

NATIONAL SOCIAL MARKETING CENTRE

Director: John Bromley

1 The Future Direction of the NSMC

1.1 The NSMC began a business development programme in summer 2010 to evaluate how it would be able to continue without the DH support grant. To this end, The NSMC:

- Commissioned an internal marketing review of existing and possible future clients to understand the potential of new work.
- Recruited a business development manager to explore commercial opportunities with the identified organisations that we evaluated could be potential new customers
- Undertook a major review of future European and International funding programmes to ascertain the viability of it extending its research programme
- Met with a number of National Social Marketing organisations in Europe and the USA to ascertain the possibility of working together on joint projects

1.2 **From these work streams The NSMC has developed:**

- A clear understanding in which sectors The NSMC can generate project income
- A comprehensive understanding/listing of the number and types of clients who wish to work with us in the short, medium and long-term
- A pan European funding bid for a European research programme for 2011 onwards
- A possible affiliation with another global social marketing organisation that would provide tangible benefits to the NSMC
- An income forecast for the following three years

2 Business Strategy

2.1 Our business development programme identified four viable areas of commercial opportunity for The NSMC. These are:

2.1.1 **Training** - Many of our clients, customers and stakeholders agreed that The NSMC have developed the most effective and comprehensive suite of training tools available anywhere in the world. We have further developed these tools and will be offering on-line programmes as well as selective personalised training packages for organisations. The later may be delivered as stand-alone courses or as turn-key training programmes which will be used to generate additional work.

- 2.1.2 **Strategic Consultancy** - We have discussed the strategic consultancy opportunities available to The NSMC extensively with other government departments, European and international organisations. The NSMC now has contracts with the Pan-American Health Organisation (PAHO), The Department of Health Hong Kong, the Scottish Government and US-AID with others in the pipeline. We see our role as strategic and will not undertake a large number of social marketing intervention programmes. However, we do expect to develop consortiums with other organisations and accredited individuals to deliver a number of behaviour change programmes where strategic value is identified.
- 2.1.3 **Research** - Our research tools and expertise (including the Social Marketing Research Centre which holds all the behavioural research conducted at a national level), the on-line cost benefit tool and our experience in managing and directing national pan-European research programmes will provide income streams moving forward.
- 2.1.4 **Commercial advantage of our tools, products and events** - The NSMC will continue to update and develop its range of products and resources which aid users with the implementation of behaviour change programmes to take commercial advantage of our position as a centre of excellence for behaviour change at home and abroad. Resources include the on-line toolbox, guides to procurement, conducting research, policy development and evaluation. We will also develop our portfolio of seminars and conferences, some of which will be implemented through our on-line delivery platform to maximise market reach and reduce associated delivery costs.

3 Development of the NSMC Business Plan

- 3.1. The NSMC is currently working on the development of a Business Plan which will allow the transition from an organisation which was primarily funded from a government grant to one that generates all of its income through commissioned projects and programmes from public bodies. It is envisaged that the NSMC will become a social enterprise during 2011.