

Marketing Masterclass

for arts and heritage organizations

IMPLEMENTING & EVALUATING YOUR STRATEGY TOOLKIT



ABOUT THIS TOOLKIT: IMPLEMENTING & EVALUATING YOUR STRATEGY

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.

About this toolkit: You've got your collateral, your strategy, your brand confirmed, your audiences clearly in sight - let's pull all these elements together and start implementing your strategy for your project, your company, your everything. These are high level goals, not just every day tactics, but how do you know it worked? In this toolkit we will go over how you can monitor your progress and can measure and assess whether your marketing is working. So let's get to work!



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



Your Marketing Strategy and Marketing Plan

What's the Difference Between a Marketing Strategy and a Marketing Plan?

Your Marketing Strategy is your purpose; it's the offering you deliver, how you will deliver it, and why your marketing efforts will help you achieve your organization's mission and strategic goals. You need your strategy before you build your Marketing Plan.

Your Marketing Plan is the execution, driven by your strategy; the roadmap of tactical marketing efforts that help you achieve your marketing goals. Your plan is your detailed campaign of what you will do, where you will do it, when you will implement it, and how you will track success.



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For more information about how to structure your marketing strategy, visit this link:

- [Importance of Marketing Strategy for Your Business](#)



Marketing Strategy vs. Marketing Plan

Let's look at some of the differences between your **Marketing Strategy** and your **Marketing Plan**.

MARKETING STRATEGY	MARKETING PLAN
Your high-level approach for guiding your Marketing Plan .	The specific actions that help execute your Marketing Strategy .
The " why " behind your marketing efforts.	The roadmap for executing your strategy.
Its purpose is to describe how your marketing goals will help you achieve your business/organization/programming/etc. goals .	Its purpose is to layout your marketing campaign efforts on a tactical level.
It outlines what offering you will deliver, who you will deliver it to, how you will deliver it, and who your competitors are.	It outlines what you will do, how and where you will do it, when you will implement , and how you will track success .
Your marketing strategy helps you make the most of your investment , keep your marketing focused , and measure your results .	Your marketing plan supports your strategy and is the action plan that you'll use to implement your marketing efforts .



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Marketing Strategy Example



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How to create a Social Media Strategy:

- Step 1.** Choose social media marketing goals that align to business objectives
- Step 2.** Learn everything you can about your audience
- Step 3.** Get to know your competition
- Step 4.** Do a social media audit
- Step 5.** Set up accounts and improve profiles
- Step 6.** Find inspiration
- Step 7.** Create a social media content calendar
- Step 8.** Create compelling content
- Step 9.** Track performance and adjust your strategy accordingly



How do you know it's working?

EXAMPLES to measure the success of your marketing strategy/plan:

- ✓ Favorable website metrics
- ✓ Changes in the website traffic source
- ✓ High social media page activity
- ✓ Positive return on investment
- ✓ Positive responses from surveys
- ✓ Sales!
- ✓ Actions that competitors take







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Analyzing a Digital Marketing Strategy

Here are some terms you should keep in mind when building and implementing your Digital Marketing Strategy (the same core principles apply for a more traditional strategy too!).

 <p>Photo by Zhivko Minkov on Unsplash</p>	<p>ACQUISITION</p> <p>The process of attracting and retaining new customers through digital marketing strategies. It combines media, online resources and engagement tools to promote awareness about your organization and encourage customers/patrons to consider purchasing your services, experiences, or products and make future repeat purchases.</p>
 <p>Photo by Georgia de Lotz on Unsplash</p>	<p>BEHAVIOUR</p> <p>Anything that a person does online. What devices they use, the sites they visit, the ads they engage with, the pages they navigate to, when they leave and how, and so on.</p>
 <p>Photo by Claudio Schwarz on Unsplash</p>	<p>TYPES OF USERS</p> <p>Do you have Active or Lifetime followers and where are they being active or lifetime.</p>
 <p>Photo by Karsten Winegeart on Unsplash</p>	<p>CONVERSION</p> <p>The point at which a recipient of a marketing message performs a desired action. In other words, a conversion is simply getting someone to respond to your call-to-action.</p>

What if it's not working?



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EXAMPLES of when it's not working:

- ✗ You're not meeting your objectives
- ✗ You're not measuring success in the first place
- ✗ You're attracting the wrong audience
- ✗ Leadership hasn't 'bought in' to the narrative
- ✗ People are asking for clarification
- ✗ You're not seeing conversions
- ✗ There's no engagement from your audience
- ✗ Your channels aren't getting traffic
- ✗ Your customers are telling you it's not working
- ✗ The story isn't relatable to your target audience

How can we try to fix it?

- Give it more time.
- Differentiate it
- Make a more valuable offer
- Retarget to fit your audience
- Segment (and AB test) your strategy.
- Align your individual tactics
- Try a new strategy (or scale up)!



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Things to remember/do for next time:

- Marketing Plans are not Pass/Fail
- Name three things you learned
- Name three things you can change for next time



How and what should we report on?

What are you sharing?

When it comes to your Marketing Strategy, you may have a range of measurements you are tracking for yourself, your team, your Board, and your funders. Here are some examples:

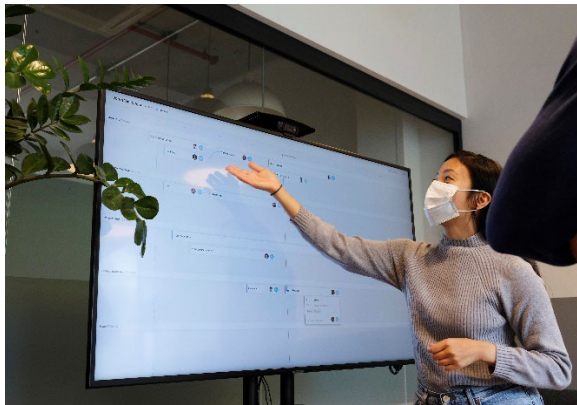


Photo by [airfocus](#) on [Unsplash](#)

- An **increase/decrease** in your amount of followers
- Confirmed **reach** and **engagement** with a specific target community
- How many of those engagements turned into **conversions** (e.g., ticket sales, event registration, membership signups)
- An increase in **sales/uptake of resources/attendance at events**
- An increase of **visits** to a website (e.g., **monthly traffic**)
- The amount of **sharing/reposting** of specific posts or campaigns across other people's channels

Many of these reporting elements will amount to figures, numbers, dollars, etc. However, there's also other feedback and anecdotes you can capture to measure how well your marketing efforts are doing:

- Who let you know they **forwarded** the newsletter to a friend?
- Who **replied to the newsletter** to say it was a great issue?
- What **kind of comments** did you receive on that Facebook post?
- Who **called/emailed to say** how easy it was to order tickets online?
- Who **added to the chat** to say this was a great livestream event?

Reporting – where to start?



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Remember to bring it back to your Marketing Strategy!

- What was the initial **Marketing Strategy**?
- What **Market Research** was done?
- What **Promotions** were running?
- What **Ad and Email** campaigns were running?
- What were the **Goals**, and what were the **Expected Outcomes**?
- What were the **actual results**?



Example: Email Campaign Report

Say you are creating a email campaign to try and engage your existing youth subscribers and build this particular audience segment - your strategy and plan for this campaign may include the following elements:

- **Emails sent:** How many emails did you send out and to who?
- **Email content:** What did those emails say? What was the call-to-action?
- **Email delivery:** What percentage of emails were delivered to your contacts' inboxes?
- **Email open rate:** What percentage of sent emails did your contacts open?
- **Bounce rate:** What were the percentage of undelivered emails? (Can be temporary or permanent issue)
- **Click-through-rate:** The percentage of sent emails that your contacts clicked through in order to learn more about a particular heading/event/etc.
- **New subscribers:** The number of contacts you added to your email lists
- **Unsubscribes:** The number of contacts that unsubscribed from your email list
- **Conversions:** How many people completed the call-to-action?

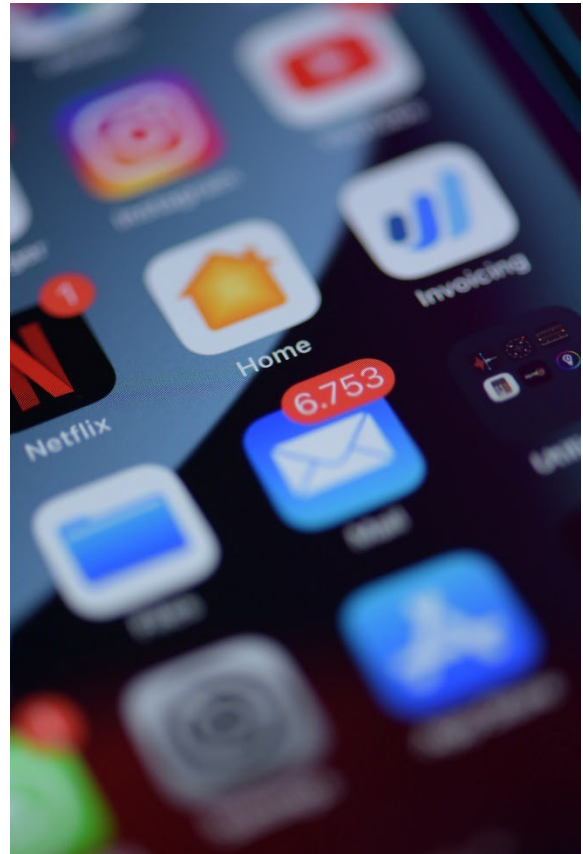


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Bringing it all together – Case Studies

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.

<p>Updating Your Marketing Assets/Collateral: In this case study, Simge Erdogan-O'Connor, Manager and Curator of the Murney Tower Museum, discusses how updating their museum's website and therefore online content was part of her marketing strategy to stay relevant and engaged with their audience.</p>	
<p>Integrated Marketing Campaign: This case study is presented by Tanya Doroslovac, Director of Marketing from Crow's Theatre. Tanya discusses her marketing plan for a specific program called Dinner and a Show. Topics include public relations, social media, and pricing.</p>	
<p>Pivoting Marketing Goals During a Pandemic: This case study is presented by Jared Davidson, the Marketing and Communications Manager from the Great Canadian Theatre Company. Learn about how Jared changed his marketing strategy, moving from a show-based marketing model to a more holistic one.</p>	

Worksheet

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

1. **Putting it all together:** use the following template to outline your marketing strategy and use it as a basis to pitch/present to your team/colleagues!



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Let's Do This!

Tell us about it! We all normally work alone or with maybe one other person. Now's your chance to finesse your strategy before it goes to the powers that be. Use the template below to prepare your pitch/presentation to your colleagues.

My Project is:

My Important Dates Are:

My Main Goal for this project is:

My Secondary Goal for this project is:



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The **Unique Value Proposition (UVP)** for my company is:

The UVP for this project is:

This UVP is attractive to:

Buyer Persona 1:

Buyer Persona 2:

Buyer Persona 3:

How do I reach these Buyer Personas? By which methods?

1

2

3



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Canada



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