

Testing the Soil | Harvesting the Arts

Marketing Plan & Business Model

THE CONTEXT

Three Harvesting the Arts events took place in the autumn of 2008, spread across Powys.

These one-day events were aimed squarely at artists and arts practitioners (rather than general audiences), and from all arts disciplines: visual arts, craft and applied arts, performing arts, music, dance, literature, creative media, etc.

Outline plans for the day anticipated a presentation of work by one or more artists; workshops, talks, demonstrations; a Q&A session with a panel of artists and other practitioners; opportunities for networking and discussion; possibly a performance, exhibition or live event - even a feast! It was a format with ample flexibility for a creative interpretation of each element within it with the emphasis should be on encouraging collaborative and cross-artform working.

Harvesting the Arts events were also required to demonstrate a beneficial connectivity to the place, community and infrastructure of the locality within which they occur - for example, with local accommodation providers, tourism providers, retail outlets, food producers, etc. Making new connections and strengthening supportive networks was central to the idea of the events.

This document was developed as a practical tool for the *Harvesting the Arts* events organisers, but with the intention that it be used by others in the future as a handy tool for event-planning.

This document has been produced by Kate Bull for Powys Arts Forum with support from Powys County Council's Arts Development Service and European Funding from Spirit+.



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1. Planning the event

i. Location, venue & date

- Before fixing the date, check for date clashes with local arts & other organisations, tourist information/community resource centres, Powys CC Arts Development Officer, websites etc. [*see Marketing section below for resources*]
- However, you may also like to consider scheduling your event to coincide with another local happening that might interest participants and persuade them to stay longer in the area (eg. village show, agricultural event, evening performance).
- Depending on the venue, additional arrangements may need to be made to ensure the venue meets the needs of potential participants & audiences eg. toilets, signage to the venue, accessibility, Public Liability Insurance, Health & Safety requirements, weather contingency etc.
- Check venue/location for appropriate accessibility eg. wheelchair/disabled access, hearing loop, visual aids & simultaneous translation. It's good to offer as much as possible, within budget and capability.

ii. Programme for the day

- Contact and then confirm (in writing) the artists/speakers/panelists to be involved.
- Consider whether you will pay speakers & workshop leaders a fee.
- Consider holding a separate evening event - more social, perhaps - to extend networking.
- Allow plenty of time in the day's programme for breaks and networking.

iii. Ticket sales

- Will tickets be sold & how? If it is a free event, will there still be "tickets"?
- How will tickets be produced and made available to participants? Online sales?
- How will you receive and bank the money for tickets?

iv. Catering

For coffee, lunch & tea - and possibly evening meal.

- This is an ideal chance to link up with local businesses & producers [*see Section 2:ix below*] and to add a distinctive local flavour to your event.
- Encourage the use of local produce eg. mineral water/drinks, bakery products,

speciality cheeses & meats.

- Remember there may be a need to cater for special dietary requirements and you may need to include this on registration form.

v. Transport

- Consider and publicise public transport links and car share options.
- Cycle routes, nearest train station, bus routes, local walks, national trails.

vi. Information for participants

NB all information & publicity should be bi-lingual and take into account Powys CC Guidelines on accessibility wherever possible. [see *Appendix*]

- Advance info (inc confirmation of booking, location map, directions, public transport details, parking) - email if possible to save paper.
- Name badges.
- Handouts on the day, including: biographies on speakers and contact details of agency representatives where appropriate. You may wish to create a 'delegates pack' and include other relevant leaflets and information.
- Evaluation /feedback forms: these need to be given to participants and filled in on the day (otherwise people don't complete them, despite good intentions).

vii. Stewards / volunteers on the day

- You will need at least one other person to help you on the day, and probably more.

viii. Accommodation

Arrange if needed - for participants and session leaders;

- Send out a list of local B&Bs, hotels etc to participants in advance, your local TIC will usually be able to supply you with a list or supply a link to an accommodation website. You may be able to recommend chosen accommodation and perhaps strike a deal or special offer in return for your promotion.

2. Administration

i. Budget

Set up a working budget for the event, including all expenditure and projected ticket sale/other income if appropriate; the budget should be regularly updated and refined as costs are confirmed.

ii. Timetable

Produce an administrative timetable leading up to the event, with key deadlines

and dates for completion of tasks.

iii. Insurance

Public liability insurance, at least, is required - the extent will depend on nature of event and location. Most regular venues will have their own cover but you may need additional cover for certain elements such as valuable equipment or activities with additional risk eg. circus (!).

iv. Registration & evaluation forms for participants

- Consider whether registration information will be confidential or used also to gather data on participants; if so ensure future use of data is legitimate and authorised.
- Ensure registration forms request all the information you need to know, eg. dietary requirements, translation or accessibility requirements or whether people are staying on for the evening.
- Also consider whether you will include a participants list in event pack (or on website) - some people like to have a record of who else was there.

v. Provide reports as required for e.g. Powys Arts Forum, funders

- We will also invite your feedback on how useful this pack has been in helping you to organise and promote your event, so we can improve it for use by other events organisers in future.

vi. Documenting the event

It's a really good idea to record the event - as a happening, for your files, for post-event publicity, for funders and partners etc.

- Photographic, video & evaluation, comment slips, book or board.
- Publish conference papers on website.

vii. Accessibility, equal opportunities, bi-lingualism

Ensure that the event, including marketing & publicity etc, takes account of Powys Arts Forum guidelines. [see *Appendix*]

viii. Making links with other creative events

- As this project is all about collaborative working and cluster groups it is crucial the event makes links with other creative events that may be happening in Powys, both before and after it takes place.
- Encourage information exchange on the day; invite participants to bring their own marketing materials, etc
- Make sure names & contact details are gathered for the Powys Artists Database.

ix. Making links with local businesses

eg. Catering &/or food producers
Services (technical)
Transport providers (inc taxis)
Accommodation providers
Materials suppliers

3. Marketing

i. Define target audience

Who are they, where are they & why will they want to come?

ii. Draw up a marketing plan

The Marketing Plan should detail what you plan to do to market the event and when, with a timetable.

- Direct marketing material should be distributed electronically and be easily downloadable wherever possible; it can be supported by a limited number of printed flyers and/or posters strictly targeted to capture a target market who may not be on email lists.
- NB All marketing material should be produced bi-lingually and in accordance with Powys County Council's Equal Opportunities policy. [see Appendix]
- Please also note: all marketing material, including emails, press releases and documentation for publication, should include logos of funders or delivery partners. This is essential to meet funding requirements and can add to the 'image' or 'profile' of your event.
- We would encourage unusual and innovative approaches to marketing - especially which make use of or arise from the specific location or content of the event.
- To comply with funding requirements, the marketing plan needs to be checked and overseen by the Powys Arts Forum HtA group - Mary Elster, Lucy Bevan and Kate Bull.

➤ iii. Email marketing

Email should be your main marketing tool. You will probably want to send out at least two emails - the first to "sell" the event, the second to remind people who haven't booked that it is happening. You may even need a third, in order to boost numbers. Every email should be new and different from the preceding ones.

- Draw up a contact list for emailing purposes, to include:
 - Powys County Council's developing Powys Artist Database

- Powys CC Arts Development Officer (Lucy Bevan) contacts list
 - Powys Arts Forum members & contact list
 - contributing venues, participants, partners
 - your own contacts & friends lists
- When you send out emails, ask people to forward them to anyone else they think may be interested.

iv. Website marketing

- Can you use one central website to locate the event information on, and easily update?
- Other websites you could use to publicise or list the event include:
- Powys Arts Forum website www.powysartsforum.org.uk
 - Powys County Council's Arts & Culture web pages - contact Lucy Bevan
 - Voluntary Arts Wales website and newsletter www.voluntaryarts.org
 - (> Wales > arts events)
 - Mid Wales Tourism, Visit Mid Wales events page www.visitmidwales.co.uk
 - Tourism Partnership Mid Wales www.gomidwales.co.uk
 - BBC Mid Wales online www.bbc.co.uk/wales/mid
 - Arts Council Wales events listings www.artswales.org.uk/diary.asp (you can register for free to add info to the calendar)
 - Harvesting the Arts venues
 - Artist contributor websites

v. Existing networks

Tap into other Powys arts networks where appropriate: galleries, venues & arts organisations such as CARAD, Arts Connection, Arts Alive, Celf o Gwmpas, Shakespeare Link. NB Promoters should contact each organisation directly, to ask if they are happy to publish the information.

vi. Print: leaflets / flyers & posters - & distribution

These may not be necessary or useful - and if printed, can be a significant cost. However, they may be important if electronic methods cannot completely cover the target market. Event 1 (Machynlleth) is planning on printing a limited number of posters for distribution to significant art galleries throughout Wales - to catch the eye of people who may not be on its email contact lists.

vii. Press, radio & TV coverage (editorial)

As part of marketing plan, prepare a specific press & media campaign plan with deadlines. NB Monthly publications can have deadlines as much as 2-3 months before publication.

- Editorial coverage could be sought in local/regional, national newspapers and events publications including: Mid Wales Journal, Brecon & Radnor Express, Broad Sheep, Vita magazine, Cambrian News, Western Mail, Shropshire Star, Hereford Times, Freelyer, Y Golwg, Daily Post, Mailout, and Powys County Council's

Residents Newsletter (bi-monthly publication delivered to every household in Powys).

- Radio stations including: Radio Maldwyn, BBC Radio Wales.
- If the event presents a news angle or specific televisual opportunities: S4C, Cwmni Da (S4C Sioe Celf / Art Show), BBC Wales, ITV Wales, Wedi 7
- RESOURCE: you may be able to use the PCC Arts Development Service press email list - contact Lucy Bevan for details.

viii. Advertising?

There is not likely to be enough money in the event budget for paid-for advertising, but it may be worth considering in well-targeted publications. In particular, for mid-Powys Broad Sheep can be a very cost-effective place to advertise.

4. On the day

- i. Set up venue / check set up
- ii. Directions & signage
- iii. Parking
- iv. Co-ordinating volunteers / co-organisers
- v. Welcoming the participants
- vi. Back-up for glitches, hitches and emergencies
- vii. Clearing up

5. After the event

- i. Evaluation report
 - You will need to provide an evaluation report for Powys Arts Forum
 - You may also wish to write up a report for participants & post on website/s etc
- ii. Follow up personal contacts / requests from participants
- iii. Send out press release re success of event, if appropriate
- iv. Write thank you letters or emails - & invite feedback
 - to artists/speakers/workshop leaders etc
 - to other local businesses involved eg. food producers, caterers etc

APPENDIX 1

OUTLINE BUDGET FOR HtA EVENTS

For guidance only. This shows the main headings for likely expenditure - not all will necessarily be used and additional sub-categories may be added in under any one heading, depending on the specific nature of the event.

1. INCOME

| | |
|--|----------|
| Harvesting the Arts funding | £ |
| Projected ticket income (expected number x £ticket cost) | £ |
| Additional income | £ |
| TOTAL INCOME | £ |

2. EXPENDITURE

1. Venue hire/costs

2. Additional hires

- Equipment
- Toilets
- Technical services

3. Fees

- Administrator fee
- Fees for speakers
- Fees for workshop leaders
- Ticket sales administration fee

4. Insurance

5. Catering

6. Materials for participants

- Advance info (if not emailed)
- Tickets
- Conference pack
- Name badges
- Evaluation forms

7. Transport

- Minibuses/taxis for participants or speakers (if applicable)

8. Accessibility

- Translation costs
- Hearing loops
- Visual aids

9. Marketing

Leaflets & posters
Press advertising
Other?

10. Documenting the event

Video/film crew
Photographer

11. Miscellaneous

Signage - at venue; on approach; at station/bus stops etc
Banners

12. Contingency

Allow for 5% of overall expenditure (so: £100 in £2k budget), just in case!

APPENDIX 2: Marketing plan & business model admin tick list

NB just the essentials! You'll have lots more on your "to do" list

- Check for date clashes with other local events
- Confirm venue & date
- Prepare programme for the day (& evening)
- Confirm artists/speakers/panelists to be involved

- Set up working budget
- Draw up marketing plan including press & media campaign with deadlines
- Produce admin timetable
- Set up ticket sales system
- Arrange catering
- Check insurance
- Prepare registration forms or online system for participants
- Put together advance information pack for participants

- Send out first marketing email
- Print leaflets/posters/flyers
- Distribute leaflets/posters/flyers
- Write & send out press release

- Arrange stewards/volunteers to help on the day
- Arrange ways to document the event
- Prepare handouts for the day
- Prepare evaluation/feedback forms
- Make name badges

AFTER THE EVENT

- Follow up contacts or requests from participants
- Send out press release re success of event
- Write evaluation report/s
- Write thank yous
- Relax with large drink in hand!