



Young Audiences Arts for Learning

**Branding & Marketing Plan
RFP Response**

June 2, 2017

OXFORD
communications



BE • BRILLIANT

Young Audiences
Arts for Learning – New Jersey & Eastern Pennsylvania
200 Forrestal Road
Princeton, NJ 08540
Attn: Michele Russo, President

June 2, 2017

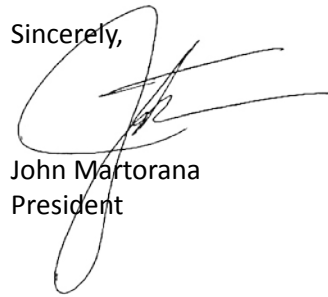
Dear Ms. Russo,

It is our pleasure to provide our response to your Branding & Marketing Plan RFP. We're delighted to be considered and eager to demonstrate why Oxford Communications is the right choice to be Young Audiences' strategic partner.

Arts education has the power to expand our horizons, challenge the mind and take us on adventures of the spirit. Oxford is superbly credentialed for this assignment with more than 30 years' experience as the strategic marketing partner for distinguished clients like Rutgers University, Brother International, Werther's Original, Children's Home Society and many others. We challenge the status quo to help brands, like yours, reach their full potential. We help clients differentiate from the competition, create affinity and allegiance with consumers, and engage diverse audiences in New Jersey and beyond.

Helping Young Audiences craft a brand message, and by extension, to communicate the value of the arts is an opportunity not to be missed. As we looked at your Young Audiences fellow chapter members, we saw uniformity in approach, but differentiation in execution. We envision a similar approach for you – crafting a name and brand identity that conveys the active interests and efforts of your organization, standing apart from the competition and clearly communicating your brand value to your internal and external audiences. Our passion is in helping brands express themselves and we can't wait to begin.

Sincerely,



John Martorana
President



FIRM INFORMATION

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AGENCY HISTORY AND SERVICES OVERVIEW

Oxford was founded in 1986 by John Martorana, Guita Martorana and Chuck Whitmore to do Brilliant work with Brilliant people, for Brilliant people. Over the past 31 years, the size and stature of Oxford's client partner brands have grown along with the nature of the services offered. Oxford today develops powerful integrated solutions at the intersection of consumer marketing and digital communications, with the contribution of more than 40 subject matter experts representing specializations from digital marketing and interactive development to consumer research, social media and video production. At the same time, an entrepreneurial mentality continues to drive our creativity, agility and focus on performance.

Our philosophy and mission, "Be Brilliant," carries rich meaning. For our clients, the ultimate goal is to "Be Brilliant" in the marketplace. Under the Oxford roof, "Be Brilliant" is a mantra that speaks to the individual and collective genius that makes all things possible. We come to work every day with a passion for getting results that shows in every presentation, piece of creative and campaign we bring to market. We deliver superior work that stretches the definition of marketing, defines new engagement channels and moves the needle for our clients.

Research

Brilliant strategy begins with insightful research — truths ranging from industry trend data and competitive information to the type of deep revelations that come from primary studies. Our in-house research practice helps ensure that our strategic, creative and tactical thinking is founded on relevant, meaningful intelligence.

Strategic Planning

Strategy is thoughtful, thorough planning. Strategy is looking before leaping. Strategy is money and time well spent. We don't have an agency tattoo, but if we did, it would read "Strategy First." We're that committed to it.

Branding and Visual Identity

Oxford employs "Truth, Turf & Energy," a proprietary branding methodology, to identify core Truths — those that hold up to consumer scrutiny and experience. We identify the most viable Turf in the marketplace, the place where your brand can plant its stake in the ground. We develop a comprehensive marketing matrix that activates the campaign with brand building, market-moving, customer-compelling Energy.

Creative

If content is king, then creative is the king-maker. Our award-winning Creative team moves audiences with arresting images, evocative messages and the occasional belly laugh. But, most importantly, they move consumers closer to the things that really matter, like brand trust and transaction.



Website Development

The arrival of a constituent at your digital doorstep is nothing to take for granted. Will your website greet visitors with an exciting and inviting brand experience? Are you prepared to capture prospects in your digital sales funnel? Oxford's Interactive team lives at the intersection of technology and communications to solve these challenges in Brilliant, game-changing ways.

Media Strategy and Activation

Digital media, offline media and even guerilla tactics all have their place in our tactical arsenal. Guided by overarching strategy and a well-defined understanding of the target audience, our connection plans get the job done.

Digital Media: For every stage in the customer lifecycle, our Digital team offers fully customizable search engine marketing (SEM). Our digerati keep their thumbs on the continuously evolving landscape to leverage the newest, smartest, most cost-efficient channels and platforms available.

Offline Media: Oxford's offline media team oversees print, broadcast and out-of-home planning and buying. Procuring added value is a point of pride for our pros; their extensive relationships and negotiation skills wield impressive buying power for our clients.

No media program would be complete without accountability to the simple question, "Is the campaign doing its job?" We build reporting into our campaigns to capture results, assess KPIs against benchmarks and optimize future spends. Oxford clients have access to these reports as well as other resources via our proprietary online marketing portal.

Marketing Portal

One innovation unveiled by our digital think tank is a proprietary client marketing portal that provides an on-page Content Management System to easily update websites; integrated real-time reporting for fast, actionable marketing intelligence; multilevel user management and dashboard functionality; cross-team communication functionality and an extensive menu of apps that is continuously expanded.

Communications

Why settle for followers when you can have clients who join, engage and sing your praises? We cultivate loyal fans through relevant, resonant content grounded in strategy. We listen to online conversations and speak in your brand voice. We cultivate every social media platform to be everything paid media will never be: a trusted meeting place for authentic brand evangelists.

Video Services

Oxford provides complete in-house video services, from concept through production. We've produced video content in formats ranging from 15 seconds for social media, to long-form videos for training, publicity and promotion.



PROJECT APPROACH

Research-Driven Strategy

Oxford is committed to strategy-first campaigns. In order to get a complete understanding of the current brand perceptions and the potential brand value, Oxford will coordinate a layered study to analyze the arts education landscape by surveying the various stakeholders involved with Young Audiences, including a mix of partners, schools, teachers, students, parents and funders. We will design the questions to narrow in on recommended messaging by assessing general attitudes about the arts and arts education, and by inquiring about preferences regarding youth art education and awareness/perceptions of specific programs. By leveraging previous YA studies, we will also aim to achieve a long-term timeline to help track how events or situational changes may have shifted brand or program perceptions over time.

The Players

Our first step is an in-depth look at Young Audience's current strengths and services as compared to your main competitors. By identifying and classifying company core competencies and advantages, our objective is to discover gaps in the marketplace and determine the Turf that the new Young Audience brand should occupy.

The Field

We insist on being an expert in your business. We'll take a comprehensive look at your industry, take note of key statistics, benchmarks and trends, and study the marketing and sales environment. We're obsessed with data and consumer behavior data most of all. By researching the drivers, influences, and preferences of verticals and individual decision makers, we'll detect key market segments and map the corresponding decision journeys.

The Game

Strategy is the driving force behind everything we do. Once we've achieved a solid foundation of understanding, we synthesize our results into actionable insights – creating profiles of our target audiences and charting the best ways to reach them: psychologically, geographically and behaviorally.

(We're hungry for information. Any and all data and assets that you are willing to share will be most welcome as we start our research processes.)

Deliverable:

- Research Insights Report – outlining research results with impact on overarching strategy

Process

We will work with your team to identify the core Truth for Young Audiences that will shape consumer perception and attract teachers, schools and your other audiences. Once the Truth is identified, we will proceed to develop the brand identity and visual language in alignment with the brand strategy. We have a lengthy track record of creating unique brand expressions, and look forward to flexing our branding muscles to meet your need for artistic expression.



Approach

Our goal is to help Young Audience redefine and repackage its approach to your target audiences to differentiate from the competition and grow your sales and fundraising channels.

To accomplish this goal, Oxford recommends:

- Defining the Brand Strategy through Discovery
- Refining the Brand Identity

Defining the Brand Strategy

We want to help Young Audiences redefine its brand, which means we need to get to the core of who you are. We will build a framework using research of primary internal and external audiences, and objective and subjective criteria gathered during a discovery session to inform our creative brief, brand positioning and development of the brand voice.

At the same time, we will discuss the strategic roadmap for Young Audiences that identifies the right mix of brand assets, marketing channels, timing and campaign approach to achieve your goals.

Our process for developing a brand strategy includes Oxford's subject matter experts in branding, creative design, digital engagement, social and influencer communications and offline media coming together in a Brilliance 360 discovery meeting that will deep dive into:

- Young Audiences' annual goals, long-term goals, overall aspirations
- Key performance indicators (KPIs) that define how you measure progress and success
- Brand positioning exercises
- Audits/reviews of your owned channels to mine for opportunities to engage and hone your brand message (your website, marketing materials and social presences)
- Understanding of your audience decision journey

The result will be a brand positioning statement that will define the renaming and brand identity process to follow, as well as the strategic plan that will consider the impact of a new brand rollout on your owned channels:

- Website – the approach to integrate the new brand into your existing site, or deliverables for a new website
- Social media – the approach, deliverables and expected reach and engagement for a social media campaign
- Collateral and signage – the approach to updating your marketing materials and signage to reflect a new brand

The strategy will consider your catchment area/target market, seasonality and message rollout, as well as mandatory deadlines and milestones, and will be presented with consideration for the assets you need to compete and dominate in your space.

Deliverable:

- Discovery session – Oxford subject matter experts meeting with Young Audience's stakeholders



- Brand positioning statement – with two (2) rounds of revisions
- Strategic plan – identifying the brand rollout strategy, with consideration for your owned channels

Refining the Brand Identity

What makes a brand Brilliant? It must be meaningful — both to the association it represents and to those with whom it will resonate. It must be visually identifiable, compelling and uniquely memorable, and it must be successfully activated to build awareness and trust for your marketing and client outreach efforts.

Oxford will implement our proprietary process for creating such a brand — **TRUTH, TURF and ENERGY**. It's simple yet powerful. It's evergreen because it's built on core truths, not passing trends. And it's completely bespoke; our process will engage you in a focused, open collaboration that informs a uniquely ownable outcome.

TRUTH

Everyone is familiar with the idea of “truth in advertising.” But a brand is about more than features and benefits — a brand promises to fulfill people’s needs for intangibles like happiness, love, trust, safety, peace of mind and empowerment. These are the reasons WHY consumers act, form beliefs and change behavior. A brand that can deliver this experience is the Holy Grail of marketing. Apple did this around the concept of creative empowerment. Volvo has done this around the concept of safety. Our goal is to do this successfully for Young Audiences, building on an authentic brand essence to forge emotional connections with your audiences.

How do we identify Truth?

The Oxford team will conduct several brand positioning exercises to further define attitudes, perceptions, opportunities and challenges – to identify the core brand essence that will inform Young Audiences’ mission statement, elevator speech and visual identity.

TURF

Next, we will bring the new Young Audiences brand to life in a way that resonates with consumers. Turf is the meeting ground where your brand Truth takes on a uniquely recognizable and memorable image. In this dynamic place, first impressions are crucial, but so is consistency with every impression that follows. Consumers will position Young Audiences in their minds based on the visuals they see, the messages they receive and their direct experience with the brand.

How do we identify and stake your Turf?

We will design logo options for the brand, giving consideration to the full rollout, competitive landscape and client perspective. Our logo options are presented in a clean palette in early review stages for focused decision-making. Once logos have been reviewed and the client team has provided perspective and further direction, Oxford will craft revised designs with color palette choices for your review.



Oxford will work with you to ensure the new logo that is selected resonates with your target audiences – art educators, schools, parents and children. Oxford will review your key service offerings, past marketing campaigns, competitive messaging and key performance indicators (KPI) against your goals. This, combined with the approved brand positioning statement, will give us the information we need to formulate a brand tagline or overarching campaign message that will differentiate Young Audiences from the competition, and resonate across your catchment area.

ENERGY

What you do with your new brand is as important as the brand development process itself. Energy comprises the strategies and tactics required to activate your brand in every aspect of marketing and communications — purposefully, comprehensively and consistently.

As the new Young Audiences brand comes to market and begins to build awareness, the cohesive brand guidelines and standards in the brand guide will help cultivate and establish brand perceptions among your clients and potential clients. Consistency in proper application of the brand standards is essential to brand success. The brand guide will help ensure that your target audiences receive and recognize a uniform brand presentation in all media, in every context, at all times. Developed with careful consideration, the brand standards will be established to provide structure and flexibility for creating compelling marketing materials that project and advance the strength of the brand.

Brand Standards – A Living Document

Brand guidelines need to be adaptable to exceptions and future applications of usage that cannot be anticipated. For these instances, stewards of the brand should apply the brand guidelines to the best of their ability, and share any new findings or applications to maintain the brand guide as a relevant, living document.

The brand style guide will include:

- Brand positioning statement, brand voice
- Visual brand identity/logo
- Color palette and executions in black and white, 2-color and 4-color
- Sizing and placement guidelines
- Brand violations (how the logo is not to be used under any circumstances)
- Examples of implementation across different backgrounds (solid, gradient, lifestyle/image)
- Tool box that includes fonts; RGB, CMYK, digital colors; JPG, EPS and PNG file formats

Deliverable:

- Name – up to five (5) name options, with two (2) rounds of revisions to the selected name
- Brand logos – up to five (5) options, with two (2) rounds of revisions to the selected logo
- Tagline/Overarching Campaign Theme – up to five (5) options developed based on the approved brand positioning statement, with two (2) rounds of revisions to the selected tagline/campaign theme
- Brand guidelines – with two (2) rounds of revisions



KEY STAFF BIOGRAPHIES

Your agency task force includes an account supervisor who serves as an extension of your team, as well as relevant subject matter experts and a dedicated project manager to keep your project on time and on budget.

John Martorana

President/Principal, Brand Expert

A 30+ year industry veteran, John is an expert in growing businesses and organizations through bold marketing and communications programs. Recognized by his peers as an innovator in advertising and selling strategies, John brings passion for success and business acumen to every client relationship. These are well complemented by his natural talent for forging relationships that endure market cycles and rise above business dynamics.

At Oxford, John takes the lead on engagement oversight, strategic planning, staffing, business affairs and accounting, and client leadership. Under his leadership, NJBiz has named the agency one of the state's fastest growing businesses and has consistently ranked it as one of the "Top 10 Agencies in New Jersey."

Chuck Whitmore

Chief Creative Officer/Principal

Co-founder of Oxford Communications in 1986, Chuck integrates written and visual content to drive meaningful consumer connections. For 25 years, Chuck authored all advertising content originating within the agency while also contributing to Oxford's rise as one of the region's most acclaimed creative shops. In 2008, he developed "Truth, Turf & Energy," the proprietary methodology Oxford employs to clearly differentiate and activate brands in the marketplace. Today, as Chief Creative Officer, Chuck leads the agency's charge in the marketing renaissance at the intersection of digital technology, holistic communications and – more so than ever before – content that successfully resonates with and engages its audience.

Chris Ledford

SVP Integrated Client Services

Chris Ledford plays a dynamic role at Oxford by shaping the agency's strategies into Brilliantly executed campaigns. Chris directs the Account Management team and is frequently called on for his Fortune 100 experience and keen strategic sense. Before joining Oxford, Chris led the creative visions of some of the world's most recognizable corporate brands. Chris has garnered countless accolades promoting a wide variety of businesses and industries, including healthcare, retail, technology and c-store, with a proven record of implementing innovative strategies that achieve clients' goals.

Chris specializes in the management of our integrated strategic process, promoting collaboration across all agency practice groups. He coordinates a full range of creative and client services for all clients, including staff oversight, strategic development and creative direction, as well as serving as part of the agency's management team.



Tim McAuliffe*Vice President, Digital Integration*

Tim is a digital marketing expert with an 18-year proven track record in creating and managing successful campaigns for clients. He has comprehensive skills in planning and executing integrated digital marketing campaigns across multiple media platforms: SEO/SEM, Email, CRM, Affiliate, Banner/Display, Social Media, Mobile and Lead Generation. His approach to marketing is primarily data driven, concentrating on analysis to improve strategy and client ROI. Tim has managed CRM for clients to increase profitability and customer retention, analyzed market conditions/trends and optimized client ROI using data-driven statistical platforms and market research. Tim managed all media buying for clients; and developed multiple customized proprietary software systems for clients to track CRM, leads and efficient follow-up. He oversees Oxford's digital media, interactive, traditional media and production management teams, ensuring quality across client initiatives, focused on delivering client goals.

Adam Ruth*Creative Director*

Adam has always felt the need to be creative; his love of drawing brought him to Savannah College of Art and Design (SCAD) in Savannah, GA with the intent of becoming an illustrator, but later decided that design was his true calling. He went on to graduate with a BFA in Advertising Design and started working at Oxford soon after. As Creative Director, Adam oversees all creative production while ensuring that the overall visual appearance of campaigns is consistent and targets the right audience, as well as works closely with Oxford's other designers and copywriters to translate concepts into visually appealing imagery. Adam has brought his own brand of Brilliance to Oxford and has earned top honors and NJ Ad Awards for many of his campaigns.

Peter Setaro*Account Management Supervisor*

As an Account Services team lead and expert Account Strategist, Peter brings strategic direction and planning to his accounts while leveraging his expertise to bring successful campaigns to his clients. Peter brings 17 years of education, government, healthcare, B2B/B2C and brand marketing experience to his role at Oxford. Peter excels at identifying and interacting with key audiences across multiple platforms; identifying new channel opportunities; creating and implementing accountable marcomm plans; and improving existing marketing processes and results. Peter oversees all aspects of the NJ Motor Vehicle Commission account, and leads brand strategy and campaign efforts for American Standard and Lightbridge Academy, among other accounts. He is also a volunteer with and marketing consultant to Perkins Center for the Arts, helping to promote and manage the annual Empty Bowls and Handcrafted ceramic arts fundraising events.



Bevan Levy*Account Manager/Market Intelligence*

Committed to data-driven, strategy-first solutions, Bevan plays an integral role in shaping the tactical approaches for each project, providing the insights needed to reach the most targeted audiences effectively. She takes an analytical approach to industry research, applying broad business frameworks to competitor landscaping and consumer behavior, mapping the various market factors that will affect a brand or campaign. She earned her Bachelor of Business Administration from George Washington University and has previously worked with international nonprofit organizations in Washington, DC.






Elizabeth Leach*Associate Graphic Designer*

For as long as she can remember, Elizabeth has loved to draw. Whether she's using a sketchbook or computer screen, she enjoys helping brands tell their stories in a creative, compelling way. She started working at Oxford in 2015, where she pairs a dedication to clear, effective visual communication with a passion for finding clever solutions that take our clients' campaigns to Brilliant places. Her creativity and hand-lettering talents have influenced not only successful client campaigns but have taken Oxford's holiday videos and social media creative to the next level.



EXPERIENCE

Oxford puts Brilliance into action for clients across a number of industries. Our award-winning work is created through partnership with our clients, a dedication to creative excellence and a research-driven strategic approach that ensures our creative and campaigns are unique and set apart in our clients' marketplace. For this RFP response, we have included below examples of our brand development and arts non-profit work – those projects and clients that are most relevant to Young Audiences. We are also enclosing a case study for Lightbridge Academy's rebranding project at the end of this RFP response.

	Organization	Relevant Experience
	Perkins Center for the Arts – Empty Bowls	Branded and designed collateral for annual ceramics fundraiser that supports arts education and South Jersey Food Bank.
	Lightbridge Academy	Rebranded a legacy child care franchise to meet the needs of a growing footprint and increasingly savvy parent audience.
	Visit Bucks County	Developed brand identity (logo, positioning, voice and strategy) and served as marketing partner for 20 years.
	Children's Home Society	Developed brand identity and hierarchy for non-profit, and support with charitable giving annually.
	Trenton Film Festival	Created collateral to support annual film festival, including posters and programs.
	Trenton Community A*Team Trenton Soup Kitchen	Created an award-winning five-video series to communicate the mission and vision of TCAT.



SCHEDULE AND TIMELINE

Looking at a potential scope of work that would include research, name development, brand visual identity refinement, and message platform development (brand positioning statement, mission statement, elevator speech), Oxford will follow a general schedule as follows:

- **July** – Finalize project scope, intake paperwork, scheduling
- **August** – Scheduling internal and external research sessions
- **September** – Holding internal and external research sessions
- **October** – Compiling research and developing strategy document
- **November** – Brand identity exploration
- **December** – Revisions and finalization of brand Identity and positioning statement
- **January** – Finalize brand rollout strategy and recommendations for Board of Trustees

A detailed project schedule will be crafted upon finalization of a scope of work and put forth for approval by the client team.



WHY OXFORD

Oxford is an architect in the branding space. Unlike firms that focus solely on brand design, Oxford sees the bigger picture. We strive to develop living brands that work to establish enduring emotional connection with consumers.

We understand and appreciate the necessity for cost efficiency in managing and marketing an arts non-profit. We have supported this approach in our work for many clients across varied industries. We are your marketing partner and will develop tools and solutions that work with your budget, internal team's time and available external resources.

Oxford's expertise, time and talent move the needle for our brand partners. We look forward to the opportunity to help you redefine your brand presence in the marketplace.

We are an agency of results and, equally important, an agency of relationships. We pride ourselves on a high standard of service, whether engaged for a single project or as agency of record.

Thank you for the opportunity and we look forward to continuing this conversation with you.



COST ESTIMATE

Oxford offers flexible budget structures for our clients built to meet your internal needs. We have accounts who require hourly accounting aligned with a strict grant funding code system, accounts with a retainer structure with a defined scope of work and accounts who work from a pricing matrix that outlines the potential projects that can be accomplished with specific budgets and scopes for each deliverable.

As your partner, we will develop a project structure to meet your \$30,000 - \$40,000 budget, based on your internal needs, goals, timing and deliverables. Following is a cost estimate overview of the Research, Discovery Session and Name/Brand Development projects identified in the RFP. Oxford will develop a final cost estimate and scope of work (SOW) upon agency selection and thorough understanding of Young Audiences' goals and priorities.

We also understand the budget pressures of the non-profit world, and will develop strategies and deliverables that work within your established annual operating budgets, with considerations for enhancements in future years with expanded grants and fundraising to support larger campaigns. Upon selection as your agency partner, Oxford will provide:

Research Services: \$10,000

- Research Insights Report – outlining research results with impact on overarching strategy
 - Estimated cost is dependent upon Young Audiences having contact information for donors, board of trustees, clients (schools, artists/educators, parents/children)

Discovery: \$6,500

- Discovery session – Oxford subject matter experts meeting with Young Audience's stakeholders
- Brand positioning statement – with two (2) rounds of revisions
- Strategic plan – identifying the brand rollout strategy, with consideration for your owned channels

Name/Brand Development: \$18,000

- Name – up to five (5) name options, with two (2) rounds of revisions to the selected name
- Brand logos – up to five (5) options, with two (2) rounds of revisions to the selected logo
- Tagline/Overarching Campaign Theme – up to five (5) options developed based on the approved brand positioning statement, with two (2) rounds of revisions to the selected tagline/campaign theme
- Brand guidelines – with two (2) rounds of revisions.

Total Investment: \$34,500

