

Ogam helps Turnstone lay marketing foundations

The introduction by the Government in 2007 of individualised budgets has had far reaching consequences for the social care sector.

For organisations like Turnstone, who provide social support in people's own homes and in the community, it has meant investing in operational and process changes, including new IT systems to manage more complex billing arrangements. Importantly it also meant embracing a new definition of the customer, which has important implications for marketing.

Marketing activity was traditionally directed at funders

Whilst service users have always been Turnstone's focus, traditionally their marketing activity has been directed at funders, primarily local authority Commissioners, who would purchase support for a number of adults with learning disabilities, autism and mental health needs as part of a large contract.

Individual budgets meant service users were making the decisions

The introduction of individual budgets means that in practice now it is much more likely to be the service users, with their friends, advocates and relatives, who make the decision as to who provides their support.

Turnstone faced another challenge - increased competition

Turnstone, part of the Radian Group, also faced another challenge – increased competition. A number of new entrants were trying to establish a foothold in the South East, and simultaneously some commissioners wished either to consolidate all their contracts with a single provider, and others conversely to spread their risk.

Turnstone began working with Ogam Insight

It was against this backdrop of individualised budgets and increased competition that marketing agency Ogam Insight began working with Turnstone Support. Ogam Insight was known to Turnstone and had previous experience of the social care sector.

Ogam commissioned to research and design new marketing plan

Recognising the need for a different approach to their marketing, as well as the need to 'up their game' against the competition, Turnstone asked Ogam to design a marketing plan that would help them win new contracts as well as maintain existing ones, and position them as the leading provider of support for adults with learning disabilities, autism and mental health needs in the South East.



Ogam recommended shift from B2B to B2B/B2C marketing

Ogam Insight recommended a shift from purely Business to Business marketing, aimed at funders, to a more consumer-oriented marketing model, including proactive PR in their key Southern geographies. This plan was founded on solid research, with Ogam having conducted a thorough marketing audit prior to recommending the plan.

First step was a clear and consistent message

Before Turnstone could move to proactive PR, however, they needed to put in place some marketing fundamentals, ensuring that when they did start to promote themselves they had a clear and consistent message, a unique point of differentiation, and offline

and online marketing materials to use and refer to. Needing to move quickly, in July 2008 Turnstone Support commissioned Ogam Insight for an eight month period to deliver a "Foundation marketing plan." Turnstone's Regional Manager Sean King explained how he had no hesitation in giving Ogam the work:

"We needed to move quickly, and trusted Ogam to deliver"

"We needed to move quickly, and Ogam was a known quantity to us. They know our business, and we trusted them to deliver.

"We also appreciated Ogam's willingness to transfer knowledge, something you don't get with most marketing agencies, meaning they would help us train internal staff throughout the duration of the contract, to provide our marketing support in the future."

New website launched within two months

Within two months of commission Ogam had re-launched Turnstone's website, closely followed by an accessible site for those with learning disabilities. Feedback has been extremely positive,



and visitors had begun using the 'Call back' facility on the new site within hours of going live.

New service-user focused strapline

They had also conducted a workshop with key staff to distil out Turnstone's Unique Selling Point, resulting in the development of key messages for Turnstone's key stakeholders, as well as the launch of a new service user focused strapline.

Ogam has encouraged service users to tell their stories on the website, indirectly promoting Turnstone, and begun writing and designing business case studies aimed at commissioners.

Monthly newsletter will drive PR and direct marketing activity

Other elements of the foundation plan include a new marketing folder, inserts and a contact card, as well as a shorter but more frequent monthly newsletter which will drive the update of the website and PR and direct marketing activity going forward.

Ogam helping Turnstone reduce costs over longer term

Importantly Ogam has recommended activity which can be sustained in-house over the longer term, and which will reduce marketing costs, an important factor for an organisation which has a large responsibility to its service users and is not in business to make a profit.

Ogam delivers national ad campaign for parent group

Four months into the eight month plan Turnstone is well on course to achieve its marketing goals for 2008, and the quality of the work Ogam has delivered, as well as the trust developed between the two parties, has meant that Turnstone has put more work Ogam's way. Ogam has taken on additional ad hoc advertising activity within the agreed retainer, and also recently completed a national recruitment advertising campaign for Turnstone's parent company the Radian Group.

For further information please contact

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