient.”</i></p> <p><i>“Telemedicine provided a platform for shared consultation that escaped the usual traps of misunderstandings grounded in written communication. The consultations provided benefits for those involved: decision support and involvement, and provided improved efficiency and quality for the healthcare services.”</i></p> |
| <p>1998 - 2004</p> <p>Queensland, Australia</p> <p>“Mediated approaches for influencing physical activity: update of the evidence on mass media, print, telephone and website delivery of interventions”</p> <p>(Marshall, Owen, & Bauman, 2004)</p> | <p><i>“review evidence published since 1997 on the effectiveness of mass media, print, telephone and website-delivered physical activity (PA) interventions.”</i></p> | <p><i>“the outcomes did not demonstrate significant behavioural change”</i></p> <p><i>“trials highlight two key challenges for approaches using internet communication technologies: ‘engagement’ and ‘retention’ of participants.”</i></p> <p><i>“Combinations of different media and mutually supportive, integrated strategies are likely to be more effective and need to be developed and evaluated systematically”</i></p> |

Key Findings

Scientific research into the effectiveness of programs similar to Health For Life provides DQ with useful information. It appears that tele Healthcare is effective in overcoming physical boundaries to incorporate greater amount of patients and consultations, but may not induce a change for life. Current research in terms of our target geographical market (Fraser Coast or broader Queensland) would be more relevant and should be continuously searched for.

The challenges to keep customers engaged and retained will dictate how the service is delivered, with a multi-platform strategy evidently being most effective.

Target Market Profile

Focus on the segment of the population who are most likely to find use in Health For Life allows Diabetes Queensland to tailor the program, fostering greater customer value and retention. Therefore, it is critical to fully-comprehend their profile in terms of psychographics as well as demographics. Resulting in ability to “sell snow to an Eskimo”

Market Segmentation

| | Older working professionals ★ | Middle age segment | Young age segment |
|----------------------|---|--|---|
| Geographic | <ul style="list-style-type: none"> Harvey Bay Maryborough | <ul style="list-style-type: none"> Harvey Bay Maryborough | Other Fraser Coast areas |
| Demographic | <ul style="list-style-type: none"> 50-60 Professionals Tradies Labourers | <ul style="list-style-type: none"> 45-50 Admin workers Community service workers | <ul style="list-style-type: none"> 40-45 Sales workers Mangers |
| Psychographic | <ul style="list-style-type: none"> Want to get healthy but don't have time Don't have motivation to get healthy Concerned with their health Health literate | <ul style="list-style-type: none"> Concerned with their health Lack of money and time for exercise Kids don't have motivation to exercise | <ul style="list-style-type: none"> Not enough money to take part in exercise Lack of motivation |
| Behavioural | <ul style="list-style-type: none"> Self-reliant, they don't need someone constantly telling them what to do Hard working Competitive | <ul style="list-style-type: none"> Hard working Competitive Drive to work instead of exercise | <ul style="list-style-type: none"> Spend most of their time at work Hard working Lack routine in their lifestyle |

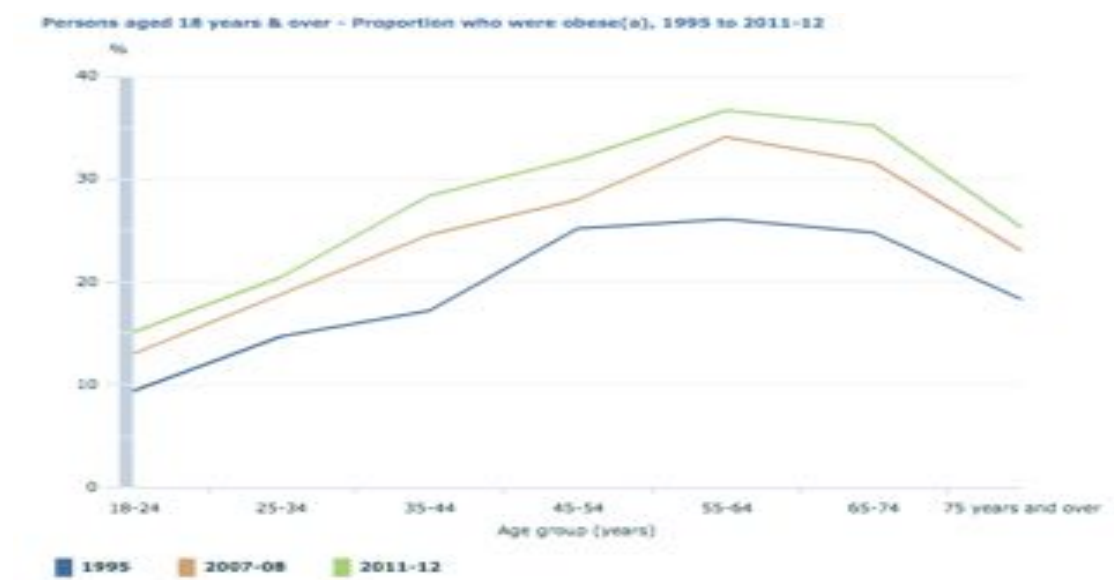
Profile of Target Market

the Older Working Professionals and Tradies aged 50-60 living in Hervey bay and Maryborough

The segment chosen for H4L is the Older Working Professionals and Tradies aged 50-60 living in Hervey bay and Maryborough. This segment makes up the majority of the broader target market. According to Australian Bureau Statistics (2012) there are approximately 101,306 people living in the Fraser coast area, 49,420 are male and 51,886 are female. The number of people that fall under our broader target demographic aged between 50 and 60 is approximately 20,650ppl of which 12,583 males and 14,067 females (Fraser Coast, Region Data Summary, 2016).

| Location | Total Population | Male | Female | M/F Older working professionals |
|---------------------|------------------|--------|--------|---------------------------------|
| Hervey bay | 56,350 | 26,929 | 29,421 | 3,431 |
| Maryborough | 19,101 | 9,494 | 9,607 | 1,218 |
| Prime Segment Total | | | | 4,649 |

Segmenting this broader demographic into occupation and geographic locations, 74.5% of the Fraser coast population live in Hervey bay and Maryborough, and according to the Fraser coast Chronicle (2016) 46.3% of the entire Fraser coast population is overweight. According to the graph below sourced from Australian Bureau of statistics (2012) under health profiles Australia, in 2011 and 2012 the group between the ages of 50 and 60 have the highest percentage of obese citizens.



| Occupation | % of population |
|---------------------------|-----------------|
| Tradies | 15.6% |
| Professionals | 15.2% |
| Admin workers | 13.5% |
| Community service workers | 13.1% |
| Labourer's | 12.5% |
| Sales workers | 10.8% |
| Managers | 10% |

Splitting the population of the Fraser coast into Occupation and location, according to the Australian Bureau of statistics (2013) 30.7% of the population are tradies or working professionals. We are targeting people in these specific occupations and geographic locations due to their behaviours and physiographic segmentation. According to the Fraser Coast Chronicle (2016) working professionals and tradesman on the Fraser coast are spending too much time at work and claim they don't have enough time to exercise. This links back to the characteristics of the Baby boomer generation, Goal orientated, independent, work-centric and competitive.

Objectives

The performance and success of the H4L program will be governed by Specific, Measurable, Achievable, Realistic and Timely (SMART) objectives. Through employing primarily quantitative benchmarks, managers can assess the financial stability of the program. In addition, assessing the relevance of H4L in achieving the company's overarching objectives in key strategic areas offers enhanced operational focus. Differing terms in objectives allows managers to track performance while the program is running and be proactive in decision making while addressing issues. The following business objectives were supplied as the overarching aims of Health For Life:

- Engage 10,000 Queenslanders in H4L over the life of the program
- Increase physical activity levels of target audience
- Increase consumption of fruit and vegetables of target audience
- Decrease consumption of processed energy dense foods including fast food of target audience
- Improve mental well-being of target audience

Marketing Metrics

| Objective | Time Period | Monitoring Tools | Date of Evaluation |
|---|--|--|--|
| Increase total H4L program membership from 0 to 5,000 in six months (50% of target in 50% of time) | 1 st February 2017- 31 st July 2017 | Database of members w/ appropriate information management tools | 1 st August 2017 |
| Minimum of 300 new participants per month over 12-month course of program | 1 st February 2017-31 st January 2018 | Database of members w/ appropriate information management tools + secondary research available | Monthly review/ 1 st February 2018 |
| Maximum monthly defection/drop-out rate of 20% through-out program mitigated by CRM (60/m if Obj. 2 successful) | 1 st February 2017-31 st January 2018 | Database of members w/ appropriate information management tools | 1 st February 2018 |
| Increase unique web visitor traffic by 25% to official website from 196,715 p. a. to 246,000 p. a. | 1 st February 2017 - 31 st July 2017 | Weekly recording and analysis of Website activity using Google Analytics | 1 st August 2017 |
| Total social media engagements of 100,000 through official tags/posts (10 engagements/member) | 1 st February 2017- 31 st January 2018 | Specialised software named Sprout Social | 1 st February 2018 |

Objective 1: Our primary target market population is 23,238 people, this accounts for 24% of the broader market, and is 30% of the men and woman living in our primary target market's geographical location. Reaching 50% of our broader target market means we would have reached over 10 000 people with H4L within the first 6 months. If we do not attain the desired results, management can review for the second-half of Health For Life.

Objective 2: By increasing new customers by 300 people each month, we are making sure we are reaching enough people to make this campaign effective. Reaching 300 new people every month, by the end of the year, we will have reached at minimum 3,600 people.

Objective 3: Customer retention refers to customer relationships when established, companies are able to maintain on a long term basis (Hillstrom,2002). It is a major factor in the growth of a business, as retaining customers is more efficient than attracting new customers. If we retain 80% of our customers on average, targets are more attainable.

Triple Bottom Line Metrics

| Objective | Time Period | Monitoring Tools | Date of Evaluation |
|---|---|---|-------------------------------|
| Breakeven on budget of \$100,000 by completion of program | 1 st February 2017-31 st January 2018 | Best practices in accounting and recording of financial information | 1 st February 2018 |
| Build social capital in Fraser Coast community | 1 st February 2017-31 st January 2018 | Monitoring and analysis of statistics collected | 1 st February 2018 |
| Minimise carbon footprint in execution of Health For Life | 1 st February 2017-31 st January 2018 | Detailed recording of resources committed for reference in review process | 1 st February 2018 |

Diabetes Queensland is a not-for-profit organisation operating in the 21st century and should, as such, strive to satisfy the triple bottom line of financial (grey), social (blue) and environmental (green). This also presents an opportunity for DQ to engage in Corporate Social Responsibility, an activity that suggests greater success for the company from increased customer value. These relevant aspirations provide a helpful reminder during Health For Life's hectic take-off year. Absolute priority lies in delivering the program, regardless of triple bottom line.

Target Market Considerations***What prevents Older Working Professionals and Tradies living in Hervey bay and Maryborough from doing the desired behaviour?***

Sabinsky, Toft, Raben and Holm (2007) found that major barriers preventing people from engaging in health programs included time, reluctance to change lifestyle and money.

Many adults reason that they do not have time to devote to exercise or cooking at home or do not want to take the time away from other priorities such as spending time with their family (Sabinsky et al., 2007).

Some do not pursue health programs as they do not want to compromise lifestyle choices such as alcohol, smoking and unhealthy foods or feel that they will miss out on social opportunities if they are cutting down consumption of these things (Sabinsky et al., 2007).

Many health programs have a subscription cost which, in addition to the costs of fitness and food, make them impractical for people with limited income (Sabinsky et al., 2007).

What would motivate Older Working Professionals and Tradies living in Hervey bay and Maryborough to buy?

The 2018 Commonwealth Games will improve public perception of health and fitness. H4L can take advantage of this by aligning marketing strategies with the feelings of nationalism that arise surrounding a major sporting event.

The National Health Survey 2014/15 revealed that 63.6% of Queenslanders are overweight or obese (ABS, 2015). Consequently, there are social and medical pressures on these people to pursue a healthy lifestyle. Promoting social and medical benefits will gain the attention of people who are obese or at risk of becoming obese.

People are more likely to engage in, and subsequently stick with a health plan if they participate with another person (Sabinsky et al., 2007). If marketing focuses on the social benefits of pursuing the H4L program this will increase engagement and success of the program.

What are competing behaviours and activities for Older Working Professionals and Tradies living in Hervey bay and Maryborough?

Brumby, Kennedy and Chandrasekara (2013) detail the prevalence of alcohol in Australian culture as well as the links between alcohol consumption and obesity. This culture that commonly associates alcohol with celebration may prevent people from undertaking a health program such as H4L.

Research has found that despite intention, many adults struggle to enact the lifestyle changes required to fulfil health programs (Peters, 2013). Well entrenched habits are likely to compete with a positive lifestyle program such as H4L.

Mullahy and Robert (2010) describe how time constraints restrict the likelihood of certain persons to engage with positive lifestyle programs. Some adults do not want to compromise their leisure activities in order to devote time to improving their health.

Barriers

- Not enough time to exercise or cook healthy meals
- Reluctance to change lifestyle
- Perceived cost of health programs

Benefits

- 2018 Commonwealth games to improve attitudes towards fitness
- A majority of Queenslanders are overweight or obese
- Social benefits of participating with another person

Competition

- Alcohol ingrained in Australian culture
- Poor exercise and eating habits
- Prefer to devote time to leisure

Positioning Statement

We want Older working professionals aged between 50 and 60 in Queensland to see that sustaining their health for life, with support from Diabetes Queensland's expertise, as easily accessible, engaging and as more important and beneficial than other diabetes preventive programs and behaviours that forecast chronic disease.

Marketing Mix Strategies - Value Creation

Product

Health for life is a lifestyle modification program created by Diabetes Queensland in partnership with Queensland Health and the National Diabetes Services Scheme. This program provides recipes, exercise programs, advice and support in order to encourage people to make positive lifestyle changes that will reduce their risk of developing chronic illnesses. It has been identified that the target market of working professionals want to get healthy but may lack the time or motivation. Health for life specifically targets this market opportunity by focusing on health and fitness strategies that are easy and not time consuming.

Pricing

While Health for Life does not have a registration cost, other cost factors should be considered. Participating in this program may require consumers to outlay money for gym memberships, fitness classes or fitness equipment. There is also a perception that the fresh food required for a healthy diet is more expensive than processed or fast foods (Rao, Afshin, Singh and Mozaffarian, 2013).

The investment of other resources should also be considered. When deciding whether to join Health for Life people would consider the time and energy required to make these lifestyle changes

Place

The main distribution platform for Health For Life is the Diabetes Queensland website where a range of resources can be accessed. Promotions sent to participants via email or text message will link directly to the website.

There will also be a face-to-face component where participants can seek support and advice. Representatives will frequent places like shopping centres with a high volume of foot traffic to offer free health checks and information about the program.

Promotion

Health for life will employ a variety of promotional strategies as it has been found that a combination of promotional tools is the most effective way to maximise market penetration (Jain & Saxena, 2011). The program will be advertised on partner websites; Queensland Health and Diabetes Queensland. These websites are likely to be frequented by people at risk of chronic disease who are looking for advice on positive lifestyle changes. The 2015 Sensis Social Media Report revealed that 66% of Australians between the ages of 50 and 64 use social media with Facebook the predominant social media platform. We will take

advantage of this with paid Facebook advertisements that will be used to promote the program and the Health for Life Facebook page which will promote the program as well as advertising relevant events.

Flyers and posters will be used to advertise the program itself (Appendix I) as well as local events and information sessions (Appendix II). Flyers will be distributed at information sessions in shopping centres and through letterbox drops as well as being available at medical centres and other health facilities. Posters will be erected in high traffic areas such as shopping centres and health facilities. They will also be placed in co-operative venues that attract people who may be at risk of lifestyle related illness such as fast food restaurants and pubs.

Radio advertising on local radio stations will be employed three times a week to generate interest in the program. A personal trainer will be employed to run a free personal training session once a month which will promote the program and provide an opportunity for people who have registered for the program to socialise with those who are considering registering.

Promotional Ideas:

- **Digital**
 - Facebook is prime platform for the primary target market. Generate Facebook ads that are highly targeted. Updated regularly and analyses using Sprout Social.
 - Regular email newsletter
- **Print**
 - Flyers- Letterbox drop, participants enrolled in the program
 - Posters
 - Local pubs, cafes, remind enrolled participants to engage
 - Major shopping centres
- Radio advertisement: Sea FM Wide Bay 93.1 & 101.9
 - Approximately 3 days a week for 10 months
- One Sunday a month a free PT session promoting health for life. This session will be aimed at our broader 40-60-year-old target market and will serve as a promotional tool to get people who are involved in the program to socialise with other members, give support and help gain new customers and retain current ones. Combinations of different media and supportive, integrated strategies are likely to be more effective when employing promotional strategies to retain and reach new customers.

Action Plan

The following table outlines the key tasks requiring execution to deliver Health For Life to customers. There are four employees available in the Marketing Department with management able to monitor progress using this tool.

| Task | Who | What is required | When |
|---|--|---|---|
| Campaign commences | | | February, 2017 |
| Create a Facebook advertisement | Social Marketing Lead | Creating a Facebook page and updating weekly Facebook ads directed to the target market | Update weekly for 48 weeks |
| Contact local radio station to purchase air time. | Community engagement Lead | Contact Sea FM Wide Bay 93.1 and 101.1 to organise radio advertisement for 10 months | February, 2017 |
| Contact radio station to update ad's | Social Marketing Lead | Have regular contact with the radio station to ensure that they are playing the right content and attracting the right target demographic | April, May, June, July, August, September, October, November, December, January |
| Create and print flyers for distribution | Community engagement Lead | Organise with Dark Horse Print Design 5000 single sided flyers to be printed and delivered | February, 2017 and again in August, 2017 |
| Contact local pubs regarding poster advertising | Community engagement Lead | Discuss poster location and duration | February, 2017 - February, 2018 |
| Meeting with major shopping centre about marketing | Social Marketing lead | Send advertisement layout to retail marketing manager | March, 2017 |
| PT promotional session once a month | Health executive and Community engagement Lead | Organise a PT to take a small group of 10 people for promotional purposes to raise awareness about H4L | February, 2017 |
| Attend monthly PT sessions to collect data | Health executive, Community Engagement Lead | Collect participant data and assist with the PT sessions | Once a month throughout the campaign |
| Follow up every month at local pubs and cafes to refill posters and flyers | Health executive and Community Engagement Lead | Monthly visits to the locations of the cafe to monitor the response and top up posters and flyers | Once a month throughout the campaign |
| Follow up on 6 month predictions | H4L Intervention Lead, Social Media Lead, Health executive and Community Engagement Lead | Collect data from the last 6 months of the campaign and compare monthly results | August, 2017 |
| Follow up on 12 month predictions | H4L Intervention Lead, Social Media Lead, Health executive and Community Engagement Lead | Compare the data from 6 months to 12 months and write up a follow up report with recommendations | February, 2018 |
| Campaign finishes | | | February, 2018 |

Strategy Evaluation Plan

Purpose and audience for evaluation

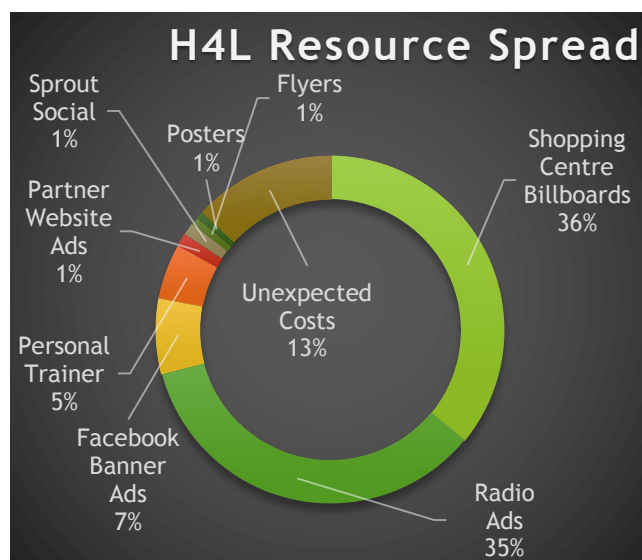
In February 2018, after the twelve-month period of Health For Life, the board of directors in collaboration with the Marketing Department will determine the success of the program. Using data collected during the program's run in strategic capacities to fulfill objectives.

How and when will measures be taken?

| Objective | Metric | How the data will be collected | How it will be measured | When will it be measured |
|--|--|---|--|---|
| Minimum of 300 new participants per month over 12-month course of program | Number of new customers over specific time | When a new customer signs-up they are entered into the DQ database | Number of new additions to DQ database over a month's time repeated over course of H4L | The day after the conclusion of every month during H4L to monitor progress. Review on 1 st Feb 2018 |
| Increase unique web visitor traffic by 25% to official website from 196,715 p. a. to 246,000 p. a. | Number of unique visitors to diabetesqueensland.org.au | When a unique visitor enters our website, it is logged in Google Analytics | Number of people using internet-connected devices to access the website | Automated logging. Summaries concluding each week of objective time period to monitor progress. Review on 1 st August 2017 |
| Total social media engagements of 100,000 through official tags/posts (10 engagements/member) | Number of times official tags are used and posts interacted with | When a internet-user uses a official tag or when they 'react to' (like, love etc.) or comment on DQ posts | Sprout Social software | The day after the conclusion of every month during H4L to monitor progress. Review on 1 st Feb 2018 |

Resource Allocation

Health For Life has been provided with a budget of \$100,000 to spend over the 12-month period of the program. Below is the planned spending within the relevant Ps of Marketing. Strategically allocated with 70%, the focus of this plan and expenditure is creating the H4L brand and recognition through promotion. Roughly 10% of the budget has been kept to allow quick response to unexpected events, committing \$86,880 to the program.



| MKT Mix | Total Cost | Item Cost | Item | Provider | Description | Data Source |
|-----------|------------|--|--|---|---|---------------------------------|
| Product | \$5,050 | \$505/week x 10 weeks | Personal Trainer | Local gym best suited to customers | Face-to-face component of H4L | (Life PT, 2016) |
| Promotion | \$36,000 | \$3,000/week x 12 weeks | Shopping Centre Billboards | Stockland Hervey Bay Shopping Centre | Inform geographically targeted potential customers of benefits of H4L and healthy eating | (Adsemble, 2016) |
| | \$35,000 | \$100/spot x 350 spots | Radio Advertisement | Sea FM Wide Bay 93.1 & 101.9 | Inform geographically targeted listeners of benefits of H4L | (Radio Results, 2016) |
| | \$7,000 | \$145.64/week x 48 weeks | Facebook banner advertisements | Facebook | Inform highly targeted users the benefits of H4L | (Facebook Business, 2016) |
| | \$1,200 | 2 x (\$50/month x 12 months) | Advertising on two partner websites | National Diabetes Services Scheme and Queensland Health | Inform need-based targeted users of benefits of H4L | (Starak, 2012) |
| | \$1,188 | \$99/month x 12 months | Social Media Management-Premium Plan | Sprout Social | Help Social Marketing lead monitor, respond, measure and collaborate to ensure smarter and faster communication with members. | (Sprout Social, 2016) |
| | \$732 | (2 x \$320/5,000 prints) + \$92/200 prints | Flyers for cafes, pubs and letterboxes | Dark Horse Print & Design | Inform geographically targeted listeners of benefits of H4L | (Dark Horse, 2016) |
| | \$710 | \$13.99/print x 50 prints + \$8 delivery | Posters for pubs and shopping centres | Vistaprint | Inform geographically targeted listeners of benefits of H4L | (Vista Print, 2016) |
| Other | \$13,120 | 1 x \$13,120 | Unexpected costs | Diabetes Queensland | 13% of budget remaining for unplanned expenses | \$100,000 - \$86,880 = \$13,120 |

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Appendix**1 - Health For Life Event Promotional Material**

Health for Life!

Simple, maintainable, FREE lifestyle program.

Take a step towards a healthier you!

- healthy eating and physical activity
- achieving and maintaining a healthy weight
- reducing alcohol consumption
- quitting smoking.

Reduce your risk of chronic disease

Information and registration at
<http://healthier.qld.gov.au/support/health-for-life>



 **Diabetes**
QUEENSLAND

 **Queensland Government**
Queensland Health

2 - Health For Life Information Promotional Material

Health for Life!

Saturday 25th February 2017, 10am-3pm
Maryborough Plaza Shopping Centre
Bazaar Street, Maryborough

Information about our lifestyle program.
Take a step towards a healthier you!

- Professional advice
- No registration costs
- Sustainable program

FREE!
All Welcome

<http://healthier.qld.gov.au/support/health-for-life>

