Marketing Masterclass

for arts and heritage organizations

AUDIENCE DEVELOPMENT TOOLKIT

WorkInCulture

SueEdworthy.ca

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ABOUT THIS TOOLKIT: AUDIENCE DEVELOPMENT

WorkInCulture's Marketing Masterclass for Arts & Heritage Organizations Toolkits of learning content and resources will help you learn the basics of creating and implementing a marketing strategy for your organization.

In this toolkit you will learn the basics of how to define your desired audience. Who is your audience? Who do you wish your audience was? How do you find them, talk to them, and get them interested in what you do? Determining your buyer persona and customer journey profile are key to starting your marketing strategies so you know who you want to talk to, what you want to talk to them about, and when. Let's get started!

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The following content was developed by Sue Edworthy of Sue Edworthy Arts Planning, a marketing, producing, and strategic planning company for the Toronto arts community. The original content was developed and delivered as part of a pilot program held over 2021-2022 for 33 arts and heritage organizations located in Toronto, Kingston, and Ottawa, in partnership with Kingston Arts Council and Ottawa Arts Council.

Meet our Curriculum Consultant and Instructor – Sue Edworthy

Sue Edworthy has worked in the non-profit performing arts for over twenty years. Her passion for the performing arts has led her to stints as a director, event coordinator and arts administrator and she is now respected and sought after as a marketing and communications specialist. Sue is a former Board Member for TAPA, was co-chair for Artsvote 2014/2016, and spent 2 years of a seven-year stint as Vice President of The Toronto Fringe. She is a Harold Award recipient, received the 2012 and 2013 Char-PR Prize for PR, and is the 2015 recipient of the Leonard McHardy and John Harvey Award for Excellence in Arts Administration. She runs Sue Edworthy Arts Planning, a marketing, producing and strategic planning company for the Toronto arts community.

Get in touch with Sue! sueedworthy.ca
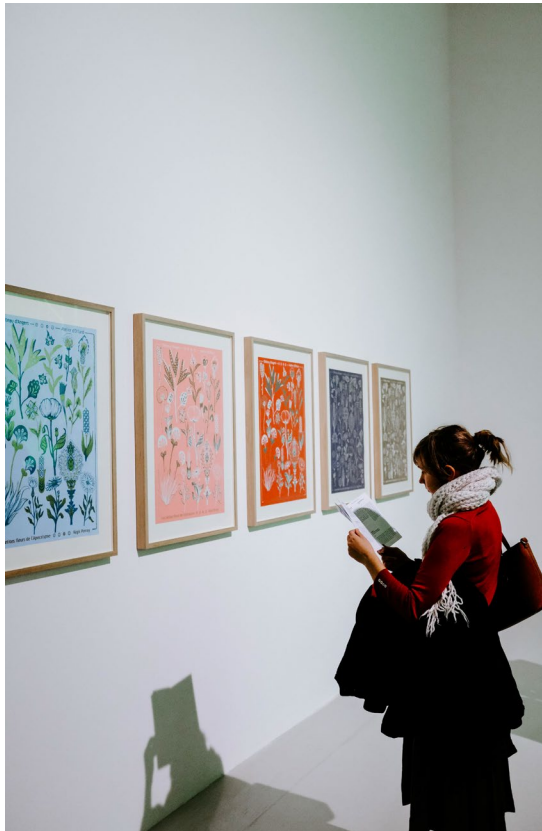
Who is your Buyer Persona?

Photo by Adrien Olichon on Unsplash

BUYER PERSONA – one semi-fictional customer

A buyer persona is **a detailed description of someone who represents your target audience**. This persona is fictional but based on deep research of your existing or desired audience. You might also hear it called a customer persona, audience persona, or marketing persona.

Personas are fictitious characters created to mimic a real customer. They're made based on **profiles**, which include foundational demographic information collected through research with real people. These profiles are a direct representation of a group that shares similar values, behaviors, and goals. Personas begin with those basic profiles and then are given names, faces, personalities, and families to paint an accurate picture of precisely what that person would want and need in real life. Once complete, they can help determine need states or end goals for a particular person, so that you know just how to target them and what will resonate.

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For examples of what Buyer Personas could look like visit these links:

- What Does a Great Buyer Persona Look Like? Dissecting 3 Real-Life Examples
- 5 Buyer Persona Examples That Go Beyond the Basics

What is your Audience Segment?

AUDIENCE SEGMENT – a group of semi fictional customers who as a group share some traits but as a group are comprised of individuals

Audience segmentation is the process of dividing your entire audience into segments — groups that have something in common, like age, location, interests, behavior, etc. to better tailor your marketing offers, ads, and offerings.

Photo by Anthony DELANOIX on Unsplash

Audience segments don't provide insights into a single buyer/client/patron; rather, they offer insights about groups of them within a larger marketplace. These groups can help an organization differentiate between the different types of buyers that exist and what those broad groups might be interested in.

Types of Marketing Segmentation Include:

1. Demographic

2. Psychographic

3. Geographic

4. Behavioral

5. Technology /Technological

Photo by GeoJango Maps on Unsplash

Why are they important?

Photo by Melanie Deziel on Unsplash

By creating your ideal **buyer persona(s)** and defining your **audience segment(s)**, you'll be able to deliver more tailored messaging for stronger connections.

Segments help to forecast market interest for a product, service or experience, while personas help to understand the emotional and behavioral triggers behind individual customers within that segment

Buyer Persona – who is your buyer/client/patron? Who do you WANT as your buyer/client/patron? What is their buying behaviour? What are their spending habits?

Audience Segment - who is your target audience? Where do you find them (physical locations?/virtual channels?)? How do they find you? Who are your competitors? What about you are they attracted to – e.g. look, brand, slogan, etc.?

They're great for helping dictate an organization's brand messaging, content strategy, and product targeting. Segments can be used initially to attract a customer to your brand. Using personas, on the other hand, can help your brand keep a customer around once they're interested and ultimately encourage them to buy into what you do.

How do you further define them?

Photo by Brett Jordan on Unsplash

Consider the following when crafting your marketing strategies and campaigns:

Decision Makers: Are you targeting the CEO? A student? A mid- career professional? A parent?

Challenges: What are your customer's challenges and pain points? What is preventing them from engaging with you and buying into what you are offering?

How can we help? (Our organization, product or service?): What do you provide that addresses your customer's needs? Or solve their goals?

Purchasing barrier?: It's not always about cost; what is preventing your customer from buying those tickets? Is there a technical barrier? Etc.

Messaging: How are you communicating to your buyer persona(s) and audience segment(s)? What kind of content are they most likely to engage with? Do you offer a mix? What channels do they relate to most (e.g., social media)? What voice and tone do you use across your communication platforms?

When you treat your audience as a single unit and build messaging and campaigns for the whole, you run the risk of leaving a bland impression across the board because you haven't made *anyone* feel like you're speaking to them specifically. It's the age-old "people pleaser" dilemma: in trying to please everyone, you please no one.
Rather than unintentionally excluding valuable customers or sharing messages that don't resonate deeply with anyone, segmenting at different levels lets you build personalized campaigns for each audience segment and each customer persona. This makes your audience members feel like your messages were written just for them, that your brand really *knows* them and has exactly what they need.

Mapping your Customer Journey

INFORMATIONAL
- Awareness
- Consideration
- Intent
- Purchase
TRANSACTIONAL
..... Retention
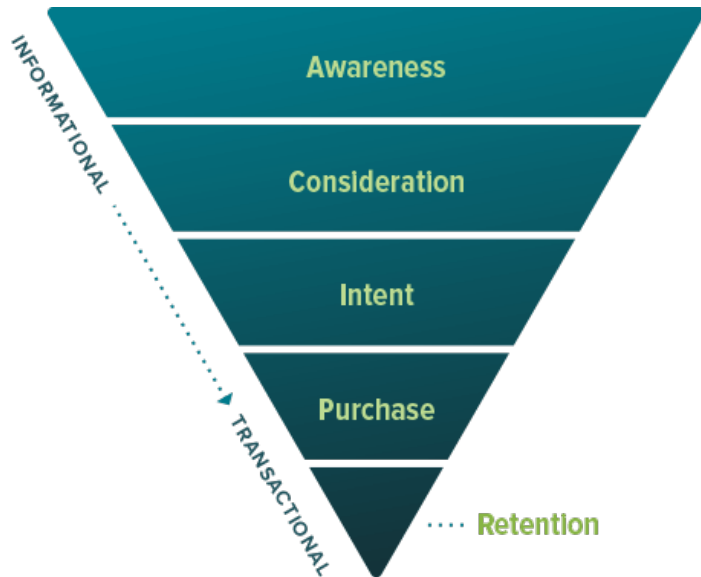
NOBODY WILL HAVE THE SAME EXPERIENCE. THAT IS LIFE, THAT IS PEOPLE.

What we are trying to do is smooth the experience as much as possible for as many people as possible. So!

Ideally, you want your customers to complete this sequence. It can happen once, or multiple times, it depends on the complexity of the end goal and the journey.

What you need to provide, is the information and process(es) to help them complete their transaction. **And this is where your Buyer Persona(s) and Audience Segment(s) come into play, helping you determine your customers'/audiences' interactions, thought processes, and feelings to convert them and get them to complete your desired action** (e.g., buying that ticket, becoming a member, signing up for those classes, etc.)

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Mapping your Customer Journey

THIS IS THE SIGN YOU'VE BEEN LOOKING FOR

Photo by Austin Chan on Unsplash

Advertising is an extremely prominent subset of marketing. You likely see advertisements on billboards as you drive home, on the radio during your commute, at the top of your Google searches, or in your Instagram feed—just to name a few.

The following examples will focus on **Digital Marketing and Social Media** as opposed to traditional print advertising.

Social Media Marketing includes everything a business does via social media channels.
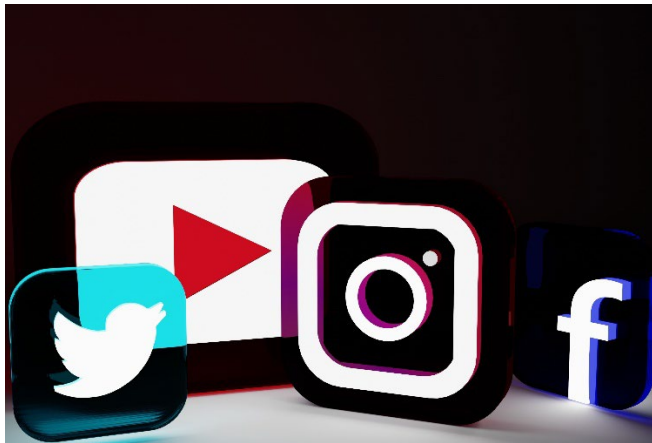
Digital Marketing Terms

Photo by Aman Pal on Unsplash

Helpful Terms and Digital Marketing Elements to Keep in Mind:

SEO: The goal of SEO is to get a business to rank higher in Google search results, ultimately increasing search engine traffic to the business's website.

Pay-per-click: refers to paid advertisements and promoted search engine results.

Social Media Marketing: includes everything a business does via social media channels. Just about everyone is familiar with social media

Content marketing: uses storytelling and information sharing to increase brand awareness. Ultimately, the goal is to have the reader take an action

Email marketing: even with the emergence of social media, mobile applications and other channels, email is still one of the most effective marketing techniques,

Mobile Marketing: This digital marketing type is focused on reaching your target audience on their smart phone or tablet. Mobile marketing reaches people through text messages, social media, websites, email and mobile applications

Marketing Analytics: One of the major advantages of digital marketing is that it is highly trackable and measurable.

Affiliate marketing: utilizes the ever-growing popularity of industry experts and social media influencers. In working with these third-party influencers, your organization will collaborate to promote your products or services.

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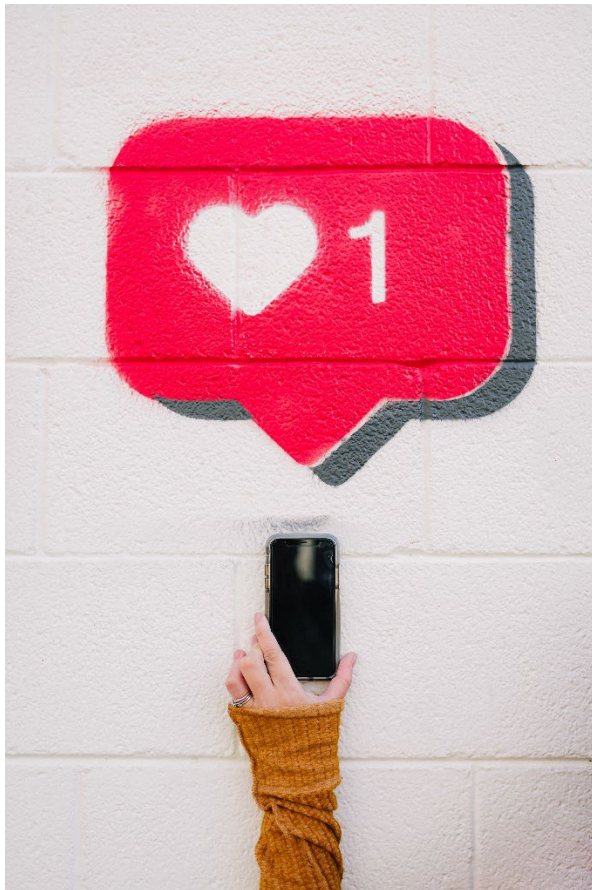
Digital Marketing – where to start?

Photo by Karsten Winegeart on Unsplash

How do we know how to decide on the most appropriate platform for a particular use?

For starters, go back to your Buyer Persona. What do they use, and what do they use it for? What's the demographic? What's their age range? What do they do for fun? Figuring out who they are, and you'll be closer to figuring out what they use.

Considering visiting the Statistica website for insights and facts across 170 industries including social media usage trends including Facebook, Instagram, Twitter, YouTube, LinkedIn, Pinterest, and TikTok (note: free option requiring sign-up to access basic information and paywall for more advance stats).

How can we use our current social media platforms more effectively?

Determine who your largest audience is going to be for your activity/product/event/etc. and create for them first. Prioritize for a main audience, secondary audience, tertiary audience and so on. Have a main message but change up the visuals or media for each so each audience gets a different element to look at.

If you have Facebook and Instagram, you could also automate things so that the same post can get shared across both platforms to save time, while changing it up for your other channels and e-newsletters.

Digital Marketing – Maximize Reach

Photo by Adam Jang on Unsplash

How can we strengthen our social media posts/content?

Hashtags! Clear, curated hashtags that are concise and appropriate for your target audience. Also consider tagging people and organizations you may be involved with for this specific campaign - a partner, an artist, a funder, etc. Maximize your reach through their channels as well.

Secondly, **consider the speaking voice**. You don't always have to plan for a hard ask with each post - remember the 'get-to-know' you posts to build awareness of your organization and its offerings. It is SOCIAL media.

Thirdly, **go back to your previous posts,** and see what worked well, what worked well organically versus paid. Emulate what received the most traction.

Do we need to be on all of the social media channels out there?

NO! Unless you have unlimited resources and staff to maintain a presence on all the social media channels out there, you can absolutely be selective about where you post. This goes back to understanding where your audiences engage with you most frequently - this includes having an understanding where awareness is being built and how those platforms are contributing to actual transactions (e.g., leading to ticket buying, memberships, etc.). If the platform is not serving you, give it a rest and focus on the channel(s) that are.

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Bringing it all together – Case Studies

Now that you have the basics, watch these interviews featuring examples from our sector for further guidance and context! Visit the following link to view our entire collection of **Marketing Masterclass Case Studies** or click on the individual images below to access these curated examples.

Merch and More! This case study is presented by Tiffanie Tri, Chair/CEO of Girls+ Rock Ottawa. Find out how Girls + Rock Ottawa included merchandise, specifically selling t-shirts, in their rebrand strategy. Topics covered: e-commerce, earned revenue, and rebranding.	**Marketing Masterclass** CASE STUDY INTERVIEWS Tiffanie Tri, Chair/CEO of Girls+ Rock Ottawa
Event Marketing in Seasonal Industries: Learn about how to develop a marketing strategy for an event or seasonal arts and heritage organization - and how to stay connected to your target market throughout the year. Kathleen Walsh, Social Media and Communications Manager from imagineNATIVE discusses her marketing strategy for their annual festival.	**Marketing Masterclass** CASE STUDY INTERVIEWS Kathleen Walsh, Social Media and Communications Manager from imagineNATIVE
Marketing in a Digital Space: This case study is presented by Megan Sirett, the Associate Director of the Kingston Canadian Film Festival. Megan discusses their process for adopting a digital platform to streamline ticket sales, customer service, and audience engagement. Topics include: sponsorship, digital platform, and digital festival.	**Marketing Masterclass** CASE STUDY INTERVIEWS Megan Sirett, the Associate Director of the Kingston Canadian Film Festival

Worksheets

Now it's Your turn! Use the following templates to continue recording your thoughts and building your strategy.

1. **Buyer Persona:** Use this template to create a real or hypothetical person to direct your marketing efforts towards.

2. **Customer Journey:** Use this template to create the customer roadmap for you organization and your offerings

3. **Digital Marketing Checklist:** Use the following checklist to determine which digital marketing approaches and tools are working well for you, and which ones need improvement. Consider interviewing other members on your team to gauge their impressions too!

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Welcome to your **BUYER PERSONA** questionnaire! Use these questions to create a real/not real person to direct your marketing efforts towards.

Demographics
Sex, age, location, average income, language, etc.

Interests
What else do they do?

Other relevant traits
Any additional info?

Favorite social networks? Favourite media consumption?

Least favorite social networks? Least favourite media consumption?

Buying behavior
How does social media or other advertising fit into the buying journey?

Spending power
How much money does your audience have to spend? How do they approach purchasing decisions?

Decision maker(s)
Who tends to make the buying decisions?

Challenges
What are your customers' challenges/pain points?

Goals

Purchasing barrier?
What might keep them from buying from you?

Messaging
How will you position your product within your advertising?

Preferred content type?
What are the kinds of content your audience is most likely to engage with?

Voice and tone
What will your audience relate to on social media?

CUSTOMER JOURNEY ROADMAP

Think of another company or organization in our **sector.** Your task is to "buy a ticket" and act as the lead persona in their customer journey.

BY answering the following questions, you are beginning the customer roadmap for their company, and someone else is doing the same for you.

Key Points:

Persona: Who are you as a customer? If you refer to your buyer persona template you can quickly create a persona of yourself for this exercise.

Touchpoints: what are the 'you' vs 'them' touchpoints? Where does your journey begin with the business? A website visit? An invoice? A phone call? Signing up for a newsletter? In this case you are buying a ticket. If you think it might be a touchpoint, write it down. We can refine later. It's NEVER just "I logged on and bought a ticket".

From your perspective - what are the main activities during and surrounding that touchpoint? What information do you have? What are you trying to do? What emotions are felt – is it a positive or a negative experience? Emotions – there's one for every touchpoint.

List out the activities – choose whether or not you were successful. What makes it actionable and therefore more successful?

Remember: journeys are a multichannel experience. Where does each interaction take place and what is the attached emotion?

Now it's time to put the journey map together. Starting with:

Remembering that journeys aren't always straight ahead, peregrine falcon style. And not everyone will have the same experience.

Keep it real: A customer journey map shouldn't be aspirational - it should be realistic.

This is now a valuable strategic resource for your company that requires attention and updates.

It doesn't live in a drawer.

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Chart your touchpoints, tou**gh**points, and emotions **attached** to them

COMPANY: _____   CUSTOMER INTENT/GOAL: _____

Touchpoint 1:_____   Toughpoint? _____ 🙁 😐 🙂

Touchpoint 2: _____   Toughpoint? _____ 🙁 😐 🙂

Touchpoint 3: _____   Toughpoint? _____ 🙁 😐 🙂

Touchpoint 4: _____   Toughpoint? _____ 🙁 😐 🙂

Touchpoint 5: _____   Toughpoint? _____ 🙁 😐 🙂

Strengths of site:

Weaknesses of site:

Opportunities for site:

Threats for Site and Goal:

Remember the goal may or may not be attained. This is an anonymous exercise. Truth in the experience is the most valuable thing you can do for your colleagues.
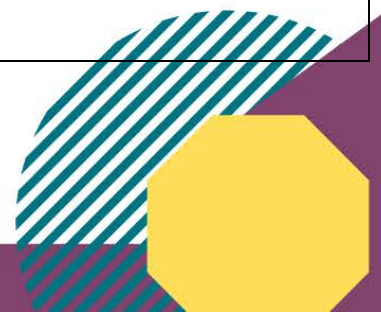
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YOUR GOALS	THEIR GOALS
1)	
2)	
3)	
4)	
5)	

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Questions to ask yourself when it comes to your digital marketing.

Choose we use/we do not use. If using, explain what you use it for, and rate two things on a scale of 1/0 – how well you are using it, and how good your results are. Revisit regularly independently and consider asking your team to fill out the form to compare results!

At our organization we use the following digital marketing tools:

SEO
The goal of SEO is to get a business to rank higher in Google search results, ultimately increasing search engine traffic to the business's website.

☐ We use
☐ We do not use (proceed to next question)

What do we use it for?

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How good is our understanding of this tool/resource? *(1 meaning we know very little to nothing at all; 10 meaning we're pros at this!)*

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7   ☐ 8   ☐ 9   ☐ 10

How good are our results? *(1 meaning we have little or no results to show; 10 meaning we have a lot of evidence that demonstrates it's working!)*

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7   ☐ 8   ☐ 9   ☐ 10

What's next? What else do we need to learn about this tool/resource? Who do we need to talk to? Etc.

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Pay-per-click refers to paid advertisements and promoted search engine results.

☐ We use
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Social Media Marketing includes everything a business does via social media channels (Facebook, Instagram, Twitter, etc. Just about everyone is familiar with social media

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[Content marketing](#) **uses storytelling and information sharing to increase brand awareness. Ultimately, the goal is to have the reader take an action**

☐ We use

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Email marketing even with the emergence of social media, email is still one of the most effective marketing techniques,

☐ We use
☐ We do not use (proceed to next question)

What do we use it for?

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Mobile Marketing: This digital marketing type is focused on reaching your target audience on their smart phone or tablet. Mobile marketing reaches people through text messages, social media, websites, email and mobile applications

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Marketing Analytics: One of the major advantages of digital marketing is that it is highly trackable and measurable. ☐ We use
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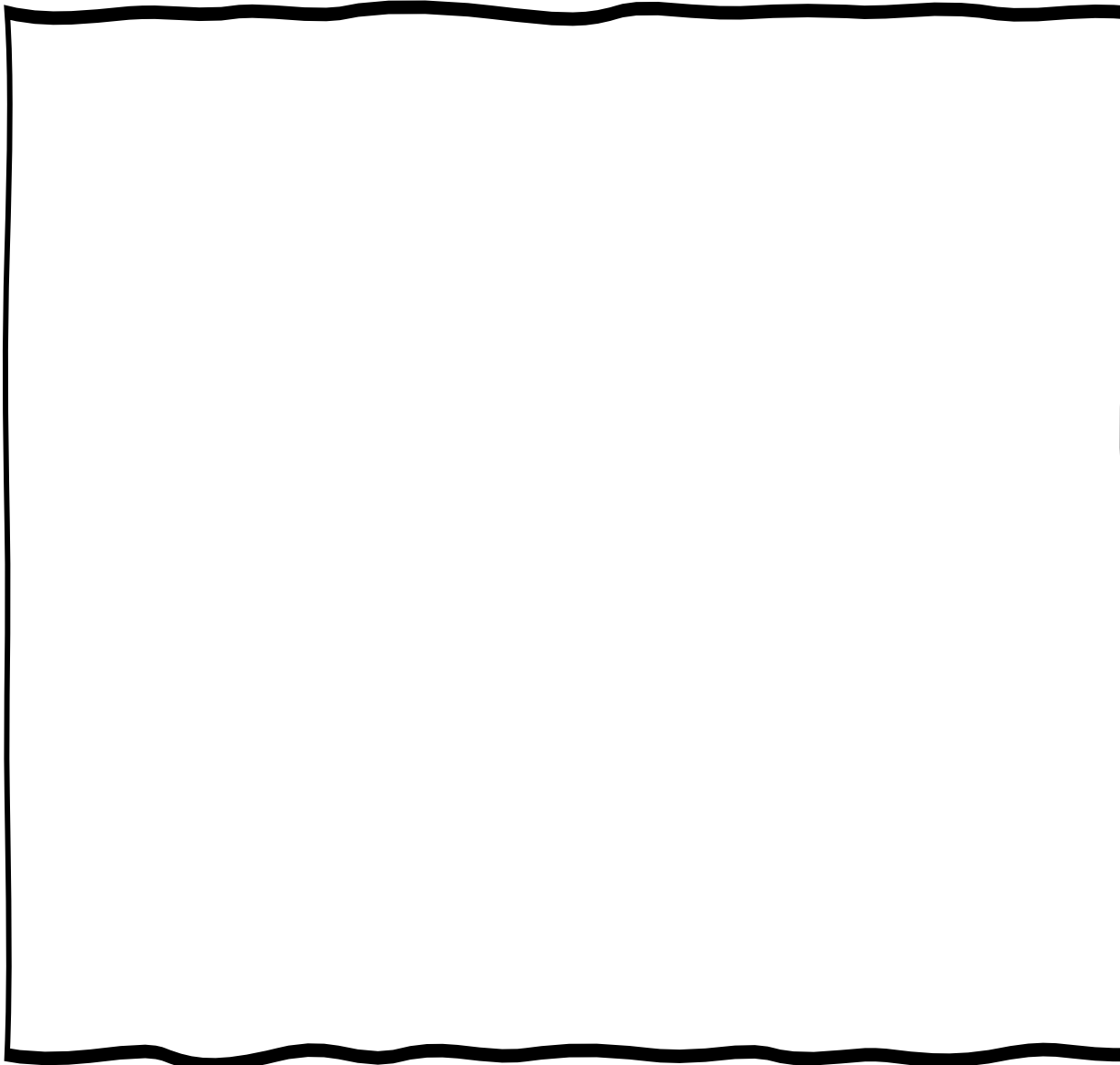**What's next? What else do we need to learn about this tool/resource? Who do we need to talk to? Etc.**

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Based on the answers to these questions, can you summarize what is working well? What you may need to revisit and improve on? What you might consider dropping from your activities?

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ARTS BUILD ONTARIO   Galeries ONTARIO Galleries   kingston arts council   OTTAWA ARTS COUNCIL | CONSEIL DES ARTS D'OTTAWA   ONTARIO MUSEUM ASSOCIATION MUSÉES DE L'ONTARIO

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Sue Edworthy.ca