

Pride March Victoria Inc

Strategic Business Plan 2007 – 2009

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Executive Summary

The first Pride March in Victoria was held in February 1996, initiated by a conversation between several gay and lesbian community organisations to fill an identified gap in the Midsumma Festival calendar. An estimated 11,000 people attended. Following the success of the inaugural event, Pride March Victoria was incorporated as a not-for-profit association and the event adopted as an annual fixture.

At the same time, the City of Port Phillip and Pride March Victoria signed a five-year sponsorship agreement. This has been renewed at regular intervals since, with the City of Port Phillip remaining the Principle Sponsor of Pride March. In 2006, the agreement was completely re-written with the sponsorship now continuing until 2009.

In 2006, Pride March underwent major organisational changes, following the retirement of our long-term logistics coordinators, Event Logistics. Historically, Event Logistics had administered Pride March's affairs above and beyond the scope of the contract including production of budgets, book-keeping and office administration, storage, and much more. This retirement left Pride March as an organisation effectively without a permanent location to call home, conduct its business and store its files, archives and assets.

While this incurs the organisation with a huge challenge to ensure its long-term survival, it also presents an opportunity for reflection and the chance to re-invigorate the organisation and its signature event, the annual Pride March.

The Board of Pride March Victoria have outlined three key stages for the organisation to respond to this situation, and plan to address these as below:

- **Financial Year ending 31 March 2007 – Organisational Sustainability**
This period will focus on the operations of the organisation itself to maximise its chances of long-term survival and establish it as a responsible and professional not-for-profit incorporated association
- **Financial Year ending 31 March 2008 – Event Sustainability**
Documenting the event operations, establishing planning structures and putting in place good practices for succession planning and internal training that will establish a sound base from which to grow the event in the future.
- **Financial Year ending 31 March 2009 – Growth and Reflection**
A period of reflection, community engagement and growth. 2009 will be the 14th Pride March, making this period an important lead up to the planning of an exciting anniversary in 2010.

These plans address the identified issues facing the organisation and allow Pride March to expand its profile and commence marketing interstate and overseas. They relieve the volunteer Board from the burden of event operation and instead focus on community engagement and ownership. They address the key issue of running a large-scale, high-profile event by a volunteer Board which will vary in its make-up, experience, expertise and time availability in the future, due to its voluntary nature.

This will be achieved by engaging professionals to deliver the critical aspects of our key operations such as sponsorship and merchandise sales, volunteer coordination and all event logistics. This will establish a secure and predictable financial base, reducing reliance on event-day sales. It will also allow sponsorship packages to be sold at their real value, instead of the current model of cost-recovery.

Further to this, it relieves the Board members of operational duties, instead allowing them to engage with the participants, sponsors and media. This engagement has been lacking due to the Board members needing to focus on volunteer coordination and the management of the March and event sites on the day.

The net result of this Strategic Business Plan is a sustainable organisation with established frameworks, sound and responsible financial management, a Board that is freed to be able to engage with the community, and a professionally managed event that is set to reach its full potential and profile.

Vision and Mission

Vision

Pride March Victoria will become a best-practice community organisation and our signature event will be internationally recognised as Australia's premier outdoor cultural activity for the gay, lesbian and allied community.

Mission

Pride March Victoria recognises and celebrates the people and events that inspire the courage, solidarity, pride, diversity and strong sense of community of Victoria's gay, lesbian, bisexual, intersex and transgender people.

We organise cultural activities that bring our community together in a safe and positive environment.

The annual Pride March is our signature event and celebrates a bright future while preserving our history. It will become a key date on Victoria's cultural calendar and a destination for interstate and international visitors.

Management Structure

Management:

Pride March Victoria is a not-for-profit community organisation. It is incorporated in Victoria as an Association and is managed by a volunteer Board of Management. The Association's financial year is 1 April to 31 March, with an Annual General Meeting held in early May.

The Board of Management consists of a minimum of eight members, with capacity for up to twelve. Should there be occasional vacancies on the Board or a recognised deficiency in skill or expertise, additional Board members may be co-opted, provided organisational rules relating to the maintenance of an appropriate gender balance are followed. Elected members sit on the Board for two years. Co-opted members sit on the Board until the next AGM, at which time their position is dissolved and they must seek election by the normal nomination and election process should they wish to continue sitting on the Board.

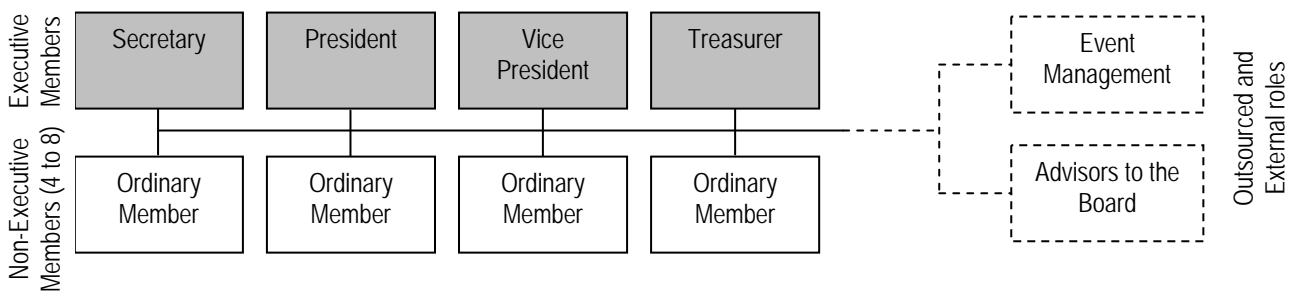
There are four executive positions, being President, Vice-President, Secretary and Treasurer. These are internally allocated by the Board at the first meeting following the AGM.

The Board meets on the first Monday of each month (varied occasionally to accommodate public holidays) and weekly in the lead-up to the Pride March itself. The Board also conducts two or three full-day meetings each year, usually for planning purposes and event preparation, pack-down and archiving.

While the President chairs meetings and is the primary public face, the Board operates on the model of consensus. The quorum is five members, with a minimum of three being executive.

The Board engages Advisors from time-to-time to assist running of the organisation or events. Event Management is outsourced to coordinate major logistics aspects of the Pride March itself and ensure all legal, licensing and permit requirements are met.

Reporting Lines:



Key objectives

Pride March Victoria produces the annual Pride March down Fitzroy St, St Kilda. In addition, we arrange a number of smaller events to support, promote and fund the Pride March, and develop shared community ownership of the event

The Pride March is based on an international model, at the heart of which is a commitment to:

- Participation in the event being free of charge and open to all in the community
- Embracing diversity
- Providing a safe and positive environment
- Celebrating the unique history, culture and achievements of the gay, lesbian and allied community
- Presenting a positive vision of the future for people in the gay and lesbian and allied community

Pride March Victoria is the custodian of the Pride March. The event itself is the property of the gay, lesbian and allied community in Victoria.

The key objectives of Pride March Victoria are:

- To secure Pride March as a free event
- To secure Pride March participation is open to all
- To secure Pride March as a permanent annual fixture on the Victorian cultural calendar
- To manage the organisation in a sustainable and financially responsible manner
- To manage the annual Pride March in a manner that allows for community ownership, reflection and growth
- To manage relations with the community to ensure the objectives of the Pride March are understood and supported
- To minimise the impact of our activities on the built and natural environment, and our consumption of resources including energy and water.

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Broad Community Support for the event • Good Financial Management • High-Profile event • Strong and editorially-positive Media Coverage • Strong & continued support from CoPP • Strong support from other key Stakeholders eg: Victoria Police • Long-term sponsor base • Committed Volunteer Base • Historically conservative event budgeting • Commitment of Board to maximise community ownership • Location of event ie: St Kilda is a destination location • Timing of event ie: weekend during Summer 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Poor history of organisational Succession Planning • Poor formal organisational procedures, planners, documentation • Financial reporting model not reflecting true costs • Zero non-cash assets • No permanent physical location ie: PO Box only • Heavy reliance on donations and sponsors • Need for Volunteer Board of Management creates issues regarding expertise & experience • Merchandise sales income is dependant on fine event-day weather • Small membership base • Reliance on same event model for many years • Unsympathetic comparisons with non-synergistic events eg: Mardi Gras, Midsumma Carnival • Poor Community understanding of our "march" model ie: no motorised floats • Physical restrictions of traditional march route eg: tram stops, bottlenecks • Inability to completely close Beaconsfield Pde for March to cross into Catani Gardens • Historically poor support from Fitzroy St Traders • Proximity of residents to post-March Concert • Poor history of relationship management with sponsors, volunteers and other stakeholders
<p>Opportunities</p> <ul style="list-style-type: none"> • 2008 Asia Pacific OutGames to be held in Melbourne • 15-year anniversary on horizon • Un-tapped potential in traditional event venues eg: beach • Patrons of Pride membership category under-promoted • Increase regional participation • Sharing of logistics contracts and other resources • Substantial cash resources could be used to pre-purchase in bulk and maximise supplier discounts • Maximise potential of the internet for organisational (eg: remote access to organisational documents) and event (eg: "participating group" registration) purposes • Attract more groups to participate • Encourage and/or support groups to enhance their entries with colour, movement & noise • Increase outsourcing of operations to allow Board to focus on community-based aspects and overall event direction • Promote the Pride March interstate and internationally as a destination event. 	<p>Threats</p> <ul style="list-style-type: none"> • Increasing competition for venues and event dates • Community lethargy about event costs and actual inputs (financial, HR and others) required • Rising costs of event logistics, organisational compliance, organisational operations • Competition in finite sponsorship market due to being part of a major community festival • Competition for volunteer participation during community festival period

Strategies and Actions

Strategic Plan	Strategy	Action
<p>Financial Year ending 31 March 2007 Organisational Sustainability</p> <p>This period will focus on the operations of the organisation itself to maximise its chances of long-term survival and establish it as a responsible and professional not-for-profit incorporated association. Identifying and addressing the immediate issues arising from the retirement of Event Logistics with a focus on long-term solutions is the key priority for the organisation.</p>	<p>Secure the future of the organisation itself as a result of operational changes.</p>	<ul style="list-style-type: none"> • Locate and secure office accommodation • Locate and secure storage facility • Address lack of IT hardware & software by purchasing computers, printer, critical software • Obtain hard and electronic copies of all records from Event Logistics
	<p>Capitalise on the Internet for organisational purposes.</p>	<ul style="list-style-type: none"> • Use the Internet for operational activities such as organising meetings • Adopt common IT tools such as Meeting Planner in Outlook and Entourage • Use secure online data warehousing & back-up • Develop organisational databases that import directly from on-line forms (Volunteer and Group registrations) • Create sustainable email addresses for all activities (volunteers@pridemarch; treasurer@pridemarch etc)
	<p>Re-assess financial management practices.</p>	<ul style="list-style-type: none"> • Revise financial recording methods and header-accounts to reflect true costs • Include sponsorships and in-kind support in financial reports to reflect true value to the organisation • Quarantine majority of cash assets into high-interest account and keep minimal funds in cheque account for daily operations • Obtain on-line banking service and use for EFT for all transactions where possible. • Investigate possibility of obtaining of ATO Deductible Gift Recipient status • Develop asset register
	<p>Re-assess sponsor relations, rewards and reporting.</p>	<ul style="list-style-type: none"> • Develop sponsor database and standardised sponsor agreement • Re-assess sponsor packages and benefits to properly reflect true costs and appropriate benefits
	<p>Reduce logistics expenses where possible</p>	<ul style="list-style-type: none"> • Pre-purchase consumable items in bulk where appropriate discounts warrant this • Purchase re-usable assets to reduce future hire expenses
	<p>Re-assess event management practices and investigate potential efficiencies</p>	<ul style="list-style-type: none"> • Investigate efficiencies of combining contracts with Midsumma where appropriate (eg: event management)
	<p>Re-assess volunteer operations to improve return rate, volunteer rewards and streamline operations.</p>	<ul style="list-style-type: none"> • Appoint one Board Member specifically for volunteer coordination • Revise and improve briefing notes • Streamline volunteer registration using email-equipped database • Improve volunteer rewards such as including a private licensed space at the Concert • Address deficiencies in variety and availability of catering for volunteers

Strategic Plan	Strategy	Action
		<ul style="list-style-type: none"> • Distribute volunteer feedback questionnaires post event • Host recognition function post event
	Deliver the Pride March with renewed attention to detail but without wholesale changes	<ul style="list-style-type: none"> • Review details such as catering provision, licensed spaces and other key details that are achievable with minimal effort • Distribute feedback questionnaires to all registered groups post event • Streamline group registration using email-equipped database
<p>Financial Year ending 31 March 2008 Event Sustainability</p> <p>Having stabilised the organisation and its operations, the focus of the Board can shift to securing the future of the Pride March itself through establishing efficient, sound and well-documented procedures and planning templates. This is a time to put in place good practices for succession planning and internal training that will establish a sound base from which to grow the event in the future.</p>	Review and develop organisational succession planning practices.	<ul style="list-style-type: none"> • Document all organisational procedures. • Develop annual year planner • Develop organisational templates • Develop event planning templates • Develop strategy to address internal training and succession planning • Develop style guide to protect and maximise brand identity.
	Integrate the internet into our core business.	<ul style="list-style-type: none"> • Re-develop website to accommodate live registration profiles for groups and volunteers • Integrate e-commerce into website for merchandise sales • Investigate other on-line opportunities
	Re-asses all aspects of the Pride March event based on results of feedback questionnaires and deliver a re-invigorated Pride March event efficiently and with sound financial management.	<ul style="list-style-type: none"> • Obtain Waste-Wise event status • Develop Action Plan from 2007 Feedback Questionnaires • Maintain InterPride membership and engage pro-actively with international events via InterPride
	Re-assess volunteer participation and rewards based on results of feedback questionnaires, including increasing volunteer skill base through training and improving return rate	<ul style="list-style-type: none"> • Develop Action Plan from 2007 Feedback Questionnaires • Investigate formal training options such as outsourcing and auspicings • Investigate informal training options such as "volunteer passports" and mentoring • Investigate options, benefits and drawbacks of combing volunteer activities with other organisations
	Increase regional/rural participation	<ul style="list-style-type: none"> • Appoint one Board Member specifically for regional/rural outreach • Investigate funding requirements and avenues (grants, sponsorships) to maximise outreach capability • Investigate barriers to regional/rural participation (distance, event timing, cost, community attitudes etc) • Develop Action Plan to address barriers to participation, including seeking sponsor or grant if necessary/appropriate
	Increase Fitzroy St Traders participation/ownership	<ul style="list-style-type: none"> • Appoint one Board Member specifically for Trader liaison ensure support for and understanding of Pride March • Investigate other avenues to maximise positive Trader participation

Strategic Plan	Strategy	Action
	Engage with sponsors and patrons	<ul style="list-style-type: none"> • Appoint one Board Member specifically for sponsor relationship management • Promote and expand Patron of Pride program • Engage pro-actively with existing Patrons • Conduct critical discourse with all 2007 sponsors as part of acquittal • Develop Action Plan based on sponsor feedback
<p>Financial Year ending 31 March 2009 Growth and Reflection</p> <p>With the organisation and event stabilised, procedures documented and planning frameworks established, the organisation can look to the future and embark confidently on a period of reflective growth. 2009 will be the 14th Pride March, making this period an important lead up to the planning of an exciting anniversary in 2010.</p>	Maximise event profile and community ownership	<ul style="list-style-type: none"> • Conduct large-scale community-focused review including direct mail/email, newspaper and on-line following 2008 event • Develop Action Plan based on outcomes
	Expand Pride March activities for community benefit	<ul style="list-style-type: none"> • Investigate making Pride March assets and expertise available to other organisations during our down-time • Investigate other options for Pride March Victoria such as assisting regional groups develop their own events
	Review and expand on-line activities.	<ul style="list-style-type: none"> • Investigate all options available including new technologies to expand online activities (eg: video streaming the event) • Review current on-line activities to improve or streamline operations where possible
	Develop plan for 15-year anniversary in 2010	<ul style="list-style-type: none"> • Establish committee or working party to investigate options for a major event including sources of funding, grants, and sponsorship • Develop Action Plan to deliver a major celebration in 2010 • Investigate hosting 2010 InterPride Conference in Melbourne. • Commence dialogue with Tourism Victoria, GALTA and other bodies to promote the Pride March interstate and internationally.
	Outsource event operations	<ul style="list-style-type: none"> • Engage commission-based Sales Agent (individual or business) to manage liaison with all fundraising, sponsorship, merchandise and vendors with a view to increasing net pre-march income and reduce reliance on event-day sales & donations • Expand logistics contract to include all aspects of the event including liquor license, road closure, event, site and stage management and coordination of all contractors, licenses and permits • Engage paid volunteer coordinator to manage volunteer registrations, training, briefing, event-day operations and post-event follow-up including recognition function.

Financial Plan

Pride March has traditionally been financially well managed. We plan to build on this history to ensure the organisation's finances are well managed.

One key areas for improvement is reducing the financial risk of relying on event-day income. The worst-case financial scenario is a last-minute cancellation of the event, due to inclement weather, natural disaster, damaged or faulty essential services or other unforeseen circumstances. In such an occurrence, all financial commitments would have been made, but we would not generate any event-day income. We manage our event budget in order to be able to cover all expenses should such a situation arise, however reducing our exposure to this risk is seen as critical.

Steps we will take to improve our financial management include:

- Establishing a high-interest bank account and retaining minimal funds in our cheque account
- Adopting internet banking and EFT for both income and outgoings
- Implementing real-cost and real-value financial reporting by recording the value of sponsorships and in-kind support
- Reducing long-term cost of event by purchasing assets
- Arranging our business affairs with a view to applying for ATO Deductible Gift Recipient status
- Increasing our pre-event income, thereby reducing reliance on event-day income

We recognise that the cost of staging Pride March will continue to rise, as will community expectations of the event. The proposed event budgets are presented in anticipation of this, and assume the organisation adopts the steps outlined above.

Notes referred to on the following table:

- 1 Based on a return to previous years sales. Providing a greater variety, availability & accessibility within RSA guidelines
- 2 Based on obtaining an additional 2 Patrons of Pride
- 3 Utilising the increased national & international exposure the event will attract with the Outgames closing event.
Obtaining additional Sponsors for Pride reduces its reliance on event day income, ensuring the long-term stability of the organisation through the development & promotion of mutually beneficial partnerships.
- 4 Substantially increasing event promotion to maximise event attendance, and additional exposure for Sponsors, Patrons & community supporters.
- 5 Required tools & equipment including bulk consumable items (gaffer tape, cable ties etc) were purchased in 2006/07
- 6 Fundraising merchandise requires re-ordering, this also provides additional exposure opportunities for potential Sponsors
- 7 Increase in infrastructure costs at assembly with the inclusion of the Outgames marathon finish & medal presentation
- 8 Increase in Security requirements at the final concert depending on Performer/s
- 9 Increase due to alternative format and layout of final concert plus Performer/s fees
- 10 Creating a focus on supporting & empowering our volunteers to maximise their skills and attract additional volunteers
- 11 Create & distribute a "Sponsorship pack" to all signed and finalised Sponsors.

Pride March Victoria Inc
Profit & Loss
Actual vs Budget Analysis 2006/07
[with Budget Projection for 2007/08]
as at 30 March 2007

	Last Year	This Year	Budget	\$ Diff	Projected 2007/08	2008/09	2009/10
Income							
Misc Donations	\$43.20	\$2,002.00	\$0.00	\$2,002.00	\$1,800.00	\$1,900.00	\$2,100.00
Donation Tins	\$0.00	\$443.15	\$400.00	\$43.15	\$500.00	\$600.00	\$700.00
Raffle Proceeds	\$0.00	\$327.10	\$0.00	\$327.10	\$350.00	\$400.00	\$500.00
Bake Off	\$5,218.00	\$4,255.50	\$2,800.00	\$1,455.50	\$4,500.00	\$4,800.00	\$5,200.00
Poster Competition	\$40.00	\$136.36	\$0.00	\$136.36	\$150.00	\$200.00	\$300.00
Launch	\$250.90	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00
Merchandise	\$2,307.65	\$3,239.40	\$3,500.00	(\$260.60)	\$4,000.00	\$6,000.00	\$6,500.00
Bar Sales	\$24,297.36	\$7,254.55	\$20,000.00	(\$12,745.45)	\$25,000.00 ¹	\$28,000.00	\$31,000.00
Assembly	\$815.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00
Final Concert	\$5,175.91	\$3,147.35	\$2,015.00	\$1,132.35	\$4,000.00	\$4,200.00	\$4,600.00
Members & Volunteers	\$740.00	\$1,072.00	\$1,100.00	(\$28.00)	\$2,100.00 ²	\$4,150.00	\$4,500.00
Grants & Sponsorships	\$18,409.09	\$25,841.45	\$25,350.00	\$491.45	\$38,000.00 ³	\$45,000.00	\$52,000.00
Bank Interest	\$330.72	\$1,300.57	\$130.00	\$1,170.57	\$800.00	\$1,000.00	\$1,100.00
Total Income	\$57,627.83	\$49,019.43	\$55,295.00	(\$6,275.57)	\$81,200.00	\$96,250.00	\$108,500.00

	Last Year	This Year	Budget	\$ Diff	Projected 2007/08	2008/09	2009/10
Expenses							
Depreciation	\$0.00	\$627.20	\$0.00	\$627.20	\$900.00	\$1,000.00	\$1,100.00
Annual Statement Fee	\$65.91	\$33.36	\$0.00	\$33.36	\$35.00	\$100.00	\$200.00
Bank Service Charges	\$50.40	\$13.93	\$0.00	\$13.93	\$50.00	\$100.00	\$200.00
Board Costs	\$344.49	\$1,215.90	\$0.00	\$1,215.90	\$1,500.00	\$1,600.00	\$1,800.00
Office Supplies	\$0.00	\$630.19	\$160.00	\$470.19	\$250.00	\$300.00	\$400.00
Communication Costs	\$2,001.23	\$732.27	\$0.00	\$732.27	\$900.00	\$1,000.00	\$1,100.00
Insurance	\$3,350.40	\$3,510.40	\$0.00	\$3,510.40	\$3,800.00	\$4,000.00	\$4,300.00
Publicity & Promotion	\$0.00	\$1,491.82	\$1,680.00	(\$188.18)	\$3,000.00	\$3,200.00	\$3,500.00
Legal & Accounting	\$0.00	\$50.00	\$55.00	(\$5.00)	\$100.00	\$200.00	\$300.00
Maintenance	\$0.00	\$2,128.11	\$2,330.00	(\$201.89)	\$750.00	\$800.00	\$900.00
Bake Off	\$0.00	\$91.78	\$0.00	\$91.78	\$150.00	\$200.00	\$300.00
Launch	\$5,547.26	\$368.59	\$0.00	\$368.59	\$700.00	\$800.00	\$900.00
Merchandise Expense	\$2,999.50	\$1,807.64	\$2,170.50	(\$362.86)	\$2,500.00	\$2,700.00	\$3,000.00
Bar	\$8,389.61	\$4,755.08	\$10,000.00	(\$5,244.92)	\$10,000.00	\$10,500.00	\$11,300.00
Assembly	\$2,943.83	\$5,445.45	\$4,350.00	\$1,095.45	\$7,000.00	\$6,000.00	\$6,500.00
Security	\$6,187.20	\$3,537.00	\$6,200.00	(\$2,663.00)	\$7,000.00	\$7,400.00	\$8,000.00
Final Concert	\$23,407.56	\$18,690.13	\$25,675.00	(\$6,984.87)	\$27,000.00	\$26,000.00	\$28,000.00
March	\$10,352.79	\$12,434.08	\$12,360.00	\$74.08	\$12,000.00	\$12,000.00	\$12,900.00
Marshall's - Uniform	\$0.00	\$2,295.50	\$1,552.00	\$743.50	\$1,750.00	\$1,900.00	\$2,100.00
Volunteer Workshop	\$0.00	\$326.91	\$0.00	\$326.91	\$700.00	\$800.00	\$900.00
Marshall's - Other	\$53.00	\$821.63	\$0.00	\$821.63	\$500.00	\$600.00	\$700.00
Sponsor Expenses	\$967.79	\$0.00	\$0.00	\$0.00	\$450.00	\$500.00	\$600.00
Total Expenses	\$66,660.97	\$61,006.97	\$66,532.50	(\$5,525.53)	\$81,035.00	\$81,700.00	\$89,000.00
Net Surplus / (Deficit)	(\$9,033.14)	(\$11,987.54)	(\$11,237.50)	(\$750.04)	\$165.00	\$14,550.00	\$19,500.00

Marketing Strategy

Markets Overview:

Primary Market

The collective gay, lesbian and allied communities of Victoria are our primary market. This includes individuals, community organisations and gay/lesbian owned or operated businesses. Also included are organisations that actively engage with the gay, lesbian and allied communities (eg: Victoria Police) or promote diversity programs (some large businesses and statutory bodies). These individuals and organisations are the core march participants, volunteers, spectators and supporters.

Additional Markets

Each of the following additional markets shares a unique relationship to the Pride March.

- Interstate and overseas members of the gay, lesbian and allied communities, particularly those planning visit Victoria. This is a market that Pride March has not targeted in the past, but one we see as integral to long-term growth of the event.
- The broader Victorian community. All residents of Victoria are welcome to attend the Pride March. Pride March Victoria also seeks to maximise public awareness of, and support for, our event and its objectives.
- Local stakeholders including Fitzroy St Traders and the residents and businesses of St Kilda who are directly affected by the road closure and large crowds attracted to the event.

Market Competition

Pride March is a part of the Midsumma Festival. Although a unique event, we face competition in the marketplace due to the festival. There is a saturation of events and activities competing for attention, as well as customers, sponsors and other resources.

Key competition to our event is the Midsumma Carnival, with which our post-march concert suffers negative comparisons. This in turn feeds an unproductive community dialogue about perceived synergies between the two events. We regard this as a significant issue, and must create a very clear point of difference.

Brand Identity

There is no governing body that ensures events branded as "Pride" meet certain criteria or quality standards, however variations of the term "Pride March" are used consistently world-wide. This helps create a strong and easily recognisable event title.

Pride March Victoria has a strong brand identity in both name and image. Our logo is bold, easy to read and clearly represents a celebration of diversity. Our events have a casual, approachable and community-focused feeling we must protect.

Publicity Components used in marketing Pride March

Publications:

• *Posters & Postcards*

Street and café posters are a traditional form of marketing for events such as Pride March, and are enjoying resurgence in popularity. While this maximises the potential of our posters, it creates increasing competition to be noticed. To overcome this requires having a visually striking image that will stand out in a crowded space.

In 2004, we ran our first Poster Competition in the lead up to the tenth anniversary. The result was a striking and memorable image selected from a very strong field of submissions. The Poster Competition aims to increase the overall profile and reach of the event and offer greater community ownership of Pride March. It also creates a sense of each year's poster being something special, and generates media interest in itself with coverage of the winning design and profiles of the artists. We plan to maintain the Poster Competition.

Traditionally, we have printed about 500 posters and 2000 postcards and relied on community distribution channels. This may be financially prudent but does not guarantee broad or timely distribution, particularly in a crowded marketplace.

We plan to commence using a distribution service for 2007, and review the outcomes of this, and our print run quantities, for 2008.

• *Press Advertising*

Pride March has a sponsorship agreement with MCV, a gay and lesbian community weekly newspaper. This allows us to greatly increase the quantity and size of display advertising. MCV also produce a Pride March lift-out in the issue immediately preceding the event, and feature the Poster Competition and other events via editorial.

MCV is produced by Evolution Publishing, who also publish "SX", an equivalent to MCV in Sydney, and "SX National", a free monthly A4-sized glossy magazine.

We plan investigate extending our advertising with Evolution Publishing to include these additional publications..

• *Pride March Website*

Pride March owns the domain names "pridemarch.com.au" and "pridemarch.org.au". While we promote ".com.au", ".org.au" is redirected to the same location so any hits or emails to that domain are not lost.

The website is an important supplement to our marketing. We rely on this for distribution of important information such as registration forms, conditions, Poster Competition entry information and more.

We plan to integrate the website even further into our core business, and anticipate it will play a greater role in our marketing activities in the future, as the Internet continues to pervade all aspects of contemporary business operations.

Media and Editorial

• Media Releases

Due to the nature scale of our key event, Pride March is newsworthy, particularly in the Gay and Lesbian community. We issue media releases to the gay and lesbian media centered around key events or activities. These include the March, Launch, Poster Competition and more.

• Radio CSA's and Interviews

Pride March has a Partner Agreement with Joy Melbourne 94.9FM, Australia's only full-time Gay & Lesbian community radio station. Joy's studios are in South Melbourne and they broadcast throughout Melbourne and also web-stream, 24 hours, every day of the year. Their audited listener base is 180,000.

Joy broadcast Community Service Announcements (CSA) on behalf of Pride March in the lead up to our events. These vary from hourly live reads to fully-produced 30-second promos. These announcements are very significant to Pride March's marketing.

Key Joy programs feature interviews and chat with Pride March spokespeople in the lead-up to our events, and we have established a significant rapport with key programs and presenters including Brendan Castle and Lizzie Blast (Breakfast), Damian Nicholas (Drive), as well as Saturday Magazine, Allegro non Troppo, Generation Next, The Rainbow Report and others. With the exception of Breakfast (for production reasons), all programs welcome us into the studio for extended promotional interviews. These allow us to engage with and respond to listeners' feedback using Joy's SMS, email and phone listener services. All of these arrangements have been nurtured by Pride March and we value these greatly. We plan to actively maintain these relationships with individual presenters and producers.

Joy Melbourne also conducts a live OB (Outdoor Broadcast) of the Pride March event itself. Pride March support the extension of our event and collect background information on Joy's behalf.

We plan to review and nurture our important Partnership with Joy Melbourne.

• CoPP Publicist

The City of Port Phillip (CoPP) provides Pride March access to the Council publicist. Traditionally, this has service been used to stage media events to capture mainstream attention in the lead-up to the Pride March. An example is the 2005 event involving a vintage fire engine and uniformed representatives from the Victoria Police and MFB, as well as the Mayor of Port Phillip and president of Pride March. This event was featured in newspapers and the evening television news. The CoPP publicist also assist Pride March by providing access to the Council's Rehome media monitoring account, assistance with the writing and distribution of media releases and other general advice regarding marketing and publicity.

Pride March is grateful for this in-kind support and plans to continue grateful use of it, without wishing to exploit the relationship.

Third Parties

• InterPride

InterPride is an international association of Pride Events, of which membership is voluntary. Pride March Victoria re-established its membership of InterPride in 2006 for the 2007 Pride March.

Pride March is the first event of its type annually in the world. We seek to increase our international profile via the InterPride network over the next three years, and potentially hosting the 2010 InterPride Conference event in 2010 as part of our 15-year anniversary.

• Other Organisations

Pride March's interstate and overseas profile will be greatly enhanced by securing the support of Tourism Victoria.

The Gay and Lesbian Travel Association (GALTA) is also a key organisation to assist us in interstate and international marketing.

Marketing Objectives and Strategies

Promoting the annual Pride March event to participants, volunteers and spectators

• Midsumma Festival registration

Pride March is a Premier Event in the Midsumma Festival, and receives a featured listing in the Midsumma Festival Guide, and on the Midsumma website.

• Posters & Postcards

Distributed throughout greater Melbourne and in gay and lesbian businesses one month or more before the event. The poster design is the result of a public competition held in October and November, and the winning image is used in all promotional material for that year's event. We plan to maximise reach of Posters and Postcards by engaging a distribution contractor in addition to traditional community-based distribution.

• Press Advertising

We take out half-page advertisements in MCV every week following the Pride March Launch. Each advertisement will feature the winning poster design, the Pride March logo, key event details (date, time etc).

• Joy Melbourne Community Service Announcement

Joy Melbourne produce a Community Service Announcement at our request and commence broadcasting this about four weeks prior to the Pride March. The announcement provides critical event details (time & date), contact information (telephone, website). The Announcement promotes attending the March itself, registering as a participating group, and registering as a volunteer.

- Joy Melbourne Interviews

Joy Melbourne schedule interviews with the organisers of all Midsumma events on a roster basis to ensure complete and even coverage. Pride March is included in this schedule. In addition, Pride March arranges additional promotional air-time on a variety of popular Joy programs directly with the program producers. These interviews allow us to target a range of demographics and customise the message for each. They are also very important in promoting the events history and goals, dispelling myths and breaking down barriers to participation.

- Pride March Website

Add all event details to the Pride March website as they are confirmed. This means event date and time are made public at least six months prior to the event. Registration forms for Groups and Volunteers are made available on the website, as is the March Order once it is determined.

- Direct email

Email messages are sent to the nominated contact person of all registered entries, and all volunteers, from the previous year about 8 weeks prior to the event.

Promoting the event to the gay and lesbian community interstate and overseas

- Posters & Postcards

Commencing 2008, we will increase the quantity of posters and postcards produced, and arrange distribution of these to key gay and lesbian community and business locations around Australia.

- Press Advertising

We will expand our advertising in the gay and lesbian media to include key interstate newspapers and national magazines, commencing early December. These advertisements will be a variation on those run in Melbourne, modified as necessary for local conditions.

- Pride March Website

In 2008, we will expand the Pride March Website to accommodate the kinds of information requests that visitors might make. This could include a section on "Visiting Melbourne" such as getting around in Melbourne, what else to do while here, where to stay, eat, go shopping etc.

We will also review all existing website content, to ensure it is easily understood by a non-local customer.

- Third-party promotion

We will seek to have Pride March promoted as a destination event by Tourism Victoria and utilise their networks and services to promote attending Pride March as a highlight for gay and lesbian visitors planning to visit Melbourne.

We will also engage with the Gay and Lesbian Travel Association to assist promotion of Pride March, as well as to commence a dialogue involving travel packages that include Pride March as a component.

Maximising knowledge and understanding of the March, its history and its objectives

- Pride March Website

As part of our website re-development, we will add a history section including photo archives, significant milestones, events etc. This section will grow with each year and form a unique archive of social history.

We will also develop a media kit and make this publicly available on the Pride March website.

- Media accreditation

We plan to introduce a "preferred media" accreditation to encourage quality media coverage and allow us to exercise greater control over images presented by the media. This will involve issuing Media passes, running orders and briefing notes to accredited media personnel prior to the event. We will schedule interviews with key Pride March stakeholders for accredited media and provide access to key locations at assembly, along the march route and at the concert.

Protecting the Brand Identity and maximising its potential

- Event name and logo.

There are no plans to change either the event name or logo. We need to protect these to maximise their potential. This includes developing a Style Guide and using the logo for all organisational documents and external correspondence.

- "Look and feel" of the organisation and its events

Pride March has a unique "look and feel" that needs to be maintained. We will do this by developing standard text for public speaking and radio, as well as publications including posters, postcards and the Pride March website. Complimenting this will be a stock image library to ensure consistent look and feel of visual communication.

Informing stakeholders of the Road Closure

- Informing motorists travelling of road closures and expected traffic delays

We advertise the road closure in The Age, the Port Phillip Leader and the Emerald Hill Weekly one week prior to the event (CoPP requirement)

We will also use our access to CoPP Publicist to issue a Media Release to all Melbourne radio stations, The Age and Herald Sun on Thursday prior to the event advising of road closures and expected traffic delays, requesting it be broadcast during Friday drive and on day of event.

Road closure details will also be placed on the Pride March website one month prior to the event.

- Informing residents and businesses in the affected area of road closure and local access details

An A5 notice explaining road closure and local access details, which doubles as local access permit for use at road closure barriers, will be hand-delivered to the affected area two weeks prior to the event. We will use a distribution contractor to deliver the 3,500 notices.

- Informing public transport customers of changes to tram and bus services in the affected areas

Detailed public transport arrangements will be included in advertising in The Age, the Port Phillip Leader and the Emerald Hill Weekly, in the letterbox drop notices and placed detailed public transport arrangements on the Pride March website one month prior to the event.