
MARKETING STRATEGIES COMMUNITY FINE ARTS CENTER

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I. Introduction and Overview of Plan

HISTORY

Community Fine Arts Center in Rock Springs, Wyoming has been a non-profit multi-arts center for 48 years. It was started by a local science teacher, Mr. Elmer Halseth, who purchased paintings from across the nation. He collected all mediums of American Art and gave the art to the local high school. How did a science teacher afford these pieces? Well, he gathered nickels and dimes from any school events such as carnivals bake sales and donation jars during the school year. Now, more than 500 original American paintings, prints, works on paper, and photographs belong to the Rock Springs High School's permanent collection. Halseth inspired a unique collaboration with the City of Rock Springs, Sweetwater County and the local School District #1 to create an Art Center now known as the Community Fine Arts Center (CFAC). Mr. Halseth became the first director of the CFAC and was a supporter of arts until his death in 1991. The CFAC provides all the arts for the public participation. The gallery holds national traveling exhibitions and displays American contemporary art. The CFAC exhibits artists like Norman Rockwell, Grandma Moses, Loren McGiver, and Rufino Tamayo. In additions to its arts exhibits, the center provides performing arts participation by holding six venues per year. Utah Symphony, Diane Witherspoon Jazz Quintet, the David Taylor Dance Theater, and Basque Ballet of Spain have all been hosted by the center. The CFAC also offers lectures, demonstrations, and workshops in the visual arts. The CFAC is the hub for all the arts of Southwest Wyoming by providing these programs. The Community Fine Arts Center serves as a meeting place for cultural and civic groups and offers lectures, demonstrations, and workshops in the visual arts. It celebrates Youth Arts Month each area with displays of artwork from the area schools. A

summer “Art Camp” for ages 10-14 leads students to discover their own creative talents in drawing, painting, sculpture and crafts.

MISSION

The primary mission is to provide residents and visitors a “cultural oasis” in southwest Wyoming. CFAC is a unique collaboration of city, county and school district to promote the arts in Sweetwater County, Wyoming.

GOAL

The strengths of the CFAC is that they are a community based arts program for all of Sweetwater County that has reached all the schools in the area, including all elementary schools and the Rock Springs High school. They also have a customer base of the baby boomer generation and Senior Citizens. The CFAC has the opportunity to grow within the State of Wyoming and parts of Colorado and reach out to college students in the community.

The goal of this for this marketing strategy is to create build a marketing database while growing memberships and ticket sales to college students and customers outside the county by 10 percent. This will be accomplished by three marketing strategies; Rebranding, Database Marketing and Online Classes.

II. Situational Analysis

ECOMONIC SCAN

According to the latest Census, there were 2,424 firms in the city of Rock Springs. The majority of sales came from Retail. The second largest sales came from food service and

accommodation. Therefore, the majority of revenues may come from visitors for the city. It is also helpful to know that the unemployment rate in Rock Springs, is 3.00%, with job growth to be predicted at 44.50%. The income per capita is \$30,265 which includes all adults and children.

DEMOGRAPHIC SCAN

Wyoming, as a state, has a population of 582,658 as of July 1, 2013. There are more people in the city of Portland than the entire state of Wyoming with a population of 609,456. Needless to say, Rock Springs has a lot of place for growth. According to United States Census of 2010, there was an increase in population by over 100 people from 2012 to 2013. However, there is a decrease in youth during the same time frame. The baby boomers are showing an increase in the area. In my opinion, this means the millennial generations are deciding to move out of the area, possibly pursuing Bachelor Degrees or other opportunities. This report also shows that there single family households with possibly only one child. These are some quick facts about the Rock Springs demographics.

Cultural Scan

The Staff is kept busy because there are only three paid employees. They provide friendly customer service for all who visit the center. The Assistant to the Director, Jennifer Walker Messer, described the organization as a casual atmosphere with a well communicated staff members. The current Board Members are consisted of two city members, two school district members, and one county member. However, three members represent each of the following entities; Sweetwater County, City of Rock Springs, and Sweetwater School District #1. The CFAC is recently looking for more board members.

TECHNOLOGICAL ENVIRONMENTAL SCAN

As of now, the CFAC only uses one social media outlet, Facebook. They update this more than their actual website. The last updated version of their site was a month ago. To catch-up with other art centers, they need to expand their presence on the web. They need to take advantage of social media outlets like LinkedIn, Pinterest, and Tumbler to gain interest of younger audience members from other surrounding cities. They also need to create a cohesive format for their website for visitors to easily guide through all the art services they provide. Lastly, they need to get on websites such as trip advisor. By searching through the different sites of Rock Springs only 12 attractions were listed. The CFAC is not on any of these sites and they are not on the Rock Springs Chamber of Commerce.

EXTERNAL ENVIRONMENTAL SCAN

Rock Springs is located right on the major highway 89. This causes lots of traffic that goes by each day. Most of the traffic, however, is of truck distribution. There are two Junior Highs, one public High School and one private high school. All of which are huge supporters and partners for the CFAC. However, there is not a relationship with the local college, Western Wyoming Community College (WWCC). They need to establish a stronger tie with the college because the same people interested in higher education are going to be either donors or participates in the CFAC. It is also good to know that Rock Springs hosts the High School State Rodeo every year. This should be an opportunity to gain fans of local western artists. It should also increase gallery visits during this week. The CFAC is close to Rock Springs High School and three elementary

schools. This was done purposefully because of the connection between the schools and mission statement. Most of the children and families who participate in the art center are ones who are enthusiasts. However, their major patrons are going to be the ages 65 and up because they are the ones seeking to do workshops and lessons at the center. Children are going to have school and Rock Springs finishes in the top 3 for Wyoming State Art competitions.

SWOC

Strengths

- There is a strong sense of community support.
- CFAC provides great performing art shows and has a reputation of being a “cultural oasis.”
- Closest place to see live performances of dance from dance companies in the area.
- CFAC awards a high school student every month for their artistic achievements.
- Great interior facilities and design.
- Does have a welcoming atmosphere.

Weaknesses

- No presence on the internet.
- They do have a billboard by the interstate, however, only busy distribution trucks are going straight through instead of stopping.
- Needs a stronger presence with their building. It gets confused as a school rather than an art studio.

- Design of exhibitions needs to have more space or symmetrical settings.
- Gain sponsor ship and advertising sponsors.

Opportunity

- Serving the baby boomer generation and children interested in arts.
- They are the only art center in South Wyoming.
- There facilities holds a lot of events for the community.
- Interstate goes right through Rock Springs.
- Two major rodeo events happen every year.
- You have a local community college.
- Expanding workshops.
- Support other local artists.

Challenges

- Supported mostly by the baby boomer generation. There seems to be a gap of generations who do volunteer, however, few high school students do partake in the visual arts.
- Marketing to meet both of these demographics might be costly.
- Sustainability in the building and providing a new exterior in the near future. The building may need to be remodeled just on the outside.
- CFAC does not have a fast response time to emails or messages.
- New workshops to fit younger generations.

III. Scheme

REBRANDING MARKETING

The strengths of the CFAC is that it has a community based arts program for all of Sweetwater County. They have reached all the schools in the area, including all elementary schools, Rock Springs High School, and Green River High School. The CFAC get support from local businesses in Rock Springs. The CFAC has the opportunity to grow within the state of Wyoming and parts the northern part of Colorado. Rebranding can help them to appeal to a wider audience. The two first demographics that they need to appeal to are college students living in the community and outside of Sweet Water Country area. Rebranding can help with their growing popularity in the area and relate its programs to students attending the Western Wyoming Community College and visitors from outside the county.

For rebranding, the first step to take is to redesign their current logo. Below is the logo of the CFAC. It is not cohesive there is not a contemporary appeal to the design. Which, it should because they perform contemporary performances and support all contemporary artists.



In the process of the redesign, the CFAC needs to ask current members, teachers, and the current community their opinions on rebranding options. These are two different examples of what the redesign could look like for the CFAC. Throughout the first month of the rebranding process, the CFAC could have members or visitors take a survey of which logo type they prefer. It is very important to gain the feedback of all the community members because it will make all of them feel they have contributed to the new design and they will feel valuable as a member of the CFAC. The results would then be used to redesign all other marketing material.



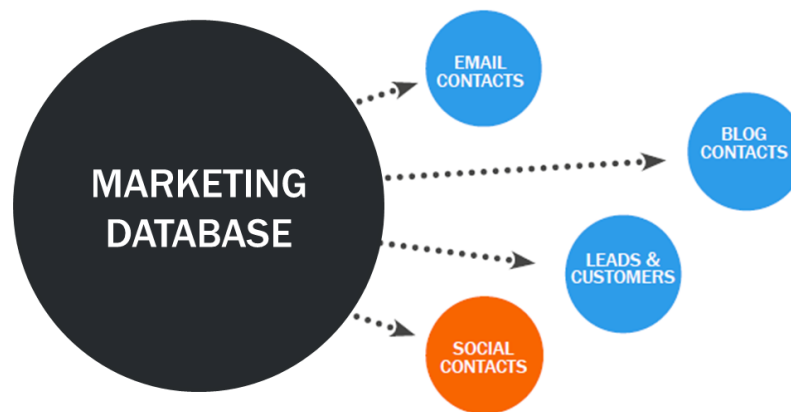
In response to the survey, all other marketing material would be redesigned as well.

Below are example of other marketing material that can be used as templates.



Other marketing materials that will need to be rebranded are their website, Facebook page, newsletter, and other social media outlets. All of these marketing materials will all need to express these three components; creativity, approachability, professionalism, and simplicity. Using these requirements will express the company's atmosphere and the types programs that they provide.

DATABASE MARKETING



During the rebranding process, the CFAC will need to start a Database Marketing Strategy. This strategy will help the CFAC understand which customers it is reaching and the one's they are not. One of the reasons most nonprofits, like the CFAC, have not implemented this strategy is the lack of practical information. Which is the same issue that the CFAC will face. One of the biggest challenges the CFAC has is that they do not have detailed records of how effective their marketing campaigns have been in the past. The only records they have of customers is an excel sheet with contact information for the memberships. They don't have the ability to see which demographics they should target and how they should reach these demographics. The reason this strategy is being one of the first to start is that it will build these records and it can help decide other marketing strategies in years to come.

The first step to the Database Marketing will be Segmentation. Segmentation for the context of this strategy will be separating membership information and prospective customers into various classifications. The most basic level of segmentation involves classifying, coding or sorting customers and prospects. Email List serves will need to be designed by the types of emails the CFAC sends throughout the years. Such list serves that can be created are artists, high school students, college students, elementary faculty, members, businesses, and sponsors. Other listservs can be developed with other months to come. Now, the CFAC is already using Outlook for their emails. They do have some listserves created but they are not for customers. By using the listserves provided, they will not have to copy and paste their excel sheet but rather create materials for specific type of people.

Another project of this strategy will be to develop a detailed membership form. It will need to include if the customer is a student, senior citizen, individual, and family. Different rates will be provided for each type of customer. The prices can be Students \$25/per person, Senior Citizens \$35/per person, Individual \$40/per person, Families are \$70/ per immediate family. These prices may adjust once the CFAC has gained more information using the Database System.

The contact information that they already capture will stay the same on the form. It will include first name, last name, address, phone number, and email address. This information will be required to sign up and depending on the type of payment the customer's checks off. That will determine which listserve they will be added on to.

The last part of the form will also help gain insight to marketing materials. I will ask each new member how they were recommended to the CFAC. This can provide visual information on which materials need improvement and which are successful. An example of the list is below.

- Newspaper Article
- Facebook
- Website
- Poster
- Other Member _____
- Other _____

Tracking of marketing, sales, and advertising and communications program results is possible by “capturing” customer/prospect responses, transactions, etc., in a database. Updating customer records also allows the database to remain “fresh”. In addition, coding and sorting allows for the testing of alternative programs or offers, with responses carefully measured to support ongoing improvements. Database marketing will deliver more effective marketing and communications, first by improving customer understanding through segmentation, and then by using this information to communicate with customers in a targeted, even personalized, way. Due to this being developed for the first time for the CFAC, it will be one year to develop these different projects and by the second year it will convert this information to a database system. Preferably the database system will be Donor Perfect.

PROMOTIONAL CLASSES

After gaining some insight to customer’s preferences, there is a possible new program that the CFAC could consider for their wider audience. The new program for the CFAC would be partnering with schools or colleges who may not have the resources to provide paint classes or provide “snip its” of performances online for a certain price. This can expand individual

participation that don't live in the county but come visit for local events like the popular high school rodeo. As a marketing tool and a starting point, you can create a viral video of the organization for free. Or you can create a pop up ad on YouTube. YouTube advertisers pay per view of their ad, with an average cost-per-view ranging \$.10 – \$.30.

Here are the ways CFAC can implement this marketing strategy:

- In-search – an ad shows up above the YouTube search results.
- In-slate – an ad shows up in the suggested videos after your video ended.
- In-display – an ad shows up on the suggested videos beside the video you are watching.
- In-stream – an ad plays before you can watch your video.

The pricing varies slightly per ad unit, with in-display ads ranging towards the higher end (\$.30) and in search toward the lower end (\$.10).

Advertisers can target viewers by age, gender, location or by what types of videos they like to watch on YouTube. Generally, advertisers pay incrementally more for focused target audiences.

Overall, YouTube ads are an excellent means of boosting your web presence at an affordable rate. For most ad units, potential customers can CHOOSE to watch your advertisement. Also, the overall boost in views gives more credibility to the CFAC and gives it a better chance of showing up organically in YouTube or other search engines.

IV. Implementation

Below is a time line for all marketing strategies for a course of a year.

Implementations and Time Frame													
Method(s)	Month/Year												
	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
Rebranding													
Study campaign/Introduce Logo													
Publish New Marketing Material													
Reintroduce Website													
Add two new Social Media Outlets (Flicker and Pinterest)													
Database Marketing													
Update Excel Spreadsheet of Contacts													
Consumer Database Marketing Analysis													
Business Datatbase Mareting Analysis													
Create Listserves/Segmentation - (County, College Students, High School Students, Members, Teachers, Schools)													
Promotional Marketing for Classes													
Assign teachers to record classes													
Edit footage for													
Launch Video on YouTube													

These are a list of Key Dates

Rebranding

- Print Survey Material/ Email using Monkey Survey– May 30th
- Collect Data – June 1st to July 15st
- Evaluate Data – July 15st to July 30th
- Redesign Website – July 15th to August 15th
- With Survey include which media outlets customers use.
- After Evaluations ass social media outlets- July 1^{5th} to July 31st

Other Materials include; Survey Monkey, survey's on paper, and graphic designer. The

Graphic designer could be a student from WWCC or a High school student looking for experience. The CFAC could pay them in July. The CFAC has their own printer. It is only \$5.99 for a package of 500.

Database Marketing

Key Dates:

Update Excel Sheet: June 1st to August 31st

Segmentation: September 1st to October 31st

Redefine Membership form: July 31st

Create Listerve for Outlook: November 1st done by January 31st

Purchase Database system: July 2016:

Transfer member information to database system: August 2016

Other Material/Resources: They only costly aspect of Database Marketing will be time. A staff member will need to focus on refreshing their membership list and start new social media outlets. This will take some time and there will only be three months to do complete.

Promotion of Online Classes

Key Dates:

Start Promoting Online Classes: Jan. 15th

Select Teachers and classes to video tape: Jan 15th

Start Filming Classes: Feb. 1st through Feb 28th

Use videos as teasers: April through May 2016

Start Summer Online Courses: Sign up teachers June 1st. Classes will run the same time as WWCC runs their summer program.

Resources: Camera for recording, partnering with WWCC for credit for classes,

Youtube.com

V. Evaluation Plan

What is your method to measure quantitative and qualitative results?

In order to evaluate our goal, we will use the Database Marketing to start collecting data.

Membership forms will be used to see if there is an increase in college students and members

outside the county with the address part. Webmaster for the new website and Hootsuite will also be used to measure quantitative data to see who is looking at the web outlets. Qualitative data that will be collected are stories from art students, parent's comments at shows, the survey for the rebranding, and a map with pins that show from where people are from.

How will you evaluate effectiveness of each marketing strategy?

Using all the materials to collect quantitative data will help see which areas need improvement and how customers prefer to be reached. We will see if memberships and ticket sales include students from WWCC and/or if they were from outside the county. If there is a 10% increase in these demographics, then the CFAC will need to see what worked to gain the new attentions.

What are the recommendations for future marketing plan development?

There are many recommendations for future marketing plan development. The CFAC will still need to update their database system and evaluating their customer's preferences. After the rebranding has been completed, the CFAC will need to keep the three components to all the marketing materials. They need to still portray the values and mission of the CFAC.

For Database Marketing, all three members of the staff will need to contribute to the social media outlets. There will need to be one staff member in charge of updating contacts and creating the listserves and other programs. This strategy will be an ongoing process.

The new online class program will be divided in duties. All marketing will go to one staff member and setting up the program will go to another. The marketing will be an ongoing process and will need to target students and the members who are not able to make it to

classes. Classes should be free if the person is a member and they will need to provide their own material. If the person would like to pay for an individual class, they will need to pay \$20. Hopefully, the price will encourage getting a membership.

For future marketing strategies, the CFAC can expand to other social media outlets and other possibly more expensive materials. Once the budget allows, it would be beneficial to hire a part time marketing position. That way, someone will be keeping all the resources up to date for all the customers. The part time position can also help with sponsorship and newsletter. Those are the recommendations for future marketing strategies.