



Marketing Plan

Marketing, Media & Communication II

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INTRODUCTION

Background

The Oregon Supported Living Program provides residential, independent supported living and employment services, with a focus on community integration, for adults with developmental disabilities. The Arts & Culture Program was created in 2012 to fill the need for more varied and integrated arts access. Program offerings currently include one-time workshops once per month, quarter-long classes, on- and off-site exhibitions, participation in the First Friday Arts Walk, and a one-on-one artist mentorship program.

Currently, OSLP A&C is housed in their own space, a studio and the Lincoln Gallery, at 309 W 4th Avenue on the edge of downtown and bordering the Whiteaker. Nearby businesses include other arts nonprofits (MECCA), fitness/sports/lifestyle businesses (Tactics Boardshop, Bicycle Way of Life, REI, Crux Rock Climbing Gym), Restaurants and Bars, and professional creative industries.

The OSLP Arts & Culture Program **breaks down barriers to participation in the arts for people of all abilities** and builds bridges to a more diverse and inclusive community.

Current Marketing Strategies and Assessment

OSLP's current marketing strategies are:

- Direct mail marketing and print materials
- Monthly newsletter using Constant Contact
- Website
- Facebook
- Word of Mouth
- Direct Email of past donors, participants (over 1000)

OSLP uses flyers to advertise classes, brochures and other print materials for donors and potential partners, and postcards for gallery shows. In general, the materials are aesthetically pleasing but lack continuity and offer an overload of information. This assessment applies to many of OSLP's marketing strategies. The website and Facebook page have a lot of content, but there appears to be a lack of overall strategy: OSLP Arts and Culture is doing A LOT but may not be getting the desired outcomes because of the lack of a cohesive marketing strategy. They also may not know how well their marketing is or is not working because there isn't a strong enough evaluation component.

Short and Long Term Goals

The short term goals for this next year are to include follow-up of marketing plans provided by AAD class and creating evaluations. The OSLP Arts and Culture program is in its organizational phase of marketing; they are becoming aware of what needs to improve. Developing a marketing plan will help them to build their confidence. They are in the process of applying to the Autzen Foundation in order to reach out for funding to put into marketing and outreach. This would provide the funding support that can be tied into the marketing recommendations from the AAD students for sustainability of donors and sponsors and reaching out to new customers.

The long term goal is to increase the diversity and inclusion of the community that currently exists through the use of strong marketing strategies. OSLP is experiencing some success with their current Facebook strategy. They are able to connect with the arts community, put out calls for artwork, and advertise their workshops. There has been an increase in community participation in one-time workshops from 2015 with 79 participants to 148 participants in 2016. This is only using the current marketing strategies of Facebook posts and word of mouth. Still, looking at their number of followers and amount of interaction on their Facebook page, the organization can do a lot to improve their social media presence and to use it more effectively.

Current Evaluation of Marketing

OSLP is not analyzing data at this time. They are primarily using measures of participation in classes and verbal feedback. Part of the participation increase has been due to the affordability, content, and environment of the classes: participants are communicating their experiences to others via word of mouth. However, because of the lack of evaluation, it is going to be difficult for the organization to truly know what is driving participation.

Collaborations

OSLP collaborates with other organizations. Last year they worked with Tropical Contemporary to provide art classes and create collaborative art work, with an exhibition at the end of the class. In the future, they plan to collaborate with Lane County Farmers Market and have a six-month project planned with the Eugene Symphony.

Social Media/Digital Marketing/Website Analysis

Facebook: Too much content! Try limiting posts to one a day. Their reach does not justify the amount that they are posting.

Instagram: Too little content! The fact that they have an instagram with only one picture is a hinderance! Can use with Facebook posting

Events: OSLP has a lot of events posted - it shows a strong community involvement. They could use this material for photo and video content in marketing. This has not been efficiently used to help show what OSLP is, its culture, vision, mission.

SWOC Analysis (Strengths, Weaknesses, Opportunities, Challenges)

<p><u>Strengths</u></p> <ul style="list-style-type: none">● Respected reputation within the Eugene community● Strong network of community partners● Competent and passionate employees● Professional exhibit space● Positive impact	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">● Lack of clarity with mission● Small recurring donor pool● Weak branding<ul style="list-style-type: none">○ Inconsistent content○ Lack of digital presence○ Lack of clear strategy
<p><u>Opportunities</u></p> <ul style="list-style-type: none">● Pre-existing events and classes offer opportunity for building photo/video content● Increased pricing● Marketing during events● Broadening target audience to include different social circles, age groups, and demographics.● Cross-over marketing with partners	<p><u>Challenges</u></p> <ul style="list-style-type: none">● Expansion requires a reassessment of current mission<ul style="list-style-type: none">○ how do you evolve as an organization without too much mission drift?● Lack of consistent funding● Competing arts programming● Stigma surrounding disabilities● Small staff

RECOMMENDATIONS

Establishing a marketing **content/ brand strategy**, not only for Arts and Culture, but for the umbrella of OSLP, will optimize and articulate a clear, concise message to OSLP's current and future markets. A cohesive content strategy consists of creating a brand centric constitution (i.e. photos, video, marketing collateral, PR materials, etc), which contains compelling, succinct, and aesthetically coherent materials to convey the mission of specific campaigns and the company as a whole. Applying the content strategy to the recommended marketing procedures will create an effective foundation for present and future marketing endeavors. The infographic below displays the importance of such a strategy.

Recommended Strategy 1: Content Marketing

Content marketing involves the creation and sharing of materials, usually online (such as videos, blogs, and social media posts) that does not explicitly promote the brand, but stimulates interest in the products or services. A Content Marketing campaign needs to tell a story through the participants, one that speaks to the product and participants, and giving your clients (or future clients/participantS) a sense of involvement. A great example of a successful content marketing campaign that engages the customers is Coke's "personalized" cans campaign, where they put various names and other phrases on cans, shifting the buying experience and creating a second layer of meaning for their product. The campaign was focused across multiple channels, and most importantly across digital channels, which is important because content marketing is closely

related to and integrated with the digital marketing strategy. While content campaigns crossover multitude channels, the main focus is digital media, and more specifically social media. The Coke personalization campaign used emotional branding through the content campaign, giving customers a sense of ownership and pride when finding or putting their name on a Coke bottle.

A content marketing campaign at Arts and Culture should begin with the creation of a short video, which can be promoted across all digital channels. The video should involve testimonials, interviews, time-lapses of class work, and focus on individuals stories, displaying the voices and work of participants. The audio and video clips can include descriptions of participants' work, why they enjoy the program, and what is accomplished through attending the program. Additionally, the video should feature footage of people from all desired demographics. Focusing on a variety of people will create an inviting atmosphere, inspiring future participants to join. Furthermore, the video should exude fun - do not be afraid to joke and promote the enjoyable nature of the program. The purpose is to answer the question, "What is OSLP Arts & Culture?" through the words, emotions, and artwork of the participants. Be sure to optimize for social media by including subtitles.

Due to the budgetary restrictions, Arts and Culture should work with an intern or other UO or LCC students to create the video, just as they are working with the marketing class now. A local videography business may be willing to create the video pro bono or for a class trade. Once the video for the content campaign is complete, additional outside resources could be used to promote the program (for example, asking partners to promote through their social media channels). Working with the supporting companies to cross-promote the content campaign would be a simple way to increase reach without having to use the budget for advertising. Ideally, though, budgeting some funds for promotion of the videos would get the best results because ads can be targeted and Arts and Culture would have more control over the promotion.

Here are three examples of short videos focusing on telling an organization's story through the eyes of participants:

Love Your Brain: <https://www.youtube.com/watch?v=tBGG3oileCI>

First Descents: <https://www.youtube.com/watch?v=xpB9Bvd42hk>

More Than Me: https://www.youtube.com/watch?v=2F3ashq_1us

Outcomes and Evaluation

The main desired outcome is to increase awareness of the organization, what it does, and who it serves. The determining factor in evaluating the effectiveness of any of these strategies is achieving the marketing objectives of increasing online and in-store traffic, creating a content/brand strategy, and growing community and brand awareness of OSLP Arts and Culture.

Evaluation could be conducted in a number of ways:

1. Track the number of customers who have visited online and the physical store space.
2. Track the number of customers that engaged with the marketing content.
3. Track the reach, engagement, impressions, followers, and likes associated with the campaign through social media analytics.
4. Survey customers through social media, email, and the blog on the effectiveness of the content marketing campaigns.
5. Converse with customers who did participate and interact with the campaign, to determine their effectiveness with users.

Recommended Strategy 2: Social Media Marketing

Adhering to the brand strategy, the social media marketing strategy should be the centerpiece of the overall Arts and Culture marketing plan. Social Media is the fastest growing medium for marketing today. Currently, Arts and Culture is underutilizing their social media accounts and needs to expand into additional social media platforms. Facebook is the primary platform in use by the program, but the organization could benefit from a more complete strategy for its use. We recommend that Arts and Culture use Facebook, Instagram, and Tumblr as platforms for their social media marketing .

Beginning with Instagram, curate the account's content to appeal to participants on a more personal level. Use only one or two photo filters, if any, while limiting hashtag use to a few select tags useful for the program and posted in the comments of each post. This allows Arts and Culture to use tagging without drawing attention away from the post and caption. Additionally, Instagram posts can be linked to Facebook and Tumblr easily, and should be used occasionally as a way to boost social media presence without having to create duplicate content and work.

Facebook presents an in-depth social platform to display organizational content. The content of the Facebook page should consist of 70% industry news, 20% organic content, and 10% event posts. Posting relatable industry content shows that OSLP is knowledgeable and active in their industry, and at the same time shows that they can be a useful resource for followers. Organic content can consist of linked Instagram posts, short blog-type posts (think twitter), and photo album posts. Event posts consist of creating events through the Facebook event platform. These events can be from partners as well as organization-specific events.

Tumblr is a social media blog, interacting easily with all other forms of social media. The blog should be utilized as a segue to the website and as informal article creation. Articles within blogs are written from first person perspective and involve experiences, reviews, and appropriate industry-centric views. Tumblr, like Instagram, provides a personal look into the organization, but gives an in-depth view on a certain subject, which isn't really possible to achieve through other social media platforms.

When embarking on an organizational social media endeavor, analytics measuring the success of each post is imperative. Facebook provides minimal analytics for free, and for a yearly fee Facebook Business Manager provides valuable assets for measuring success. Another analytical tool, as well as post manager, is Hootsuite. Hootsuite is a paid service that provides in-depth analytics and the ability to schedule posts across multiple platforms, saving valuable time. Iconosquare is an Instagram-specific analytical tool, which dives deeply into the specifics of each post. The program is a paid service and provides information on optimal posting time, what content is liked the most, which filters work best, information on hashtags used, people who were tagged, and how the location tool has been optimized. Paying for these services is extremely beneficial, providing ways to optimize social media output.

We also recommend having prominent links to OSLP Arts and Culture's social media on their webpage. They should mention following social media at the end of videos, events, and on other marketing materials.

Outcomes and Evaluation

Again, the desired outcome of social media marketing are to build awareness of your brand in order to gain opportunities for engagement with a greater number of people.

- Track the number of visitors to the website through Google Analytics and other analysis tools.
- Track the number of visitors to Instagram and Facebook through Hootsuite, Facebook Analytics, and Iconosquare.
- Track the reach, engagement, impressions, followers, and likes through Facebook analytics, Iconosquare, Hootsuite, and Google analytics.
- Track and access comments made to the blog, social media, and commentary through emails.
- Converse with clientele on the effectiveness of OSLP's social media and website.

Recommended Strategy 3: Events Marketing

We view events as prime opportunities for marketing the OSLP Arts & Culture program by creating opportunities to draw in a larger variety of communities.

We recommend that Arts and Culture create events that bring in multiple partners and allow those with and without disabilities to interact and share space in a positive environment. These events should also be used as a fundraising tool.

One idea for a new event would consist of a partnership with Tactics Boardshop. The business is in the same building, so there is the advantage of geographic proximity - Arts and Culture is already geographically part of the same community. OSLP participants and other artists would create art for skateboard decks, which could then be sold or auctioned off. Additional

sponsorship from Ninkasi could help provide beer and/or food for the event. Other activities should include a skateboarding contest, silent auction, and art-making activities. The City of Eugene could be an additional partner for this event.

Fundraising via events can take up staff time and organizational resources. Events can often cost more than they make if not utilized correctly. It's important to map out the true worth of your event strategy, and to have useful goals other than just fundraising if this is a concern. A skateboarding event could be a great way to get new people involved with Arts and Culture and a whole new sector of the population involved in the organization. Looking ahead to possibilities for corporate funding is another way to maximize your event strategy. Is there a company that OSLP is planning on approaching for a donation? Use event sponsorship as an entryway to a new corporate relationship or as a way to create a volunteer project for a company (volunteer opportunities are sometimes a requirement for corporate funding).

Make sure to capture video and photos of these events for social media. Ask a pro for help or create a marketing and events internship position - be sure to get an intern with photography experience.

Outcomes and Evaluation

Here we have paired outcomes and evaluations:

1. Increase awareness of OSLP: Keep counts on those participating in and attending the event, as well as those involved with planning and organizing. Evaluation could be as informal as a staff member looking around and counting the new faces, or as formal as a survey handed out at the event or distributed via email. Track the event through online social media engagement. Monitor comments made online through social media regarding the event. Track event reviews in local media outlets.
2. Bring in new customers/participants to art projects: Again, participant counts will be useful. Use Tactics as a resource to get connected with artists that can collaborate with your current participants. They may not be attending classes, per se, but they are participating in another way.
3. Deepen Relationships: Were you able to create touch points for current partners or donors and get them involved in OSLP in a new way or learn something they didn't know?
4. Raise Money: Track staff time, budget, in-kind donations, and funds raised to evaluate the success of the event as a fundraising venture.
5. Cultivate Donors: Were you able to start a new relationship with a potential corporate donor, or deepen a partnership you already have that has philanthropic potential?