

EXERCISE 1: WHERE ARE YOU NOW?

Product	
What do you provide?	
Where do you provide it?	
When can people access it?	
Where can they buy tickets for it?	
Income	
What do you charge for the things you sell?	

How have they changed in the last 3 years?	
How does the income you receive from your audiences relate to your income targets?	
What other sources of income do you have?	
What proportion of your income comes from your audience and what comes from other sources?	

Your existing audience	
How many tickets or other products do you sell?	
How many people attend or visit at the moment? Do you have a small core audience attending frequently or a large audience base attending occasionally?	
How does this relate to your targets?	

Where do your audiences come from?	
How often do they return?	
How many new people come each year and how many previous attendees don't return?	
Are there peaks and troughs throughout the year?	
What types of people make up your audience?	
How has the make-up of your audience changed over time?	

Marketing resources	
Budget	
Staffing	
Other internal resources	
Other external resources (e.g. volunteers)	

Competition	
Who are your main competitors?	

How does their position in the market compare to yours or simply what makes them unique and different to you?	
What other arts activities do your audiences go to?	

Current marketing activity and approaches	
What marketing activity do you currently undertake?	
What promotional activity do you do now? E.g. press and PR.	

How effective or successful is your current marketing and promotion?	
What is the level of your marketing budget?	
Can you get any help for free?	
What people are available to work on marketing activity and for how many hours?	

EXERCISE 2: PEST analysis

<p>POLITICAL Changes / attitudes in political landscape locally / nationally Regulation Trends</p>	<p>ECONOMIC Impact of COVID19 Employment / unemployment Likely changes in the economic environment</p>
<p>SOCIAL Population growth Population demographics Social mobility Lifestyle choices and attitudes</p>	<p>TECHNOLOGICAL Reliability of technology in the area Impact of emerging tech Availability and cost of tech infrastructure</p>

EXERCISE 2: SWOT analysis

<p>Strengths What do you do well? What resources can you draw on? What do others see as your strengths?</p>	<p>Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as your weaknesses?</p>
<p>Opportunities What opportunities are open to you? What trends can you take advantage of? How can you turn your strengths into opportunities?</p>	<p>Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p>

EXERCISE 3: OBJECTIVES SETTING

Not-so-SMART objective	Increase the number of young people attending our event
Key questions	Objective
Specific What is the specific task?	Double the number of 14 – 18 year olds attending our event from 500 to 1000.
Measurable How will you tell when you've arrived at your target?	Collect attendance data. Different price band for this group to ease collection of data. Monitor monthly. Exit research for non-ticketed events.
Achievable Is it possible to complete your target given your resources? Does everyone agree?	Dedicate 10% of marketing budget to this objective. Agree with team. Plan time to monitor and develop exit research.

Realistic Are you sure that you're not being over-ambitious?	We have identified that potential for growth is high. Need to collaborate with schools and venues.
Time-based What are the start and end dates?	January 1 st 2021 – December 31 st 2021
SMART objective	To double the number of 14 – 18 year olds attending our event in 2021 to 1000 (compared to 500 in 2019).

<p>Not-so-SMART objective</p>	
<p>Key questions</p>	<p>Objective</p>
<p>Specific What is the specific task?</p>	
<p>Measurable How will you tell when you've arrived at your target?</p>	
<p>Achievable Is it possible to complete your target given your resources? Does everyone agree?</p>	

<p>Realistic Are you sure that you're not being over-ambitious?</p>	
<p>Time-based What are the start and end dates?</p>	
<p>SMART objective</p>	

EXERCISE 4: ARTICULATING YOUR PROPOSITION

- Exercise to determine ONE clear message about your core value. It should be: Emotional and rational. Believable. Relevant. Simple.
- Questions about your organisation or activity:
 - What makes it unique and different?
 - What is the powerful story to be told about what you do? Take us behind the scenes...purpose, people, impact, ambition
 - What does everyone need to know about your organisation?
- Questions about your Marketplace:
 - Who are the other providers of this work regionally / nationally?
 - How do they position themselves?
 - What is their messaging – what story are they telling?
 - How effective are they in their marketing?
- If there is one thing you want people to say about your organisation, what is it?

EXERCISE 5: BENEFITS vs FEATURES

FEATURES A DESCRIPTION OF WHAT IT IS AND WHAT IT DOES	BENEFITS LOOKED AT FROM THE CUSTOMER / AUDIENCE'S POINT OF VIEW
1.	
2.	
3.	
4.	

EXERCISE 6: AUDIENCES – WHO ARE THEY?

Benefits ↓	Target groups →				

EXERCISE 7: AUDIENCES – HOW DO WE FIND THEM?

1. What opportunities and resources do you have to survey your existing audiences?
 - Make a list
 - Which method do you think would be most effective?
2. How could you collaborate with other organisations to reach new audiences?

EXERCISE 8: AUDIENCES – HOW COULD YOU GROW THEM?

1. Conversation
 - Share an exclusive, behind the scenes story
2. Customisation
 - What communication platform could best tell this story – for your audience?
3. Community
 - Now what do you want to know from them? E.g. an opinion, a reaction, their story?

MARKETING TOOLKIT - BATH FESTIVALS CASE STUDY

ONLINE TOOLS

WHAT?

Nearly all channels

WHEN?

- Facebook – all year round
- Twitter - all year round
- YouTube – primarily in the 1 – 2 month build up to the Festival and as a post festival show-reel
- LinkedIn – throughout the year, but not as frequent as other media.
- Instagram – primarily during the festival
- Tumblr / Wordpress – didn't use (had a dedicated website)
- Mailchimp – year round to communicate with segmented audiences

WHERE? Not really required here

WHY?

- Facebook – to maintain engagement with audiences and make announcements, run polls and surveys and then intensified during the festival
- Twitter – to engage artists, journalists directly + primarily professional context and with news stories / announcements. Also for cross-promoting other cultural organisations' content – the power of sharing (it's not all about you)
- YouTube – recruiting vloggers e.g. students to preview the festival's artists and channel interest to our website for event details and tickets. Also for uploading video content in the build up and for post festival show-reel.
- LinkedIn - mainly for recruitment and professional development, e.g. awards, news, new partnerships / sponsorships, engaging with the wider cultural sector, thought pieces
- Instagram – to convey the atmosphere and experience of the festival through high quality photography and to provide a close up snapshot through video and Live Stories – real sense of 'it's happening now – quick, get involved!'
- Mailchimp – To communicate with segmented audiences, including ticket buyers, those interested in specific artistic content (even down to which period of classical music), sponsors, members...

OFFLINE TOOLS

WHAT?

All materials

WHEN?

- Brochures – 6 weeks to 2 months in advance of the festival
- Flyers / leaflets – 4 – 6 weeks in advance
- Posters – depending on permission but usually 4 weeks before
- Maps – same as brochures and definitely ready for ticket booking, because we sent a mini map with the tickets
- Banners – as per posters
- Press releases – As soon as programme confirmed, e.g. 4 months before
- Adverts – to coincide with long lead magazine articles and some newspaper adverts in the last few weeks if necessary (ie. If needing to push some particular events)
- Listings – usually 4 – 6 weeks before

WHERE?

- Brochures – First copies distributed to top bookers and festival members / sponsors. Perhaps hold an event to launch the brochure / programme. Then a programme of distribution to the database and selecting key locations through audience research, e.g. key demographic areas, businesses, libraries, bookshops etc. Also available to pick up in selected public places: town hall, bars, partner venues, shops.
- Flyers / leaflets – As above, and handed out at key locations e.g. train station
- Posters – in key locations where target audiences most likely to be – going to them. Recently this has included shop windows – getting all the retailers involved. Also at train stations on the line from London and, if budget allowed, at Paddington Station.
- Maps – At the box office and distributed with tickets, then available at festival venues.
- Banners – Strategic locations in the city for maximum visibility and at external locations on entry points to the city.
- Press releases – Key titles and key influencers.
- Adverts – as mentioned already
- Listings – listings publications online and offline.

WHY?

- Brochures – some audience still want physical copy, although a survey showed most would be happy to receive digital format. Traditional / older audience like it and also children because it's like a comic.
- Flyers / leaflets – Can be targeted and distributed to specific or general audience locations. Good way to segment the programme and focus on specific genres, e.g. comedy, crime, natural world, literary fiction, lifestyle etc
- Posters – public visibility to show that the festival is coming – doesn't really impact ticket sales or attendance. With train station posters it was really satisfying how Bath people responded really positively to their city being celebrated in London.
- Maps – a good way to communicate all the venues and to highlight certain benefits e.g. café / restaurant, book tent, children's area, etc.
- Banners – as per posters – and especially important when the branding changed and to signpost a venue
- Press releases – targeted press activity started with release of key names / events as a good way to give journalists an exclusive preview.
- Adverts – As above, used sparingly. Would rather devote ad spend to Facebook / Instagram and really target audiences with events.
- Listings – To ensure the festival events are included in the What's On calendar, ideally branded to give a sense of the scale of the festival.

EXERCISE 9: MARKETING TOOLKIT – Communications tools and audience groups

Communication tools ↓	Target groups →					

QUESTIONS

When do you think you might use these tools?

Where would you use them?

Why did you choose these tools?