

Crested Butte Center for the Arts
Marketing Plan

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I. Introduction

This marketing plan contains a thorough analysis of the Crested Butte Center for the Art's current business practices, marketing strategies, future goals and position in the industry. The analysis took place over the course of one academic semester by Western State College business marketing students. The study is based on group observations, interviews and outside research about the Crested Butte Center for the Arts. Throughout the study we outlined the center's target market strategies, product (brand positioning) strategies, place strategies, price strategies, and promotion strategies. A full SWOT analysis was conducted along with a competitive, industry and promotion budget analysis. After summarizing the analysis the students brainstormed recommendations to better the current marketing plan. This report provides suggestions that the student group compiled as a result of the information gathered and analyzed. The suggestions are the views and opinions of the students and contain concepts learned from the business marketing program at Western State College. This does not mean that Western State College is taking an official position with the student group and their recommendations.

II. Executive Summary

This marketing plan contains a thorough analysis of the Crested Butte Center for the Art's current business practices, marketing strategies, future goals and position in the industry. The analysis took place over the course of one academic semester by Western State College business marketing students. The study is based on group observations, interviews and outside research about the Crested Butte Center for the Arts. Throughout this report, we have outlined the Art Center's target market strategies, product (brand positioning) strategies, place strategies, price strategies, and promotion strategies. A full SWOT analysis was conducted along with a competitive, industry and promotion budget analysis.

After summarizing these analyses the recommendations were brainstormed to enhance the current marketing plan. This report provides suggestions that the student group compiled as a result of the information gathered and analyzed. The suggestions included in this report aim to engage the target markets of the local college students, Crested Butte locals, and second home owners. The suggestions are the views and opinions of the students and contain concepts learned from the business marketing program at Western State College. This does not mean that Western State College is taking an official position with the student group and their recommendations.

III. Description of Business

The Crested Butte Center for the Arts proudly opened its doors December 28th, 1987. A movement to raise money for the opening began in 1985. By 1987 they had raised 425k and began renovating an old maintenance garage that provided 6000 sq ft. The facility contains an auditorium (capacity 215), lobby, full bar, art gallery for local art (the Piper Gallery), set shop, two dressing rooms and an outdoor stage. It is owned by the Town of Crested Butte and has been a Colorado nonprofit organization since December 26th, 1987 and an IRS nonprofit since May 1, 1987.

The board of directors is governed by 18 members who include local residents along with second homeowners. Employees consist of three full-time and ten part-time. Their duties include general facility operations, managing rentals and cultural programs and booking performances. It is the community venue for live theatre, concerts, gallery art and cultural events.

Mission Statement: A home for the arts and culture, offers engaging and educational experiences to enrich and expand the life of our community.

Vision Statement: We envision TCFTA as a captivating and welcoming place, truly unrivaled in Colorado. The Center brings people together to share, inspire, nurture, educate and enjoy the arts and culture of our mountain community.

IV. Situation Analysis

a) *Target Market Strategies* – The Crested Butte Center for the Arts considers two different audiences for its target market: second home owners or tourists, and locals.

i) Second home owners or tourists

(1) Demographics

These individuals have a higher annual income, which relates to more disposable income. They own second homes in Crested Butte, and live here seasonally.

(2) Geographic Location

The primary residence for the majority of these individuals is in either Texas or Denver. The Texas travelers tend to stay in Crested Butte seasonally and for longer stays; whereas Denver travelers use Crested Butte as their mountain getaway for weekend trips.

(3) Lifestyle/Psychographics

These individuals are very community oriented and strive to be involved whenever they are in town. During their visits, they are active within the community, and enjoy attending local events. They also have peeked interests in local businesses, and tend to become attached to their favorites in town.

Because of this desire to be involved in the Crested Butte culture, they provide 80% of the annual donations. Due to their increased disposable income, they are able to attend the more expensive events.

(4) Buyer Behavior

Once a favorite local business is found, these tourists and second home owners become frequent repeat customers. Because they live in other areas for most of the year, they enjoy shopping for products and learning about events online.

ii) Locals

(1) Demographics

Most of the local customers are women who have families, and have less disposable income than the second home owners. Often times, the local customer is a student studying art at Western State College, or one of the high school students in Crested Butte and Gunnison. Local artists have also taken an interest in the Crested Butte Center for the Arts as it is a venue to showcase their pieces, and is a creative outlet.

(2) Geographic Location

As the area is rather secluded, tucked away in a small mountain town, the local customers live in either Crested Butte or Gunnison.

(3) Lifestyle/Psychographics

The local consumer makes the effort to support local businesses. They have an active, healthy lifestyle and enjoy participating in outdoor activities such as skiing, snowboarding, rock climbing, and hiking. Along with outdoor activities, they are concerned with staying active for health reasons, and therefore enjoy taking part in activities like yoga, and Pilates. Locals generally attend the less expensive events, as they have a lower annual income as compared to the tourists and second home owners.

(4) Buyer Behavior

These individuals have a strong tendency to purchase items that have been locally produced, or from the farmers market. They will often purchase value items, such as family packages and less expensive tickets.

b) *Product (Brand Positioning) Strategies*

The Crested Butte Center for the Arts is considered a cultural symbol for the community. It is a destination for the entertainment, education, enrichment, and

expansion of arts and culture in the area. The current positioning strategy for the Arts Center is “Bringing the Arts to Life”, and to be viewed as the central hub for the arts and culture in Crested Butte.

The Arts Center is used for many different aspects of entertainment. The lobby of the Arts Center is often utilized as an Artist Showcase where local artists can display their pieces for a given amount of time. The outdoor stage is utilized for live music events in the summer, including a weekly event called Alpenglow. The indoor stage features live theater productions from schools in the area, and can also be used to show independent films such as the ski movies produced by Matchstick Production. The Arts Center also hosts a variety of events throughout the year to raise funds and awareness for the arts initiatives. One such event is called Chefs on the Edge, which also increases awareness for local restaurant businesses. The Arts Center is also dedicated to educating people about the arts. This is being accomplished by providing art classes for individuals with a range of experience. The backstage area of the venue has been utilized for painting classes throughout the year. The Arts Center building also acts as a rental venue, and can be rented out for any event throughout the year.

c) Place Strategies

i) Location

The Center for the Arts is centrally located in Crested Butte at 606 6th Street, Crested Butte, CO. It can be easily accessed from any other location in town, and is one of the first buildings you see when traveling from Gunnison and the Airport. It sits on a large lot, which works perfectly for large outdoor events during the summer months.

In addition to the physical location, the Arts Center is located online at CrestedButteArts.org, and on [Facebook.com](https://www.facebook.com/CrestedButteArts). The website features a description of the venue, a calendar of events, contact information to rent the venue, and gives

consumers the ability to purchase tickets online. Devoted consumers are also able to donate to the Arts Center at one of 11 levels of sponsorship ranging from \$25 to \$5,000.

ii) Hours of Operation

The Arts Center staff is in the office weekdays from 9:00 am until 5:00 pm. The venue is also open for longer hours during events, as needed.

iii) Floor plan

The Arts Center is a two-story building with offices for three employees, an outdoor stage, artist showcase gallery, indoor stadium, two dressing rooms, a backstage and workshop area, and a lobby with a full bar and box office.

iv) Seasonality Trends

The summer months provide more opportunities for events as locals and tourists are searching for activities. With more events, comes an increased need for promotions. During the winter months, fewer events are planned by the Arts Center employees, and therefore require less promotion by the Center. During the off-season there are no events at the Arts Center, which has resulted in no promotional efforts during these months. Currently, the communication efforts for promotions include weekly newsletters to Crested Butte hotels, weekly eBlasts to an emailing list, advertisements in local newspapers, and displaying posters in local businesses.

d) Price Strategies

i) Market Pricing

Price per ticket covers overhead costs and is calculated based on an estimation of how many of the 220 seats are going to be filled within the theatre. Estimating around 150 ticket sales is a safe number to project in case the show doesn't sell out. To calculate the price per ticket, the overhead expenses, band expenses and "other" expenses are combined and then divided by the number of

expected guests. "Other" expenses generally include advertising costs, and food for the band. The goal is to break even on sales to cover the expenses for each event.

ii) Pricing Strategies

Depending on the time of year, the Crested Butte Center for the Arts changes its rates. During the winter seasons, they adjust their rates because they do not have as many events, while during the summer they raise their rates because of the high traffic they experience. Being a non-profit organization the ticket prices are based on making sure the company breaks even. Profit can be made at the bar during the event but this is not taken into account when calculating ticket prices.

iii) Sales and Discounts

Local discounts as well as promotional deals have been implemented in order to attract more people. Some promotions that have been put into action are; Buy 1 Get 20% off deals, bulk purchases receive discounts, season passes receive discounts, and the more tickets purchased out of the total ten events offered for the season will receive a greater discount.

e) Promotion Strategies/Promotion Mix

i) Personal Selling

The Crested Butte Center for the Arts does most of their personal selling through their box office, and online. Individuals who are interested in renting the facility for an event will often call the Arts Center for rates and availability.

ii) Advertising

The Arts Center implements different advertising efforts depending on the event. Posters are one of the most widely used tactics, and are displayed in local businesses and around the town of Crested Butte. They also promote their events online on their website and their Facebook page. A copy of their Facebook page can be viewed in the supporting documents section of this report.

Another advertising tactic is providing newsletters to hotels in Crested Butte that feature a calendar of events and happenings at the Arts Center. Online, the Arts Center offers advertising on their website in the form of photos, descriptions and current promotions available, and an up-to-date calendar of events.

iii) Publicity and Public Relations

Hosting events such as the Tour De Forks and Chefs on the Edge, the Arts Center is gaining exposure. Both of these events have been highlighted in local newspapers, and featured on the websites of partnering businesses. This increases the reach of the publicity. An example of a partnering website discussing these events can be viewed in the supporting documents section of this report.

iv) Sales Promotions

The Arts Center provides discounts to locals, as well as a Buy One Get One 20% off to promote bulk ticket purchases. Season passes also receive discounts, with greater discounts going towards passes that include more events.

V. Arts Center Industry Analysis

Entry into this industry is fairly limited as it takes a large infrastructure, a great deal of support, and a large amount of funding to create an Arts Center. The Crested Butte Arts Center started as a Grassroots organization in that there was a need for art and culture, and the founders of the Arts Center created ways to meet that need.

a. Economic Trends

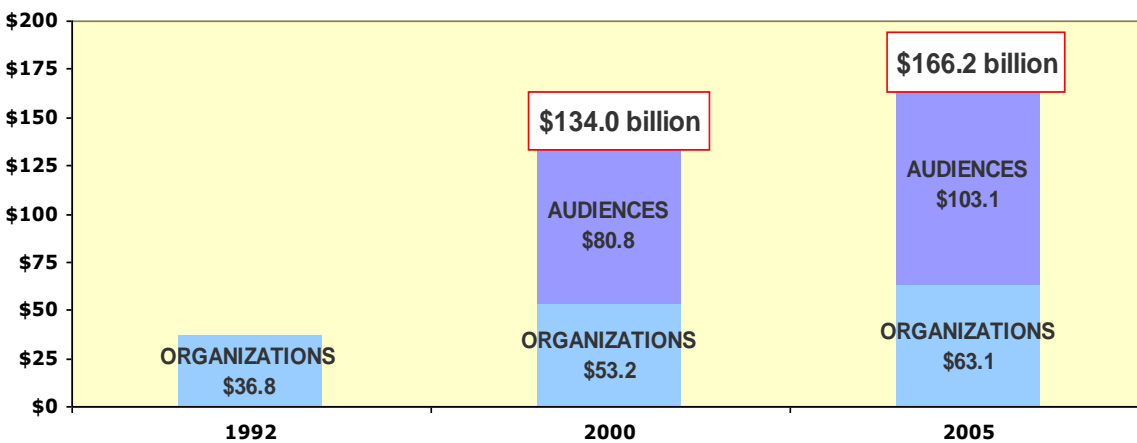
Many economic trends affect the number of tourists that are traveling to the area. CBMR plays a large role in the amount of people exposed to national advertisements relating to Crested Butte. Also, our economy has been facing difficult financial times that has directly affected the disposable income that tourists are willing to spend in order to travel. Not to mention travelers are having less of an ability to donate which increases the competition between the non-profit organizations within the area.

b. Industry Trend

As of June 9, 2010, an estimated total number of charitable contributions from American individuals, corporations and foundations fell to \$303.75 billion in 2009, down from a revised total of \$315.08 billion for 2008. The 2009 drop represents a fall of 3.6 percent in current dollars. (alliancetrends.org) Donation rates are expected to continue dropping over the next few years which will make it more difficult for non-profits to find donors.

c. Growth Trends

Based on the results on the graph below that over the past 13 years there has been an increase in the amount of donors and patrons. Also, “the industry generates nearly \$30 billion in revenue to local, state, and federal governments every year. The three levels of government, however, collectively spend less than \$4 billion annually to support arts which is a spectacular return on investment (Jenny).” The government has recognized the potential revenue that can be made within the industry which makes them more likely to push for and approve non-profit organizations.



Through the formation of the Art's Alliance, the competitors are eliminating most of the unnecessary competition for customers by hosting events on different nights, and by supporting each other's events. Mostly, the non-profits in the area are all competing for loyal donors as the regular donors are becoming more selective with the declining economy.

d. Competitors

Being a small community, competing organizations have a close relationship with each other. Competition ranging from; The Majestic Theater, Gunnison Center For The Arts, Peak Productions, Mountain Theater, CB Music Festival, and CB Art Studio.

VI. SWOT Analysis

a) Strengths

The center for the Arts in Crested Butte is one of the few places where community members can gather and enjoy local art in the Gunnison valley. Their strengths include their location, cleanliness, refurbished interior, strong brand image and other amenities. They are located on Highway 135, centralized in the town of Crested Butte. The Center for the Arts has a wide range of revenue earning capabilities which include hosting events and art shows, renting the facility, and holds classes offered to the community. This location allows residents to meet at the center as a community gathering place. As a non-profit organization the Center hosts events just to cover their costs. This allows them to have very low prices for their events. The Center is well established in the community and they have long relationships with donors which have allowed them to be a staple within the "artsy" community. These relationships have also let them be in contact with other related businesses such as the Art Center in Aspen. In addition, they have updated their website to be more use-friendly.

b) Weaknesses

The Center for the Arts has a few visible weaknesses. One of the Center's largest weaknesses is having a limited budget because their only source of revenue is to cover their costs. This prevents them from doing large advertising campaigns and bringing in events from other places. Although it may be beneficial to have more staff, their budget restraints only allow them three full-time and three part-time workers. Other weaknesses include inconsistency of shows booked between seasons. They also lack the adequate space for their offices, backstage, classrooms, and galleries.

c) Opportunities

In the Gunnison valley, there are many opportunities to increase the amount of people that go to the Center. One opportunity would be to attract more customers by having a more creative ad campaign. Another opportunity to reach more customers is to get the attention of tourists and other visitors that come to the Valley. Increasing the variety of shows will help cater to tastes. The Center can also get more involved with other local businesses and other facilities such as the Gunnison Airport.

d) Threats

The Center for the Arts faces various potential threats. The recession has greatly affected the economy and that has led less tourism and dispensable income which has caused a slowdown in how many people visit the Center. The poor snowfall has also affected the amount of tourism in Crested Butte. They also have some competitors that include Peak Productions at WSC and CBMR potentially opening a performing arts center, which threatens to take away their market share.

VII. Competitive Analysis

The Center has several direct and indirect competitors which offer the same or similar sources of entertainment. The Gunnison Arts Center is their closest competitor and they offer gallery shows frequently which usually are attended by locals and

students. Indirect competitors include Majestic Theater, Ruby Cinema, CBMR, the movie stores. Entry into this industry is fairly limited as it takes a large infrastructure, a great deal of support, and a large amount of funding to create an Arts Center. The Crested Butte Arts Center started as a Grassroots organization in that there was a need for art and culture, and the founders of the Arts Center created ways to meet that need.

Through the formation of the Art's Alliance, the competitors are eliminating most of the unnecessary competition for customers by hosting events on different nights, and by supporting each other's events. Mostly, the non-profits in the area are all competing for loyal donors as the regular donors are becoming more selective with the declining economy.

VIII. Promotion Budget

The Crested Butte Center for the arts has divided their promotional budget into 5 categories of expenses.

Misc. Advertising	\$ 7,000.00
Graphic Design	\$ 3,000.00
Promotional Ad Materials	\$ 1,000.00
Marketing Misc.	\$ 6,000.00
Ads for Fundraisers	\$ 5,000.00
TOTAL	\$22,000.00

There are several ways that the Center can promote their events within the promotional mix. Advertising is the largest and most important factor in bringing in a steady flow of customers. The non-profit status does not allow them to create large advertising campaigns because they are only covering their overhead costs. This shortfall of cash has narrowed the ways in which the Center can promote. The main

promotional advertising that they use includes displaying posters around the Gunnison valley, getting involved with other businesses that have different customers, and internet emails and advertisements. While all these have proven to bring in some customers, there has not been a great positive response as a result of these advertisements.

a) Suggested Promotion Mix

The promotion mix consists of advertising, publicity, personal selling, and sales promotions. Advertising includes any print advertisements, radio spots, billboards, television commercials, internet advertisements, direct mailings, or other forms of traditional promotions. Publicity is any promotional activities that are focused on customers, the media, potential investors, or other stakeholders such as annual reports, brochures, or press releases. Personal selling includes all paid personal communication that seeks to inform customers who wish to purchase event tickets or venue rentals. This may be personal sales representatives or box office staff. Lastly, sales promotions include any activity that is not in one of the aforementioned categories such as free samples, games, rebates, contests and premiums. The following percentages are suggested allocations of time spent conducting activities related to promotion, according to the suggested promotions and their prices.

- Advertising-60%
- Publicity-35%
- Personal Selling-3%
- Sales Promotion-2%

b) Suggested Advertising Media for General Promotions

- i) The Arts Center has had the opportunity to be featured in local newspapers regarding upcoming events. The center can continue to do so by sending Press Releases to the papers regularly. Events can also be featured on the Crested Butte

Chamber of Commerce website through the community events calendar, at CBChamber.org. A sample of the community events calendar can be viewed in the supporting documents section of this report.

The Arts Center should also reach out to nearby hotels to advertise on their websites. For example, The Ruby of Crested Butte lists a description of their partner businesses, and offers discounts and other promotions with these businesses. The Arts Center could work on a promotion with local hotels to be listed, or even featured on their websites. A sample of The Ruby's Partner page can be viewed in the supporting documents section of this report.

- ii) Western State College has a large visual and performing arts program. These students and professors have expressed an interest in finding new creative outlets to view performances, and also to perform or showcase work. There are also a number of students who do not participate directly in the art program, but who have an interest in learning painting and drawing techniques. In order to reach and attract this large audience, it would be beneficial to also place advertisements and send press releases to the Mountaineer Media sources. Placing larger posters in Quigley, the visual and performing arts building on campus, or in the College Center, a central 'hangout' on campus, would be beneficial in trying to reach these potential customers.
- iii) A local business, The Sign Guys, design outdoor banners for a variety of businesses. Banners are \$10 per square foot and can be made as large as the Arts Center would like. One large 5' x 10' banner would be a \$500 expense. Budgeting about \$75 for designing fees, total cost would be \$575. These banners can highlight the new campaign Enrich Your Soul, Enrich Your Community, which is discussed in further detail later. Keeping a simple design will allow the Arts Center to use the banner for years to come. To advertise the Alpenglöw concerts in Gunnison, another banner

- can be made specifically for this event and displayed on Main Street in Gunnison. More details on the Sign Guys, including a website sample and contact information, and for an example banner for the Alpenglow concert, please see the supporting documents section of this report.
- iv) Since many travelers come to the Gunnison area through the local Gunnison Regional Airport, advertisements placed at this location would allow the Arts Center to attract tourists to the Gunnison Valley and Crested Butte. Interspace Airport Advertising is the advertising firm that does all of the promotions at the Gunnison Regional Airport. Two displays are available, one of which is a scrolling display located above the bag carousel and one which is a large wall wrap display. Pricing varies according to term and location in the airport. (See supporting documents). For these budgeting purposes, an advertisement on the scrolling display above the bag carousel running for 5 years at a cost of \$300 per month has been selected. This would be a yearly total of \$3750, including \$150 for design and print costs. These displays yield 191,799 audience impressions per year and a cost per thousand people reached (CPM) of \$19.5. This airport advertisement would aid the Arts Center in attracting its large target market consisting of second home owners and tourists.
- v) In order to more effectively reach the tourists that stay in hotels in the area, a program can be set up with the concierge at popular hotels to be one of the recommended attractions to visit during a stay in Crested Butte. The Grande Lodge and the Elevation Hotel and Spa should be considered for this promotion.
- vi) In order to create positive publicity about the Arts Center, a community event can be hosted with an “open house”, or any type of event that takes place at the Arts Center facility. By welcoming community members into the Arts Center, they become more familiar with the establishment and this can create positive perceptions of the Center.

By familiarizing the community with the facility, the Center would be more readily remembered when searching for a venue to rent for an event. In order for a business to be successful, it is important to create this positive view in the eyes of the public. An open house can include free tours of the facility, snacks and a social outlet for community members. Depending on the size of the event, the Arts Center can plan on spending around \$400 for each of these events to purchase small snacks and beverages. It would be beneficial to look into collaborating with local businesses to provide food and drinks for this event, to cut down costs. If the Center were to host a community event twice a year, the cost would be \$800 annually, or less depending on the availability of partnerships. Artists who are currently being showcased could be present to talk to guests about their artwork, and groups that will be performing around the time of the community event could promote their performances as well. This community event would also constitute as personal selling because representatives of the Arts Center would be present at the event.

c) Suggested Advertising for Internet Promotions

- i) Another way that the Arts Center could increase their web presence would be to advertise with Google AdWords. This service provides a sponsored link on the Google search engine when prospective customers type in certain keywords. This would include any words that link to the Gunnison and Crested Butte area, entertainment, or performing and visual arts. By doing so, the Arts Center would be more easily found by potential customers. Cost for this service is determined by the number of clicks that your advertisement receives. Each spot for a sponsored link is based on the cost per click. This cost per click is auctioned and the company with the highest bid receives the top location on the search engine. A \$250 per month budget would allow 300 clicks at \$.50 per click. If done during the peak eight months out of the year, this would total \$1,200.

IX. Recommendations

a) Target Market Strategies

The Center for the arts has targeted their business by dividing their main customers into second home owners/ tourists and local categories.

i) Second home owners and tourists

One way of bringing in more customers is advertising in areas that tourists are commonly exposed to. One example of this is putting banners in the Gunnison airport; this will inform visitors immediately upon arrival of the wide variety of entertainment and shows that the Center offers. Second home owners are frequent donors and they give 32% of their annual funds. Attracting them visit the Center is very important and key factor in the Center having a larger advertising budget. Email blasts are a great way to keep donors informed of the events and promotions that the Center is having and make them feel more involved.

We recommend organizing a mass mailer designed to inform second homeowners about the Crested Butte Center for the Arts. This mailer could include a brochure explaining incentives of becoming a donor, how becoming a donor will help the Crested Butte community as a whole and guidance on how to become a donor. Also a friendly letter to the homeowner will aid in introducing the brochure/ pitch. The mailer would be most effective if sent to homeowners with addresses outside of Crested Butte/Mount Crested Butte and whose properties are assessed at \$350,000 and above. This information can be obtained at the Gunnison County assessor's office.

To further enhance the mailers success a VIP invitation could be included to invite the homeowners to a very special, free catered performance. This free performance will get potential donors into the Center for the Arts, and will show them

the capabilities of the facility and give them an opportunity to talk with representatives about becoming a donor. This could be taken to another level by having two different events for the donors to choose from, one in the busy summer season and one in the busy winter season. By offering two events, it is likely that more potential donors could attend.

ii) Locals

Offering events that cater to the locals' wants and tastes will maximize the profitability of any event they put on. Ski premieres have had great success with the Center and have created a great deal of good publicity. Getting together with production companies such as Two-Plank will help reach that target market. Offering events that attract more students from WSC is another great way even though they have Peak Productions at the school.

b) Product (Brand Positioning) Strategies

The Center for the Arts has an established brand image which has helped them keep a large number of donors that contribute to them annually. They are viewed as a community gathering place and that has positively reinforced their image. The Center for the Arts offers many sources of entertainment that can be hard to find in the valley. We recommend you inform potential customers to these distinctive selling points. These distinct events include Alpenglow (summer), Ski premieres, movie screenings, and exclusive gallery shows that highlight bigger artists.

c) Place Strategies

The centralized location of the Center allows them to maximize the exposure they have on people passing through Crested Butte because they have to physically pass by it. Although tourism is limited in Crested Butte, the Center must capitalize on the inadequate levels of consumers. This means catering more towards skiers because they

make up a large percentage of the population in CB. Providing discounts for CBMR season pass holders will also attract the skiing community.

The website has allowed them to cater to their consumers on the internet which includes second home owners. These customers don't have any exposure to the Center's advertisements and this keeps them from being aware of important promotions and events. We feel that pushing internet marketing will secure potential customers into being more informed about the organization and this is important to them because there is a good percentage that donates.

d) Price Strategies

The division of target markets greatly varies for the Center and has given them problems on how to price certain events. Locals have a significantly lower amount of income and are less willing to come to events regularly. Discount packages need to be reintroduced so that the lack of disposable income will not be as great of a problem.

e) Promotion Strategies

i) Advertising

Although the Center has a significantly higher advertising budget than most other businesses, they need to maximize their exposure in the valley. It is important for the Center to advertise locally to develop and promote the brand image and build relationships with the local population. This will promote word of mouth advertising to friends and families visiting local people.

In addition, to gain more customers the Arts Center should utilize more local advertising in the form of banners, posters, and other displays. This includes the Center having displays placed at the Gunnison Airport to attract out of town customers looking for a source of entertainment. Placing promotions where consumers will view them soon after landing in Gunnison aids in retention of the advertisement and encourages patrons to see what events are going on. Pushing the new ad campaign of Enrich Your Soul –

Enrich Your Community will help the target market feel more welcome and comfortable with the Center for the Arts. Since tourists are such a large aspect of the Center's target market, it is important to reinforce the Art Center's brand image to these travelers.

Banners may be used to highlight discounts or welcome groups of people into town.

These banners can be displayed during peak times such as WSC family weekend, WSC orientation, hunting season, ski season, and Cattlemen's Days. Samples of these advertisements can be found in the sample promotions section of this report.

One of the larger events the Arts Center puts on every summer is the Alpenglow weekly concert series. Creating custom Koozies to distribute to attendees with text that says "I ♥ Alpenglow" and the Crested Butte Center for the Arts logo, would be an excellent way to build goodwill among the customers. Guests will also be able to continue to use and remember the Arts Center, and attend more events throughout the year. An example of the Koozie, ordered from DiscountKoozies.com, can be found in the supporting documents section of this report.

ii) Publicity

In the area of publicity, the Arts Center has many options from which to take advantage of in order to promote its business. Publicity is often very inexpensive and appeals to the local population. By creating in-house publications, the Arts Center can take advantage of low cost promotions to local media. This can create a positive "buzz" about the Center and promote a strong brand image.

One option for marketing publicity is in the form of a press release. A press release is a great way to highlight important news about the Arts Center including upcoming events, current artists being showcased, current classes being offered, etc. This should also include news such as sponsorships, donations, and any information that may be interesting to the public. Press releases can easily be created by the Arts Center staff, and sent into a local newspaper for publishing. It is suggested that the Arts

Center submit a press release at least four times per year in order to receive coverage year round. A sample press release is included in this marketing plan in sample promotions.

Newsletters sent to donors and previous customers with new information, a calendar of events, discounts, offers and incentives can aid in customer retention. Newsletters may encourage customers to be more loyal to the Arts Center because they may be reminded of their positive influence the Arts Center has on the Crested Butte community. In addition, this type of publicity is inexpensive and can be a creative way to break through advertising clutter and further develop the Arts Center brand in the mind of the customer. It would be beneficial to distribute a newsletter quarterly in order to update stakeholders of news from the Arts Center.

iii) Personal Selling

In order to gain the support and awareness of the community as well as attract potential customers, a representative from the Arts Center should engage in various community functions. As a visible member of the community, the Center creates a positive image in the minds of the local population. This would encourage the community to be more receptive to any projects that the Arts Center may undertake in the future. Since the Arts Center has such beautiful facilities, hosting events and other gatherings is a great way to showcase the many different events and services that the Center has to offer. It may also be beneficial for a representative of the Arts Center to become a member of community groups such as the Gunnison-Crested Butte Tourism Association, and the Crested Butte Chamber of Commerce.

iv) Sales Promotions

Another way to promote the Arts Center and encourage repeat customers is to utilize sales promotions. These promotions include any type of contest, premium, or free giveaway that entices potential customers to become repeat customers of the Arts

Center. When customers feel as though they are getting a great deal for their money, they are more likely to have a positive experience and become brand loyal to the Arts Center. Sales promotions are often a fun and memorable way to reward customers for participating in, and supporting the Arts Center.

Creating a “Locals Package” with hotels in Crested Butte would be beneficial to not only bridge the gap between the town of Crested Butte and CBMR, but to also build more relationships with local businesses. This package would be listed under the Packages section for hotels, and would include dinner at a favorite spot in town along with tickets to an event at the Crested Butte Center for the Arts.

Enrich Your Soul – Enrich Your Community Campaign

This campaign will enhance the mission statement that has already been laid out by the Arts Center. Creating advertisements with this slogan, and providing publicity based on the Enrichment theme will benefit the Arts Center by reminding the community of how necessary the Arts Center is for the culture of Crested Butte.

For this campaign, simple things can be done to enrich the lives of the Crested Butte locals and appeal to the emotional side of the target market. For example, providing cups of hot chocolate on Main Street just to “enrich” their day; offering more courses at the Center or partnering with other businesses to offer more art classes; partnering with CBMR to provide discount season passes to both venues as a package. Inviting locals and second home owners to the open house events will enrich their experience with the Arts Center, and will make the customer feel more like an Arts Center community member.

X. Time Related Details for Promotions/Implementation Plan/Media Placement

The following media schedule includes suggestions of when to place certain promotions throughout the year of 2010. It includes when to place year round advertisements such as a press releases, an airport advertisement, and Google AdWords. Promotions for the entire season should be done during the month

immediately preceding that season. Promotions for the center as a whole should be done only during peak seasons – the three months of summer and 4 months of winter. The newsletter should be sent out quarterly along with the press release to the local newspapers. The community events have been placed during December and June in order to reach the full spectrum of the tourist target market. These events can be changed to suit the needs of the Arts Center. The various banners should be displayed in high-traffic areas. The Alpenglow banner should be placed in Gunnison on Main Street at the beginning of May until the end of August. The Enrich Your Soul, Enrich Your Community banner should be displayed on Main Street in Crested Butte throughout the year. Promotional Koozies will be given out during the summer months at the Alpenglow concerts. If these advertisements are to be promoted during these times of the year, the Crested Butte Center for the Arts will have year-round promotions that increase during peak tourism seasons.

Winter

- Begin Airport Advertising Campaign to run through rest of year
- List all events on CB Chamber of Commerce website to run through rest of year
- Begin Winter Season advertisements with tourism website
- Create “Locals Package” with hotels
- Press Release about the happenings at the Center
- Open House for locals and second home owners

Off-Seasons

- Send Press Releases about what to expect in coming months at the Center
 - Classes
 - Rentals available
- Send out newsletter to second home owners about why to become a donor
- Make plans with CBMR about collaborating on discounts for the coming season passes

Summer

- Begin Alpenglow advertising campaign
- Display banner in town
- Give Koozies to Alpenglow attendees

XI. Sample Promotions:

Alpenglow Banner Sample

Alpenglow Mondays!

Crested Butte Center for the Arts Presents:
Free Concerts on the Outdoor Stage!
Every Monday – All Summer

Don't forget to bring a chair!
(Please leave your dogs at home)

Alpenglow Advertisement

*Tired of having to fight
for a good seat at a
concert?*



**Come visit the Center for the Arts and you
will be front row!**



Double Rainbow!



Koozie Giveaway Sample

