



**SALES & MARKETING TASK FORCE
STRATEGIC PLAN OBJECTIVES FY17
(Updated 11/15/16)**

PLAN IMPLEMENTATION

***Additional Task Forces** – Task forces will be formed out of needs addressed in the plan and may include marketing, assessment, and advocacy. Members of task forces will include trustees, staff and individuals with expertise in areas of concern.*

GOAL 1 (ACCESS)

All young people across New Jersey and Eastern Pennsylvania will have access to quality, integrated arts learning experiences.

YA is committed to bringing quality arts learning experiences to all young people in New Jersey and Eastern Pennsylvania, regardless of geographic location or economic and social status.

OBJECTIVES:

1. Increase number of schools/students served
2. Understand and reflect the shifting educational environment

A. CLIENTS

PROGRESS TO DATE	STRATEGIC PLAN OBJECTIVE	ACTION	TIMELINE	NEEDED RESOURCES	SALES & MARKETING TASK FORCE ROLE	SUCCESS INDICATORS
We have been working with Ruth Zamoyta, a Marketing Research Consultant to better understand our clients needs, buying habits, etc. We have conducted targeted client surveys as well as in-depth phone interviews so we have data to help guide our decision making process on future marketing initiatives and strategies.	Identify and understand changing needs and wants of clients (schools and PTO reps), align YA programming and marketing accordingly	Develop and conduct market research to understand the educational landscape and client decision-making. Process may include: in-depth interviews w/strategic partners and clients; strengthening connections to NJ's and EP's educational networks: NJEA, PTA, PTO, NJSBA	FY17 - Define scope of work, conduct market research FY18 - Implement new sales and marketing approaches; revisit program offerings to align with current priorities FY19 - Assess effectiveness	Marketing and communications expertise, funds for market research, staff time	Support Education, programming and marketing staff and President & CEO	New approaches to sales, marketing and programming are implemented, which is reflected in an increase in # of children served, # of programs sold

GOAL 2 (REVENUE GROWTH AND DIVERSIFICATION)

YA will develop new revenue streams and strengthen existing sources of support.

YA will work to increase and diversify earned income and seek to expand and diversify contributed income from its board, individuals, foundations and corporations.

OBJECTIVES:

1. Refine the business model to support expansion of our market, our mission and the efficacy of the organization.

A. EARNED INCOME

PROGRESS TO DATE	STRATEGIC PLAN OBJECTIVE	ACTION	TIMELINE	NEEDED RESOURCES	SALES & MARKETING TASK FORCE ROLE	SUCCESS INDICATORS
We have worked to better communicate our referral program, book early and save program and Buy More Save More Program.	Refine sales procedures and strategies to reflect current practices and current buying habits of our clients	Seek expertise to refine sales procedures, including the possibility of incentive strategies, bulk discounts, referrals	Y17 - Define scope of work; conduct research and develop plan; align staff roles accordingly FY18 - Train staff; implement new procedures FY19 - Assess effectiveness	Marketing and sales expertise, staff time	Support Marketing staff, President & CEO	Increase in sales by 10% (net) in targeted areas
We have been fine tuning our website with a new aesthetic and more engaging user experience as well as making lead capture and seeing video content a priority.		Assess effectiveness of web and social media presence and refine as needed; amplify presence of artist videos on social media and website	FY17 - Review social media strategy and research other orgs (incl YA Network) with similar challenges; review website and assess priorities in redesign FY18 - Implement revised social media strategy; redesign website (or aspects thereof) defined in FY17	Staff time, YA Network web designer, funds for web design	Support Marketing staff and President & CEO	Social media interaction increases 50%; website reflects current trends in buying/selling modules; click-through rate on eblasts increases 50%
We have made strides to track sales, leads and conversion rates and are working with a Salesforce developer to fine tune the process and customize SF to meet our needs	Define goals for program sales growth	Develop business model and method for projecting and tracking sales	FY17 - Review YA Network practices & define our methods FY18 - Implement FY19 - Assess effectiveness	Staff time	Support Marketing staff, President & CEO, and YA Network	5,000 additional children served each year, FY17-19

PROGRESS TO DATE	STRATEGIC PLAN OBJECTIVE	ACTION	TIMELINE	NEEDED RESOURCES	SALES & MARKETING TASK FORCE ROLE	SUCCESS INDICATORS
	Analyze expenses related to program sales	Examine YA expenses, research competitors and networks	FY17 - Review YA Network and competitor practices FY18 - Adjust FY18 budget according to findings FY19 - Assess effectiveness	Staff time, Business/Marketing/Sales Expert	Support Marketing staff, President & CEO, YA Network, and Finance Director	Expenses related to program sales are aligned with sales goals

GOAL 4 (MARKETING, PUBLIC RELATIONS, ADVOCACY, PARTNERSHIPS)

Marketing, public relations, advocacy efforts and partnerships will be leveraged to undertake the work of the Strategic Plan.

To achieve the goals contained in the Plan, there will need to be modifications, improvements, and adjustments in external communication strategies that support the work.

OBJECTIVES:

1. Increase our effectiveness in marketing tools and strategies.

A. MARKETING

PROGRESS TO DATE	STRATEGIC PLAN OBJECTIVE	ACTION	TIMELINE	NEEDED RESOURCES	PLANNING COMMITTEE ROLE	SUCCESS INDICATORS
Attended Digital Marketing Bootcamp to learn DM strategies to help increase brand awareness, sales and increase donor base.	Assess the current marketing structure and campaigns	Seek input from a Marketing, PR, or branding firm	FY17-19, ongoing	Funds to cover firm, staff and board time	Support Marketing staff, programming staff, development staff and education staff	Have a clear marketing plan in place based on research and assessment of our target audiences and stakeholders

	Form deeper connections with clients across marketing tools	Coordinate efforts with printed catalog, email blasts and social media; connect to clients through additional events, surveys and consider developing a committee that has clients (PTO reps, educators and principals) involved	FY17-19, ongoing	Staff and board time	Support Marketing staff, programming staff, development staff and education staff	Increased attendance at showcases and other YA events, increased open and click through rates on emails blasts and higher engagement (likes, shares and comments) on social media posts
We are creating and sharing new artists videos.	Explore new modes of communication that align with client purchase habits	Assess effectiveness of paper catalog and 2x/year mailing; create videos to share for workshop artists and create new and engaging videos for assembly artists as well as content for advocacy	FY17-19, ongoing	Staff time and budget for additional video editing	Support Marketing Staff, programming staff and education staff	Create digital content to be used to promote YA programs and advocate for arts education that is mission-driven and increases sales and donations
	Utilize technology and digital trends to improve sales	Investigate a YA app for mobile use	FY17-19	Staff time, funds to cover cost of app development and identify group of engaged stakeholders (PTA reps, educators, etc.) to be part of beta phase	Support Marketing staff, programming staff and education staff	Have a successful launch of sales app, see client participation in app, and generate an increase in sales

PROGRESS TO DATE	STRATEGIC PLAN OBJECTIVE	ACTION	TIMELINE	NEEDED RESOURCES	PLANNING COMMITTEE ROLE	SUCCESS INDICATORS
	Expand radio presence, assess television ad time	Identify radio and TV outlets/programs that reach our target audience	FY17-19, ongoing	Budget to invest in strategic radio and TV promos and or ad agency to help facilitate	Support Marketing staff, programming staff, development staff and education staff	Increased mentions of YA on radio and TV that can be tracked/monitored to an increase in sales, donations, funded project applications, advocacy and event attendance