

**Igniting Shared Experiences:
A Santa Cruz Museum of Art and History Marketing Plan**

Marketing, Media, and Communication II
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I. Introduction and Overview of Plan

Founded twenty years ago, the Santa Cruz Museum of Art and History (or the MAH, as it is known), is a mid-sized art and history museum in downtown Santa Cruz, CA. Its mission is to “ignite shared experiences and unexpected connections,” and its vision is to “become a thriving, central gathering place where local residents and visitors have the opportunity to experience art, history, ideas, and culture.” The museum’s exhibits, housed in four galleries, are open six days a week. The MAH also hosts large-scale community events a minimum of twice per month, and is available for private rentals. In addition, the MAH frequently facilitates art activities and “pop-up” exhibits around town, conducts school programs, publishes historical scholarship, houses a historical archive, and oversees three local historical sites.

While the MAH is in great shape financially, is enjoying more visitors and (mostly positive) press than ever before, and has a great diversity and number of programs, its marketing sometimes lack consistency, failing to demonstrate a clear connection between museum goals and specific marketing strategies. The marketing strategies presented here aim to systematically address this lack of consistency. Additionally, proposed strategies seek to expand the MAH’s reach to particular audiences, enabling sharpened, more intentional communication to these constituents. The following goals and objectives align with proposed marketing strategies.

Goal 1: Identify who is missing from MAH attendance.

Objectives:

- a. Track demographic attendance data by installing and utilizing CRM software Salesforce.
- b. Conduct market segmentation by: ethnicity, age, family size, neighborhood, type of attendance (event or exhibition; if event, type), and membership status.

Goal 2: Conduct target marketing to Latino population of Santa Cruz, increasing Latino attendance by 100%.

Objectives:

- a. Place two advertisements per month on La Ganga Online.
- b. Make a Spanish-language version of each event poster (approx. 4 per month).

Goal 3: Differentiate between event and exhibition attendance and close gap.

Objectives:

- a. Reposition current Membership options to emphasize the inclusion of event admission.
- b. Measure and increase MAH membership by 25%.
- c. Further develop MAH Street Squad guerilla marketing to encourage more daytime visitors.

Goal 4: Increase and focus use of particular social media platforms.

Objectives:

- a. Film Pecha Kucha and Artist Talks and upload to Vimeo (approx. 3 per month).
- b. Increase Twitter followers to 2000 through implementation of platform in correlation with certain time-sensitive events.

II. Situational Analysis

A. Economic Scan

Financially, the MAH is at present secure, closing out FY12-13 with a surplus of over half a million dollars. The 2012-2013 Annual Report reveals that total expenses in FY12-13 were approximately \$890K, and total income was just over \$1.4 million. This is a 40% increase in total income from the previous fiscal year 2011-2012, and a nearly 100% increase from FY10-11. Total assets have increased substantially over the past few years, as well, and FY12-13 ended with assets valued at nearly \$6.4 million. The reason for this positive change in the MAH's financial atmosphere can be traced to a major restructuring of the museum in 2011. In May of 2011, the Board of Trustees hired Nina Simon as Executive Director, and the museum shifted its cultural offerings to reflect the current, more socially focused mission of the organization. A breakdown of FY12-13 income is as follows:

- Grants: \$482,338
- Contributions: \$364,452
- Office Building Rental: \$220,000
- Program Income (daily admission and events): \$135,107
- Fundraising Events: \$117,613
- Membership: \$105,422

Earned income was approximately 25% of total income in FY12-13. According to data from Americans For the Arts, this is a much lower percentage than is common; on average, an estimated 60% of an arts organization's total revenue is earned. In fact, from FY10-11, MAH's grant funding has more than doubled, and contributions increased by more than one-third. Grant funding, which has increased due to new, innovative programs, is likely to remain stable as the museum continues to evolve and take risks. As far as governmental funding is concerned, the MAH does not receive funding from the State of California or the California Arts Council. However, the museum does have a contract with the County of Santa Cruz. Funding from the County (which was just over \$100,000 last year, and is included under grants above) supports the MAH's work in housing the city's historical archives.

B. Demographic Scan

MAH attendance has more than doubled in the last three years, with attendance reaching 40,00 visitors in FY12-13. This growth is largely attributed to event attendance,

rather than exhibit attendance. Monthly Third Fridays draw as many as 2,000 attendees per event. The MAH has not, thus far, recorded demographic information of their patrons. Stacey Garcia, Director of Community Engagement, reports that participation of young adults and families has increased substantially since Simon took over as Executive Director in 2011. The only way this has been tracked is by membership type; family memberships have increased 30% in the last year. Importantly, the MAH recently won an Irvine Foundation grant that will help the organization record demographic participation data. Another major component of the ideas presented in the grant proposal is to engage Latino community members.

About two years ago, the MAH developed a community group called Creative Community Committee, or C3, to help guide the vision of the museum. This group convenes several times per year, with ten to sixty community members present for each meeting. C3 identified Latinos as a potential audience for growth. As 30% of the Santa Cruz population is Latino, the museum felt that their reach could be extended to this population. A step that has been taken toward increasing Latino attendance is the hire of two new Spanish-English bilingual staff members, and some community outreach activities have targeted the Latino population for some time. However, bilingual advertising has also been identified as another avenue for increasing attendance of Latino community members. The museum would like to see a 100% increase in Latino onsite attendance. A CRM (customer relation management) database called Salesforce has just been implemented, which will allow the MAH to track museum member ethnicity, in addition to other demographic data.

C. Cultural Scan

In 2011, there was some turnover of both MAH Board members and staff. Changes spurred by Executive Director Simon brought a new mission and vision to the museum, which have reoriented the organization towards community-building and active participation of visitors. Currently, the Board of Trustees, which according to the MAH's website provides "leadership and oversight for all Museum activities," is comprised of a five-person Executive Committee and sixteen Trustees. Divided into subcommittees for each gallery in the museum, as well as for large events such as the annual fundraising gala, the Board is involved with programmatic and exhibit decisions. Additionally, several key Board members have been instrumental in brainstorming the physical redesign of particular galleries.

The general culture of the MAH is one of mutual support for creative risk-taking, and of strong community built both between staff members and between museum staff and the larger Santa Cruz community. The Irvine Foundation grant proposal states, "community collaboration is the bedrock of our engagement strategy." This is evidenced in Third Friday events, which are produced with the help of twenty to thirty community collaborators, such as local artists, commercial small businesses, and social services nonprofits. Additionally, the museum has a stated commitment to "fearless experimentation," which is showcased by unique programs like 2013's Hack the Museum Camp and the Participatory Performing Artist-in-Residence program. Because this environment is so open to innovation, the MAH's environment is dynamic and engaging for both patrons and staff.

Because all large-scale community events are based on input from community collaborators, the local culture of Santa Cruz impacts the organization's offerings greatly.

While exhibitions are currently not as community-focused as events, the museum is moving in this direction. A mid-sized town on the northern California coast, Santa Cruz culture is creative and eclectic, with locals who value the outdoors and political activism. Themes for previous events include fire art, book arts, and bike culture, with partnerships forged with local social service organizations and activist groups like Ecology Action and Green Ways To School. As a self-proclaimed community museum, the MAH is firmly committed to serving locals. The museum wishes to encourage repeat attendance, building long-term relationships with visitors. With no other similar museums in town, the MAH has little direct competition for attendees.

D. Other Environmental Factors

One current political concern for the MAH involves several vocal critics of the Museum locally. Criticized by well-known Santa Cruz blogger Bruce Batton as “Mostly Attendance and Happenings,” the MAH has taken heat from Batton and other naysayers who argue that a museum’s primary (perhaps only) purpose should be the collection and preservation of cultural artifacts. This argument against the community center-like repositioning of arts museums has been growing nationally as well. A New York Times opinion piece entitled “High Culture Goes Hands-On” dismisses efforts by museums like the MAH to “activate” spaces and create “experiences” as unnecessary engagement strategies. The debate of museums as repositories versus social spaces is a lively one, and the MAH finds itself continually entangled in it. While the dramatic change to the museum’s mission and programming has been widely embraced by the community, some inside the organization were not as amenable to the overhaul, and this may account for staff and board turnover during this time. However, personnel seem to have stabilized in the past year or two.

E: SWOC Analysis

A SWOC analysis of the MAH’s cultural product, pricing strategies, place, and promotional efforts is as follows:

Product

- Strengths
 - Third Fridays offer intergenerational art activities
 - provides opportunities for social bridging
 - offers a huge array of activities and performances
 - involves community collaborators
 - programming is often tied into local culture; creates buy-in from locals
 - exhibits are often participatory in nature; are welcoming and accessible to people ordinarily intimidated by art museums
- Weaknesses
 - attendance growth is skewed because of events; daily museum attendance is low

- activities at Third Fridays are almost completely volunteer- and intern-led; there may be inconsistency from activity to activity, and event to event as a consequence
- Opportunities
 - could link Third Fridays and other events more closely to current exhibits
 - could limit breadth and amount of hands-on activities at Third Fridays
 - could scale back large events and have smaller events throughout the month to encourage more daytime visitors
- Challenges/Threats
 - Third Fridays are criticized for taking focus off of art
 - art activities may lack connection to exhibits or be seen as “amateurish”

Price

- Strengths
 - Third Friday and museum admission rates are relatively inexpensive (\$5/\$3)
 - admission is totally free one day per month (First Fridays)
 - Third Fridays provide fun for the whole family (good value)
 - 7 different MAH membership options ranging from \$20-\$1000/year
- Weaknesses
 - membership options are not advertised as including event admission
 - daily attendance rate is so low that that this income is not making much of an impact on bottom line
- Opportunities
 - could reposition membership options to highlight event admission
 - the MAH is considering being free or “pay-what-you-can” in the future for daily admission
- Challenges/Threats
 - price of events needs to remain affordable to match with MAH’s vision to be a “central gathering place” for residents and visitors
 - possible over-reliance on grant funding could create precarious financial situation (expenses for programming may need to be brought down)

Place

- Strengths
 - centrally located in downtown Santa Cruz
 - fair amount of street parking
 - large, flexible, multi-area space, both inside the MAH and surrounding courtyards (which are utilized for programming)
 - four galleries plus sculpture garden
 - museum is fully wheelchair accessible
- Weaknesses
 - sculpture garden and history gallery (both permanent exhibits) are due for a redesign
 - so many physical areas make large events difficult to manage
- Opportunities
 - could limit events to one or two floors of museum, and/or not utilize all available outdoor spaces
 - history gallery is slated for a redesign in 2014

- Challenges/Threats
 - rental income from property the MAH manages is a financial risk

Promotions

- Strengths
 - embrace of social media, for both marketing and programming purposes
 - utilizes personal storytelling in marketing; for example, using a visitor's image and words to portray a positive experience at the MAH in a particular ad
 - comprehensive use of marketing channels: print ads, mailings, social media platforms, and email blasts through Mail Chimp
- Weaknesses
 - all literature is currently in English
 - social media over-reliance can take needed focus off other forms of marketing
 - marketing is not differentiated for/targeted to different demographics
- Opportunities
 - some flyers/advertisements/brochures could be made bilingual
 - online marketing could be increased
 - evaluation of marketing should occur
- Challenges/Threats
 - negative press from critics of community museum model
 - aesthetics and delivery methods of marketing (bold, bright, contemporary-feeling) may alienate an older or more traditional demographic

F: Audience Analysis

In the past couple of years, the MAH has substantially increased its attendance of families and young people, and a comprehensive effort is underway to grow involvement of the Latino population through strategies identified in the Irvine Foundation grant proposal. The C3 group that identified young families and Latinos as target segments also identified “alternative subcultures” as possible audiences for growth. Programming targeted towards alternative subcultures has been increased, as evidenced by events like GLOW, which brings in members of the Burning Man subculture. Other Third Friday events, like the Radical Craft Night and Radical Food Jam, bring in an even wider array of community collaborators than a typical Third Friday. Although, as noted, participant demographic information is not currently being recorded, it follows logic that these events would bring in a diverse crowd with regard to attendee lifestyle.

Many museum visitors simply attend the large community events like Third Fridays, and do not return and become regular patrons or purchase a membership. An initiative related to C3 called Loyalty Lab seeks to “measure and increase membership acquisition and renewal, measure and encourage repeat visitation, and increase participation perception of the MAH as a friendly place with high community value.” Hence, marketing could be targeted toward turning event-only attendees into paying members, or at least repeat visitors.

It might be useful to look at the lifestyle and values of different museum users *as related to attendance at specific events and exhibits*. Does the MAH seek to develop visitor

relationships for events and daily exhibits independently, with somewhat separate objectives and strategies for each? Becoming clear on this point would make it easier to narrow the focus of marketing efforts. The MAH is unique for a museum in that it is so events-focused, but it seems that these events could, as far as marketing goes, be better integrated into the larger consistent presence of the twenty-year-old museum.

III. Scheme

The four strategies proposed in this plan address some of the present weaknesses in both the MAH's marketing and program positioning, as outlined above. In review of these weaknesses, they are as follows:

- Lack of attendance tracking
- Lack of target marketing
- Need to target Latinos specifically
- Need to bring event attendees and exhibition attendees into closer alignment
- Need to increase membership
- Need to increase daytime visitors
- Need more consistent use of certain social media platforms

Strategies to help the MAH overcome these challenges are: target marketing to **Latinos**; creation of a new advertising campaign for **membership**; a refined and focused **social media plan**; and the development of the guerilla marketing **MAH Street Squad**.

Strategy 1: Conduct target marketing to Latinos

With the recent acquisition of Salesforce, the Santa Cruz Museum of Art and History is finally in the position to track attendance and conduct market segmentation. At present, the organization has only been able to track membership type (for example, since there are different tiers of membership and one is "Family," the MAH can tell if more or less families join over a given time period compared to what was previously noted). Staff observation suggests certain trends in attendance, such as more visitors in their 20s; however, guess as to audience makeup by ethnicity is speculative at best. Salesforce will enable the MAH to effectively track members by different segmentation data, including ethnicity. Once a baseline is established, the objective is to increase Latino attendance in particular by 100%. Multiple actions will be undertaken to meet this objective. These actions dovetail with pre-existing, developed relationships with individuals at the Beach Flats and Familia community centers, where the MAH facilitates on-site programming with Latino community members, as well as the recent hire of two Spanish-English bilingual staff members.

- **La Ganga Especial** is Santa Cruz County's only Spanish-language magazine, and is distributed for free monthly in Santa Cruz, Salinas, San Jose and Fresno. Knowing that not all Latino-identified community members necessarily read La Ganga, the publication still presents one opportunity to advertise directly to Latinos, and the

MAH has not engaged in this sort of advertising before. **Advertisements will be placed** for upcoming events.

- **Spanish-language event flyers** will be made for MAH events. These 8 ½ x 11” flyers will be available for distribution in the same way that current flyers are; they will be placed at the front desk for visitors to take and will be posted around the MAH. Additionally, efforts will be made to put Spanish-language event flyers at the community centers with whom the MAH already partners – Beach Flats and Familia community centers.

Strategy 2: Unroll a new advertising campaign for MAH membership

Currently, the MAH offers 7 membership options. This is a standard museum membership program in the sense that it is tiered, and perks improve at each level of membership. These memberships are well priced; for example, a student membership is only \$20/year, and includes free admission for a year. However, memberships are not promoted as including event admission, although membership at any level does include admission to such events as monthly Third Fridays, artist talks, and family events like Summerpalooza. This strategy proposes a new advertising campaign for the membership program. This strategy will help the MAH meet its objective to increase museum membership by 25%. Additionally, by encouraging an increase in membership and tracking this through Salesforce, there will be a larger pool of individuals from which to solicit donations. Also, it is hoped that subsequent targeted advertising such as direct mail (not covered in this plan) will lead to greater daytime visitor numbers, thus aiding in closing the gap between event and exhibition attendance.

- Create a new **membership brochure** that emphasizes events and exhibitions equally.
- Every museum staff person and volunteer will be made to understand the **primary message to communicate to visitors** during rollout: sign up for membership and get into many events for free!
- Have front door “goodbyers” (similar to greeters at a grocery store) hand out **print brochures** as people leave events; have brochures at front desk during open museum hours; make available for download on website as a **PDF**; and promote on Facebook.

Strategy 3: Focus use of specific social media accounts

The Santa Cruz MAH is doing an exemplary job of using social media currently. The museum has a hearty social media presence, utilizing the following channels for marketing/community engagement: Flickr, Pinterest, Twitter, Instagram, Tumblr, Vimeo, and Facebook. Upon interrogating current usage of these channels, most accounts are robustly maintained and follow best practice-type strategies: inviting visitor feedback and

participation; regular and consistent posts; responding to inquiries in a timely manner; and coordination of platforms to reflect a cohesive brand. However, there is room for improvement in two of these channels: Vimeo and Twitter.

- Use **Vimeo** more regularly to document artist talks and Pecha Kucha events; together, these occur about two times per month. Currently, beautiful, artistic videos are made post-event by an outside filmmaker on a consulting basis; these films chronicle large-scale events and serve to promote the MAH generally. The proposed videos will fulfill a different purpose: to promote the educational aspects of the MAH's programming. These videos will also serve as advertising tools for current exhibitions, thereby giving some much-needed promotion to exhibitions (versus events).
- Use **Twitter** to drum up excitement about the Cocoamotion hot cocoa mobile station, Pop-up Museums, Race Through Time Scavenger Hunt, and MAH Street Squad guerilla marketing. The objective here is to raise the number of Twitter follows from about 1,600 to 2,000. Such an approach will add to the MAH's image as being risk-taking and dynamic. Because the MAH's mission statement is to "ignite shared experiences and unexpected connections," such immediacy and freshness are integral to the institution.

Strategy 4: Further develop MAH Street Squad (guerilla marketing)

The MAH Street Squad is a brand new guerilla marketing campaign. As Elise Granata, Community Engagement and Marketing Associate explains, the Street Squad is currently "developing tangible and unexpected formats to signal boost our events to the community." The Squad has thus far been used to let Santa Cruzians know about the MAH's teen event #What the Cruz?!, for which tags bearing statistics about teens on one side and information about the teen event on the other were placed around town. Such a format could be extended to any number of events and exhibitions, but will be used in this strategy primarily for other art for social change MAH activities. Intercept encounters will be used in the following ways.

- Partnering with the nonprofit Firelight Foundation, the MAH has mounted the **Cradle Project** exhibition, which drives awareness to orphaned African children living with an AIDS diagnosis. Part of the exhibition invites participants to make a small cradle out of yarn and sticks and leave it in the gallery, and then take one home made by a past visitor. A number of these **cradles should be made by an intern and left around town** on café tables, with tags attached bearing information about both the exhibition and the Firelight Foundation.
- The upcoming Belle Yang exhibition about immigration entitled **Crossing Cultures** provides another opportunity to engage in guerilla marketing. The show will feature paintings and stories by Yang, as well as recent local Santa Cruz immigrants. One-page flyers folded in half and printed to look like passports will be created. Several iterations will be made, each highlighting, on the inside, a brief version of a recent

immigrant's story. The "passport" will also showcase a photograph of the individual in his or her work environment, as well as information directing people to the Yang exhibition. These "passports" will be left around town.

IV. Implementation

The following section of this plan details what resources are necessary in order to execute the four strategies outlined above.

Strategy 1: Conduct target marketing to Latinos

1. Advertise in La Ganga Especial Magazine
 - *Personnel:* Pending hire of a bilingual marketing intern, School Programs Coordinator Leticia Salinas to translate current Santa Cruz Weekly newspaper advertisements for events into Spanish. Time requirement: 1 hour per month
 - *Process:* Community Engagement and Marketing Associate Elise Granata to send text of advertisements as she creates them to Salinas for translation
 - *Materials and supplies:* PDF files to be emailed to Connie Mesa at La Ganga
 - *Technological:* Designed in Illustrator
 - *Frequency:* Advertisements will be placed once monthly; will appear in both La Ganga print magazine and online
 - *Distribution:* Print circulation is 32,000 per month; 9,000 average online visitors per month
 - *Budget:* \$400/month
2. Create Spanish-language event flyers
 - *Personnel:* Pending hire of a bilingual marketing intern, Salinas to translate select MAH event flyers into Spanish. Time requirement: 3 hours per month
 - *Process:* Granata to send text of event flyers as she creates them to Salinas for translation for these events only: First Fridays, Third Fridays and special seasonal events
 - *Materials and supplies:* Paper, laser printer
 - *Technological:* Designed in Illustrator and printed in-house
 - *Frequency:* No more than three flyers per month will be translated into Spanish and printed
 - *Distribution:* Printing of 50 of each 8 ½ x 11" event flyer = 100-150 (max.) additional event flyers/month. Several of each flyer to be brought to Beach Flats and Familia community centers when MAH staff conducts art activities at these locations. The remainder to be posted around the Santa Cruz MAH and left at front desk
 - *Budget:* \$10/month

Strategy 2: Unroll a new advertising campaign for MAH membership

1. Design new brochure for membership program; highlight events and exhibitions equally

- *Personnel:* Granata, in consultation with Director of Community Engagement Stacey Garcia, to write new brochure language and revamp aesthetic design. Design time requirement: 10 hours total
- *Process:* Granata and Garcia work together to redesign brochure emphasizing that event admission is included in membership at all levels. Executive Director Nina Simon gives final sign-off. Granata promotes on Facebook. Multiple staff to make printed brochures available to visitors
- *Materials and supplies:* Initial run of brochures = 1000 printed at Dynamic Press
- *Technological:* Designed in InDesign
- *Frequency:* Initial run of printed brochures should last one year
- *Distribution:* Brochures to be left on front desk and talked up by Visitor Services; distributed by “goodbyers” as visitors exit Third Fridays (max. 50 per evening, 1x/month); downloadable PDF made available on MAH website; and membership program promoted on Facebook
- *Budget:* \$148 for printing

Strategy 3: Focus use of specific social media accounts

1. Use Vimeo to document artist talks and Pecha Kucha events
 - *Personnel:* Most senior member on staff during event to film; Community Programs Coordinator Nora Grant to create simple videos; Granata to promote. Time requirement: 2 hours per month
 - *Process:* Pecha Kucha and artist talks to be filmed by senior member on staff; single-camera, continuous shot format. Grant to edit using the same template for each (title page, talk, credits). Granata to upload to Vimeo and post to Facebook.
 - *Materials and supplies:* One-time purchase of basic digital video camera and tripod
 - *Technological:* Edited in iMovie
 - *Frequency:* 1-2x/month; as Pecha Kucha and artist talks occur
 - *Distribution:* Granata to post uploaded video to Facebook upon completion. Current MAH Facebook “likes:” 2,837. Will be available to all followers
 - *Budget:* \$300 for camera and tripod

2. Use Twitter to cause excitement in conjunction with specific time-sensitive happenings
 - *Personnel:* Marketing Intern to tweet out clues as to whereabouts of MAH staff during key happenings. Time requirement: minimal
 - *Process and Frequency:* Tweets used in concentrated manner during Race Through Time Scavenger Hunt (each September); Pop-up Museums (6x/year); Cocoamotion mobile hot cocoa station (sporadically); and MAH Street Squad guerilla marketing (sporadically)
 - *Technological:* Use preexisting Twitter account
 - *Distribution:* Tweets will reach the MAH’s current 1,600 followers
 - *Budget:* \$0

Strategy 4: Further develop MAH Street Squad (guerilla marketing)

1. Use Street Squad for Cradle Project exhibition
 - *Personnel:* Cradles created by one intern; Street Squad, consisting of three interns at one time, to deliver cradles. Time requirement: 5 hours total
 - *Process:* Intern creates 10 small cradles with handwritten tags bearing information about exhibit, Street Squad places around town
 - *Frequency:* One-time project in correlation with Cradle Project exhibition
 - *Materials and supplies:* Yarn and sticks for cradles, tags (already on-hand)
 - *Distribution:* 10 small cradles with tags attached will be left at targeted outdoor locations such as café tables, downtown Santa Cruz
 - *Budget:* \$10

2. Use Street Squad for Crossing Cultures exhibition
 - *Personnel:* One intern to design and print “passports;” Street Squad deliver “passports” Time requirement: 20 hours total
 - *Process:* Intern creates 3 different “passports,” which will be paper informational sheets about 3 recent Santa Cruz immigrants (same as some of those profiled in the Crossing Cultures exhibition) designed to look like passports, with exhibition information included. Street Squad places around town
 - *Frequency:* One-time project in correlation with Crossing Cultures exhibition
 - *Materials and supplies:* Paper, laser printer
 - *Technological:* Created using Illustrator and printed in-house
 - *Distribution:* A total of 15 “passports” will be left at targeted outdoor locations such as café tables, downtown Santa Cruz
 - *Budget:* \$5

* See attached for detailed marketing timeline

V. Evaluation Plan

The proposed strategies will be evaluated simultaneously, in some cases, for efficiency. Strategies with specific and numerically measurable objectives will naturally be easier to evaluate, but efforts will be made to ascertain effectiveness of all those proposed. Three main areas of evaluation will be discussed: analysis related to memberships; visitor surveys; and analysis related to social media.

Membership Analysis

The addition of Salesforce will be hugely useful to the MAH. Further recommendations for its use in segmentation follow this section; however, its use in the implementation of proposed marketing strategies will be basic. An overall MAH goal is to increase on-site Latino attendance by 100%. The most practical way to measure this goal is by tracking ethnicity of new MAH members. Since the current number of Latino members has never been measured, evaluation will be challenging. However, ethnicity tracking of new members will begin immediately, and monthly audits of member ethnicity will be made. Beginning from the rollout of Spanish-language advertising (in La Ganga Especial

and event flyers), it is expected that there will be a monthly increase of 10% in Latino membership from the previous month. Additionally, the Development Department, in collaboration with C3, will establish a specific target goal of number of Latino members. It is expected that this number will be reached by the end of one year of Spanish-language advertising. This will be the new baseline. From that point on, new Latino membership goals can be made, if staff deem it necessary.

One other way that evaluation will be carried out related to new memberships is through a question in the member registration process (both online, and at Visitor Services on-site):

Check a box for every place you have seen or heard about our programming:

- Santa Cruz Weekly
- La Ganga Especial print magazine
- La Ganga Especial online
- Event flyers at Beach Flats or Familia community centers
- Facebook
- Twitter
- Vimeo
- Email list
- At the MAH during a previous visit
- Other: _____

[note: the "Other" line would be analyzed for evidence of impact of the MAH Street Squad]

This will allow staff to measure and compare the effectiveness of multiple marketing channels at one time, including measurement of Spanish-language advertising. Finally, one easy-to-measure objective is an increase in MAH memberships by 25% overall. This increase should be seen within one year of rollout of the new membership advertising campaign. Membership statistics are already being measured, although Salesforce should streamline this process.

Visitor Surveys

Monthly Third Friday events draw up to 2,000 visitors per event. Random surveys should be distributed at these events, incentivized by a raffle. One friendly and outgoing volunteer should supervise a decorated table near the main MAH exit with surveys and that month's raffle prize, which will consist of an in-kind donation of approximately \$100 in retail value. These prizes will be solicited from area movie theaters, restaurants, salon/spas, and similar leisure destinations. This brief survey, intended to capture data about where the visitor heard about the event, will contain the membership survey question above *in addition to* the following:

How often do you attend a MAH event?

- Once or twice per year
- Every couple of months

Once or twice per month

Have you ever attended a MAH exhibition during regular daytime hours?

Yes

No

What was your favorite part of tonight's event?

Art activities

Performances

Viewing the exhibitions

Bar

Kid Happy Hour

Other: _____

Suggestions for improvement, or anything else you'd like to share?

This survey will be distributed at every Third Friday for 6 months, at which point the results will be analyzed for themes by an outside consulting firm and presented to the senior staff. Qualitative results, especially the "suggestions for improvement" narratives, will be used to continue to help MAH staff understand how to close the gap between event and exhibition attendance. Data will also be collected about the most effective forms of advertising (including social media, MAH Street Squad, and Spanish-language advertising).

Finally, Visitor Services will ask several simple questions of daytime visitors upon entrance:

Did you come for a specific exhibition today?

If so, which one?

How did you hear about this exhibition?

Since there is not likely to be a large volume of these responses (average daytime MAH visits range from 10-25 visitors per day), this feedback can be given directly to the Executive Director on a weekly basis for analysis.

Social Media Analysis

The effectiveness of the new, more educational Vimeo videos in engaging new daytime visitors will be difficult to gauge, but data from the above discussed surveys should provide some information as to how effective the MAH's Vimeo account is overall. These

new artist talk and Pecha Kucha videos should, however, reach at least 150 views within one month after release. As of now, many of the MAH's 20 current Vimeo videos average around 300 views, so 150 is a conservative expectation. In the future, a mini-analysis of the MAH's videos should be undertaken with regard to views; they range from 21 to 1,949, which is a substantial spread.

The new use of Twitter should be evaluated by looking at the number of followers. Currently, followers hover around 1,600 total. Within 6 months, followers should be up to 2,000. Additionally, retweets should be considered as possible evaluation criteria. The site retweetrank.com could be used to see how the MAH ranks on Twitter. From the website: "Retweet rank is an indicator of how influential you are on twitter. @santacruzmah is 323,068th most-influential user on Twitter." A successful renewal of Twitter use would likely increase this rank by only a few ranking spots; however, keeping an eye on this number would give staff another tool to analyze the reach of the MAH's tweets.

Future Direction of Marketing Plan

Much of the time and financial resources for this plan goes towards creation of Spanish-language advertisements. The goal that this strategy is designed to meet is particularly important to the MAH; however, it is possible that these advertisements (particularly the La Ganga ads) will not create enough return on investment to be deemed necessary past the one-year mark. In one year, both of the MAH's new bilingual hires will have been employed for some time. In addition, relationships with the two community centers, as well as other Latino-based community organizations and businesses, will likely be strengthened. Thus, this particular strategy bears close watch. Relationship marketing and community engagement are more important to the MAH than traditional advertising and sales promotional messaging, as staff sees true constituent engagement as more authentic and in line with the museum's mission.

MAH memberships might be due for a complete reexamination in one year. The current 7-tier system predates the museum's relatively new mission and staff. The Board of Trustees and senior staff should reflect on the (assumed) growth in memberships at that time, using Salesforce to look at trends in ethnicity, family size, membership type, and any correlations with individual donations in relation to memberships. Event punch cards or membership systems similar to YBCA: You (<http://www.ybca.org/ybcayou>) could be explored at this time. Discussions pertaining to targeted advertising based on more sophisticated segmentation should also take place at this time. Direct mail, which is used only sparingly now, could be investigated as an avenue for potential growth in correlation with this segmentation.

Artist talk and Pecha Kucha videos should continue beyond the one-year mark. These can serve as important extensions of programming. While the MAH has focused on creating community within its four walls and has irrefutably created a welcoming and consistent "third space"-type environment, it could do a better job reaching those outside of the institution. If the total videos being produced per month prove to be too numerous to manage, some of the promotional-style videos should be sacrificed, rather than the artist talk and Pecha Kucha videos.

The MAH Street Squad project is an outgrowth of a recent intern's inspiration, but it should continue, if even irregularly, beyond the tenure of that specific intern. Since

unpredictability is what makes guerilla marketing exciting, a certain level of irregularity is acceptable. The Street Squad should continue to be an avenue for the “fearless experimentation” that shows up in the MAH’s strategic plan.

#

This plan started by stating some of the MAH’s goals that could be met through implementation of four new marketing strategies. These were: target marketing to **Latinos**; creation of a new advertising campaign for **membership**; a refined and focused **social media plan**; and the development of the guerilla marketing **MAH Street Squad**. Through this document, a workable plan to accomplish these strategies has been outlined, and evaluation procedures offered. The approach will support the MAH in its vision to become a thriving, central gathering place where local residents and visitors have the opportunity to experience art, history, ideas, and culture.

Santa Cruz MAH Marketing Timeline 2014-2015		April (weeks)				May				June				July				August				September				October				November				December				January				February				March															
Strategy 1: Conduct Target Marketing to Latinos		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Salinas (or intern) translates SC Wkly. ad text		■																																																											
Granata completes Spanish-language La Ganga ad						■																																																							
Granata submits ad to Connie Mesa at La Ganga						■																																																							
Granata hires bilingual Marketing Intern																																																													
Salinas (or intern) translates 1st + 3rd Friday flyers		■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■										
Granata completes Spanish-language flyers						■				■				■				■				■				■				■				■				■				■				■				■											
Flyers posted at Beach Flats and Familia community ctrs		■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■										
Flyers posted in MAH and at front desk		■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■			■	■										
Simon audits new memberships for self-reported ethnicity																																																													
Strategy 2: Create Ad Campaign for MAH Memberships		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Granata and Garcia redesign membership brochure		■	■	■	■																																																								
Simon gives final sign-off					■																																																								
Brochures printed at Dynamic Press						■	■																																																						
Brochures out on front desk																																																													
Brochures handed out by googbyers at 3rd Fridays																																																													
Granata puts PDF brochure on website						■																																																							
Granata promotes on Facebook						■																																																							
Check new membership numbers																																																	■												
Implement survey question in membership req. process						■																																																							
Strategy 3: Focus Use of Social Media Accounts		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Senior staff member films artist talks and Pecha Kuchas		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■								
Grant edits videos		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■												
Granata uploads to Vimeo and posts to Facebook		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■												
Marketing Intern tweets clues during time-sensitive happenings (dependent upon month and events)		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■												
Monitor artist talk and Pecha Kucha video views		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■												
Monitor Twitter followers and Twitter rank		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■												
Strategy 4: Further Develop MAH Street Squad		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4								
Marketing Intern creates cradles		■																																																											
Street Squad delivers cradles around town																																																													
Marketing Intern creates passports																	■																																												
Street Squad delivers passports around town (further opportunities for MAH Street Squad guerrilla marketing TBD)																					■																																								
Additional Evaluation Strategies:		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Volunteer implements raffle-incentivized 3rd Fridays survey				■				■				■				■				■				■				■				■				■				■				■				■													
Firm analyzes survey results, makes recommendations																																																													
Visitor Services asks questions of daytime visitors																																																													
Visitor Services reports data to Simon																																																													

Key:
Orange = Granata
Blue = Salinas
Dark Red = Marketing Intern
Light Pink = Simon
Light Green = Garcia
Purple = Grant