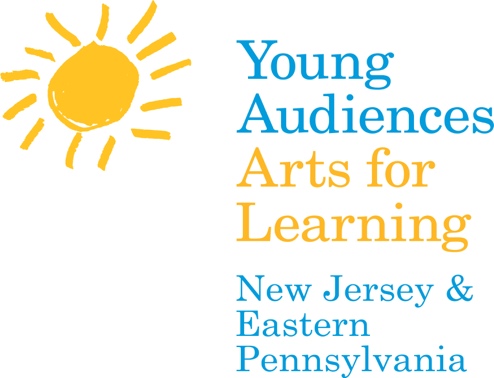
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**SALES & MARKETING TASK FORCE**

**STRATEGIC PLAN OBJECTIVES FY18**

***(Updated 10/6/17)***

**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
3. **CLIENTS**

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| **PROGRESS TO DATE** | **STRATEGIC PLAN OBJECTIVE** | **ACTION** | **TIMELINE** | **NEEDED RESOURCES** | **SALES & MARKETING TASK FORCE ROLE** | **SUCCESS INDICATORS** |
| * Ruth Zamoyta Marketing Research – Surveys and in-person interviews (\*final report) * Oxford Communications Branding Project – surveys, discovery session, focus groups to be implanted in FY18 (\*in progress see timleine ) | 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.
2. **EARNED INCOME**

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| **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/dynamic 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.
2. **MARKETING**

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| **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. Our work with Oxford! | 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 |