
The Royal Botanic Garden Edinburgh (RBGE)

Content Analysis/Strategy

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Visit Royal Botanic Garden Edinburgh Bernard Marr and Co.'s Management Strategy

1.0 Structure of the Analysis/Strategy

The following content analysis I have created provides an overview of [Bernard Marr and Corporation's](#) management strategy of RBGE's website. It also provides Key Performance Questions (KPQs) and Key Performance Indicators (KPIs) that will support RBGE's content. This assessment is meant to determine if Bernard Marr and Co.'s business management strategy currently delivers meaningful content that aligns with RBGE's current business goals.

1.1 Royal Botanic Garden

The Royal Botanic Garden Edinburgh (RBGE), is a world-renowned centre for plant science, horticulture and education. [1] RBGE was founded in the 17th century and today extends over four Gardens located in Scotland ([Edinburgh](#), [Benmore](#), [Dawyck](#), and [Logan](#)). The largest garden of the four is Benmore. Benmore extends 120 acres and features a world-famous collection of plants from the Orient and the Himalaya to North and South America. [2] What is unique about the RBGE is that it features a number of profitable products, services, and commodities. These products, services and commodities include filming, photography media, commercial photo requests, exhibitions, interactive experiences, events, activities, professional courses, and education. [1]

1.2 Background to the Case Study

A garden provides a useful metaphor for other profitable products, services, commodities and capacity-building projects. Successful gardens require thorough preparation and durable infrastructure much like user-friendly content strategy. [3] The construction of Edinburgh, Benmore, Dawyck, and Logan, creates opportunities for a range of new user-focused content, focusing on their activities and involvements.

The case study describes how Bernard Marr and Co.'s business management strategy was developed and implemented, its short-term outcomes, and the potential for the further outcomes through further use of the capacity developed in the organization. It analyzes their

business goals, key performance indicators (KPIs), RBGE’s user needs, current content and roadmap that are important in their success and development.

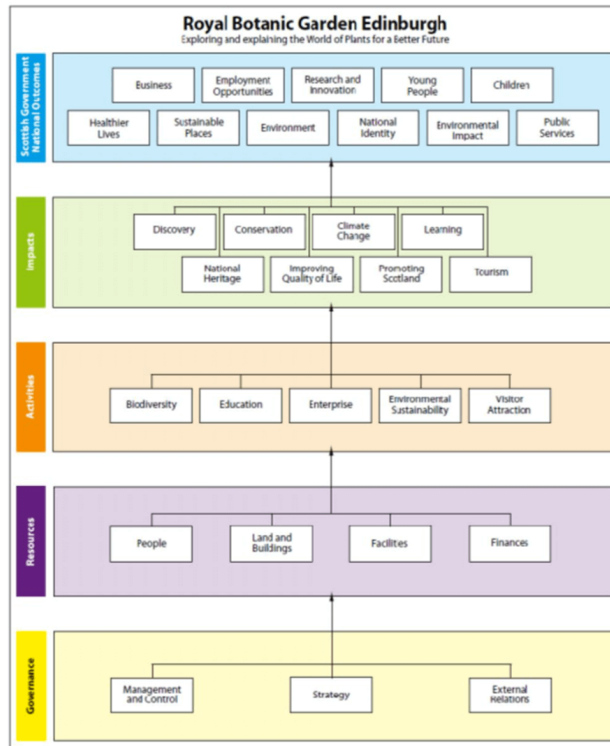
2.0 Strategic Alignment Summary

2.0 Strategic Alignment, analyses the alignment of the Bernard Marr and Co.’s strategy to the observed outcome. By linking RBGE structure and resources with its strategy and business environment I was able to assess the current alignment. I was also able to identify actions Bernard Marr and Co. can take to realign their strategy, so RBGE can begin strategically implementing across their company.

*The high-level summary of the strategic alignment is found below in chapter, 2.1-2.5.

2.1 Business Goals

By taking a look at Bernard Marr and Co.’s existing strategy below you will see that the governance perspective at the base of the strategy map directs and controls RBGE functions and relates to its stakeholders that control, RBGE’s Scottish Government outcomes in blue at the top.



Bernard Marr and Co.’s Business Strategy Map [2]

RBGE wanted to establish a framework for delivering its mission and for executing its strategy. [1] However, the need to address challenges and seize opportunities within RBGE is not clear. By developing business goals to support Bernard Marr and Co.'s governance objectives (Management and Control, Strategy, and External Relations), RBGE can achieve the national outcomes set by the Scottish Government.

The RBGE should establish the below business goals as a way to bring RBGE and the Scottish Government together and strategically promote their organization's products, services, and commodities effectively:

1. Connect Every Step of the Journey - Increase Traffic to Lead Ratio

After analyzing Bernard Marr and Co.'s website it is evident that in order to reach their national outcomes set by the Scottish Government they need to deliver a better user journey, end to end. Currently, there is a disconnect between the profitable products, services, and commodities RBGE offers and how their users can access and be educated about it. This lack of attention to their services on their website makes it difficult for anyone to find it that may be interested. In particular, their filming, photography media, commercial photo requests, professional courses, and education is not well known to their prospects and customers.

2. Strengthen Management Structure - Increase Inbound Marketing ROI

Dr. Alasdair Macnab, the Director of the Corporate Services Division explains that their performance management approach was introduced primarily as a mechanism for creating and implementing corporate plans that met the requirements of both RBGE and the Scottish Government.[2] In order to increase the overall productivity within these corporate plans, it is important that the Scottish Government resources are shown in purple in Bernard Marr and Co.'s strategy map (people, facilities, land, and building, finances), communicate effectively and work as a unit to reach RBGE's Scottish Government desired outcomes.

3. Increase Traffic on Website to Promote Educational Programs

RBGE offers formal and informal education programs for people of all ages and at all levels. By enhancing their educational content, advertising, getting social with their community, using irresistible headlines, paying attention to on-page SEO and guest blogging students in their program they can then increase the traffic on their website on these specific pages. [6, Par. 2-25] Furthermore, they will align to more than one of the eleven Scottish Government desired outcomes Bernard Marr and Co.'s strategy map discusses.

RBGE Offers:

- Schools
- Short courses
- Professional courses
- Online courses

4. Bring the Community Closer - Increase In-person Community Interaction

To create a beautiful and also productive community garden which acts as a focus for cultural and educational activities it is important RBGE continues to bring the community closer. As you can see at the top of the strategy map, public services, children, young people, healthier lives etc. is at the forefront of RBGE's Scottish Government desired outcomes.

By effectively promoting RBGE's in-person events and activities they will reinforce that their mission and that garden is a place for people to meet, rest, reflect and play. Their actions will echo within their community to reach RBGE's Scottish Government desired outcomes specific to togetherness. Community gardens are social venues where people can gather and meet new people, establish new partnerships and work together toward a common goal. [7]

5. Increase Online Customer Communication

Better communication starts with using social media marketing. This business goal also forms part of the company values, showing the importance of aligning business and content objectives. Each category in Bernard Marr and Co.'s strategy map has a big-picture content plan that outlines key elements of the story and how they will be disseminated.

By analyzing some of the tweets [@TheBotanics](#) has shared over the years it is evident that some of their users do not know what sustainability means. Sustainability is a concept that means different things to different users in different situations. The lack of agreement upon what is meant by sustainability is leading to confusion among what constitutes their program to sustainability.

2.2 Key Performance Indicators (KPIs)

The KPIs below will allow RBGE and the Scottish Government to achieve their business goals. Each KPI below is related to their business goals to generate action across their organization.

1. Connect Every Step of the Journey by Increasing Traffic Lead Ratio:

KPI - RBGE's will increase the percentage of people who convert (i.e. opt-in, make a purchase, etc.) by 20% at the end of the quarter on, pages. [8, Par 2-4]

2. Strengthen Management Structure by Increasing Inbound Marketing ROI:

KPI - RBGE's management team will start planning strategies and budgets for the following year to increase their inbound marketing ROI (Monthly and annual performance) by 5% next year.

This KPI will be measured by RBGE's inbound marketing return on investment:

$$\text{Sales Growth} - \text{Marketing Investment} / \text{Marketing Investment} = \text{ROI} [9]$$

3. Increase Traffic on Website to Promote Educational Programs:

KPI - RBGE will increase their referral traffic by 25% at the end of the quarter by posting two educational blog posts a day with a strong focus on SEO keywords.

4. Bring the Community Closer by Increasing In-person Community Interaction:

KPI - RBGE will increase their events and activities conversation rate by 15% by the end of the quarter by effectively utilizing every social media platform to advertise events and marketing upcoming events. They will also use email marketing and featuring large events and activities of theirs on their homepage.

5. Increase Online Customer Communication:

KPI - RBGE will answer all queries over Twitter within 24 hours, with an average response time of less than an hour. (During work week).

KPI - RBGE will respond in a timely manner, to allow our Facebook response time to decrease by 25% by the fourth quarter.

2.3 Users' Needs

By using the user understanding matrix Meghan Casey provided as an example we can better analyze RBGE's potential customers' attitudes and beliefs, concerns, experiences, behaviors, and motivations related to choosing RBGE. [4, Pg. 81]

RBGE's user information includes items such as user or market research reports, usability testing data, personas, and customer demographic information. [4, Pg. 75]

The Royal Botanic Garden Edinburgh - User Understanding Matrix			
We Wonder.....	We Care Because...	We Assume....	We know...
Do people know that The RBGE offers other valuable products, services and education other than their gardens?	We want to adress these concenrs effectively on their website.	Users want more than just the sight/visit to their garden.	Users ask questions on RBGE social media accounts regarding these services.
Is RBGE reaching RBGE's Scottish Government National outcomes at the top of Bernard Marr and Co.'s strategy map?	We want RBGE to know and see if they have reached these outcomes, because they are part of The RBGE's business objectives.	The RBGE does not know how to keep track on whether they have reached the outcomes at the top of Marr and Co.'s strategy map	We know this is important to RBGE's business goals.

The RBGE's User Understanding Matrix

Inspired by Meghan Casey's Matrix [4, Pg. 82]

[View User Understanding Matrix here](#)

As you can see in the matrix above there is a gap in the organization causing users to want to know and understand more about the organization. RBGE will want to form developing a user research plan that satisfies their users, clients or stakeholders to solve this issue. [4, Pg. 80]

2.4 Current Content Observations

The current content provided on RBGE's website is useful, however is not distributed and promoted effectively to create an end to end experience for their users. This is especially important to better align Bernard Marr and Co.'s governance objectives.

Valuable content such as RBGE's News, Media Centre and Business Centre is currently undervalued on their website and content marketing. Bernard Marr and Co. speaks closely to these categories, but they are currently hidden in RBGE's footer.

News

Articles
Botanics Stories
Edinburgh Biomes

Media Centre

Press Releases
Blogs
Media Centre Downloads
Media and Commercial
Photography
Media Contact

Business Centre

Consultancy
Filming and Photography
Knowledge Exchange
Licensing
Image Credits

RBGE's footer on, <https://www.rbge.org.uk>

Furthermore, their ability to effectively communicate their core beliefs to their prospects and customers' needs improvement. By analyzing some of the tweets [@TheBotanics](#) has shared it is evident that some of their users do not know what sustainability means. Sustainability is a concept that means different things to different users in different situations. The lack of agreement upon what is meant by sustainability is leading to confusion among what constitutes their program to sustainability.

Utilizing research and making sure their team understands the difference between user research and market research will be crucial to solving some of their current content problems. [4, Pg. 80]

2.5 Recommended Roadmap

RBGE needs a roadmap to align with Bernard Marr and Co.'s management strategy map and reach RBGE's Scottish Government National outcomes at the top of Bernard Marr and Co.'s strategy map. Since RBGE claims to have added and changed their perspectives and objectives since Bernard Marr and Co.'s strategy has gone into effect it is important they persistently follow a well-constructed roadmap to reach the business goals in this document.

The [roadmap](#) on page 29 is my recommended approach based on assessment of confidence and risk, the gaps in knowledge you've identified as a group, and your perception of how much time and money they are willing to spend. [1, Pg. 86] The roadmap from Gilles Plains is specific to building a project, while the roadmap below it is specific to a strategic marketing plan.[11]

3.0 Substance

There are a number of subsets that help support the eleven RBGE's Scottish Government outcomes in Bernard Marr and Co.'s strategy map. RBGE does an excellent job featuring its gardens, [Edinburgh](#), [Benmore](#), [Dawyck](#) and [Logan](#) with high-definition photographs and videos. However, the lack of attention to their other valuable products, services and ability to communicate them effectively is un-aligning them from hitting their organization's objectives.

What content is present:

- Social media (Facebook, Twitter, YouTube, Instagram)
- Visitation Landing Page
- RBGE Collections
- Science & Conservation
- Discovering
- Plus, others on, <https://www.rbge.org>
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What content is missing:

- Help Center
- Website Blog
- Education Blog
- Site Map
- How to Prepare your Visit Landing Page
- Prospective Landing Page
- What Sustainability means to Us Landing Page

By including the following pages above RBGE will be able to effectively communicate their other valuable products and services to their oncoming traffic. Furthermore, their help center can help assist others with further questions and recommend other products and services RBGE provides. This will ultimately, fill RBGE's need to implement corporate plans that meet the requirements of both RBGE and the Scottish Government.

4.0 Messaging Framework

RGBE's current messaging framework clarifies what they want their audiences to know and believe about them and tries to prove that this message is true. [4, Pg. 143]

RGBE's mission is "To explore, conserve and explain the world of plants for a better future." [1]

However, after analyzing their users first impressions it is evident that their messaging framework is not supporting their mission statement. To echo their mission across their current messaging framework they will need to develop a new messaging framework.

The Royal Botanic Garden Edinburgh - Messaging Framework Matrix		
First Impression	Value Statement	Proof
What first impressions do we want our customers to have when they interact with our content?	What do we want our audience to know or believe about the value we provide?	What will we demonstrate that what we want them to know or believe is true?
"Wow, I have everything I need to accomplish my task. The way they designed this makes it incredibly incredibly easy and quick."	"I can see how this conserves and explains the world of plants for a better future. They represent their mission statement well."	"They understand what I need to get from A to Z on their website. I found everything I was looking for at the right time in the correct places."

The RBGE's Messaging Framework Matrix

Inspired by Meghan Casey's Matrix [4, Pg. 144]

[View Messaging Framework Matrix here](#)

The above matrix provided by Meghan Casey builds upon the core strategy statement and details the first impression they want professional customers to have when they visit their website and how they demonstrating that value with your content. [4, Pg. 144]

RGBE should invest in user research to collect data to determine the patterns and themes above to form into a messaging framework to align to their mission.

5.0 Conclusion

It is evident that Bernard Marr and Co.'s business management strategy is not serving its purpose. RGBE's lack of delivering meaningful content that aligns with Bernard Marr and Co.'s Strategy map and their Scottish Government National outcomes is hurting them. The business goals and KPIs that align with Bernard Mar and Co.'s business strategy in this document will realign RGBE and the Scottish Government's to hitting their goals. This will not only bring the organization closer but also target all of RGBE's Scottish Government's National Outcomes.

Sources –

- [1] <https://www.rbge.org.uk/visit/royal-botanic-garden-edinburgh/>
- [2] <https://www.bernardmarr.com/default.asp?contentID=1118>
- [3] <https://agricultureandfoodsecurity.biomedcentral.com/articles/10.1186/2048-7010-2-8>
- [4] Casey, Meghan (2015-06-06). The Content Strategy Toolkit: Methods, Guidelines, and Templates for Getting Content Right (Voices That Matter) (p. 123). Pearson Education. Kindle Edition.
- [5] <https://www.smartinsights.com/goal-setting-evaluation/goals-kpis/translating-business-goals-kpis-aa-03/>
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