

An Emerging Discipline

A Venn diagram consisting of several overlapping circles in red and black, centered behind the main title text.

Fire Service Marketing Management

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Purpose

Demonstrate Four Basic Beliefs:

- ❖ Marketing management is a functional necessity for any high-performance government organization
- ❖ Marketing management can make a significant contribution to Fire and Life Safety services
- ❖ The discipline of marketing management must be specifically defined in its application to Fire and Life Safety Services
- ❖ Marketing management is a comprehensive discipline which should become a strategy and daily operating plan of a Fire and Life Safety agency

Reinventing the Fire Service Organization for High Performance

- ✦ Clear on mission
- ✦ Define outcomes... focus on results
- ✦ Empower all members
- ✦ Motivate all members to succeed

Reinventing the Fire Service Organization for High Performance

- ❖ Become flexible and adjust to new conditions
- ❖ Perform competitively
- ❖ Restructure work processes to meet customers' needs
- ❖ Maintain communications with stakeholders
- * From [CREATING HIGH PERFORMANCE GOVERNMENT ORGANIZATIONS](#)
- * by Mark G. Popovich

National Issues*

- ❖ Customer Service
 - ❖ Managed Care
 - ❖ Competition & Marketing
 - ❖ Service Delivery
 - ❖ Wellness
 - ❖ Political Realities
 - ❖ Prevention & Public Education
 - ❖ Leadership at all levels
 - ❖ Training & Education
 - ❖ Fire & Life Safety Systems
 - ❖ Strategic Partnerships
 - ❖ Data
- (*Wingspread '96)

Questions to Consider

- ❖ What does “marketing” the fire service mean?
- ❖ For what purpose?
- ❖ How does a department market itself?
- ❖ How do you do it specifically?
- ❖ What tools do you need?
- ❖ What can the fire officer learn and apply effectively from a marketing professional?

Key Challenges

- ❖ More with less
- ❖ Citizen sophistication, education and involvement
- ❖ Fish bowl
- ❖ Increased service demands
- ❖ Internal customers
- ❖ Increased dollar competition
- ❖ Decreased resources
- ❖ Jurisdictional competition
- ❖ Expanding mission
- ❖ Agency competition
- ❖ Mandate enforcement

Considerations...through the Marketing Lens

- ❖ Our existence is not entirely dependent on our competency
- ❖ Customer sophistication comes with technology, information and education
- ❖ External and internal marketing is a moving target
- ❖ The circle of stakeholder relationships must be managed
- ❖ Communication feedback and one-to-one marketing
- ❖ Measure the results that define the mission
- ❖ Our future is based on the traditions of our Past

THE PUBLIC IS READY FOR
FIRE SERVICE MARKETING

Why Marketing for the Fire Service?

Strategic

- ✦ What business are we in?
Why do we exist?
- ✦ Who are our customers?
What are their needs?
- ✦ What should our long-term goal be?

Tactical

- ✦ How do we achieve our goals?
- ✦ How do we maintain and gain resources: human, logistical, financial
- ✦ How are we perceived?
- ✦ How well are we performing?

What is Marketing?

Not a Four Letter Word Spelled “S-E-L-L”

- ❖ selling
- ❖ advertising
- ❖ education
- ❖ public relations
- ❖ public information
- ❖ customer service
- ❖ strategic and tactical planning
- ❖ safety education
- ❖ community relations

Selling = Firefighting

Marketing = Prevention

Key Aspects of the Fire Service Delivery

- ❖ prevention
- ❖ public education
- ❖ emergency response

In the Marketing System...

- ✦ needs analysis
- ✦ perception
- ✦ expectations management
- ✦ need fulfillment
- ✦ feedback
- ✦ redesign
- ✦ value
- ✦ relationship management

Public Service Marketing Defined

*“Exchange for Mutual
Gain”*

Marketing Management defined

- ✦ analysis
- ✦ planning
- ✦ implementation
- ✦ control

...designed to bring about exchange for
mutual gain

(a full-time job)

Uses of Marketing

- ✦ Define & respond to customer expectations
- ✦ Inform the market..to communicate
- ✦ Build & maintain awareness
- ✦ Demonstrate the service
- ✦ Change behavior
- ✦ Gain loyalty
- ✦ Enhance the quality of service
- ✦ Increase or decrease use of the service

Marketing **BASICS**

- ✦ **Product/Service:** *safety*
- ✦ **Cost:** *taxes*
- ✦ **Place:** *any point of contact*
- ✦ **Promotion:** *the message*
- ✦ **Field Representative:** *all organizational members*

The Goal of Good Fire Service Marketing

- ✦ position the organization with a positive interdepartmental and public perception
- ✦ Harmonize the needs of the market with the department's purpose and resources to fulfill its mission
- ✦ The achievement of this goal for its publics perpetuates its existence

How Do You Do It?

- ✦ Values
- ✦ Vision
- ✦ Strengths & weaknesses
- ✦ Critical issues
- ✦ Mandates
- ✦ Key functions & services
- ✦ Market segments

How To Do It

- ✦ Most critical personnel, citizen, business & institutional needs, areas of concern
- ✦ Top departmental initiatives by division
- ✦ Objectives, strategies, tactics, milestones, measurements, feedback mechanisms
- ✦ Execute the plan, modify and redesign

Who Does It Well?

- ✦ Phoenix, AZ.
- ✦ Denver, CO.
- ✦ Mesa, AZ.
- ✦ Portland
- ✦ Tualitan Valley, OR.
- ✦ Plano, TX.
- ✦ Woodinville, WA.