

**MARKETING**



**STRATEGIES**

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## **INTRODUCTION**

### **HISTORY**

Oregon Supported Living Program, based in Eugene, OR, is a non-profit organization that has been supporting adults with disabilities and their caregivers for over 30 years. In 2012, OSLP expanded their programming to offer a one-of-a-kind Arts and Culture Program, designed to build bridges to a more diverse and inclusive arts community.

Under the umbrella of OSLP, the Arts & Culture program provides classes, workshops, and mentorships with professional instructors in visual and performing arts as well as cultural activities. With a focus on inclusivity, the Arts and Culture program engages adults with disabilities, their caregivers, and community members of the Eugene/Springfield area. In addition to classes and workshops, the Arts and Culture Program hosts art exhibitions and performances in their Lincoln Gallery in downtown Eugene.

### **MISSION**

OSLP's mission is to enhance the lives of adults with developmental disabilities by providing person-centered residential, vocational and supported living programs with an emphasis on the arts and community integration. The Arts and Culture Program is dedicated to building a safe space for community members of all abilities to participate in the creation and enjoyment of art. Their mission is to break down barriers to participation in the arts for people of all abilities and create a more diverse and inclusive community. The vision of the Arts and Culture program is to be a leader in inclusive community arts by providing diverse and inclusive classes and workshops, on and off site exhibitions, mentorships, and unique community collaborations.

### **SUMMARY OF MARKETING GOALS**

Although the Arts and Culture Program has been in existence for five years, their visibility in the community could be improved. Few people know of all their program offerings, and the organization is in need of more financial support. This marketing plan is designed to increase awareness of the Arts and Culture Program and offer strategies that will help promote the variety of activities offered. Three marketing strategies are recommended that will help cultivate and maintain a robust donor base in order to work towards a more sustainable future.



## MARKETING STRATEGIES

**Sustainability:** In order for the Arts and Culture program to become more sustainable, we recommend door-to-door outreach, event rental of the Lincoln Gallery, and changes to the current price and marketing strategies.

**Social Media:** Format an impact analysis to gather data regarding the impact OSLP A&C is making on the community and participants through their current social media platforms. Develop emotional and content marketing materials and evaluation methods.

**Marketing Kit:** Create resource bank of consistent marketing materials that can be utilized to generate information packets for targeted audiences. This strategy will require identifying audiences, deciding on relevant content, and creating a management system with which to organize this information.

**Outcomes:** The desired outcomes for the social media strategy include: formatting 80% of marketing materials across media platforms to produce authentic content marketing and emotional marketing, focusing on impact, to better communicate the intangible value of OSLP's Arts and Culture programming within a 2-3 year period. For the content marketing strategy, the desired outcome is to create a more consistent way of communicating with patrons through a cohesive marketing kit. The sustainability strategy is designed to increase revenue through classes, workshops, and studio rentals, increase participation of diverse communities, and get more people, including potential donors, into the space to experience it for themselves.

## SITUATIONAL ANALYSIS

**Economic scan:** Due to the organization entering a development phase, influential environmental and economic factors seem to be rather complex. The organization's audience is heavily focused on the disabled population, which typically are in a lower income bracket. They are also facing higher rent prices due to the cost of living within the area.

Contributed income to OSLP A&C comes from donations and grants. Although a considerable income is generated, the donor base and sponsorship is minimal. OSLP A&C could generate much more community support than they currently have. The organization's earned income is generated from membership and class fees, art sales,



events, and rentals. However, this revenue does not create a surplus. Due to this, OSLP A&C is heavily supported by their parent organization, OSLP.

Looking at national trends, a recent Americans for the Arts study found “NEA (National Endowment for the Arts) funding grew for the first time since 2010.” This same study shows there has been an 8% increase in government funding to local arts agencies in the last 5 years. However, there is a slight 0.3% decrease in in state art funding, following three years of growth. In light of the recent election, there is a possibility that arts funding may drop overall.

**Demographic scan.** Along with economic factors, demographics play a significant role in development. According to the U.S Census Bureau, Lane County has an estimated population of 362,895 people (163,460 people in Eugene). Within this population around 63% are between the ages of 19 and 64 years old. Slightly over 50% of the population is female, and almost 90% of the population is white. Taking a closer look, 1.1% identify as black or African American, 1.5% identify as American/ Alaskan Native, and identify as 2.4% Asian, resulting in very little diversity (2015).

The disabled population makes up 14.6% of Lane County’s population, or 33,320 people. Within this population, 52.6% are not in the labor force.

Looking further into arts participation within this population, 22% of Oregonians fall into generation X (born between 1965-80) and 25% are baby boomers (1946-64) (Map, 2015). This is a positive for the organization considering people in this age range are the most likely to participate in the arts. However, the highest population of people within Oregon are millennials. Depending on marketing tactics and reputation, this could be a positive or a negative for OSLP A&C. Millennials are the least likely age group to participate in the arts, but with the University of Oregon offering arts and culture courses, the population may be more likely to seek opportunities with OSLP A&C.

The overall population shows 27.2% of Oregon’s population attends arts exhibits (2015) and 59.9% of adults personally perform or create their own artwork (2014). In both categories Oregon is statistically greater than the United States average (Map). This shows that there is a great interest in art making and appreciation within the state.



**TABLE 1:** Arts Participation in Oregon

Type of Art Engagement	Oregon Rate of Participation (%)	National Average Rate of Participation (%)
Attend Visual, Performing Arts, or Movie Events	73.3	66.2
Attend Live Music, Theater, or Dance Performances	36.3	31.6
Attend Art Exhibits	27.2	18.7
Go to Movies	64.6	58.4
Visit Buildings, Neighborhoods, Parks, or other Sites for Historic/Design Value	36.6	27.4
Read Literature	59.5	43.1
Personally Perform or Create Artworks	59.9	45.1

State by State Estimates of Art Participation Rates (2012-2015) - arts.gov

In 2008, the Creative Vitality Report in Oregon found there were over 60,000 people working in creative fields within the state of Oregon. Their work includes all kinds of creative professions like visual artists, actors and actresses, and public relations specialists within the field. With such a large population working in the creative sector, OSLP A&C provides an opportunity for some of these professionals to connect with their community in a way that is not offered anywhere else.

**Cultural Scan:** The culture of OSLP Arts and Culture appears collaborative, and most employees wear many hats, as a small nonprofit organization. Each employee seems very dedicated to the work of OSLP, gathering from conversations with staff members. Executive director Gretchen Dubie spoke about how most donations came in after she shared her passion for the work, touching the donor and compelling them to give to support the cause. As with most nonprofits, the passion of the staff members are a driving force behind the sustainability of the organization.

The culture of Eugene is one of inclusivity and artistic expression. Oregon as a whole represents a very artistic community, and OSLP Arts and Culture fits into this model of furthering the arts, but through an approach catering to developmentally disabled adults in Eugene. Eugene residents are typically also interested in outdoor activities, sustainability, and the environment, and OSLP might be able to cater to these interests through an artistic lens by focusing on outdoor-related art projects and using sustainable materials for classes. OSLP also fits into the inclusive and welcoming

nature of Oregon and Eugene by discussing and embodying inclusivity regarding developmentally disabled adults in the community.



**Audience Analysis:** The audience base of OSLP Arts and Culture is representative of a few different groups, including both OSLP developmentally disabled members and the general Eugene population. Because OSLP A&C is only open during normal business hours and does not hold classes or open their gallery beyond the normal workweek hours, they lose potential class registrations and gallery attendants. Their audience beyond developmentally disabled adults is primarily made up of senior, students, stay at home parents, and those who are available during the day. In the future, if they are to become a true community arts center, they will want to expand their hours and availability to reach more diverse audience members.

## ORGANIZATIONAL SWOC ANALYSIS

	Strengths	Weaknesses	Opportunities	Challenges
Price	Pricing for classes are low and affordable. Allows clients, who don't make a lot of money, to pay for their classes.	The prices are too low, and are one of the causes of no revenue. Also, the prices are not tiered to account for all types of visitors.	By adjusting the prices of the classes to \$10-\$12.50 a person, and by also including a tiered structure, the program would greatly benefit	Difficulty implementing tiered structure; more levels means more categories of people
Product	Great variety in class type, programming and gallery events. There is no other group like A&C. High participation in local artists; great gallery space; strong connection to the community.	Class frequency is a little odd. There are not as many classes on the weekends, and are during times that only people who are not working or retired are able to attend. Also, skill level of instructors will need to be higher for some classes to include "advanced" levels.	Including more times on the evenings and weekends will allow more people to attend. Having advanced classes will also bring in more people.	Finding more instructors can be challenging. Finding time on the calendar for more class times and space for more people.
Promotion	Loyal and passionate employees and volunteers eager to share about the program.	They struggle with getting new people in the door; identity crisis, if they don't know who they are, how can they promote themselves; barely using social media; not using best methods	If the A&C took into consideration all the strategies implemented in this plan, that will help in getting new people in the door. Also, once they determine who they want to be, and who they are, they will better be able to promote themselves.	It may be hard to figure out their identity, many of these strategies will cost money; a small staff will make it difficult to implement.
Place	Fantastic location in the Lincoln Gallery. The space is unique and inviting. Windows let in natural light. Access to classrooms.	Slightly out of the way for most people; it's not a place people would walk by frequently and wonder what is inside. Not a lot of extra space.	With remodel and the addition of movable walls, the space can be manipulated.	Competition with other arts classes and galleries that are on campus or downtown that attract more people.

## MARKETING SCHEME





The marketing scheme consists of three distinct strategic components: (1) sustainability, (2) social media, (3) content marketing kit. Each strategy is outlined below.

It is important to note that these marketing strategies cannot be implemented until two things occur.

1. Staff and Advisory Council must develop a cohesive OSLP A&C mission focusing on their primary goal and mission. They must be able to clearly identify what the current objectives are for the organization, and their goal for future trajectory is. These marketing strategies will not be effective unless the organization develops a clear understanding of who they are, what they are doing, and where their goals are for the future.
2. Board and Advisory Council members must actively engage in providing fundraising and marketing support for OSLP A&C.

It is also important to note the Advisory Council should be included and involved in these marketing strategies upon implementation.

### **STRATEGY 1: SUSTAINABILITY**

Currently, the Arts and Culture Program is not financially sustainable in terms of income versus expenses. In order to continue as a program, changes need to be implemented to create a greater revenue source. We recommend door-to-door outreach, event rental of the Lincoln Gallery, and changes to the current class pricing and marketing strategies. The marketing strategies as follows require visitors to experience the Arts and Culture program, creating a relationship with them. This relationship will get them to be repeat visitors.

**Door to Door Outreach:** One of the goals of the Arts and Culture program is to create a more robust donor base, as well as develop more relationships for partnering companies in Eugene. The program is starting to become more recognizable, but is still fairly unknown. One simple and effective way this can be fixed is by door to door

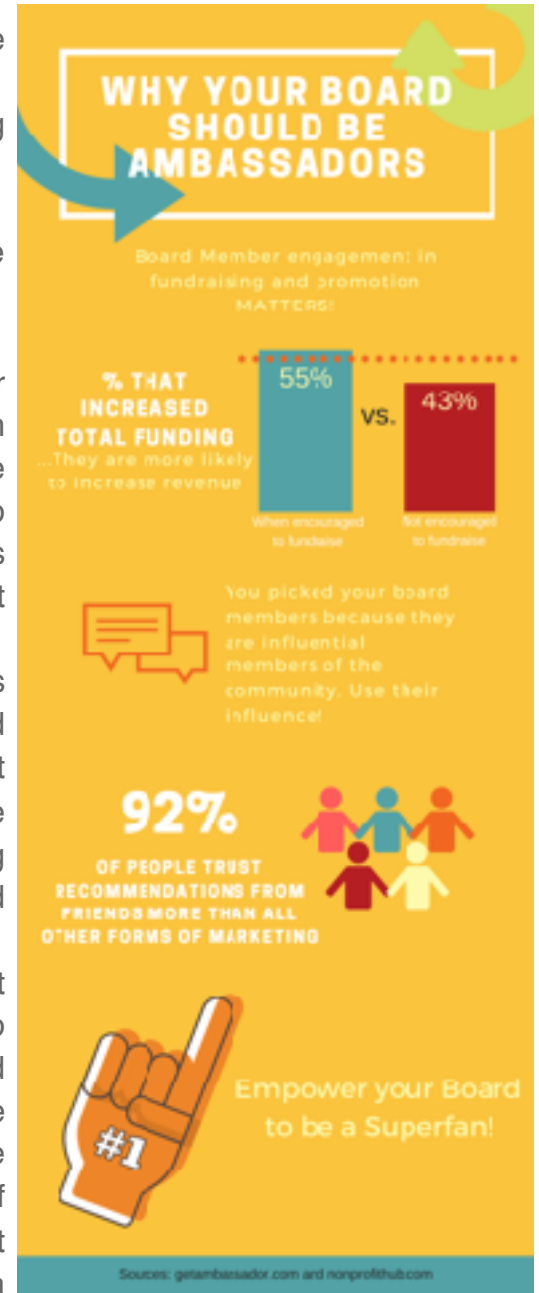
outreach. The key players of this strategy will be the Arts and Culture Advisory Board, as well as the OSLP Board.

**Goals:**

- Create more awareness about the program
- Develop relationships with surrounding businesses
- Create a larger donor base
- Create more interest in class attendance

**Strategies:**

- Every month, each board member should visit one local businesses in order to introduce him/herself and the program. The ambassadors need to start with the surrounding businesses (within one mile), and work their way out from there.
- In hand, the ambassador should dress professionally, with their name tag, and have the promotional folder in tow to gift to the business. Inside will be the newsletter, class schedule, upcoming events, a coupon for one class, and Jamie Walsh's business card.
- The goal of these meetings is to meet with the manager or owner, and to inform them about your company, and how important you are to the community. You are communicating the Who, the What, the How and the Why of your program. Make sure you also let them know you wish to develop a relationship.





- If possible, specifically target companies whose corporate giving programs align with OSLP A&C. Examples to check out: Voodoo Doughnuts, Hilton, Summit Bank, Directors Mortgage

**Implementation:**

Total Budget: Free (Materials are already created and no extra staff needed)

1. Personnel:
  - a. OSLP Board and Arts and Culture Advisory Board
2. Material and Supplies
  - a. Promotional Folder - Folder, Class Schedule, Newsletter, Business Card, Upcoming events, Class coupon
3. Timeline
  - a. Each board member should visit one business a month, so if there are six board members, that means each month Arts and Culture will have an ambassador to six different businesses. Below is an example of days and places these ambassadors can visit. A these visits should be planned out in advance, on a group calendar, so the same businesses are not being visited by different people.

**APRIL 2017**

SUN	MON	TUE	WED	THU	FRI	SAT
						01
02	03	04	05	06 OSLP MEMBERSHIP MEETING 7:00-8:00 PM (L20)	07	08
09	10	11	12	13 02:00 MEMBERSHIP AND BOARD MEETING @ ROOM	14	15
16	17	18	19	20 09:00 RE-BOOKING FOR 2017 TOURING SHOW	21	22
23	24	25	26	27 02:00 MEMBERSHIP AND BOARD MEETING @ L20	28	29
30						





**Event Rental Space:** The Arts and Culture Program has an ideal small event space, and works very well for their current programming. To increase revenue, we propose that when the Lincoln Gallery is not in use, that the space is eligible for rent for parties, such as graduation parties, birthday parties, staff parties, weddings and other events. Clients and donors could use the space for their own parties at a discounted rate.

**Goals:**




- Have a more sustainable program by increasing revenue to support the program
- Increase awareness of Arts and Culture
- Provide a benefit for Staff, Donors and Clients

**Suggested Pricing:**

- Weekdays: \$100 per hour
- Weekends and Friday nights after 4 p.m.: \$150 per hour
- \$200 cleaning deposit that can be refunded after event.
- Discount for OSLP clients
  - 10% discount (one time annually) for donors over \$100
  - 15% discount (one time annually) for donors over \$250
  - 25% discount (one time annually) for donors over \$500
  - 50% discount (one time annually) for donors over \$1000

**Strategies for Marketing Event Rental:**

1. Post venue on wedding venue website
  - a. TheKnot.com
    - i. Free and paid options available
  - b. Weddingwire.com
    - i. Free or paid options, paid: \$122/month
2. Look into print advertising
  - a. Eugene Wedding Magazine
  - b. Oregon Bridal Magazine
  - c. Register Guard
  - d. Eugene Weekly
  - e. Arts and Culture Newsletter
3. Create brochure with venue prices, pictures of events in Lincoln Gallery.
  - a. Make sure to create a PDF for website version and print version.
4. Create section on website for venue rental

OFFERS	CONVENIENCE	PRICING
<p>Downtown gallery space that offers unique atmosphere for your small event. Open, vaulted ceilings and wood floors provide an ethereal feel.</p> <p>Plenty of parking in the surrounding area.</p> <p>Our small space can accommodate up to 100 guests. Movable walls provide mobility for two separate rooms, or one open room.</p> <p>Surrounded by original artwork, the Mission Gallery is one of a kind.</p>	<p>Only 5 miles from I-5, 2 miles from I-105 and in the heart of the Downtown and Warehouse neighborhoods.</p> <p>Your ceremony rehearsal can be hosted at the venue as well.</p> <p>Free consultation with our Event Coordinator.</p>	<p>Weekdays: \$120 per hour Weekends and Friday nights after 4pm: \$150 per hour \$100 cleaning deposit that can be refunded after event.</p> <p>Insurance for COV &amp; Liability</p> <p>10% discount (one time annually) for covers over \$180 15% discount (one time annually) for covers over \$230 20% discount (one time annually) for covers over \$280 50% discount (one time annually) for covers over \$1000</p>
		

## 5. Cross Promotional Advertising

- a. Do not worry about supplying chairs, linens, tables etc, at least in the beginning. Develop relationships with Eugene Businesses to put them on a vendors list, and then they can do the same for your event space.
- b. A suggested list of vendors is as follows
  - i. **Floral**
    1. Good Seed Floral Design
    2. Ponderosa and Thyme
    3. Rhythm and Blooms
  - ii. **Equipment Rental**
    1. Destination Events
    2. Parties to Go



iii. **Photographer**

1. Leah Banick Photography
2. Ashley Cook Photography
3. Jay Eads Photography

iv. **Food**

1. Wildcraft
2. Kiva
3. Wild Duck Catering
4. Market of Choice

6. **Word of Mouth**

- a. Personal referrals are one of the most popular forms of marketing strategies. Encourage your staff, clients and donors to promote the event space. We suggest a referral program that will reward those that bring new clients to the event space, such as a coupon for a free class.

**Budget:**

1. Personnel
  - a. Event Coordinator, Part-Time: \$10.25/hr
    - i. Roughly \$8,400 a year.
2. Materials
  - a. Brochure
    - i. Around \$60 for 100 brochures

**Evaluation:** Word of mouth will be a very important part of this strategy. If your rental clients are not happy with their experience, they will tell their friends, and it will be harder to get people to rent your space. Create some form of survey to give to clients after their event, either paper or through email, and make sure to compile those and analyze what you need to work on. You can also, with permission, share these reviews to give more credibility to your space.



Calendar\*

When	What
August 7, 2017	Create rental pricing structure
	Have vendors list of community partners
August 14, 2017	Have Event Coordinator Hired
August 21, 2017	Have event rental information on OSLP A&C website
	Have brochure created
	Have evaluation survey created
August 28, 2017	Post information on Social Media
September 4, 2017	Create venue calendar/availability
September 11, 2017	Include brochure in Door to Door marketing, highlighting Holiday parties
September 29, 2017	At the end of every month, look over evaluation sheets and enter into a spreadsheet to not lose data and to see trends. See what changes can and should be made to improve.

\*We recognize that the implementation of renting out the Lincoln gallery will take a bit of time, and is more of a future strategy. With the calendar, look more at the frequency than the dates.

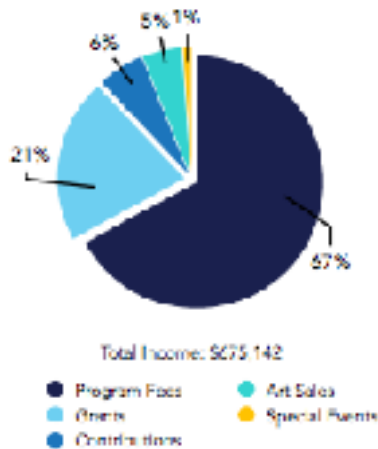
**Program Fees:** Program fees can be a source of income and sustainability for arts organizations, particularly organizations that have a retail or education component. For two examples, we looked to NIAD in Richland, California (an arts program for adults with developmental disabilities) and SCRAP in Portland, OR (an arts and sustainability program with classes, birthday parties, and a retail store). Both organizations derive a significant portion of their income from program fees and sales. OSLP A&C doesn't necessarily need to have such a high ratio of income from programs, but it is important to understand the possibilities of workshops and classes as funding sources.



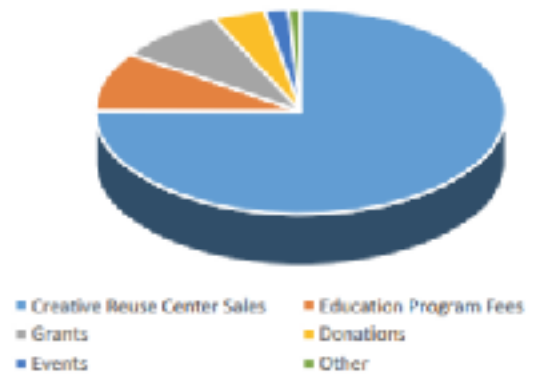
### Goals

- Increase revenue through classes, workshops, and studio rentals.
- Increase participation of diverse communities.
- Get more people, including potential donors, into the space to experience it for themselves.

NIAD Income Breakdown (2013-14):



SCRAP Income Breakdown (2016):



### Strategy:

We focused on two strategy components for this report: pricing and coupon promotions. It will be important to attempt to define the organization’s goals in terms of diversity and use that information to create estimates and targets for income from classes, and to engage in frequent evaluation to check in and see how these diversity goals are playing out. We strongly recommend raising prices for classes to fit with the pricing of other offerings in the region, and using coupons as a strategy to draw in new participants.

### Implementation: Class Pricing and Offerings:

Step 1: **During Spring Quarter:** Analyze current class make-up. What percentage of students are currently getting scholarships? If the goal is to increase diversity in classes, and OSLP is currently at capacity with their offerings, they are likely going to need to adjust the ratio between students who use scholarships and those who pay full price. Defining diversity and inclusion goals will help clarify OSLP’s ability to take in





new students for classes and workshops. The goal written into the Strategic Plan is to “increase in community member participation to 25% of entire participants.”

**Step 2: At the end of Spring Quarter, looking to Fall Quarter class schedule:** Re-evaluate class offerings. OSLP offers a wide variety of classes, which is a positive. We learned from OSLP that community members tend to sign up for one-time workshops and OSLP-affiliated participants attend the quarter-long classes. We recommend a stronger tie between one-off workshops and quarterly classes to help bridge the gap between community and OSLP-affiliated participants. For example, if the Glass Mosaics Workshop gets a strong participation from the community, OSLP could follow up with a twice-monthly class that continues to focus on glass work, that is also during a time that is likely to draw in community participants. This is a reason why handing out evaluation surveys to class participants is important, and some of that is covered in the Strategic Plan. If there is an opportunity to ask one-time participants why they do not sign up for longer-term classes, why not take it?

**Step 3: At the end of Spring Quarter,** determine adjusted pricing structure.

**Step 4: For Fall Quarter class offerings:** Increase pricing for classes. (See following details).

**Step 5: After Fall Quarter registration:** Evaluate and adjust.

### **Focus: Pricing**

OSLP A&C’s workshops, classes, and open studio sessions are a reliable source of income and currently make up the bulk of incoming funds. How can OSLP grow this revenue source?

After examining the prices for art classes at various venues in Eugene, we believe that OSLP Arts & Culture should raise their prices for quarterly classes, even if only slightly. We suggest raising quarterly class prices to \$10-\$12.50 per session. If they were able to increase current class prices 1.5 times, that would bring in an additional \$9,000 (according to the estimated 2017 budget). This will also give the organization more room for “buy one get one free” coupons and other giveaways to encourage attendance. There can still be discounts or scholarships available, either specifically for clients of OSLP and agency partners, or on a case-by-case basis.



We would also recommend experimenting with pricing for the most popular one-time workshops. If a certain type of class always sells out quickly, we recommend raising the price for that class by \$10-\$15 and see what happens, and increasing the frequency of the class. If there is an issue with attendance for open studio times, consider changing to a \$10 per drop-in price and \$100 flat for the whole term. That way, you can still attract people who are new or unsure of how much they will use the space.

### Class Price Comparison

	<b>OSLP</b>	<b>Eugene Rec</b>	<b>Maude Kerns</b>	<b>EMU Craft Center</b>	<b>Artist's Palette</b>	<b>Oregon Art Supply</b>
Quarterly Classes	\$7 per 2-hour session	\$7-11 per 2-3 hr session	\$12.50-15.50 per 2-3 hour session	\$19-\$22 per 3 hour session	n/a	\$30-\$50+ per 2.5-3 hr session
One-time classes	\$20 per 2 or 3 hour session	\$7	n/a	\$15	\$5 for informal classes, \$28-\$40 per 2-3 hour workshop	Ranges widely
Studio Time	\$4-\$8 per 3-hour session	n/a	\$11 drop-in	free for students/faculty, \$45 term pass + \$35 class for community	n/a	n/a
Multi-visit passes	\$7 per 2-hour session	n/a	n/a	n/a	n/a	n/a
Notes	Passes are for agencies so clients don't have to sign up for whole quarters	Materials included	Materials fees are separate. Open studio typically has live model.	Materials included. The \$45 pass must be purchased by all community members (non faculty/staff)	Materials included	Materials included



### **Evaluation**

We recommend comparing total and average per student revenue from classes in 2017-2018 against 2016-2017 for each quarter. This will allow OSLP to evaluate whether or not their total and per student revenue is increasing and possibly make adjustments where appropriate. OSLP will also need to track the populations that are attending their classes.

### **Implementation: Pricing Promotions to Attract New Participants**

Step One: **At the end of Spring Quarter:** Determine the number of community members needed to meet the 25% class participation goal for Fall Quarter. How many people is OSLP trying to reach? This number can be taken into consideration when determining the success of the coupons and also how large of an outreach effort they need to make.

Step Two: **During Spring Quarter:** Identify at least 2 events where coupons could be handed out during the summer.

Step Three: **End of Spring Quarter:** Design buy one, get one free coupons: Create a simple design that includes the OSLP logo and uses the logo colors. Allow a space for a coupon code that you can use for tracking and evaluation. Leave another space to include specific promo info, for example a space to write “Father’s Day Special” for a Father’s Day promotion. These coupons can actually be designed at any time, and if they are to be handed out during door-to-door outreach, then it would be best to get them designed right away.

Step Four: **Beginning of Summer Quarter:** Print coupons

Step Five: **Over Summer Quarter:** Hand out coupons.

Step Six: **Winter through Spring Quarters:** Evaluate success.

### **Focus: Coupons**

Because one of OSLP A&C’s main concerns is attracting a more diverse group of users, coupons and promotions to encourage more people to try out classes is recommended. Buy one, get one free (BOGO) coupons are an excellent way to bring in new customers, and also help spread word of mouth by encouraging customers to bring a friend.



Coupons are still extremely popular with consumers. Billions of coupons are redeemed by consumers every year, and printed coupons still influence consumption decisions. In the retail sector, about 70% of shoppers say they use coupons at least half of the time they make purchases. It may seem like a traditional approach, but coupon marketing is still an extremely successful method of engaging customers. They help grab the attention of new customers in the short term; the hope is they will be so impressed with the product that they'll be back on their own.

Targeted use of the BOGO coupons can help bring new people to OSLP A&C. The coupons can be used as a promotion at many public events, via direct mail, or online through Facebook, but may be most effective when used strategically and in-person. No matter how the coupons are used, they need to be marked in some way to track how the customers received them. For example, if you use the BOGO at a First Friday event, just simply printing or writing on the back "First Friday DATE" will be helpful. If you are printing the coupons only as needed, you can print the information in the space you've left for a coupon code.

Since OSLP A&C spends a lot of time doing outreach and raising awareness of the organization, BOGO coupons could be a good way to create a follow-up interaction for potential new customers. We recommend using the coupons during visits to businesses, at First Friday events at the other venues that are hosting OSLP artists (and if these events are not happening, we strongly recommend they do, especially in downtown businesses), and other offsite events that OSLP participates in. Recently, OSLP A&C artists participated in an art show at Crescent Park Senior Living - the opening there would have been perfect for the coupons.

Specialized targeting for BOGO coupons could include:

- Adult children and their parents for Mother's Day or Father's Day
- To encourage new customers to sign up for multiple one-time workshops
- Encourage co-workers at businesses OSLP visits to attend workshops together
- Encourage seniors at senior center or in retirement community to join classes with their friends or family members.
- Cultivate new participants from Last Friday events that are off site (i.e. not your standard crowd)



**Budget:**

1. Handing out coupons in person:
  - a. Personnel:
    - i. Design coupon (current staff, intern, or student - should not cost any additional funds)
    - ii. Hand out during promotional activities (Jamie Walsh or other current staff - should not cost any additional funds)
  - b. Materials:
    - i. Printing: 3 full-color coupons per 8.5" x 11" page: \$0.39 per page, \$0.13 per coupon (pricing from Eugene Instaprint)
  - c. Other:
    - i. Revenue loss from lowered price of classes: This will be variable. It will be important to consider how many more people OS LP is able to handle. For example, it's not a good idea to hand out hundreds of coupons if even half that many more people signing up for classes would be overwhelming. We would also consider whether or not class size ratios change depending on the population attending the class.
2. Using BOGO for online promotions (not strongly recommended at this point, but for reference)
  - a. Personnel:
    - i. Design coupon (either current staff, intern, or student - should not cost any additional funds)
  - b. Advertising
    - i. Facebook: Will vary depending on how many people you want to reach. Can start as low as \$3.00 per day. If you chose a \$5/day campaign for two weeks, it would cost \$70. Here is a breakdown of some typical costs:
      1. Average click through rate for non-profits: .21%
      2. Average cost per click for nonprofit ads: \$0.19
      3. Average cost per impression for non-profit ads: \$0.52
      4. Sponsored content w/action component: average cost per click is \$0.11



### Notes on Implementation Strategies:

This is an opportunity to use online and social media marketing to specifically target an audience. This strategy should not be used without targeting and should not be posted as a regular page post. If you want to create special coupons for Father’s Day/Mother’s Day, for example, you can attempt to focus on adult children and their senior parents through Facebook ad targeting. Parameters to consider are age; geographic location; interests like health, pets, yoga, elderly care, etc.

### Evaluation:

Codes on the coupons can easily be used for tracking. OSLP can use something as simple as an Excel spreadsheet to track the coupons, or create a component for their website so they can download the data when people register online.

### STRATEGY 2: SOCIAL MEDIA

**Content Marketing:** Content marketing presents a cost effective opportunity for OSLP A&C to share online materials. It also allows the organization to effectively reach a large online population and convey the intrinsic value of the organization while highlighting the impact they are making. Nonprofit organizations are relying more on content marketing than ever,

## CONTENT MARKETING AND NONPROFITS

*Effectiveness, Challenges, & Donor Retention*

**Content Marketing:** a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience—and, ultimately, to drive action.

**% of Nonprofits with a Content Marketing Strategy**

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### CONTENT PROVIDES VALUABLE INFORMATION FOR CONSUMERS THROUGH A VARIETY OF CHANNELS

Magazines

Videos

Internet

By providing relevant and authentic information, organizations become a resource in the field which make them more valuable in the long run.

Relevant

+

Authentic

=

Resource & Value

---

**76% OF NONPROFITS USE CONTENT MARKETING - 1% BELIEVE THEIR APPROACH IS VERY EFFECTIVE**

#### CHALLENGES

- Lack in Strategic Planning
- Staff Shortage
- Budget Constraints
- Poor/ Existing Content

- Lack of training on new digital strategies or tactics
- Providing return of investment internally

**84%**

OF NONPROFIT MARKETERS SAY INCREASED FUNDRAISING IS AN IMPORTANT CONTENT MARKETING METRIC

**27%**

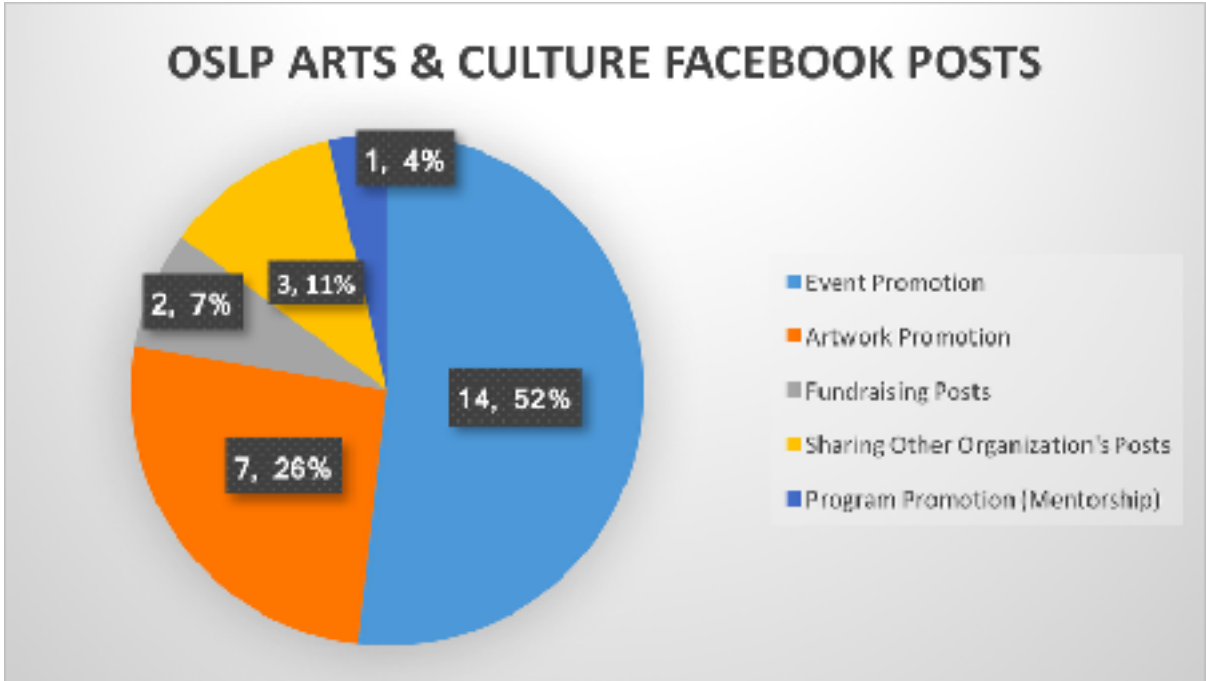
IS THE AVERAGE RETENTION RATE OF A NEWLY ACQUIRED DONOR

10% INCREASE IN DONOR RETENTION CAN INCREASE THE LIFETIME VALUE OF YOUR DONOR DATABASE BY 200%



with 76% claiming to use this as a tool of promotion (Pullizi & Barry, 2016). The content marketing definition we will use for this marketing plan is “a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience—and, ultimately, to drive action” (Pullizi, 2015). This form of marketing is suitable for OSLP A&C because it will focus the organization’s marketing approach on the impact this organization is making as well as the impact donors make by supporting it. This marketing strategy is useful to nonprofit organizations because "consumers are looking for *authenticity*, they are looking for *relevancy* and they are demanding *valuable* information--especially in a world where information is so readily available... all of this comes in the form of content" (Dholakiya, 2016). Content marketing enables OSLP A&C to present useful and authentic materials to participants and the public, allowing the organization to grow and become more well-known throughout the community.

OSLP A&C is currently focusing their marketing efforts on promoting events, artists, and artwork. This form of marketing is important; however, it should not be the only strategy used on social media. A current 30 day analysis of the OSLP A&C Facebook reveals there is no content marketing presented in the last 4 weeks to those who visit the site. See chart below.



It is also important to note the language used within the Facebook posts. On the OSLP A&C Facebook page, visitors consistently read terminology such as registration, painting, fun, piece, class, sale, and featured. These words imply a gallery-like setting, which is an important component of the organization; however, OSLP A&C is more than a gallery space. Comparing this to charity: water's Facebook feed, where visitors read such terms as help, solve, joined the mission, introduced, love, supporters impact, need, thanks to you, powerful, raising, money, kindness, teaming up, beautiful, and you all inspire us. The difference is apparent.

With the analyses of this information, it is important to reconsider the use of social media as a marketing tool. Instead of using this tool as a form of short-term promotion, it should be used to refocus the content viewers see and engage with to better reflect the mission and impact of OSLP A&C. A measurable objective for OSLP A&C can be: the formatting of 80% of marketing materials across media platforms to produce authentic content marketing, focusing on impact, to better communicate the intangible value of OSLP's Arts and Culture programming.

#### **Implementation:**

When implementing content marketing, OSLP A&C must understand it is a long-term commitment. Because of this, the timeline for implementation will be 2-3 years. This form of marketing is used in creating brand identity and developing trusting relationships through consistent delivery of authentic materials. Content marketing can be a very large undertaking if it is used in multiple marketing avenues. Due to lack of funds and staff, OSLP A&C will begin this process by focusing on social media (Facebook, Instagram, YouTube, and their own website) first, then applying it to other marketing materials. In order for this to be done effectively, staff members need to begin with identifying who they are as an organization and what their objectives are. Inconsistent material will create a disconnect and interrupt the success of this marketing strategy. Once this is accomplished, staff should work to develop a content marketing strategic plan. It is important that this plan is documented and consistently followed through implementation.

It is also important to understand that effective content marketing in the nonprofit sector is often focused on the impact an organization is making. OSLP A&C should actively engage in promoting content that focuses on the impact donors and fundraisers make as well as the impact OSLP A&C is making on the participants involved.





### **Strategy:**

1) Format an impact analyses to gather data regarding the impact OSLP A&C is making on the community and participants. This impact analysis should also include the impact donors and fundraisers are making on the organization. This strategy would begin by formulating tracking methods of where money is going and how it is changing lives. This analysis should include numbers and percentages as well as narratives.

2) After interpreting the impact analysis, staff should begin the development of content marketing materials. These materials should reflect the impact report as well as the organization's objectives\*. This strategy will focus on creating marketing materials that convey the intrinsic value of OSLP A&C while also providing the impact made.

*\*A strong reference for the creation of these materials is charity:water (<https://www.charitywater.org>). This organization is well known for their consistent use of content marketing. Their social media and website presents a great case study for OSLP A&C.*

3) A long-term strategy for content marketing must be implemented. This strategy will focus on documenting, evaluating, and editing to ensure success. In what follows, you will find how this strategy is applied to a long-term timeline.

**Timeline:** Because we do not fully understand the interworking of OSLP A&C this is a framework for a timeline that can be further developed for personal use. As content marketing needs to be implemented strategically, we encourage the organization to hire a marketing consultant to oversee this process. Considering the work OSLP A&C does, it may be possible to find a marketing profession who is willing to do this work pro bono.

### **1- 6 Months:**

- Personnel: All OSLP A&C Staff
- Potential Technological Support: SurveyMonkey, currently used social media feeds, Apricot Social Solutions, Data Arts
  - Clearly identify organization's objectives and target audience.
  - Begin impact analyses: focusing on tracking metrics of how donors impact the organization, as well as the impact the organization is making on participants/community (utilize data compiled from previous staff member).

- Using impact analysis, create drafts of content marketing materials focusing on impact and consistent branding.
- Impact analysis can be done through personal conversations with participants or utilizing free online tools such as Survey Monkey. Once this information is gathered, software such as Apricot Essentials or Data Arts can help formulate statistics. With this information, OSLP A&C can then develop materials that can be used across multiple social media platforms.
- Develop strategic plan, be sure to include every staff member and Advisory Council so they understand the overall goal.
- Document strategic plan and establish goals for implementation.

#### **7- 12 Months:**

- Personnel: 1 staff member or selected consultant (ex: Revolution Design Group)
- Potential Technological Support: Facebook, YouTube, Instagram, Google Analytics, Hootsuite, DataArts, Apricot Essentials
  - Begin implementation of strategic plan following documented materials.
  - Trial run of new content marketing materials on social media, consistently watching to see what materials gather the most traffic.
    - (*\*consider contracting this out, see below*)
  - Edit strategic plan according to best received marketing materials.
  - Trail run of content marketing to printed materials, website, and newsletter.

#### **13- 18 Months:**

- *Personnel*: 1 staff member or selected consultant
- *Potential Technological Support*: Facebook, YouTube, Instagram, Google Analytics, Hootsuite, DataArts, Apricot Essentials
  - Begin impact analysis for future development of content marketing materials.
  - Further develop marketing materials to cater to targeted populations that currently may not be met.
  - Optional for future implementation: fully apply content marketing to printed materials, website, and newsletter.

#### **18- 24 Months:**

- Personnel: 1 staff member or selected consultant/ All OSLP A&C staff



- Potential Technological Support: Facebook, YouTube, Instagram, Google Analytics, Hootsuite, DataArts, Apricot Essentials
  - Use impact analysis to measure success of content marketing strategy
  - Continue to reevaluate approach considering questions such as:
    - Are we reaching the intended population?
    - Are we reaching our objective of 80% content marketing and 20% other marketing?
    - Are we focused on providing authentic information, while conveying the *impact* we are making, as well the *impact* donors/fundraisers are making?
    - Follow through with documented content marketing strategy, and begin drafting new strategy to further OSLP A&C's marketing reach.

\* Revolution Design Group provides social media account management for organizations. This consultant could help increase the effectiveness of the marketing strategy, while reducing the workload of staff members. This will provide more consistency in marketing materials as well. If OSLP A&C would like to manage social media on their own, they can utilize software such as Hootsuite. See budget for further information.

### **Expenses**

*The use of funds will be determined by how extensive OSLP A&C would like this content marketing strategy to be. We provide expenses that only focuses on social media management. If OSLP A&C would like to implement this strategy into printed marketing materials, the budget will increase significantly.*

The chart below presents potential avenues to implement the content marketing strategy. There is often a stigma that content marketing can be very expensive. However, most of the work will be implemented through staff members without needing copyright or an editor. The highlighted boxes indicate the best, most feasible option for OSLP A&C. Hootsuite and Revolution Design Group would provide the same service to OSLP A&C. The difference is Hootsuite would be managed by an OSLP A&C staff member, while Revolution Design Group would manage the social media accounts for OSLP A&C. It is also important to remember that many of these services will provide discounts for nonprofit organizations.



EXPENSE	TIER 1	TIER 2	TIER 3
Hootsuite	Free - 1 user - 3 profiles - basic analytics - content scheduling	Professional (\$20/month) Tier 1 + - 1 user - 10 profiles - Real time analytics	Team (\$50/month) Tier 2 + - 3 users - 20 profiles - custom analytics
Revolution Design Group	Contact for pricing (Potentially \$125/hour or free)		
5 FTE Personnel (*Including emotional marketing personnel)	Student - \$8k- \$12k	Young Professional - \$ 4k- \$18k or current employee	Experienced Professional - \$20k- \$24k
Apricot Essentials	Contact for pricing		
DataArts	Contact for pricing (Potentially free)		
Survey Monkey	Free - 10 questions - 100 responses	Gold - Unlimited questions and responses	

## Evaluation

Content marketing can only truly be measured through long term impact. However, resources such as DataArts and Apricot Essentials can be helpful in gaging the impact made from the beginning of implementing the content analysis to the end of the first strategic marketing plan. Measurements could include participant engagement, revenue, fundraisers, donors (recurring), social media traffic, etc.

## Resources:

Examples of NPO's using Content Marketing Effectively:

- [Charity Water](#)
- [March of Dimes](#)
- [BBBS](#)

Technological Support:

- [Revolution Design Group](#)
- [Survey Monkey](#)
- [Cultural Data](#)
- [Social Solutions](#)
- [Foundation Center](#)

Information about Content Marketing in NPOs:

- [Content Marketing Institute](#)
- [Buffer App](#)
- [NP Tech for Good](#)
- [Brad Aronson](#)

**Emotional Marketing:** Social media marketing is powerful because these platforms are able to reach a wide audience quickly, easily, and inexpensively. Emotional marketing specifically plays to the viewer's emotions, and by making the audience happy through heartwarming emotional stories of the positive impact of OSLP on individual people's lives, OSLP can successfully utilize this tactic to their advantage. Viewers buy with their emotions, and marketing can be fruitful in making the audience feel a certain emotion with which they can identify. A primary strength of OSLP is simply the work they do in the community and the impact they make on the people involved. OSLP can and should capitalize on the compassionate and heartwarming stories of their members. By telling the stories of OSLP members, the organization can appeal to viewers' emotions to increase likes, shares, clicks, and general traffic to social media and from social media to their website and physical spaces.



We propose that OSLP A&C feature one OSLP artist each month on their social media accounts from July 2017 through July 2020. The measurable goal would be to obtain 70 likes, 10 shares, and 100 clicks across the platforms of Facebook, Instagram, and Youtube. Additionally, each post should produce at least 200 impressions and a reach of 150 within 30 days of the posting. In this context, the term ‘artist’ refers to class members that may or may not identify as having a developmental disability

**Implementation:** This objective shares the work and impact of OSLP Arts and Culture on the lives of these individuals. To reach this objective, OSLP can simply pull from their website section that features artists with photographs, biographies, and samples of their work. When OSLP is about to run out of featured artists from the website, they can begin to ask other OSLP artists in classes or other events if they would like to be featured on the organization’s social media pages to share their stories and the impact OSLP had on their lives.

After identifying a featured artist each month, OSLP can post a picture or video along with a short biography of the artist. This biography can include what drew them to OSLP and most importantly, the impact that it has had on their lives. OSLP currently has a similar system in place on their website that features photos of OSLP artists with biographies and some examples of their artwork. This reservoir could be a great place from which to pull content for these social media posts. To reach a wider audience, these posts should be shared across various platforms, as not everyone is on the same social media. On Youtube, longer videos can be shared to get across more content or longer stories about each artist. Additionally, for all video content, subtitles should be used for the greatest accessibility.

Furthermore, because OSLP Arts and Culture is moving away from OSLP as an organization that serves only developmentally disabled adults and toward a model that is more representative of a community arts center that is inclusive of all abilities and backgrounds, Arts and Culture can include people who do not identify as developmentally disabled in their campaigns. This will help cement their new identity, show all-encompassing inclusivity, and widen their featured artist base.

Currently, the OSLP Arts and Culture website features only visual artists, and only through photographs and biographies. Facebook, Instagram, and particularly Youtube have the ability to display video content, which would be useful in showcasing the performing arts, as well.

Some additional tools for increasing both emotional marketing and content marketing include boosting posts through Facebook and utilizing Hootsuite to manage social media marketing, schedule posts, and analyze data.



## Calendar:

**May 2017:** By May 2017, OSLP should gather the featured artist photographs and biographies from their website and set up an account with Hootsuite, an online platform for managing social media marketing. Hootsuite should be utilized throughout the entire 36 months. OSLP should have already employed a CRM software that comes with Hootsuite to avoid having to add that extra cost. If not, Hootsuite can be used to the degree OSLP would need for \$19.99 per month, and could be upgraded in the latter half of the initiative if needed.

**June 2017:** July 2017 through July 2020 will require 36 featured artists, 18 of which are already on the OSLP website. By June 2017, OSLP should have their content curated and ready to go for the first 18 months, just from pulling from the website biographies and adjusting the language and content accordingly.

**October 2017:** This point is where the three month evaluation falls, at which point OSLP staff will have to utilize Hootsuite analytics and any other methods available to them to analyze the marketing strategy's effectiveness. They should check specifically to see if their numerical goals regarding likes, shares, impressions, etc. are being met, and discuss new goals accordingly or if they want to continue with the project.

**July 2017-January 2019:** At this point, OSLP should be set for those first 18 months, so they can begin searching for stories that feature performing artists as well, through video or photos. Additionally, OSLP should expand their artist biographies to include adults who are not developmentally disabled, if they are indeed going the community arts center route. Searching for and collecting media for these artists should take place between July 2017 and January 2019. Throughout the first 18 months of the process, the content should be identical on Facebook and Instagram. With the same content, the process is easy, cohesive, consistent, and not time and staff-consuming.

**February 2019-July 2020:** The project should be continued with new content, the same as with the original website content. Content and goals can be adjusted as needed. Here at the 18 month mark, in February 2019, Youtube will be incorporated into the social media matrix, and hopefully by then there will be more marketing and budgetary flexibility. As new artist stories are gathered and performing artists are videotaped, video elements can be incorporated into all three platforms, with longer videos on Youtube to tell longer and more detailed narratives.



Every three months or as needed, meetings should be held between relevant OSLP staff members regarding the featured monthly artists. These meetings will ensure staff are on the same page regarding content, mission, appearance, and language. Special care should be taken to ensure all content is cohesive and mission-driven.

**Evaluation:** This objective will be evaluated through a quantitative analysis of the number of likes, shares, and clicks of the social media marketing posts that feature OSLP artists. Hootsuite is able to tell the user the number of likes, share, clicks, impressions, and reach. OSLP can use these data to determine if the emotional marketing strategy was effective and if the goals were met, as well as to discuss any issues, challenges, or opportunities for improvement. Hopefully, the theme of the project will carry forward, and OSLP could even start including staff and teachers as featured OSLP person of the month.

### **STRATEGY 3: CONTENT MARKETING AND MARKETING KIT**

**Strategy:** Content marketing focuses on the distribution of specific content to an intended audience. The strategy is not media specific and can take many forms from email newsletters and blogs to podcasts and videos. In what follows, the strategy is applied to print in the form of a marketing kit or a collection of distributable materials for specific intended audiences. Although we focus exclusively on print materials in this context, we do not recommend continuing with this specificity. Each of the documents outlined below can also be translated to a digital context. These are useful tools for the website, emails, and social media.

Content marketing is an ideal strategy to address OSLP’s objectives. It prioritizes the consumer or audience over the business and is a means to address the needs of the client, while delivering the relevant information in a precise and concise manner. Much of the information new constituents seek is content heavy. Being able to deliver this information in clear, concise, and approachable manners is absolutely crucial. In approaching this strategy we seek to address the following goals/objectives:

- Curate a defined set of handouts for all different types of potential audiences
- Create brand consistency across materials
- Develop a level of organization and structure within print materials
- Ensure all relevant information is covered in print materials and can be easily distributed to interested parties

Having audience specific handouts allows for the the dissemination of information in the most efficient way. When audiences are forced to weed through large text blocks of extraneous data they are much more likely to gloss over significant content and miss the information they seek. When this information is clearly organized and





separated by its intended purposes, constituents are able to satisfy the questions to which they seek answers.

Brand consistency in these materials - as well as across all other content - is necessary in creating an identity. All sheets should be clearly identifiable as OSLP

materials. This consistency can occur through the use of repetitive design elements. While all materials should include the company logo/name other elements may be repeated through layout or color. This creates a cohesive identity for who OSLP is as a company and will help leave first impressions that relate back to the organization.

The organizational structure of these documents will lend to their success or failure. Without a clear guideline of how documents should be compiled and for whom they should be distributed, the documents serve no real purpose. We provide a suggested matrix of organization. This is not rigid as each constituent will have unique interests and needs. It is intended to function only as an outline.

The primary asset of a media kit is that it ensures all relevant information is covered somewhere and that it can be easily distributed to any interested party. A current assessment of distributed materials shows a lack of consistency and relevance. By employing tools of emotional marketing, materials can be used as keys, unlocking new doors to OSLP.

This strategy requires a three step process:

1. Identify OSLP's various audiences,
2. Identify the relevant types of content, and
3. Create a management system or framework in which this information will be organized.

These steps are outlined in greater detail below:

1. Audiences: We have identified several subcategories of patrons who may have interest in OSLP.
  - a. Donors
  - b. Mentors
  - c. Participants
  - d. Retired population
  - e. Developmentally disabled population
  - f. Others/general audience
  - g. Caretakers
  - h. Sponsors/partners
  - i. Instructors

2. Content: Each content sheet will address a particular category of information. Multiple sheets can then be assembled into a packet suitable to any of the above audiences. Specific groupings are addressed in section 3. All sheets should provide a direct link to the webpage where further information can be accessed. This framework is intended as an outline. We identify the types of information we believe to be pertinent and present it in one specific example of organization. This is not exclusive and can be rearranged to best suit the needs of OSLP.
  - a. About/general information
    - i. A basic collection of introductory information including mission statement, contact information, location, and hours
    - ii. Include information regarding the space including available equipment, studio space, types of classes
    - iii. Include information regarding the gallery space including hours and purpose
    - iv. Include testimonials or statistics such as number of participants, number of return participants, number of participants featured in gallery shows
  - b. Donor introduction letter
    - i. A greeting to potential donors
    - ii. Includes information about mission
    - iii. Statistics demonstrating success such as number of return participants
    - iv. Testimonials showing how OSLP is making a difference and why the program matters so much to its participants. This is an opportunity to demonstrate the good the program does and why it is worthy of support and continuation
  - c. Programming and pricing
    - i. A list of current classes being offered and a breakdown of pricing options
    - ii. Description of classes
    - iii. Photos of students, instructors, and work
    - iv. Testimonials from students and instructors
  - d. Class Q & A sheet
    - i. This addresses common questions brought to OSLP. For example:
    - ii. Where are classes held? How do I get there?
    - iii. Are their liability forms required for classes like dance?
    - iv. Are caretakers able to sit in on classes?
    - v. Are classes open to anyone? Are there age restrictions?
  - e. Calendar of events
    - i. List of all upcoming events including classes and gallery shows
  - f. Staff and board profiles
    - i. Photos and information of board members
    - ii. Should include direct quotes from members
    - iii. This is an opportunity to demonstrate the passion behind OSLP and the broad and deep backgrounds supporting its programs
  - g. Mentorship information



- i. Information depicting how someone can become a mentor and what this relationship looks like
    - ii. Provide photographs and testimonials from previous mentor/mentee relationships
  - h. Artist/instructor information
    - i. Information outlining how someone can become an instructor
    - ii. Describe the benefits including testimonials from current/past instructors
    - iii. Describe the types of programs that are available to teach
  - i. Class registration card
    - i. A form to register for classes. This may also provide direction to the online registration form.
  - j. Lookbook
    - i. This is a profile sheet for some current staff, instructors, mentors, and students
    - ii. This is an opportunity to show the faces behind OSLP and create an immediate connection.
- 3. Management system: This is a framework depicting which type of audience should receive which print materials. This is a suggested system and does not need to be strictly adhered to.

Donors	Mentors	Participants	Caretakers	Sponsors / Partners	Instructors
About	About	About	About	About	About
Donor introduction letter	Mentorship information	Programming and pricing	Programming and pricing	Lookbook	Artist / instructor information
Staff and board profiles	Lookbook	Class Q & A sheet	Class Q & A sheet	Calendar of events	Lookbook
Lookbook		Class registration card	Class registration card		
		Lookbook	Lookbook		
		Calendar of events	Calendar of events		



**Implementation:**

This is a relatively low cost strategy to implement both in terms of labor and budget. A similar template and format should be used for the various sheets to create brand consistency. The information already exists in writing both digitally and in other print sources. The main labor effort is in compiling this information into consistent templates. Additional staff is not needed or outsourcing is not needed. This only requires basic media production software. Pages do not need to be graphic heavy, only very clear and concise. Adobe Illustrator might be an ideal option but, with budget restrictions, other software like Apple’s Pages would be highly capable as well. Pages

is available for free use through iCloud’s digital platform. Canva is another resource for online, free flyer design and comes preloaded with many intuitive templates. Commercial printing, via Eugene Instaprint is \$0.39/color sheet.

**Resource summary:**

<p>Software: Illustrator, inDesign, Canva, or Pages (The last two are free and do not require download.)</p> <p>We recommend Canva for its included templates, intuitive interface, and aesthetics.</p>	<p>Labor is negligible. No additional staff or hours should be required. Outsourcing is an option but with resources like Canva it is really not needed.</p>	<p>Printing accounts for the majority of costs. Instaprint: \$0.39/color page</p> <p>QSL may be willing to negotiate or reduce prices for OSLP</p>	<p>Distribution: Flyers should be kept organized at QSL for distribution to relevant inquiries. Copies can be distributed through town at targeted business or service centers.</p>
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**Consistent Branding**

Objectives

- Create a more consistent way of communicating with patrons through a cohesive marketing kit.
- Reinforce the larger brand identity of OSLP, while maintaining a unique but complementary brand identity for the Arts and Culture program.
- Create consistent messaging and brand identity that will create a deeper connection with existing donors and help cultivate new donors with the goal of creating a sustainable organization

## Current Branding and Messaging

Currently, OLSP has a number of different marketing materials that they use to distribute to potential donors, community partners, volunteers and class participants. These materials are text heavy and contain a lot of information that could be condensed into concise marketing materials that tell the unique story of OLSP Arts and Culture program through infographics and limited text. The idea is to captivate the audience but not overwhelm them with information.

Although there are a number of marketing materials for different events and audiences, there should be consistency throughout the materials that allow consumers to recognize the brand. Interacting with audiences through a consistent brand voice and aesthetic will allow them to get to know the organization. When people get to know the Arts and Culture program they will identify with its mission and purpose.

## Evaluation

Marketing strategies need to be constantly reviewed, evaluated and adjusted to suit the needs of the organization and the audiences. Both quantitative and qualitative assessments can be utilized to measure the marketing kit's success. Here are some tools and methods for evaluating the effectiveness of the marketing kit:

- ROI: Return on investment is a valuable evaluation tool that allows an organization to check whether or not money invested in a particular campaign has resulted in a profit. This can be done by measuring the amount spent on the marketing kit, versus the amount of income it generated. OLSP can quantitatively assess the increase in number of class participants as well as the increase in sponsors, mentors and volunteers. The management system framework can be assessed, evaluated and adjusted as needed.
- Customer Response: There are many forms of qualitative customer response that can help OLSP Arts and Culture determine what type of reaction a marketing campaign creates. Both online and in-person surveys can reveal how effective the marketing kit is in generating income. Simple questions such as, "How did you find out about our programs?" can provide valuable feedback. Also conversations between staff and audience members at events can assess how they found out about the event. Personal conversations are important to nurture existing relationships and gather information regarding how current marketing strategies are performing. They could also distribute a survey that evaluates audience members' understanding of the brand as well as the goals of the organization
- Partner Response: Responses from community partners and sponsors can also be valuable in determining the effectiveness of marketing kit materials.

Surveys and informal interviews can help assess the impact of the marketing strategy.

- Distribution at Events: Marketing kit materials should be distributed at events, including First Friday openings and VIP events. OLSLP can evaluate how many marketing sheets are distributed at events, and this can help determine their effectiveness as well as future printing needs.
- Evaluate Data From Surveys: After collecting data through surveys, staff should qualitatively evaluate them as a group. Some questions that could be asked include: What are the main reasons people are involved in OLSLP Arts and Culture Program? What are the audience members attracted to? What are the consistent themes coming up in the surveys?

### **Timeline:**

#### Short-term evaluation (2-3 months)

- Both quantitative and qualitative assessments are useful at this stage. Surveys should be sent out to the patrons who attend events, asking how they found out about the event. Also, staff can assess how many print materials were taken at events.
- At this time we should expect to see an increase in class participation by 20% and an increase in donors by 40%, but it is difficult to track whether or not this is due to the printed marketing material, social media, or word of mouth.

#### Mid-term evaluation (6 months)

- The second assessment will involve community partner responses. At this point, staff should assess whether new materials need to be created based on new and expanded programming and/or new partners. The content used in the printed marketing kit can also be used in social media marketing, so these two strategies can be evaluated simultaneously. There should be an increase of at least 10 donors and 2 corporate sponsors.

#### Long-term evaluation (one year)

- An Open Forum will allow community members and partners to share their thoughts. This will create a safe space where interested parties can share their opinions and staff can ask participants what they think of the effectiveness of the content marketing materials. At this point, if the A&C program is not seeing significant increases in support, they should seek assistance from a marketing consultant.
- Online and print surveys should also be distributed and analyzed at this time. Brief surveys can be conducted during exhibit openings during First Fridays. Also small focus groups will allow staff to assess the effectiveness of all three marketing strategies.



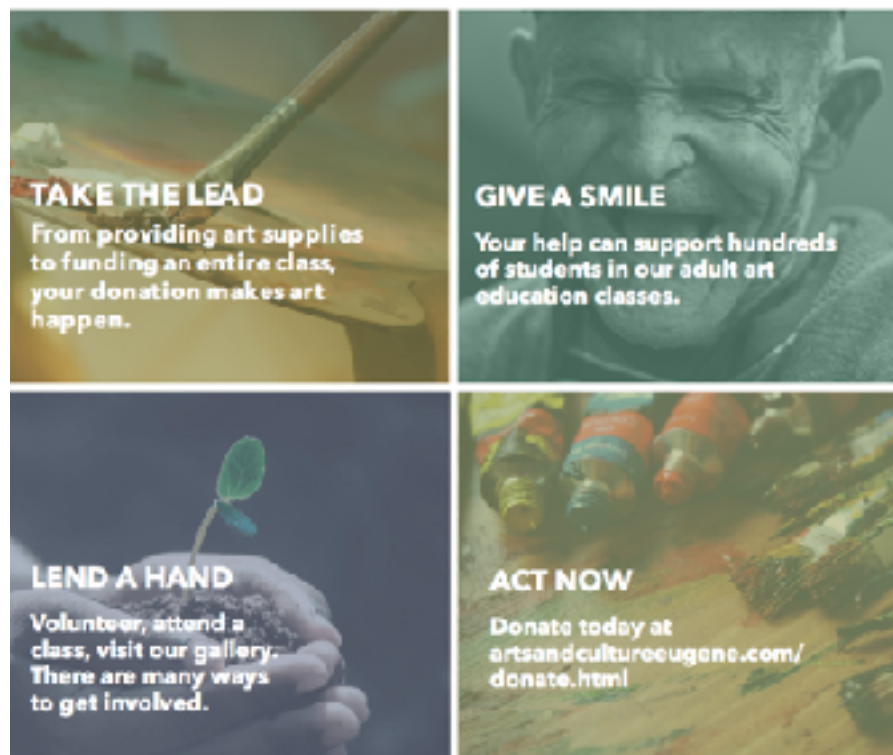
#### Recommendations for Future Marketing Plan Development

- Rebranding can help create a more cohesive logo and brand identity. However, creating a new brand identity can be costly. We recommend focusing on marketing strategies that will allow OSLP A&C to be more sustainable and consider rebranding of the logo in the future.
- Develop a marketing internship position.
- Continue to implement and evaluate consistent marketing and branding.

**Example of one sheet:**



## OSLP ARTS & CULTURE



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