

## Implementing and Marketing the Program

### Marketing:

Now that the plan and budget for the project are in place, it is time to start implementing and marketing the project.

Marketing for arts and cultural organizations is about communication more than salesmanship. Much can be gained by understanding sales techniques, which rely on efficient, repetitive communication. The basic difference in marketing for an arts and cultural organization is the intent of this communication.

Marketing is a way of telling the public:

- Who you are.
- What you do.
- How they can be involved.

Your mission statement is your primary marketing tool. Put it in every where you can: on your stationery, postcards, newsletters, brochures, programs, posters, media releases and advertisements. You may want to consider having some attractive banners made to display at public events. Since you will be producing print pieces anyway, you can employ your most powerful marketing tool and dramatically increase your marketing effectiveness – for no additional cost. The goals of the organization also provide some marketing tools.

When developing a marketing plan, it is important to consider the following:

1. **Product** – the mix of programs, products and services your organization offers to the public (i.e., concerts, exhibitions, schools programs, arts festivals, etc.)
2. **Price** – the value placed on those programs, products and services. This value is expressed in terms of money and time.
3. **Place** – the location of the programs, products and services. Consider convenience, desirability, and emotion obstacles associated with the location.
4. **Promotion** – communication to target audiences of messages that create an interest in or desire for programs and services.

It is important to remember two key points:

- Recognize the support you receive from funders, community organizations and other partners—whether cash or in-kind. Give them recognition in print materials, in welcome addresses and when talking about the project in your community. The small amount of time and space it takes to say thank you will pay off in the long run.
- Be prepared to support your programming with courteous and knowledgeable service.

### Process Worksheets 2.11 and 2.12

## **Cultivating and Using Volunteers:**

In the U.S., volunteers are vital to the work of arts and cultural organizations. According to the OAC's *State of the Arts Report*, approximately 25% of all hours worked in arts organizations are provided by volunteers. The study also found that people either volunteer or give money to an organization, but they typically do not volunteer and give money.

Good leadership is essential to volunteer development and management. Leadership blends the potential and needs of people with the goals of the organization. Good leaders juggle and balance the creative spirits of their volunteers with the plans and strategies of their organization.

### **Process Worksheet 2.13 – Aspects of Volunteerism**

Most people who volunteer for arts and cultural organizations are asked in person. Engage the prospective volunteer in conversation. Let them know you are not looking for just anybody, and why their particular skills are important to your project. Be sure to tell them what the reward will be for them.

Once a group of volunteers has been recruited, a training process should be developed and implemented. Possible steps include:

- Offer an orientation. Provide as much information as possible about your entire organization, and then focus on the specific tasks you are hoping the volunteer(s) will accomplish. Don't sabotage the volunteer's efforts by providing too little information.
- Respect the volunteer's abilities and limitations.
- Make people feel comfortable with new experiences. Most volunteers will want to do things your way first, but be receptive to new ideas. New people can bring a fresh perspective and new ideas.
- Invite volunteers to train others in a special skill they bring to the organization.
- Train teams of volunteers whenever possible.
- Assign an experienced volunteer to train a new member of the team.
- Take advantage of outside training opportunities and workshops for your long-term volunteers.
- Break down complicated projects into manageable tasks. Keep volunteers aware of the entire plan. When volunteers understand the purpose they will feel more involved and better able to provide knowledgeable service.

Finally, volunteers need to be recognized for their contributions of time, talent and energy. It is their sole compensation; without it you truly are asking them to work for nothing. Volunteers should be well compensated with equal parts of respect and recognition.

Recognize the specific contributions made by the volunteer and acknowledge what those contributions have meant to your organization. Use a form of recognition that will be

meaningful to your volunteer. Recognition is the greatest benefit you have to offer. You cannot thank people enough, but try anyway! Some ways to do this include: a running column in your newsletter, thanking them from the podium during welcoming remarks or an annual event held in volunteers' honor or to which they are invited as a guest.