

KRA 4. MARKETING AND IDENTITY

To ensure that the San Diego Natural History Museum becomes the best-known, most-respected, most-visited museum in San Diego County, with the largest membership, and significant, ongoing financial support.

Rationale:

To date, the Museum has been a science/education-driven institution. To survive, it needs to become a market-driven organization with its major objective being to further science and education. Because the public supports the Museum, it is essential to increase public interest and awareness. Presently there is low public knowledge and attendance of museum programs. To increase knowledge and attendance we need to know more about the public, what it wants, and the best way to communicate to diverse audiences. We have some new and good information from recent surveys, and data analysis and research conducted through the Arts/Market Cultural Initiative. With this information, we can apply the principles of marketing to all public program areas in order to strengthen the museum's "brand," which will increase attendance and community awareness of the Museum's impact and importance, and help bring about additional financial support.

OBJECTIVE 4.1

By July 1, 2003, make museum marketing a top-level management priority, as evidenced by being as market-driven as it is science/education-driven and a commitment to an overall annual marketing plan.

STRATEGIES

- 4.1.1 Create an overall museum marketing plan to integrate the goals and objectives of all departments.
- 4.1.2 Empower the marketing committee with the necessary resources.

OBJECTIVE 4.2

Double awareness of the Museum in binational region by July 1, 2006.

STRATEGIES

4.2.1 Build a brand identity and reputation as being a consistently relevant, engaging, and memorable experience (regardless of specific exhibitions and programs) and a source of accurate and reliable information.

OBJECTIVE 4.3

Set yearly attendance goals, based on progress of permanent exhibits, traveling exhibitions and public programs to support growth in public programs, exhibition and film visitors, membership, facility usage, store sales, and development.

STRATEGIES

4.3.1 Create a process to get good membership and audience data to maintain focus and direction.

4.3.2 Utilize data to guide decisions.

4.3.3 Leverage efforts of other organizations to increase visitorship to Balboa Park, San Diego, Baja California, and California.

Remarks

Museum needs an Information Technology specialist to establish, program, enter, and maintain audience marketing data as well as to train staff on how to maximize use the data across departments to support an integrated marketing plan. There are many other departments who also need the help of an information technologist.

Museum should hire a Marketing Firm with research capabilities to work with us through the marketing plan, branding, and awareness-building process in the first couple years of the 10-year program. This firm should be kept on a

retainer to continue guiding the Museum and providing it with marketing research data just as Bob Smith and Bob Sharp do with the Museum’s strategic-planning and development efforts.

San Diego Natural History Museum

ACTION PLAN: Create an overall museum marketing plan

Key Result Area 4: To ensure that the San Diego Natural History Museum becomes the best-known, most-respected, most-visited museum in San Diego County, with the largest membership, and significant, ongoing financial support.

Planning Leader: Delle Willett

Dates of Action Plan: 2002–2012

Objective 4.1: By July 1, 2003, make museum marketing a top-level management priority, as evidenced by being as market-driven as it is science/education-driven and a commitment to an overall annual marketing plan.

Strategy 4.1.1: Create an overall museum marketing plan to integrate the goals and objectives of all departments

Presented:

Approved:

Action Steps (Numbered)	Who Responsible <i>(*Lead person)</i>	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
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<p>4.1.1.1. Build a marketing committee from a cross-section of staff, specifically those in income-producing departments, as well as volunteers, and Board of Trustees.</p>	<p>Dir. of Marketing</p>	<p>4/2003</p>	<p>7/2003</p>		<p>Meetings are already being held with staff and not yet with inclusion of Board.</p> <p>Wendy Eng-Rytell in charge of calling meetings</p>
<p>4.1.1.2. Check the course of the committee by convening the marketing committee semimonthly to discuss ideas and actions taken by each department, and making recommendations for future action.</p>	<p>Dir. of Marketing</p>	<p>4/2003</p>	<p>On going, bimonthly</p>		<p>Many committee members attended a seminar by the American Marketing Association in April 2002 to learn how to do generational marketing. Another group has attended a workshop on audience measurements.</p>
<p>4.1.1.3. Measure progress by retaining a marketing research firm to guide committee in the development of an overall museum marketing plan.</p>	<p>Dir. of Marketing</p>	<p>8/2002</p>	<p>8/2003</p>		<p>We will need help from a firm that has the expertise to help us develop a marketing plan and the software equipment to gather and process attendance information so we can measure our progress.</p>

San Diego Natural History Museum

ACTION PLAN: Empower the marketing committee with the necessary resources

Key Result Area 4: To ensure that the San Diego Natural History Museum becomes the best-known, most-respected, most-visited museum in San Diego County, with the largest membership, and significant, ongoing financial support.

Planning Leader: Delle Willett

Dates of Action Plan: 2002–2012

Objective 4.1: By July 1, 2003, make museum marketing a top-level management priority, as evidenced by being as market-driven as it is science/education-driven and a commitment to an overall annual marketing plan.

Strategy 4.1. 2: Empower the marketing committee with the necessary resources

Presented:

Approved:

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.1.2.1. Build our database technology to share information among marketing, membership, and education	Technology Support Staff	1/2003	Opening date of permanent exhibits	On going with quarterly reviews	Museum needs to hire a data technician.
4.1.2.2. Develop e-commerce technology for communications with target audiences	Technology Support Staff	1/2003	On going	On going with quarterly reviews	This technology can be shared with education, development, membership, marketing, museum store
4.1.2.3. Restructure Marketing Department and expand the staff to give the Director a more strategic role in creative marketing planning and administration	* Executive Director, Deputy Directors, and Dir. Of Marketing	1/2003	On going	On going as needed for Museum expansion	By immediately adding a contract editor to handle <i>Field Notes</i> and <i>the Annual Report</i> , Director's time will be freed up to devote to marketing efforts that have a much broader reach Other contract and full- or part-time staff could be added as the other departments

					<p>expand their 10-year plans: e.g., BRCC wants to create a higher profile and will need a publicist with a science background.</p> <p>If we develop non-traditional means of support such as retail products, the Museum will need help from a person with retail and wholesale marketing experience.</p> <p>If we go forward with our bi-national identity we will need a bi-lingual person to develop publicity and advertising who knows how to communicate with that culture.</p>
4.1.2.4. Increase “marketing investment” budget to implement entire branding process to at least 10% of yearly operating budget	Deputy Directors	7/2002	On going	On-going	This would be a progressive increase as permanent exhibits are developed, as the Museum Store becomes a destination-shopping experience, as we develop our own product line to market, and as we progress as a bi-national Museum needing advertising and publicity in Spanish and English.
4.1.2.5. Retain a marketing research firm to guide committee in the development of an overall museum marketing plan and to measure progress	Dir. of Marketing	8/2002	8/2003	On going	We will need help from a firm that has the expertise to help us develop a marketing plan and the software equipment to gather and process attendance information so we can measure our progress.
4.1.2.6. Train staff to market museum at every opportunity and provide media training to all those who do media interviews.	Dir. of Marketing	1/2003	On going	On going	We will need a media-training specialist to conduct the media trainings. This person could be part of the marketing firm we have on retainer (see above).

San Diego Natural History Museum

ACTION PLAN: Build reliable brand identity and reputation

Key Result Area 4: To ensure that the San Diego Natural History Museum becomes the best-known, most-respected, most-visited museum in San Diego County, with the largest membership, and significant, ongoing financial support.

Planning Leader: Delle Willett

Dates of Action Plan: 2002–2012

Objective 4. 2: Double awareness of the Museum in the binational region by July 1, 2004

Strategy 4. 2. 1: Build a brand identity and reputation as being a consistently relevant, engaging, and memorable experience (regardless of specific exhibitions and programs) and a source of accurate and reliable information.

Presented:

Approved:

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.2.1.1. Evaluate all communications tools for currency and relevancy to the mission and the brand.	Dir. of Marketing	7/2002	7/2003	On going	This is a cooperative effort of the marketing committee and marketing research firm.
4.2.1.2. Communicate brand and identity clearly to internal audience.	Dir. of Marketing	7/2002	3/2003		Will need periodic updates for new employees.
4.2.1.3. Consider Museum name change if indicated by market research that the public does not connect with "natural history museum."	Dir. of Marketing	1/2003	1/2004	By opening of new permanent exhibits	This should be done by opening of new permanent exhibits.
4.2.1.4. Publicize our green policies and practices as they are implemented.	Dir. of Marketing	1/2003	On going	On going	Museum should do thorough audit of green policies.

4.2.1.5. Develop a marketing outreach program to the diverse audiences of the region to build attendance that reflects that diversity	Dir. of Marketing	1/2003	On going		Marketing outreach = community relations, involvement in community events.
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San Diego Natural History Museum

ACTION PLAN: Use data for focus and direction

Key Result Area 4: To ensure that the San Diego Natural History Museum becomes the best-known, most-respected, most-visited museum in San Diego County, with the largest membership, and significant, ongoing financial support.

Planning Leader: Delle Willett

Dates of Action Plan: 2002–2012

Objective 4. 3: Beginning in 2003, set yearly attendance goals, based on progress of permanent exhibits, traveling exhibitions and public programs to support growth in public programs, exhibition and film visitors, membership, facility usage, store sales, and development.

Strategy 4. 3.1: Create a process to get good membership and audience data to maintain focus and direction

Presented:

Approved:

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.3.1.1. Work with Membership Director to consistently and scientifically gather accurate information on members' demographics	Dir. of Marketing	1/2003	On going yearly		This should be done once a year, aided by Museum data technician.
4.3.1.2 Work with Education Department to consistently and scientifically gather information on who attends classes, what they like, why they attend, how they heard about the programs.	Education Marketing Manager	1/2003	On going		This should be done during each season, aided by Museum data technician. Reports will be evaluated by Marketing Committee for development of future programming.

San Diego Natural History Museum

ACTION PLAN: Use organized data for decisions

Key Result Area 4: To ensure that the San Diego Natural History Museum becomes the best-known, most-respected, most-visited museum in San Diego County, with the largest membership, and significant, ongoing financial support.

Planning Leader: Delle Willett

Dates of Action Plan: 2002–2012

Objective 4. 3: Beginning in 2003, set yearly attendance goals, based on progress of permanent exhibits, traveling exhibitions and public programs to support growth in public programs, exhibition and film visitors, membership, facility usage, store sales, and development.

Strategy 4: 3. 2: Utilize data to guide decisions

Presented:

Approved:

Action Steps (Numbered)	Who Responsible <i>(*Lead person)</i>	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.3.2.1. Determine best target audiences, what they want, and the means to reach them.	Dir. of Marketing	1/2003	Opening of new permanent exhibits		This is a project for the entire marketing team.
4.3.2.2. Guide development and selection of public programs, and temporary exhibitions and films.	Dir. of Marketing, Director of Education, *Deputy Director of Public Programs,	1/2003	On going		

	Marketing Committee				
4.3.2.3. Guide development of Membership benefits	Dir. of Marketing, *Director of Membership, Marketing Committee	7/2002	On going		Done with Director of Membership and marketing committee.

San Diego Natural History Museum

ACTION PLAN: Leverage to increase visitorship

Key Result Area 4: To ensure that the San Diego Natural History Museum becomes the best-known, most-respected, most-visited museum in San Diego County, with the largest membership, and significant, ongoing financial support.

Planning Leader: Delle Willett

Dates of Action Plan: 2002–2012

Objective 4.3: Beginning in 2003, set yearly attendance goals, based on progress of permanent exhibits, traveling exhibitions and public programs to support growth in public programs, exhibition and film visitors, membership, facility usage, store sales, and development.

Strategy 4.3.3: Leverage efforts of other organizations to increase visitorship to Balboa Park, San Diego, Baja California, and California

Presented:

Approved:

Action Steps (Numbered)	Who Responsible (*Lead person)	Starting Date	Scheduled Completion Date	Actual Completion Date	REMARKS (e.g., opportunities or problems uncovered; talents or weaknesses revealed; coordinated efforts required)
4.3.3.1. Continues participation on Balboa Park Cultural Commission, Balboa Park Passport Marketing Committee, House of Hospitality Board, and Balboa Park Marketing Advisory Committee.	Dir. of Marketing	7/2002	On going		
4.3.3.2 Continues participation in San Diego Museum Council and Passport to Balboa Park	Marketing Coordinator	7/2002	On going		

4.3.3.3. Continues to participate in Balboa Park Educators Committee	Education Marketing Manager	7/2002	On going		
4.3.3.4. Continue membership in SD Convention and Visitors Bureau and SD Chamber of Commerce	Dir. of Marketing	7/2002	On going		
4.3.3.5. Continue participation in Balboa Park Cultural Partnership	Deputy Directors	7/2002	On going		
4.3.3.6. Clearly communicate to all staff and volunteers in all organizations in which we are involved.	Dir. of Marketing	7/2002	On going		
4.3.3.7. Museum joins San Diego Chamber of Commerce and the California Tourism Council.	Dir. of Marketing	7/2002	On going		