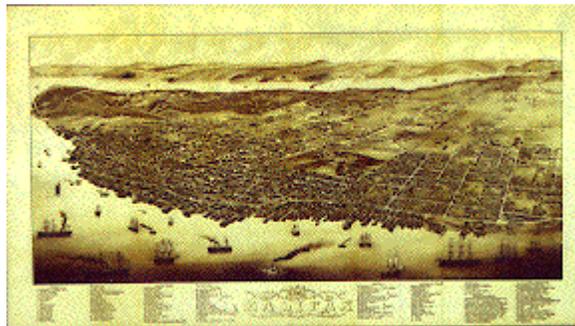


Association of Canadian Map Libraries and Archives



Association des Cartothèques et Archives Cartographiques du Canada

Historical Maps Marketing Plan



Halifax, NS - 1879

Prepared by: Danny Forbes
Student, Nova Scotia Community College
Business Administration
Marketing Course
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The ACMLA

ACMLA actively serves as the representative professional group for Canadian map librarians, cartographic archivists and others interested in geographic information in all formats. Since its inception in 1967, the achievements of the Association have been notable, including a vigorous publishing program, development of professional standards and international cataloguing rules, and efforts to increase national awareness of issues concerning spatial information and recognition of the contribution of map libraries and cartographic archives.

The ACMLA archives contain letters between Joan Winearls, University of Toronto and Karen Edwards (later Lochhead), Department of Energy, Mines and Resources, from the fall of 1966 speculating on whether a national conference could be pulled together to address the concerns of the growing map library community: concerns they had talked about before themselves and with T.E. (Ted) Layng, Chief of the Map Division of the Public Archives of Canada. Letters were sent out to more than 75 map-related professionals inviting them to attend a 'Conference on Map Libraries and Map Collections in Canada' to be held in Ottawa at the Public Archives, 12-16 June, 1967. The conference was convened by four interested map librarians - Joan, Karen, Ted and Yves Tessier (Université Laval, whom Joan had encountered at an American map librarians' conference).

About 70 people attended the conference to discuss common problems and to investigate the possibility of a national organization, a national union catalogue of map holdings, and other co-operative ventures of use to map libraries. The first Directory of Canadian Map Collections was printed in 1969 and consisted of 87 collections, costing \$1.00 for members and \$2.00 to non-members. The first course in map librarianship was taught in the summer of 1970 by Joan Winearls at the School of Library Science, University of Toronto.

Twenty years after its founding, the name of the Association was changed to the Association of Canadian Map Libraries and Archives (ACMLA), to reflect the diverse nature of its membership and to enhance the possibilities of archivist members to obtain support to attend meetings. In 1967, 37 people located from one coast to the other became 'full' members of ACML. This group has grown, matured, institutionalized and made its mark nationally and internationally in the field of map librarianship.

Objectives

- To promote high standards in the preservation and management of, and access to, cartographic collections in Canada.
- To engage in activities which further the Canadian research community's and public's awareness, use and understanding of cartographic materials.
- To represent and promote the collective interests of Canadian cartographic users by establishing contacts with government agencies and by striving to influence policy decisions.
- To create and maintain an active communication network for the exchange of information among members and the cartographic community.
- To support the research and professional development activities of members through publications, conferences and seminars.

Introduction

The ACMLA has a committee known as the historical maps committee.

HISTORICAL MAPS COMMITTEE:

TERMS OF REFERENCE:

To preserve and popularize the rich Canadian cartographic heritage through publication of facsimile maps.

REPORTING STRUCTURE:

A Standing Committee reporting to the Board of Directors through the Second Vice-President.

MEMBERSHIP:

Full members in good standing.

DUTIES AND RESPONSIBILITIES:

1. To select historical maps that could be of Canadian interest for reproduction as facsimiles.
2. To obtain sponsors for facsimile maps; to arrange correspondence with sponsors, payment of fees and delivery of agreed-upon facsimiles after printing.
3. To arrange for the photography or obtain negatives of the selected maps; to negotiate printing of the facsimile maps bearing the Association's logo and appropriate marginal information; to supervise printing and payment of the printer upon satisfactory completion of the print job.
4. To arrange the storage and distribution of the facsimile maps to the financial advantage of the Association as well as to advertise and promote map sales as appropriate.
5. To maintain records of sale, accounts and inventory in accord with recommendations of the Association's auditor or the Board.

Since production has started, no market has been identified as to a target for sale of the maps that result because of an excess after a sponsored printing. There are a total of 150 individual maps that are available for the purchase. A high quality facsimile of a map, that is of a certain area and period in time.

To date there are approximately 21,000 maps in inventory that are in excess and must be liquidated. In the process of identifying the target market for the historical maps, other markets will be realized that will allow for a constant sale of the historical maps and other products discovered through a product extension.

The implementation of a marketing plan that has a many different directions and purposes. First, to look at the present product and find ways of not only improving upon it but make it more appealing to the target market, as well as smaller markets. The other factors that are involved with opening up the market, such as the price, the promotional campaign, as well as where and how the product is distributed. A brief market analysis has been outlined as to the market that has been realized from past selling efforts.

The following market plan outlines all the above as well as suggests a direct marketing plan and the time line that could be used to put it in action.

All of the following points are made from my point of view. The approach used was to put myself in the place of a person that was going to retail the maps from a small business for personal reasons. This may prove to be contrary to the committee. I used the objective of the ACMLA as the guidelines, a ton of research and test markets to give me an idea as to the viability of the maps as a small business.

I believe the true and just result of a well laid out marketing plan is the discussion points that follow from industry leaders and innovators. In the couple minutes before I was given this project I had no idea such a product existed.

Draft Marketing Plan Historical Maps

Product

The objective for marketing historical maps is to meet or exceed the wants and needs of the consumer. There are many other products that are directly related to the historical maps that could also be considered important, both to the consumer and the ACMLA.

Website: The current website is not considered to be user friendly or promote the maps as a product for sale. Another website, or a page off of the current one is needed to increase sales as well as customer retention. These are just a few ideas for the generation of the website:

- The domain name historicalmaps.com is available for purchase and would be more than ideal
- Ease of use for anyone, map catalogue and dollar amounts in American as well as Canadian currency
- Each map should be clear and detailed for viewing by the consumer along with a description and a price located within the view
- Maps should be listed in categories such as location or date or both
- A creative idea would be a map of North America on which a consumer moves the mouse around to pick an area. All the maps are then listed of the area, all the consumer has to do is choose a date and a view of the map will pop up.
- Contained in the website should be a history of the ACMLA
- If the consumer wants to buy a membership, this should be available online
- Questions, comments and the ability to contact ACMLA
- Customized map portfolios and prices for them
- Newly purchased maps

For the current sale of the maps the website will be the main means of distribution therefore it must represent this. An area that allows the consumer to give h/her email address, this would allow h/her to receive current information and promotion activities. For shipping purposes the mailing address will need to be entered and also retained for future use.

Membership: Membership to the ACMLA should be a benefit both to the consumer and the ACMLA. The ACMLA is membership driven; this means that the more members there are the more resources available. The sale of the historical maps relates to the membership directly through retaining customers and promoting repeat purchases. From a marketing point of view, the membership would be the target market and information could be gathered from there. The membership is also an information grab for a direct marketing approach; this will be discussed later on. Once a membership is purchased, certain benefits will be available:

- Studies show that 60% of customers would prefer a monthly newsletter above any other
- The newsletter would contain information regarding the industry or anything else that would be of interest to the market
- The main objective of the newsletter is the sale of historical maps
- Future growth is a magazine

For these reasons membership should be considered a product for the purposes of selling the historical maps. The website will also be included in promotion and ways for the consumer to become aware of historical maps.

Maps: Maps are considered to be ideal for the current target market. However, as sales increase and other markets are discovered, alterations will have to be made, not to the map itself but to the features and benefits of a map. The tourism market is a fickle one, with many different demographics included.

Making the maps clear and easy to understand by a person that has had no real interest in this area is the main goal.

- A brief autobiographical sketch of the map artist

- A timeline of the area depicted by the map
- A paragraph or two about the advancements in geography and map production techniques as it relates to the maps. E.g. what makes a map from 1790 better than one from 1650?
- The political biography of the area and the time
- A description of the map with many selling points, like what will be listed on the website

Many suggestions have been made by the test groups asked (see questionnaire Appendix 1) and in informal surveys:

- Placemats in for use in the home and in restaurants.
- Laminated in sizes to fit every person need. Desk covers, binder covers
- Mouse pads
- Mugs, coffee cups
- Smaller size that will fit in a binder for a portfolio
- A binder to keep all the maps in, this would fit each side

As the market grows each of these ideas would have to be researched and a marketing plan set up for each one for each one to be maximized. Timing would be very important for each of these to be successful. The desk covers would be popular in an area of heavy office use and should be targeted there first. After the desk covers become popular a framed version of a map would come next.

Price

The price of a product is arrived at in many ways; such as finding the breakeven point or profit motive. The price set for the historical maps has many conditions that must be looked at before finalizing. The current price is low compared to the immediate competition (\$3 less than Historic Urban Plans). If the product is left as is with no changes, the price needs to be raised. Moving to a higher price would attract the consumers to the high quality the maps possess. A study of the target market is currently being done to determine what the price should be. Value added features allow an increase in price that does not reflect the actual cost of the feature.

For a plan to clear out the heavy amount of inventory, a rise in the price of the high demand maps and a price freeze for the lower demand maps would allow for an inventory clear out. The most important point in setting the price is the quality outlook and how price reflects this. It's common knowledge that the higher the price of a product the higher the perceived quality. The current \$5 price does not reflect upon the consumer a high amount of quality.

Also, each area may have a higher price when it comes to shipping and handling. The cost for the most expensive point for this must be the same as the cheapest point. For example, if it costs the consumer a total of \$10 to ship a map to the most expensive destination, then it must also be \$10 for the cheapest.

A strategy to retain a consumer would be to have them become members of the ACMLA upon the purchase of a map. Or, you could give one free map with the purchase of a membership. This would give incentive to both becoming a member and repeat map purchase. The information gathered through membership would allow for a direct marketing campaign, via a database, in which a newsletter is sent out telling of deals and newly acquired maps. The newsletter could set a standard in the industry for advertising of other products in the newsletter. This would not only cover the cost of the direct mailing, but also in the future allow for additional revenue.

In a test group the question was asked as to what price would you pay for a historical map:

- Between \$5 to \$10 was the most popular price
- Depends on quality was answer given as many times as between \$5 and \$10
- 34% of group said between \$10 and \$20

The price should be set at \$9.99 for the highest in demand maps, \$5 for the maps that have a high amount of stock remainder. As sales increase and the product changes to reflect this, the price could reach \$14.99 with added features. (Depending on the cost of the added features)

Promotion

Advertising should consist of nothing more than making people aware of the product - because in most cases it'll be the first time they hear about it. Direct marketing is the simplest, and in most cases, the most successful method. The target market has been identified; so getting all address of all institutions within the target market is the first step. The complete direct marketing strategy for the ACMLA will be outlined in detail later on.

To best advertise it's important to know where the target market is looking and spending their time. For example, on the questionnaire it was asked where would you most likely find a historical map to purchase? The majority answer was a bookstore. This answer has two possible conclusions:

- A) Where to retail the maps
- B) Where to advertise in the beginning stages

A poster could be designed with attention on detail and the future path the maps will take. The poster could be distributed to bookstores to be hung near the section most likely to relate to the historical maps (history, true stories). Along with this there would be advertising needed in the obvious places, museums, universities, historical sites as well as other tourist destinations such as hotels and restaurants. There are many publications related to all of the above that are either subscribed to or bought on a newsstand. For the tourist industry there is, for example, the Nova Scotia Doers and Dreamers guide. This book is given out to Nova Scotia tourists to let them know of all the possible destinations to visit while touring.

The outline for advertising should be to stay consistent for the entire time and only change when the product does. The product should not change until the market wants it to. The poster, along with all advertising should have at least one thing in common, either a tag line or a picture or both. Geographic location should also be taken into account. For example, if the poster has a picture of an Ontario historical map, this should not be the means for advertising in British Columbia or Newfoundland. This could be a big bonus for advertising, using the map of the location for the advertising in that location.

Place or Distribution

The website, and whoever gathers the information from it, should be seen as the major distribution channel for all maps. Easy and safe ordering would be the main characteristics of this website.

Other distribution channels would be points of interest that are visited by the Target and related markets on a regular basis:

- Museums and other Historical sites
- Universities

Links from other websites that carry traffic from the target market, such as magazine home sites, to the main selling page for the maps would also be needed.

For future cost reduction, when sales permit, another distribution area may need to be sought out. The museums and other related retail outlets would need quick, easy and cheap access to maps to keep stock up. For example, many maps may be selling well in an area that is considered to be quite a distance from the main distribution centre, affecting the cost of shipping as well as the time it takes. These maps should be kept in stock in a geographically closer distribution area. This would not be a plan acted upon immediately, only when and where sales would permit, as it could be costly to do.

Once the maps are targeted to the tourism industry, another channel takes on a whole new meaning. A tourism event in an area is usually considered to be annual, and if it's not annual it will have a great deal of publicity surrounding it. With this information sites and events of interest can be targeted very easily. These events could be a selling point as well as a distribution site. Planning and organizing would be the key factors for being part of one of these events and making it a success. A portable booth that can easily be dismantled and set up again in a different location would save time and money.

In a test group the question was asked:

Where would you go to purchase historical map?

(See Appendix 1 for full questionnaire)

The overwhelming majority said a bookstore, 75%. This could be a future retail site, but it also lends to the promotion aspect.

Market Analysis

A target market has not been identified demographically as to the type of person that would purchase one or more historical maps. Sales figures from the last two years show that the major buyers are Universities, Museums and Libraries, either on their own or in a University. Some examples of these buyers are McGill University in Montreal, Laval University in Quebec City, and the North Bay area Museum in North Bay Ontario. These are just a few examples. Further research and study will determine the exact reasons that these institutions purchased the maps. These institutions as well as historical sites will be considered to be the target market to start, and growth will be achieved from there. To better understand the target market, all of the above relate to education in some manner. This information is valuable to the actual product and its design.

Another, possibly more lucrative market is the tourism industry. Geographically Canada is very diverse when it comes to tourism and the people that visit an area, and why. Some areas of Canada, such as Atlantic Canada, depend on tourism dollars for growth from year to year. A couple of examples of this would be the \$6 million marketing campaign being put on by P.E.I. to boost the tourism industry, and the \$30+ million project to celebrate Annapolis Royal's 400th anniversary in 2005. These large dollar amounts say that growth could happen very suddenly and last for a very long time. The historical maps can be a part of this growth if marketed in those areas.

52% of the tourists that visit the Atlantic Provinces are considered to be repeat visitors, in that they have been here once before for an overnight stay. Although this would mean a life cycle for the maps lasting about 7 yrs, marketing strategies could prevent this as long as this is known.

These two markets cross over one another. The following table shows two areas that the tourist industry and the target market come together:

Figure 1.1

<u>Tourist Activities</u>	<u>US residents</u>	<u>Over Seas</u>
Shopping	61%	81%
Sightseeing	54%	76%
Dining	44%	43%
Visiting Parks Or Historic Sites	33%	54%
Visiting a Museum Or a Natural Display	20%	40%

This table shows what the most popular activities are for a tourist while in a particular area. The target market includes Historic sites and Museums. For future growth into the tourist market this information is invaluable. It should also make growth into the tourist market very easy and somewhat natural.

The Retail Market

The retail market is one that represents a very large buying power and appealing to this market takes a high demand product. The historical maps are very unique and can appeal to a very wide market within the retail industry. However the products must be representations and not the actual maps.

Calendar

Suggestion: a twelve-month calendar featuring a different map for every month. There are many appealing aspects to a product such as this:

- Geographic distribution, each calendar can represent the area in which it's being sold. Example, calendars sold in the Atlantic region should have a majority of maps from that area
- New product
- Very artistic appeal making the calendar unique

- The dates could represent important times in History for the region the monthly map is of
- Pictures of notable historic figures
- Partner with the Archives of Canada and other related organizations for promotion
- The website can be displayed on the calendar for further awareness
- Distribution centers could include notable bookstores, office supply stores, drugstores, historic sites, museums basically any store that sells products related to history and calendar type stores

Desk Covers

- A laminated (suggestion) desk cover that is a historical map
- Distributed in same stores as calendars
- Different maps for different areas

The benefits of either of these products are too many to list. The most notable would be the awareness of the ACMLA and if warranted, the national archives of Canada. The calendars and desk covers can be in schools and universities for public appeal. The website address for purchase of the maps or anything else for the ACMLA.

I feel that because these products are unique and would be very new the overall appeal would be incredible. A strategic approach would be to first do everything possible for the maps, wait for them to hit a maturity stage in the product life cycle and then hit them with the calendars and desk covers. Other products such as coffee mugs, mouse pads, pens, key chains and shirt pins can follow after each of these two items hit a peak growth.

Individual marketing plans would be needed for each product to give them the best chance.

Direct Mail Marketing

The idea for a direct mail marketing program for the historical maps, a division of the ACMLA, is based upon the fact that the historical maps committee is a volunteer organization. As this idea is examined below it will unfold that direct mail, once set up, will be very efficient and easy to use for everyone.

The two forms of direct marketing that is currently being researched are, email and regular ground mail. Each of these methods has both advantages and disadvantages. The true form for success would be a combination of both.

Email:

Advantages

- Fast, cheap with instant returns
- Customer can respond with no cost
- Ability to tell if it has been opened and read

Disadvantages

- Letters can be deleted easily, sometimes before identifying the sender
- Availability of service or lack of knowledge

Ground Mail:

Advantages

- Physical evidence of communication
- Studies show that a flyer will sit around the house until needed
- More than just the recipient will see the flyer

Disadvantages

- Similar to email as to just tossing in the trash
- Not able to tell if it's being of use so many mailings can go out costing money

The individual advantages and disadvantages are unique for every situation, the most important fact would be to realize and be able to identify when something is going wrong and costing unnecessary money.

This is just an outline to better explain the results that are being sought after with direct marketing.

How Often?

- Once a week – 30%
- Twice a week – 18%
- Once a month – 27%
- Once a quarter – 10%

Determining the goals:

- Increase awareness
- Encourage transactions
- Provide sales information
- Conduct loyalty program
- Provide outlet for advertisers

Develop key information topics

- Editorial
- Editorial plus advertising
- Sponsorship

Develop a plan – Determine people, process and period

Promote a new service – Offer something to keep them coming back

Include calls to action in email text – Promotions, feedback, and surveys

Reinvent your email service as necessary – Do not forget to give customers a way to give feedback

- Thank you notes, 10% off to top 20 customers
- First time customers get thank you note with coupon
- Note special days such as birthdays, anniversaries etc.

A proven system is the 10 – 30 – 60:

- **10%** of success depends on creative presentation, attractive graphics and even brightly colored envelopes. Studies show people do not read those long pitch letters
- **30%** rely on the offer
- **60%** rests on the mailing list you use. Good information will allow offers to customers who can really use the product. Use a different letter for every different age group and reason for buying or joining

Advertising is a way to communicate with the potential or current customer. Depending on what method is chosen for advertising the costs can be astronomical. Direct marketing allows a business to set up a one to one relationship with the customer for a minimal cost of \$.48 a letter. This small cost can easily be absorbed in the selling price. The disadvantages to each method used can be eliminated with quality control management. The biggest advantage would be the feature you're giving the customer. Giving a customer more than what they feel they are paying for is the number one way to customer loyalty.

Customer retention is far cheaper than always trying to get new customers. A study shows that a business, large or small, must have at least 65% of its customers return to just be successful.

With the proper contact management software much information can be kept in the database. On an individual customer basis, past buys with information as to why those purchases were made, such as special dates on a personal level. Just the simple information such as age and sex may reveal strategies for customers that are alike. On an entire customer list, the age, sex and time of year purchased gives information to buying patterns and markets that are being left out. How to better target the prime market and ways to improve to gather new markets. Database management is the key to customer loyalty and product development.

With all the customers on a mailing list, a unique market is identified. Identifying a market such as this could prove to be very profitable in the future for new products, either related or unrelated. A certain type of person/business would be interested in the historical maps, as well as other related products that are unique to that product. A business may buy space on the newsletter to promote their own product or service. A service such as this is a plan for the future. In order for it to prove to be successful, the mailing list must have 3 to 4 contacts and establish a communication with the customer.

Putting it in Action

The software that would be purchased for the intended reasons must have the features that are necessary. Once the person or people are chosen to lead this task, a discussion can be undertaken as to the purchase.

Phase 1

Gather and input relevant information needed to form a mailing list. Identify the target market and other smaller markets.

Phase 2

Implement strategic plan for introducing the marketing program. Consider the content of the first letter as well as the next 6 that will follow. By setting a plan, the letters can follow a topic, which would set up a certain amount of anticipation for letters to follow. For this to happen in a way that is beneficial to all, the product life cycle must be closely examined.

The product life cycle is a generalized model depicting the unit sales and trends of a narrowly defined product, from the time it is first placed on the market until it is later removed. The four common stages are introduction, growth, maturity and decline. By identifying the life cycle many alternative marketing strategies can be implemented to either prolong, or revive sales. Adding extra features, targeting other markets and developing new promotional campaigns.

“Identifying the stage a product is in, or may be headed toward, companies can formulate better marketing plans. Indicating the major alternative marketing strategies available to the firm at each stage.”

- **Introduction**

This is the awareness phase of the product life cycle. The customer must be made aware of all the available products and services offered, and how they could be used and acquired. During this phase is when the maximum amount of effort must be made to bring awareness of the products. This is also the time when the learning by the ACMLA must be done in the fastest possible way. Ordering, shipping and receiving must be debugged for future growth to be the most efficient. To put it in the most blunt way, this is the time when the customer must be hooked!

- **Growth**

The growth stage begins when sales rise at a faster rate. Once the customer is through the introduction phase and they are hooked, you must work to keep them there. Growth will be rapid, as all the bugs must be worked out during the intro phase. Any growth that is expected in the future must be paid for during this phase. New ideas for customer involvement and product expansion for other markets should be developed. The information must be updated and new ways for promotion must be dependent upon the information gathered from past purchases.

- **Maturity**

During a product's maturity, sales volumes continue to increase, but at a slower rate until it levels off and drops slightly. This is when new products are introduced. In a perfect world the product would never leave the growth stage, so the work must be done to keep it there. This can be done by strategically introducing the new products

when sales say so. At this point the communication should ask for some kind of involvement from the customer in order to get some kind of reaction. The products(s) that are selling there best should be kept in production while production on the others is stopped. The advertising must stay consistent with what the customer connects to the products but the wording should change to meet the changes necessary. The information that has been gathered on the database must be closely scrutinized as to the alternate ways to reach the target market. The outside advertising within the ACMLA must be looked at and done. By this stage at least 5 or more communications must have been sent out establishing a relationship in which both the customer and the ACMLA can rely upon.

- **Decline**

Lets hope it never gets to this!

Phase 3

This is when the first mail out should be sent to the entire list. Products should have already been identified and all loose ends tied up. During this phase the product will be in the Introduction stage of the product life cycle.

Phase 4

Compare the sales with the communication and use that information to expand upon the market and make necessary changes. The information collected should also give a hint as to when the next communication goes out.

Where the marketing campaign goes from here is totally up to the committee and the available resources. New products must be explored and actions put in place to get them to the market.

Conclusion

After reading the marketing plan, I feel I've gained a good grasp of the product of historical maps and their relation to the ACMLA. There may be a relation between the ACMLA and the National Archives of Canada that has never appeared before and could come to light now. The changes in the product would allow for an appeal to a larger market, a price format would allow for clearance of the inventory and any promotional campaigns would only be successful. Building a new website would be for the benefit of both the person taking the order and the person making the order.

The direct marketing campaign is only a start: a fast, cheap and easy way to communicate with the customer. This may be explored for the purposes of membership and future use. The advent of a database for collecting information about the customer is more of a need and not just a benefit.

The inception into the retail market would be a huge step; one that I feel would have quite a lot of help from those companies and organizations that would benefit greatly.

The plan for growth should always be kept in mind. These ideas are only a start and many more can come from a team environment.

I thank you for the opportunity to let my creative juices flow and hope that these ideas and the plan itself, only brings growth to the ACMLA and the National Archives of Canada.

Danny Forbes

Marketing Student Kingstec Campus
Nova Scotia Community College
Nova Scotia, Canada