Memory of the World Programme
Marketing Plan – Version 3.0

1 Introduction

The first marketing plan (Version 2.0) was adopted 12 February 2001 and contained several items. These have been summarised in the Annexe to this document, in order to explicate the objectives and the relations to the current marketing plan.

The current marketing plan (Version 3.0) is based on a second meeting of the Marketing Sub-Committee in Oslo 24-25 March 2006. Minutes of this meeting is available in a separate document.

2 Objective

The meeting in Oslo March 2006 emphasised that the market plan has to have a specified objective. There are at least two candidates for an overall objective:

- The objective is to make the Memory of the World better known, in the constituencies of archives, museums and libraries, but also among a wider public. The Memory of the World is important in the perspective of cultural policies, and promoting it is an objective in itself, as this will hopefully have an impact on national and international decisions in the field of conserving our documentary heritage.
- The objective is to make extra budgetary funds available to the Memory of the World. This objective is not related to any special part of the Programme. It is seen that "any support is welcome" – for training purposes, for the functioning of the organisation of the Memory of the World in its three tiers (UNESCO, regional and national), or for specific projects within the programme.

Obviously, the objectives are not mutually exclusive.

For both alternatives, funds are needed. Funds are instrumental to the indicated objectives, and therefore the primary objective of the marketing strategy is to secure funds. Obviously, there are interrelations between the ultimate objective and funds raising – for instance, it may be easier to argue that a company should sponsor a certain project related to its business profile than to contribute to the more general objective of running the Memory of the World as such.

There may be strategies that do not require funds – at least not direct costs – but will contribute, for instance, to the first objective. An example may be the "circle of friends" mentioned below, the costs would here be absorbed as indirect costs by the participants. But also in such cases it would seem that some initial activity is required.

For any activity, there initially are available only two sources of resources: First is the time of the International Secretariat of the Memory of the World at UNESCO, second its budget (from ordinary or extra budgetary sources) which is available to the secretariat. This easily becomes a

bottle neck, as the resources are severely limited, and there are a number of activities related to the day-to-day running of the Memory of the World that has to be given priority.

3   The dilemma (or paradox)

There would seem to be a dilemma or paradox related to the marketing activities of the Memory of the World Programme.

It is easy to argue for the importance of the Memory of the World – the general training activities, the overall vision of the Programme or the projects included in the Memory of the World Programme. Running through the Registry, or browsing the samples on the UNESCO web site will easily stimulate enthusiasm, both with respect to the wealth of cultural heritage represented and the vision so well expressed in the very name of the Programme – "The Memory of the World".

Therefore, it would seem that such enthusiasm easily could be turned into arguments for securing sponsors for the Programme: It seems obvious that many companies would like to be associated with the cultural values, the overall vision or the specific projects, and find a market value in such an association making them willing to become sponsors.

Looking at the items of the market plan summarised in the Annexe, one will see this animated by the belief that sponsors will find the Programme tempting, and that it also will be easy to motivate other relevant activities.

But taking into consideration the experiences, one will realise that to unlock this potential, there is needed some seed budget. There has to be one or more persons who are given the means to put together a presentation, identify the companies that may be candidates as sponsors, make the arrangements to meet with appropriate representatives of the companies, and visit the companies, which will involve travel. The necessary seed budget may not necessary be very large, but will exceed what is available to the Programme.

The International Advisory Committee should address this issue most urgently. If the IAC believes that a market plan should be realised, there has to be an initial budget to get the plan under way. If no such budget is forthcoming, the Memory of the World is left with a potential fostering enthusiasm and inventive suggestions for securing further funds – but without any realistic possibility of acquiring such funds as the market plan cannot be put into motion.

4   Actions in the market plan

Looking back at the market plan sketched in the Annexe, one will have to admit that this is an enumeration of good intentions without a sufficient operational perspective.

When including an item in the market plan, one should also indicate who is responsible for taking the action, and which budget is available to the responsible persons. There may be actions which do not require a budget in the form of dollars, but there will always have to be resources available, possible the resources of the person responsible himself or herself, or absorbed by an organisation to which the person responsible is associated.

There is made an attempt in the plan sketched in the Annexe to be specific and operational, but this should be emphasised. It may be suggested that each action include a decision of the following structure:

Objective (as specific as possible)	
Responsible person or organisation (a contract or binding decision)	
Time frame with milestones	
Priority relative to the other objectives or actions	
Budget (direct and indirect costs)	

This document will not follow this recommendation. The Marketing Sub-Committee did not at its Oslo meeting in 2006 have available neither the necessary information nor the time to make such specific indications. Therefore, the document will be limited to presenting some of the possibilities identified.

The International Advisory Committee should consider in which way the ICA foresees a realistic market plan to be developed.

5 Television programmes *etc*

The Memory of the World Programme would seem to provide tempting basis for a broadcaster on which to make programs. UNESCO has several successful co-operations with broadcasters, for instance the Discovery Channel, and several formats have been explored.

A television program requires funds. The broadcaster may find sufficient interest in the material offered through the Memory of the World Programme to finance – wholly or partially – the program. But the television program also offers an opportunity for a third party, a sponsor, to associate its name with the program, the project or entry which is the subject of the program, and the Memory of the World Programme as such.

A possible model for co-operation is suggested by the figure below:[1]
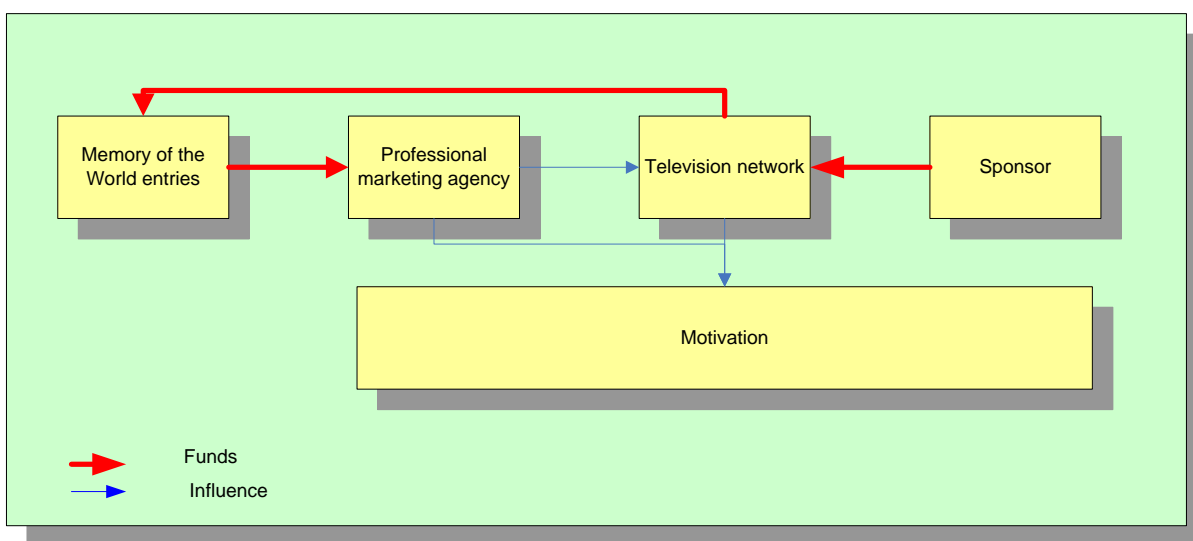
The basis is the entries in the Memory of the World register, which provides the major content of the presentation. The Memory of the World Programme contracts a professional agency to assist in approaching possible television networks. This activity will at the same time raise the awareness of the potential of the MOW.

If a television broadcaster is found, this will provide an opportunity for locating a sponsor for both the production of the program and supporting MOW. The sponsor will be rewarded by the association with the programme, and the programme will itself contribute to raising the motivation for and interest in the cultural resource, strengthening the possibilities for making additional arrangements of a similar type.

The process has to be initiated. The professional agency may agree to participate on a *pro bono* basis, or on a profit-sharing basis, being paid when money flows from the sponsor. Alternatively, the professional agency has to be paid up front, which presume that Memory of the World has a sufficient budget.

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[1]   This is base don the presentation of Belina Capul of the Philippine Information Agency and South East Asia-Pacific Audio Visual Archive Association (SEAPAVAA).

The first step is for the professional agency to identify potential television broadcasters, contact these with offers and negotiate contracts. The activity of the professional agency will – as a by-product – at the same time to raise awareness of the possibilities inherent in the Memory of the World to attract both broadcasters and sponsors.

When contracting a broadcaster, the Memory of the World would assist in making the material available in the appropriate format. The production budget may be derived from the internal funds of the broadcaster in addition to a fee from the sponsor. The fee from the sponsor should be shared with Memory of the World, and would then finance further initiatives. The fee could also provide remuneration to the professional agency.

If such a process is successfully launched, it would appear that it to some degree would sustain itself.

As indicated in the Annexe, an attempt has been made under the former marketing plan to involve a professional agency, arguing that the agency should provide the initial resources on a *pro bono* basis. This regrettably failed.

6 Books, CD-ROMs and websites

It would seem that an obvious alternative would be to have books produced on the basis of the material in the Memory of the World registers. It would not be necessary to argue the value and general interest of such books. The same would hold for other media presenting the entries in the registers, like CD-ROMs.

Websites also are possibilities, but currently there is no obvious solution to make them a source of income – though one might consider establishing a site only available to subscribers, aiming this at libraries for the presentation of the material to their users. Such a scheme would have to be further developed, as one would like to take into consideration several factors like providing the material to the libraries of the country being the source of the entry free of charge, a differentiated subscription scheme taking into account developing countries, *etc*. A site could also attract sponsors, selling banner advertisements, *etc*. The suggestion is related to item 4.1 "A subscription scheme based on major libraries" in the marketing plan sketched in the Annexe.

This is not further developed as the Market Sub-Committee is given the understanding that such activities would have to be co-ordinated and contained within the general framework of the UNESCO. A book published would generate funds channelled back into the general funds of UNESCO, from which a budget is made available to the Memory of the World. The activities would therefore profit UNESCO as a whole, but not make funds available dedicated to the activities within the Memory of the World Programme.

7 "Circle of friends"

A suggestion which has been promoted is the establishment of "circles of friends" to the Memory of the World. The idea is that interested organisations or persons on their own imitative should organise circles for promoting the program and exploit possibilities of making the program known as well as acquiring extra budgetary funds when possible.

The attractive feature with this suggestion is that it does not imply any direct costs, only the time and energy of those who find it worthwhile to contribute towards the success of the Memory of the World.

There is not suggested any one person or organisation responsible for the initiative, it is more or less implied that this will have to rely on self organisation and the initiatives of those who find this worthwhile. There should probably be relations to the national or regional committees, but again this is left to be decided by those establishing the circles.

8 Licensing the logo

The Memory of the World has an intellectual property asset in its logo. It is presumed that there is good-will associated with the logo, and in promoting the program, making the Memory of the World better known, the value of this will increase. There are many examples of organisations raising funds to their activities by licensing to sponsors the right to be associated with the logo of the organisation.

The Marketing Sub-Committee has developed a discussion document containing a draft code for the licensing of the logo in its three versions: International, regional and national. In parallel to the development of this document, UNESCO has been consolidating its practise of using the name, logo, Internet domain name *etc.* An attempt has been made to ensure that the draft code for the Memory of the World complies with the overall UNESCO regulations, but this obviously has to be checked.

If the Memory of the World is permitted by UNESCO to negotiate licenses for the use the logo of the Programme, one will have "something to sell". But it will not sell by itself. One still has to consider the operational aspect of who should take the initiative, follow up and negotiate the contracts – the dilemma set out is section 3 above is *not* solved by this draft code.

The discussion paper including the draft code is available as a separate document, "Guidelines for licenses to use the Memory of the World logo" version 2.0.

The International Advisory Committee should decide if this alternative should be pursued, and if the attitude is positive, it should decide how to make the licensing scheme operational.

9 Suggested success criteria

The Marketing Sub-Committee has suggested a number of "success criteria" for the marketing efforts of the Memory of the World Programme. These criteria are ambitious, but realistic. They do not necessarily presume that further resources are made available for marketing purposes than under the current regime, and may therefore hopefully be solved within the limitations indicated by the dilemma sketched in section 3.

The objectives should be reached *two years* after having been adopted.

1. The image of the Memory of the World recognised through the media

There are currently activities which communicate to the public information about the Memory of the World Programme, including the website. The efforts are made by UNESCO, but also by regional and national committees. It may be difficult to measure that this objective is realised, but it should not be controversial that this is an obvious objective, and a pre-requisite for attracting sponsors *etc*, and thus have access to more funds.

2. 500 000 dollars raised in funds

There should be the objective to raise extra budgetary funds. The Memory of the World has been successful in raising some funds for special projects from governments if not from private sector. This objective does not specify from which type of organisation the funds should be forthcoming, only that it should be in the range of half a million dollars in extra budgetary means. There is no strategy associated with this objective, and there is not indicated any special part of the Memory of the World Programme which should be responsible. It remains only an indication of the amount of extra budgetary means which it should be reasonable to acquire using the current resources of the Programme within the two year period.

3. The establishment of ten committees or circles of friends

It is suggested that one should communicate the idea of "Circles of friends", to be promoted by national commissions or other organisations associated to UNESCO or the Memory of the World. This strategy would be deemed successful if ten such circles were established during the two year period.

4. All national commissions participating in relevant marketing efforts – like sponsoring or catching media attention, the use of the logo

It is suggested that UNESCO requests all national commissions to contribute to the marketing efforts of the Memory of the World. If a strategy for licensing the logo is adopted, this would be a prime target for such effort on national level.

5. 100 national committees

There are national committees for the Memory of the World in many countries. It is suggested that one should ask national commissions of the UNESCO to take the initiative to establish national committees for the Memory of the World Programme.

6. Regional committees should develop their own marketing strategy

There are regional committees in Asia and the Pacific and Latin America. There also is a network in Central Asia (which is not qualified as a region), and among the Baltic states. Where there are regional committees or networks, one should request them to develop their own market strategy.

The International Advisory Board is invited to examine these criteria and decide whether it would be appropriate to adopt such criteria. If the IAC finds that "success criteria" should be adopted, as a stick by which to measure the progress in time for the next meeting, the IAC should consider whether these criteria are appropriate, or whether revised or alternative criteria should be adopted.

-- End of document –
One Annexe to follow

Annexe

Marketing Plan Version 2.0 (2001) – Summary

In this summary, the items of the plan are summarised by their heading.

Item 2: Patrons of the "Memory of the World"

Objective: Securing a small, but exclusive, number of Patrons of the "Memory of the World" Programme
Responsible: Chair of the International Advisory Committee
Time Frame: As soon as possible

Comment: This has not been implemented. The idea of using Patrons is not completely discarded; see the discussion on "Memory of the World Ambassadors" in the current plan. To implement the plan, a better definition of the "mission" of the Patron or Ambassador would have to be developed.

Item 3.1 Sponsors of the "Memory of the World"

Objective: Securing global firms as sponsors to the "Memory of the World" Programme
Responsible: Chair of the International Advisory Committee
Time Frame: As soon as possible

Comment: This has not been implemented. An attempt was made by the (former) Chair to get the assistance of an international marketing company on a *pro bono* basis. This failed. The possibility of the Chair approaching a small number of companies directly has been considered, but not implemented – in order to do so, there has to be preparations and a budget for the Chair to travel and meet representatives of the target companies.

Item 3.2 Specific Sponsors to the "Memory of the World"

Objective: Securing sponsors to the specific projects or parts of the "Memory of the World" Programme
Responsible: National or Regional "Memory of the World" Committees and International Secretariat
Time Frame: …

Comment: This has not been implemented.

Item 4.1 A subscription scheme based on major libraries

Objective: Establishing a subscription scheme for the products of the "Memory of the World" Programme
Responsible: International Secretariat
Time Frame: …

Comment: This has not been implemented.

Item 4.2 National tie-ins

Objective: Offering the possibility of national projects associating themselves with the "Memory of the World" Programme
Responsible: National or Regional "Memory of the World" Committees
Time Frame: …

Item 5 Merchandising

Objective: Establishing a number of merchandise that can be marketed for profit
Responsible: International Secretariat
Time Frame: …

Comment: This has not been implemented. There are practical difficulties in marketing for the specific profit of the "Memory of the World" programme within the context of the UNESCO structure. For instance, a book published would generate income included in the general funds, and not be directly available to the programme.

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