

Marketing update 19 February 2010

The marketing team have now held their second meeting, which concentrated on the results from our initial research. This feedback has provided a clear view of what you, our members and non-members, want from our organisation. A summary of the initial research is provided below and this will help us to produce a draft marketing plan. We will then consult widely on this plan at consultation events around the UK and on our web site. The research has left us under no illusions that you want certain aspects of the organisation to change and we are responding positively to your ideas and suggestions... keep them coming!

If you want to comment on the ideas in this document now, a new marketing forum has been opened on IMI Talk to let you do just that. Alternatively, you can email your comments to marketing@imi.org.uk

Initial Research

Thank you to everyone who found the time to be interviewed, and we have held nothing back from the feedback we received from you. Hopefully you will see your opinions and improvement suggestions further on in this briefing document.

- 32 interviews and focus groups have been conducted by an external marketing consultant with a range of IMI members and non-members of all ages and grades across the UK. Open consultations will be held during April and May to allow all members to become involved in shaping the future for our organisation.
- The positives from the research highlighted that we are often seen as professional, educational, useful and supportive. There is also a sense amongst some members that "Things are changing for the better".
- The negatives from the research left us under no illusion that the organisation is still often perceived as cliquey, fuddy-duddy and set in its ways. IMI was frequently felt to be a wrong and misleading name for the institute and there were also perceptions that we needed to be much more visibly member-focused
- Very helpful feedback on current impressions of the web-site, conference, journal, education, CPD, networking opportunities, products, services, awards, support, advice and leadership was also generated. This has given us a very clear and consistent picture of what was currently good, where there was room for improvement, and a large number of really excellent improvement suggestions were captured and fed-back.

This research, along with further feedback from you, will be at the heart of our organisational brand positioning and will be central in forming the marketing and development programme we are working to put in place.

The perception we shall strive for and create is one of an approachable, friendly, passionate, professional, accessible, inclusive, democratic, member focused organisation. These adjectives will become our mantra.

Recommended strategy and positioning

We are an inclusive and professional organisation

IMI is responsible for supporting the professional development and well-being of all our members and for upholding and advancing standards in clinical photography, video and design in healthcare. At the heart of our institute is the recognition that we must be relevant to and highly collaborative with our members and our internal customers, whilst reaching out to all potential new members. We take very seriously our accountability in supporting the best outcomes for patients through the excellent quality of the work that we do.

Embracing Your Future

We are about: accountability, supportiveness, continual improvement, and moral purpose. As a professional body, we are here to represent everyone who chooses a career within our profession and by joining our Institute; you too will have a voice in that future representation.

Moving forward, we need to improve what we do in the following three ways:

Increase Inclusiveness: Approachability, friendliness, compassion and warmth, accessibility, usability, democracy, member-first centricity, ability to encourage and expand sense of community.

Increase Modernity: An organisation for young(er) people, creative, forward looking, leveraging social media and digital technology to provide community, looks and feels more like benchmark organisations.

Increase Relevance: Widely appealing, member driven, social, educational and professional needs better met, properly segmented to address differing needs and groups.

Our Five Organisational Values

This is what has been proposed as a result of the research. What do you think?

Supportive	democratic, networking, helping each other; share best practice; value our people; team before individual
Accountable	responsible; challenging; focused on quality out-comes; pulls its weight
Responsive	contemporary; move with the times; leading edge; adaptable; evolving to remain fit for purpose; embraces relevant change
Real	open; honest; has integrity; practical and pragmatic; objective; real world
Innovative	creative; lateral; open to new ideas; resourceful; future focused; inventive; original; modern

Does the name of our organisation explain who we are and what we do?

The current name of the Institute is perceived as inappropriate and ambiguous by many of you and we want to know your feelings about whether to change our name. We realise this is not a decision to be made lightly and the marketing team spent considerable time discussing a possible alternative. We decided that if we change the name it has to include our protected title, for when we become a registered profession and it has to be inclusive of our membership. There was some debate about whether to include video in the suggested title, but as those working in video will need to be registered as clinical photographers, we decided against it. We also felt that "Society" was a less intimidating word than "Institute". So to initiate some debate we came up with...

The Society of Clinical Photographers and Designers

Whether we change the name or not, we want to include a short strapline, which embodies the organisational values described above. We decided on *Embracing Your Future* but we are open for further suggestions.

What do you think about the idea of changing our name? If we do change it, this has to be a majority vote of all our members, so we are keen to hear as many views and opinions as possible.

Products and Services

We also intend to expand and improve the products and services on offer to members to provide far greater benefits of membership. Work is ongoing within this area.

Signifying Actions

We have identified a series of signifying actions that will help form our final marketing plan. Some of these will take time to develop, so we will prioritise them and start with high value, low implementation ideas, so that immediate change and improvement is seen by all.

Here are some examples of the kind of initiatives we are looking to develop, which were generated by our research.

Support - provide caring, supportive listening, particularly for new entrants to the profession and single person departments.

Welcome Pack – provide an information welcome pack for all new members.

IMI Conference – ask our members what they want. Personal invite from the Chairman to all members followed up with email teasers showing what's coming. Make the conference more friendly and welcoming. New delegate drinks reception. Provide fun social activities and breakout groups.

Consultation Events – communicate our ideas and future plans to all members.

Web Site – needs updating to make it more modern, welcoming and interactive. Need to identify a benchmark site. Introduce photographic, graphic, video and student areas.

Interactive Communication – introduce podcasts, video, blogs, facebook, twitter and a monthly newsletter, to provide regular, up to date information both personal and professional.

CPD – revise CPD pages with a series of Q & A's. Add regular events and activities. Make CPD more user-friendly.

Spring School – bring back Spring School in some form.

Online Training – provide webinars, video seminars and Q & A activity sheets.

Training Workshops – top names to run workshops on popular techniques.

Regional Meetings – more meetings and events, some areas don't have any.

IMI Awards – make more of a splash advertising the awards. Provide separate photo, video and design awards.

Lapel Badges – provide all members with a badge with coat of arms and title.

Grandparenting – to provide entry for established professionals without the required qualifications. Those with extensive experience, who can demonstrate safe practice and continuous professional development, will be given a two year window to apply for full membership.

Journal – the journal needs to display our organisations corporate identity and include more relevant and up to date articles, including re-visiting basic techniques useful to students.

Skill Packs – to help trainees and junior managers in a variety of tasks.

Recruitment Advice – Q & A's for common issues concerning recruitment.

Skills Directory – we know someone who can advise you on that!

Photo Library – stock photo library free to members and charged for non-members.

National Guidelines – update guidelines and book lists.

Work Experience – list of departments who take work experience students.

Discounts – discounts on relevant products and services.

Messages – explain clearly what we do and how we can help members by providing consistent, relevant messages. We all need to learn how to do this.

Biographies – personal bios on individual members, particularly new ones.

Change the Name – the name of the Institute is wrong and ambiguous.

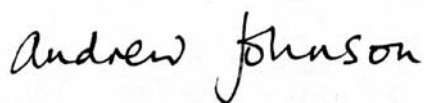
Young members – beat the drum for younger members and make it attractive for them to join by making the Institute more friendly and modern.

Final Words

When I was originally installed as Chairman last September, my very first commitment to you was to address those issues which were holding IMI back from becoming a more modern, vibrant and inclusive organisation.

To do this, your ideas, feedback and opinions are absolutely essential. With your help and involvement, we will retain and nurture what's already recognised as good about the Institute, whilst addressing what is 'less good' and providing far more of the kind of benefits and environment required to make us a fantastic organisation to belong to.

The marketing team are interested in everyone's comments, so please use the Marketing Forum on IMI Talk or email marketing@imi.org.uk and let us know what you think.



Andrew Johnson
IMI Chairman