

Final Report
San Diego Civic Youth Ballet
Strategic Communication

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Preliminary evaluation of SDCY

Visuals:

- Aesthetics of the website
 - Very cluttered, relies too much on drop down menus
 - Each dropdown has an about section
 - Confusing
 - Lots going on -
 - Color Palette is dull

Content:

- Usefulness of information
 - Way too thorough
 - Too wordy / unnecessary information
 - Words plastered everywhere
 - Very informative
- Ease of making donations/sign-ups
 - Big donation button on front page of website
 - Donation button on just about every other page on the website
 - “Support” got its own drop down option, provides multiple ways to support the program
 - Sign-up option is tucked away into a drop-down menu option

Social Media:

- Number of social media followers
 - Instagram- 1,312
 - Twitter: 384 followers
 - Facebook: 2,810k followers
- Frequency of posting within the past seven days
 - 3 posts in 5 days on Instagram. Frequent posters. 800+ pictures/uploads
- The range of likes/comments for posts
- The type of materials being posted: lots of videos of children dancing

Secondary Research

Client Input:

When we met with Ira, he made several key points about obstacles in his marketing strategy. In these unprecedented times, his job has become more difficult as he and the rest of the SDCYB team have to be constantly up to date with current mask mandates and COVID-19 policies. Another issue that arose from the pandemic was trying to appeal to a split crowd of people who want to be as safe as possible as well as those who don't want to wear masks at all.

Another key topic we discussed was the repetition of their program. They run the same shows every year, so Ira described that keeping the marketing fresh was a difficult task. Our efforts should help alleviate some of that difficulty by providing fresh marketing ideas to keep advertisements lively.

The last key point we talked about was expansion. SDCYB is a historic program that's been around for about 75 years and gets by with alumni of the school sending their children there to learn to dance as well. Ira mentioned the desire to expand outreach towards military families and Spanish-speaking families, as both are very common here in San Diego.

Social Media:

- Clients are able to interact with the ballet school on social media, email, and directly at their main office.
 - Instagram: Rare input from followers, very little commenting on photos on Instagram unless having to do with "being excited for an upcoming show" and Covid restrictions/guidelines.
 - Facebook: Rare input from followers or likes of the page, very little commenting on posts on unless having to do with "being excited for an upcoming show", positive feedback such as "beautiful", "love your shows", or questions about signing up.
 - Twitter: Clients do not comment at all on tweets, but there are small amounts of likes and retweets to share upcoming events.

Yelp:

- On yelp, consumers have rated the ballet school 4 out of 5 stars : <https://www.yelp.com/biz/san-diego-civic-youth-ballet-san-diego>
 - Some positive reviews from yelp have included:
 - "I will give 5 stars for this Ballet school. I would give them 10 if I could. Absolutely wonderful school, my granddaughter is so happy to be there. Teachers pay so much attention to kids and you be able to see the result after 3 months. Can't even tell you how we are happy to see her on the scene. We are so proud of our kid and we will definitely continue to go

there. It is really hard to get there, but as soon as you did that you will never leave this place.” (5 out 5 stars)

- “Our Daughter loves training with the San Diego Civic Youth Ballet. While looking for ways to keep our children active during quarantine we were excited to find that the SDCYB was offering virtual classes. Classes are taught with the same professionalism and expectations as if the student were in person, which offered our daughter a sense of normalcy during these uncertain times. Signing up was a breeze and I love that the school has remained transparent with their plans throughout the pandemic. If your looking for a great ballet school this is definitely it!” (5 out of 5 stars)
- Some negative reviews include:
 - “I called to inquire about Summer camp as my 4yo daughter is very interested in ballet. The woman who took my call was very rude and standoffish as if I was inconveniencing her for calling. I asked how the camp worked, and she proceeded with a condescending response, as if I should know how it works already. After that amazing first impression, Im totally put off from enrolling my child to this place. Yuck.” (1 out of 5 stars)
 - “I danced here for many years and quit dancing a few months after I was a 4B and on pointe. Honestly I never felt fatter in my life than when I was in class and I was 125 pounds. You do these "auditions" for shows that are honestly a scam to make you feel like your trying out for a role, when the everybody in your class just goes into the same section. For the nutcracker one year, me and about 4 of the other "bigger girls" got chosen to play the mice who have to carry people while the other girls got to be "pretty" Clara's friends and dolls. My self esteem was so low by the time I decided to leave and I couldn't stand dancing with girls who you could tell are part of that popular group at school. You are in class with the same girls pretty much your whole stint at SDCYB and over the years you can see the favoritism in the way the teachers stand by them to praise them and only walk to the back to make you do things over and over again stopping the whole class, embarrassing you. Most teachers are great though, especially Ms.Kerri.” (2 out of 5 stars)

Nonprofit Review Website:

- Community stories from volunteers, donors, and supporters:
<https://greatnonprofits.org/org/san-diego-civic-youth-ballet>
 - Ratings are mainly from 4-5 stars
 - One highlighted community story:

- “My wife and I have attended several San Diego Civic Youth Ballet performances and have thoroughly enjoyed every one. Having watched our own children perform in countless plays, recitals, and dance showcases over the years, we had a sense of what we might experience with SDCYB. What a wonderful surprise awaited us! The choreography, sets, costumes, and performance levels were exceptional. On more than one occasion it seemed as if we were watching a professional troupe. I can only imagine how proud the parents of these darling dancers must feel. We can't wait to join them for this year's Nutcracker!” (5 out of 5 stars)

Competitive Landscape

- San Diego Academy of Ballet
 - Bland website
 - Black and white only
 - more organized website
 - 1,142 Instagram followers
 - Developed Instagram highlights
- San Diego Ballet School
 - More organized website
 - Easy to know where to buy tickets
 - 322 Instagram followers
 - Not very active
 - Ballet Classic is held at Lincoln High School Theater
 - Not as prestigious
 - Adult tickets \$25
 - 3 Planned shows organized by title
- City Ballet of San Diego
 - Bland website - not done by a professional
 - 4,571 followers on Instagram
 - Very professional
 - Story highlights organized by production
 - Great social media presence
- Ballet Institute of San Diego
 - Nice organized website
 - Easy to navigate
 - 1,276 followers on Instagram
 - Organized story highlights
 - Consistent posts
 - No upcoming production or at least not well advertised

Target Audience

- Two main demographics
 - Parents
 - Age: 25 - 45
 - Have children active in the community
 - Enjoys live performances
 - Have children enrolled in the dance school
 - Want to support local community events
 - Children
 - Age: 4 - 17
 - Interest in ballet
 - Interest in community activities
 - More specifically maybe Scouts of America or the YMCA
 - Have friends enrolled in the dance school
- Marketing director wants to expand reach to include military families and Spanish speaking families

SWOT Analysis

Strengths ● Inclusive ● Affordable ● Lots of opportunities for boys and girls to get into dance/ballet ● Consistent show schedule ● Offers summer camps	Weaknesses ● Cluttered website, makes important options (sign-ups, ticket purchasing, etc.) difficult to find ● Social media presence ● Short term ticket announcements/sales
Opportunities ● Increased social media presence ● Capitalize on inclusivity to increase word of mouth advertising as well ● Increased advertising to capitalize on people wanting to get into new things after quarantine	Threats ● San Diego has other ballet/dance schools ● Parents hesitant to return their children to group activities during/after COVID

Overall, SDCY Ballet has a lot going for it. They pride themselves on caring more for a child's desire to dance than their ability to pay for the class. Their inclusive mindset and care for the wellbeing and creative outlets for the children carry them far in terms of success as a company. One thing that hinders them currently is the inaccessibility of their website. Certain pages are easy to find, but most of the important options, such as schedules, buying tickets, and signing up to join the organization are tucked away in drop down menus and behind several clicks. They have loads of opportunities however, as they could capitalize on their unique selling point of inclusivity. I had to dig to find that line about their priorities, but if it was put on the front page of their website, they would benefit from it much more. COVID presents opportunities for both threats and opportunities. There are groups of people that are interested in getting back into social activities as well as people that are hesitant, so they could both benefit and hurt from the pandemic. SDCY Ballet is not the only ballet school in the area, so other dance schools pose threats as well.

Campaign Goal and SMART Objectives

Campaign goal:

To create a communication plan, across different media channels, about the upcoming productions during Summer & Spring of 2022.

Smart objectives and tactics:

- Grow engagement on instagram posts by 15% to increase ticket sales and revenue by the end of August 2022.
- Sell 80% of the seating capacity for the August 2022 show. We will measure this by scanning tickets to keep track of the tickets purchased and actually used
- Expand the audience to hispanic and military families by 10% by creating instagram posts in spanish and posting them on instagram. Also Put posters with QR codes in military populated neighborhoods such as point loma, coronado, and downtown by the end of 2023.
- Post three times a week to increase the amount of likes and comments by 10% by the end of 2022.

Recommendations

1. We recommend creating a more organized and easily accessible home website page. Though the links to pages are easily seen on the top of the website and the slideshow with links is helpful, it would be nice to have a more organized set of quick-click links on the home page as well as some basic info about the school instead of just the slideshow. In a sense, making the homepage more engaging and aesthetically pleasing could perhaps increase engagement with the website, leading to more clicks, ticket sales, and perhaps even lead to more engagement with not only the website, but even perhaps the social media channels.
2. In order to reach out more to target audiences such as those who are from Spanish speaking families, we recommend including both English and Spanish flyers and posts on social media. This could be seen through using the Carousel of multiple posts or even through providing captions in both English and Spanish, so that both audiences can engage with posts.
3. Another tactic we came up with was to increase instagram stories on your page. We think that in doing this, your profile could be more active as well as provide a quick and easy way to inform followers/supporters about upcoming events while also creating an easy way to expose followers to links to buy tickets and see flyers about upcoming events. Additionally, adding polls and quizzes on stories about upcoming shows can increase engagement which will keep the account at the forefront of followers' main pages.
4. Additionally, we recommend trying out apps like SPROUT for content planning as a way to schedule posts, stay up to date, and continue being active on all social media networks. We think using this app can help with laying out posts and creating posting times for each day throughout the week to potentially increase engagement and overall following.
5. We recommend advertising events of Facebook. Since the company needs to advertise to parents, Facebook is the best media site to reach this demographic. The last event that was advertised on Facebook was back in 2020. The company should restart event sharing on this platform in order to increase reach and interact with their target demographic. Most adults and parents use Facebook so this would be a good way to catch their attention.
6. We also suggest that the company should distribute the Instagram QR Code widely. This is a great way to catch people's attention and increase followers and engagement with the Instagram account. Also, you can figure out where each person is scanning the QR code from, and use that as a metric in the future. It is important to put this information on all programs, flyers and other print contact, as well as displaying it in the lobby of the dance school.
7. We also think it would be a good idea to partner with another organization for a giveaway on Instagram. As a requirement to be entered, you can instruct people to follow the SDCYB Instagram account. This is a great way to expand the follower base greatly in a short period of time.

Media Mix

Print:

Flyers

- Students bring to school and distribute there on bulletin boards
- Distribute around Balboa Park area
- Hang around schools in San Diego

Brochures

- On display in the SDCYB waiting room

Program

- Distributed at show

Door Hangers

- Front in English, Back in Spanish

Instagram QR code

- Print on all marketing materials
- Scan the code and have immediate access to the Instagram

Internet:

Social Media

- Instagram
 - Reels
 - Stories (highlights and quizzes/polls)
 - Posts
 - Have posts uploaded in a slide format with one in English and one in Spanish to increase accessibility.
 - Include questions in captions
 - Captions in Spanish and English
 - Instagram QR code
 - Paid social
 - Promote posts about specific events and ticket sales to target specific audiences and geographical locations
- Facebook
 - Posts
 - Events Tab
 - Advertise all upcoming events to the community
 - Neighborhoods

- Promote events and classes to the community
- Groups
 - Alumni group
 - Fast way to reach out to alumni and keep connections for donations and alumni events
 - Parent group
 - Keep the parents of students in the loop and give them an opportunity to connect with the parents of people that their kids are meeting/becoming friends with
- LinkedIn
- Google Advertisements

Key Metrics

Social Media Metrics

- Post Engagement
 - Likes
 - Follows
 - Impressions (views)
 - Comments
 - Shares
- Story Engagement
 - Impressions
 - Forwards
 - Exited
 - Next Story
 - Back
 - Follows
 - Website clicks
 - Profile activity

Event Metrics

- Ticket sales
- Event attendance
 - Suggestion: tear-away tickets to measure the conversion rate of tickets sold and actual attendance

Website Metrics

- Website Traffic/Website visits
- Bounce rate
- New sign-ups?
- Exit Rate

QR Codes

- Keep track of demographics, figure out who is interested in what areas to increase advertising efforts in those areas
- Convenient access to engagements

Creative Brief

SAN DIEGO CIVIC YOUTH BALLET

<https://www.sdcyb.org/>

San Diego Civic Youth Ballet was founded in 1945 and offers high-quality affordable ballet programs in Balboa Park.

Problem:

COVID-19 has taken a toll on SDCYB production and event planning. The schooling programs were switched to remote learning for a period, but now that they are back in person, SDCYB strives to have a strong come-back for its upcoming shows.

The Competition:

1. San Diego Academy of Ballet
2. San Diego Ballet School
3. City Ballet of San Diego
4. Ballet Institute of San Diego

Key Insights:

1. SDCYB has a diverse audience
2. Split opinions on Covid policies
3. Summer and Spring shows require more attention than the Nutcracker (winter) show
4. SDCYB is a historic program - gets by with alumni of the program

Objectives:

1. Grow engagement on instagram posts by 15% to increase ticket sales and revenue by the end of August 2022.
2. Sell 80% of the seating capacity for the August 2022 show. We will measure this by scanning tickets to keep track of the tickets purchased and actually used
3. Expand the audience to hispanic and military families by 10% by creating instagram posts in spanish and posting them on instagram. Also Put posters with QR codes in military populated neighborhoods such as point loma, coronado, and downtown by the end of 2023.

Strategy Statement:

To raise awareness about the organization and increase attendance and ticket sales at SDCYB productions in San Diego following the COVID-19 pandemic.



SAN DIEGO CIVIC YOUTH BALLET

Target Audience:

San Diego Civic Youth Ballet prides itself on its generational connection to families therefore our main target audience will be parents and children within the SDCYB community or the local San Diego area. An additional effort will be expended to expand reach to military and Spanish-speaking families.

Media Options::

Print:

Flyers, Brochures, Programs, Door Hangers, included Instagram QR code on all marketing materials

Internet:

Social Media

- Instagram: Reels, Stories, Posts (utilize carousel and captions for spanish accessibility), utilize Instagram QR code (Paid social)
- Facebook: Posts, utilize Facebook's Events Tab, Neighborhoods to promote events, create groups that include alumni and parents to easily reach out and keep updated.
- LinkedIn
- Google Advertisements

Evaluation Criteria:

To evaluate social media performance, we will want to take a look at the reach and the impressions of posts and stories, as well as seeing an increase in the number of follower interactions through comments and shares. An increase in followers is also ideal. For the shows themselves, the main evaluation is going to be ticket sales and show attendance. By using tickets that can be scanned, SDCYB can keep track of how many of the tickets sold are used.

Desired Outcome:

To see an increase in ticket sales as well as an increase in social media following and engagement. Also to expand advertising to reach Hispanic and military families.

