



Marketing Plan designed to increase the participation of
College Students
Year One Proposal

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THD07533: Audience Development

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TABLE OF CONTENTS

Organizational Overview.....1

Situational Analysis3

Competitive Analysis.....6

SWOT Analysis.....10

SMART Goal..... 11

Audience Segment12

Marketing Mix..... 16

Market Position21

Action Plan.....24

Budget31

Conclusion.....32

Organizational Overview

Organization: The Shakespeare Theater of New Jersey-Florham Park, New Jersey

Website: <http://www.shakespearenj.org/>

Mission: *The artists and trustees of The Shakespeare Theatre of New Jersey bring dramatic masterpieces of the past to dynamic new life in order to inspire present lives as well as future visions for the world. We are a teaching theatre, fervently dedicated to providing transformative experiences through our live performance of the classics. We integrate education and learning into all our endeavors, while promoting literacy, a culture of enlightenment, a dedication to excellence, and a keen awareness of how the arts are a necessity to the health of the collective mind and soul of any great civilization.*

Venues:

- **The F.M. Kirby Shakespeare Theatre:** Homebase theatre for the company, located on the Drew University Campus. The theater seats over 300 and is equipped with State-of-the-Art technical features
- **The Greek Theatre at the College of St. Elizabeth:** This is an outdoor amphitheater inspired by the Theatre of Dionysus in Athens. Seats over 500 audience members and is ideal for intimate outdoor summer evening performance.
- **The Thomas H. Kean Theatre Factory-** The Education, Production and Administrative Center for The Shakespeare Theatre of New Jersey: In 2011, the Theatre acquired and began renovation on an old valve factory in an effort to centralize all of the institution’s behind-the-scenes operations and to allow for an expansion of its many education programs. Serves as the company’s education center and home to
- their administrative offices.

Education Programs:

In School Programs:

- *Shakespeare Live- Shows and Workshops:* Acclaimed touring company that presents Shakespeare works in an engaging and appealing way to students in their own schools. Workshops can also be arranged to compliment and engage students in the performance being presented at their school.
- *Pages to Players:* Residency program designed for students in grades 4-9, for modules that can be designed for 10 to 20-day residencies. Teaching artists will work with students and educators during regular English/Language Arts classes. The residencies are designed for students to experience the joys of the English language before they begin to tackle Shakespeare in their English curriculum.

Onsite Classes and Programs:

- *The Shakespeare Theatre Academy:* Offers adult and teen classes in a wide range of disciplines connected with classic theatre. All classes meet once a week inside one of the company’s facilities.
- *Student Matinees:* Performances of mainstage productions offered exclusively for student and school groups.
- *Summer Shakespeare for Young Actors:* A summer program that focuses on classical theater.
- *The Summer Professional Training Program:* Offers “Extreme Training” in all theatrical disciplines for early career theatre artists ages 18 and up. The 10-week multi-tier program, which draws students from all over the world, begins Memorial Day weekend and runs through mid-August each summer.

Main Stage Productions:

* Due to the Covid-19 Pandemic, no shows are currently being produced. The 2019 Mainstage Season included

- Ken Ludwig’s *The Three Musketeers*

- *William Shakespeare's Long, Long First Play Abridged* By Reed Martin and Austin Tichenor
- *As You Like It*
- *Romeo and Juliet*
- *Charles Dicken's A Christmas Carol* Adapted for the stage by Neil Bartlett

Audience Enrichment

- *The Symposium Series*: Lively post-show conversations between actors and audience following select performances of each Main Stage production.
- *The "Know the Show" Series*: Offers a glimpse behind the scenes through intriguing pre-show talks by directors and members of the production team.
- *Captioned and Audio Described performances*: Offered for patrons with disabilities.

Leadership

- Bonnie J. Monte: Artistic Director
- Robert Worshinski: General Manager

Board of Trustees:

- The Honorable Thomas H. Kean, Honorary Chairman
- T. Randolph Harris, President
- James B. Kobak, Jr, Vice President
- Constance Silverman, Vice President
- Laura Aden Packer, Treasurer
- Ed Ng, Secretary
- Lawrence Delson Sarah Fargo, Janice Haggert, Wood Huntley, The Honorable James E. McGreevey, Bonnie J. Monte, Paul Mullins, Gretchen Thomas, Bob Conley, Mayor of Madison
- TRUSTEES EMERITUS: S. Dillard Kirby, Heath McLendon, Richard B. McGlynn,

Social Media

- Facebook: @ShakespeareNJ <https://www.facebook.com/ShakespeareNJ>
- Instagram: @Shakespeare_NJ https://www.instagram.com/shakespeare_nj/?hl=en
- Twitter: @ShakespeareNJ
https://twitter.com/ShakespeareNJ?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

Situational Analysis

Analysis	Key Findings / Notes	Possible Strategy
<p>Environmental Analysis</p> <ol style="list-style-type: none"> 1. Covid-19 restrictions have not only had an effect on audience sizes but have presented unique challenges in the way theater is produced by organizations and received by audiences. 2. As of now, the Shakespeare Theater of New Jersey has yet to announce any plans to produce virtual programming, as other regional theaters in the area have announced. 3. Covid-19 has also limited our ability to continue our onsite and in school educational programming. 	<ol style="list-style-type: none"> 1. The Shakespeare Theater of New Jersey did an outstanding job producing classical plays and concerts outdoor over the summer. The company has yet to announce any plans to continue programming over the winter months. 2. Other regional theaters in the area, such as Paper Mill Playhouse in Milburn, New Jersey, have opted to produce an entirely virtual season for 2020-2021. Although the cause of which why the Shakespeare Theatre of New Jersey has yet to announce any type of virtual programming are unknown, the inability to do so could affect the ability of the organization to adapt and grow with the times we are living in. 3. Due to the Covid-19 limitations and restrictions associated with schools, we are unable to physically bring students to our facility or come into their schools, safely. 	<p>Convert to an entirely virtual programming model for the remainder of the 2020-2021 season. This includes producing virtual plays, either pre-recorded and staged at our theater or staging plays with actors performing remotely from home. Classical theater has withstood the test of time due to visionary artists making the work accessible and meaningful for the time they are living in. The same can be done in this new era.</p> <p>Our education programs could also be re-envisioned for a digital format. Teaching artists could teach virtual lessons in drama or English classes while still offering the same quality of instruction and creating a meaningful arts experience for students.</p>
<p>Competitive Analysis:</p> <p>Advantages</p> <ol style="list-style-type: none"> 1. Located in a suburban, middle class, town on a college campus. 2. Three unique spaces, including two different performance space, and our administrative office/ education center. 3. Outstanding educational programs, offered both in school and onsite at our facility, with emphasis on Shakespeare and love of the English language <p>Disadvantages</p> <ol style="list-style-type: none"> 1. Currently not producing any digital content. The reason of which is unknown. 	<p>The Shakespeare Theatre of New Jersey is located in Madison, New Jersey on the campus of Drew University. Madison is also home to The College of Saint Elizabeth and Fairleigh Dickinson University. Madison is a small business community filled with shops and restaurants. All of these elements have created the perfect consumer environment for our theater to succeed.</p> <p>The Shakespeare Theater of New Jersey currently has two theatrical spaces including our mainstage Theater- The F.M. Kirby Shakespeare Theatre; a Greek</p>	<p>While we search for ways to stay relevant and find a way to produce virtual work, we can also use this time to broaden our appeal. While we await for the day theater, as it has been traditionally produced, we can find ways to make theater more accessible, especially to those who might feel intimidated by attending a Shakespeare or classical theater production. We could also reevaluate the work that we do and explore the possibility of doing something a little more popular, while still holding true to our mission and our values as an organization.</p>

<p>2. Shakespeare and classical theater, may not have the broad appeal that other genres, such as Musical Theater may have.</p> <p>3. Mainstage space only seats a little over 300.</p>	<p>inspired outdoor theater. Both of these venues are in addition to the Thomas H. Kean Theatre Factory home to our education, production and administrative center.</p> <p>Our educational programs, both onsite and in our schools, emphasize love of the English language and a deep appreciation for Shakespeare. No other organization in the area is able to do so. Our programs include our educational touring company, artists in residencies, in school and onsite workshops, student matinees, pre and post show audience enrichment activities.</p> <p>Not being able to produce any digital content is a huge disadvantage for the Shakespeare Theater of New Jersey. Our competitors have fully converted their 2020-2021 season to meet the new digital age.</p> <p>Shakespeare and classical theater may not have the broad appeal that other genres like musical theater may have. Audiences may find this genre to be inaccessible or it may not be of interest to them. Our mainstage seats only a little over 300. While this may create more intimacy in the space, it does present challenges to generate a profit, which could also be a contributing factor to not producing virtual work.</p>	
<p>SWOT Summary</p> <p>Opportunities</p> <p>1. Opportunity to produce and re- envision theatrical season and education programs for the digital/virtual age.</p> <p>2. Opportunity to reach and introduce college students in the area to classical theater and a young age.</p> <p>Threats</p>	<p>As stated previously, we do have two opportunities to re-envision our theatrical season and educational offerings for the virtual/digital age. Audiences are still craving artistic experiences, especially in this second wave we now find ourselves in. We also have the opportunity to still play a valuable role in our school community. The inability to do so</p>	<p>Reach out to our educational partners and work together to find a way we can offer our educational programs in a safe and engaging, virtual format.</p> <p>Produce theatrical content that can offer audiences an artistic experience, just like we were able to do live, over the summer, with an audience.</p>

<p>1. Other organization in the area, who are bigger in size than we are, and produce more popular work.</p> <p>2. Inability to adapt to the virtual/digital age of producing theater in Covid-19, as other organizations in the area have already began to do so.</p>	<p>puts our organization at a tremendous disadvantage compared to the organizations who are doing this type of virtual programing this year.</p> <p>Being that we are located in such a college town, we have the opportunity to reach and introduce young adults to theater, at an age when they could become lifelong patrons.</p>	<p>Offer exclusive ticket prices for college students in the area. Choose one night or two during the run of each mainstage production with a post-show talk back and mixer, before and after the show. Make college students feel part of the organization so they feel more inclined to come back time and again.</p>
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Competitive Analysis

	The Shakespeare Theater of New Jersey	The MAYO Performing Arts Center	Paper Mill Playhouse-	State Theatre of New Jersey-
Total Budget	Under \$4.0 million	\$8 million	\$18.6 million	\$15 million
Products	<ul style="list-style-type: none"> • Produces Classical Theater and Shakespeare. • Educational programs offered onsite and in school with emphasis on Shakespeare and the English language. 	<ul style="list-style-type: none"> • Presents a variety of performances including a variety of touring productions, musicians, dance and comedians. • Educational programs for youth offered onsite with emphasis on musical theater. • Offering both live audience and livestream tickets to their 2020-2021 season of shows. 	<ul style="list-style-type: none"> • Presents both musical theater revival and world premieres. • Offering virtual programing for the 2020-2021 season. • Offers educational programs including a summer conservatory for high school students. • Children’s Theater 	<ul style="list-style-type: none"> • Presents a variety of performances including touring productions, musicians, symphonies, comedians, drag, trivia nights, ballet and more • Offering digital programing for the 2020-2021 season. • Offer education programs for schools, families, and the community at large in all disciplines of the performing arts.
Benefits Offered	<ul style="list-style-type: none"> • The opportunity to experience professional productions classical works, eloquently, artistically staged and performed. • Cultural and educational enrichment. • New experiences for families, friends, couples, or other social groups 	<ul style="list-style-type: none"> • As a presenting theater, they offer a variety of performances suited for any genre and interests • Their competitive musical theater education programs offer students the opportunity to focus on their craft. • Opportunity for audiences to attend 	<ul style="list-style-type: none"> • Offers high class musical theater including revival and world premier productions. • Broadway quality productions right in your back yard. • Tony Award winning regional theater. • Summer Conservatory is industry renowned. Many students go on 	<ul style="list-style-type: none"> • A variety of performances produced throughout the year. • Educational programs offered for all members of the community including schools and families. • Virtual performances and events (including trivia nights), offer audiences the opportunity to connect

		performances virtually or live in person.	to find success in musical theater. <ul style="list-style-type: none"> Virtual 2020-2021 season allows for an arts experience from the comfort of a patron's home. 	with the organization from home.
Target Audience(s)	<ul style="list-style-type: none"> Classical Theater College educated adults 	<ul style="list-style-type: none"> Audiences of all ages Theater going audience Senior citizens Audiences that follow a particular band or performer Audiences of different taste 	<ul style="list-style-type: none"> Audiences of all ages Families Senior Citizens Musical Theater audience 	<ul style="list-style-type: none"> Audiences of all ages Families Symphony audience Ballet audience Theater audience Audience that follows a particular band, performer, or act.
Price(s)	<ul style="list-style-type: none"> \$45-\$108 \$30 under 30 Program Subscriptions starting at \$108 Membership: \$45 Group rates available 	<ul style="list-style-type: none"> \$35-\$100 Streaming \$20 Group Rates available 	<ul style="list-style-type: none"> \$50-\$200 Regular Season Single Ticket Price \$30 Virtual Performance Ticket Price 2020-2021 Virtual Season subscription-\$275 Group Rates available Student Rush available 	<ul style="list-style-type: none"> \$35-\$100 Regular Season Single Ticket \$20-\$30 Virtual performance ticket Group Rates available Flex Tix: Selling Tickets for events post Covid-19 opening at a discount, with a portion going to the Covid-19 relief fund.
Venue / Location	Drew University Campus, Madison New Jersey	Morristown, New Jersey- Main Street	Millburn, New Jersey, located 40 minutes by train from NYC	Easy Brunswick, New Jersey

Customer Service	<ul style="list-style-type: none"> • Ticket Exchange policy • Lost ticket insurance • Accessible seating • Gift Shop • Free Parking 	<ul style="list-style-type: none"> • Credit to future performance in lieu of refund • Bar service • Street parking • Box Office Support • Accessible seating 	<ul style="list-style-type: none"> • Parking on premise (Fee) • Bar • Gift shop • Box Office Support • Accessible seating • Restaurant on premise 	<ul style="list-style-type: none"> • Concessions available • Refunds and exchange available • Upgrades available • Parking Available (Fee) • Accessible Seating
Overall Customer Experience	Exceptional (4.8 out of 5 on Google Reviews)	Exceptional (4.7 out of 5 on Google Reviews)	Exceptional (4.7 out of 5 on Google Reviews)	Exceptional (4.5 out of 5 on Google Reviews)
Position in Market	<ul style="list-style-type: none"> • Renowned for its authentic classical theater productions. • Offer robust educational programs onsite and in schools. • Offered programming during summer months. 	<ul style="list-style-type: none"> • Recognized in the community of Morristown for being a “go to” performing arts venue. • Major asset for local, small business, economy. • One of the only theaters to offer in person and virtual tickets. 	<ul style="list-style-type: none"> • Received the 2016 Regional Theater Tony Award. • Industry renowned for its Broadway quality productions and world premier musicals. • One of the only regional theaters to offer a completely virtual season. 	<ul style="list-style-type: none"> • Offers a variety of programs all year round. • Continuing to offer programs virtually during Covid-19.
Promotions:				
Direct Mail	Yes	Yes	Yes	Yes
Advertising: Print, TV, Radio, Online, etc...	<ul style="list-style-type: none"> • Online • Print 	<ul style="list-style-type: none"> • Print • Online • Public Transportation • Billboards 	<ul style="list-style-type: none"> • Print • Online • Public Transportations • Billboards • Radio • TV 	<ul style="list-style-type: none"> • Print • Radio • Online • TV

Publicity	<ul style="list-style-type: none"> • Print and Digital publications 	<ul style="list-style-type: none"> • Print and Digital Publications 	<ul style="list-style-type: none"> • Print and Digital Publications • Occasional TV exposure • Cast interviews • Rehearsal footage • B-Roll 	<ul style="list-style-type: none"> • Print and Digital publications
Social Media	Yes	Yes	Yes	Yes

SWOT Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Outstanding Educational programs offered both onsite and within New Jersey schools including an educational touring company, artist in residency programs, and student matinee performances. • Adapted accordingly to New Jersey Covid-19 restrictions over the summer. Hosted a variety of outdoor concerts and classical plays with safety and audience social distancing in practice. • Three unique venues that can accommodate different types of performances. • Located in a suburban, middle class, town on a college campus. • Multi-level ticket pricing including a 30 under \$30 program, student rush, subscriptions, group sales, memberships, and other discounts • Audience Enrichment series • Reputable classical theater producing company which has received many accolades for the work they have done. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Currently have not yet announced any plans to continue programing in the winter months due to Covid-19 restrictions. • No plans to bring education programs to schools virtually • Mainstage seats a little over \$300. • Classical theater does not have the broad appeal that other popular genres, such as musical theater, have. • No capacity to deliver virtual programing.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Re-envision both theatrical mainstage season and education programs for the digital/virtual age. • Produce content, be it recorded onsite at the theater, or recorded remotely with actor's performing at home. • Reach out to our school/education partners to collaborate on bringing our education programs into schools, virtually. • Make a conscience effort to reach out to college students/ young adults, when we reopen. Reach out to local universities. Offer ticket prices exclusively for college students. Plan events after show, such as mixers or talkbacks, for this age demographic. • If possible, produce work that is popular, and will broaden our appeal, while still holding true to our mission. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Other organizations being able to produce virtual programing during Covid-19. • Losing our audience due to no longer producing content during the pandemic. • Schools making budget cuts and cutting ties with our educational programs. • Covid-19 economic crisis. • No confirmed date to reopen after the pandemic is over.

Core Strengths: Educational programming is at the core of the company. I believe there are still ways for the company to offer their educational programs to schools in a virtual format. This will only be possible if the school and the company can collaborate together on delivering an educational and artistic experience for students.

External Threats: Until the Shakespeare Theatre of New Jersey is able to find a way to produce virtual content during the winter months of this pandemic, it will be hard for them to grow and meet the challenges of this moment in history. They not only risk losing profit, but also risk losing their audience.

SMART GOAL

Specific Goal: Increase participation of college students attending the surrounding universities in our community at our organization by 20% within one year after reopening, and then by 35% after three years.

Measurable: We hope to gradually increase participation of college students by gradually growing their level of participation.

10-20% by Year One

20-30% by Year Two

30-35% by Year three

Achievable: We look forward to partnering with our neighboring universities including Drew University, College of St. Elizabeth, and Fairleigh Dickinson University to attract new students to our organization. To do so, we will plan a series of events such as post show mixers, and other social events. We will also offer prices and memberships specifically for college students. If college students feel welcomed at our organization, and see it as a place where they belong and form a community, then they will be more inclined to participate in our organization's events, programming, and educational opportunities.

Realistic: We do see this as a realistic goal. This goal not only benefits the cultural and sophisticated well-being of these students, but also as a way to get them in the door so they will become regular patrons, subscribers, or members of the organization as young adults, and for the rest of their lives. Being that we are located in a suburban/metropolitan, college town, we feel we have the network and resources to reach this goal.

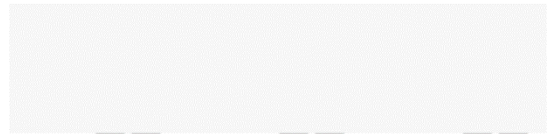
Timed: This initiative will launch when the organization is able to reopen its doors post Covid-19, which we safely estimate will be early 2022. This gives us a full year to plan, research, and get to know the demographic we are trying to reach. By 2025, we plan to see a 35% increase in college student participation at our organization.

Audience Segment

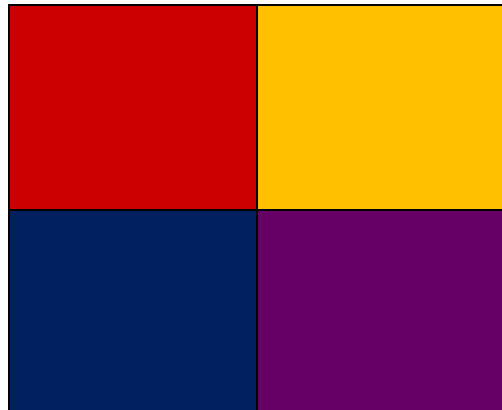
Audience Segment	
Segment Name:	- College Students attending Drew University, Fairleigh Dickinson University, and College of St. Elizabeth
Needs:	<ul style="list-style-type: none"> - Community: A place to mix and mingle with other young people their age and of similar interests and values. - To Belong: Young people need to see themselves as a part of our organization so that they may continue to be involved in our organization regularly, as part of their adult lives. - Enrichment: To be challenged, engaged, and changed by the performance they experienced on stage. - Fun group experiences: To attend events together as a group and share in the experience together.
Benefits:	Looking for a fulfilling arts and culture experience with their peers at an affordable price
Participates Frequently, Infrequently, or Never?	Infrequently
Subscriber (Member)/ Single Ticket Buyer?	Single Ticket Buyer
Will / Will Not Renew?	Will not renew
Occasions / Performance Type Preference (Classics, New Works, etc..)	<ul style="list-style-type: none"> -Night out with friends - Date night - Event for their age group -Comedy and drama -Familiar works
Age	18-25
Gender	Drew University: 59.4% Female 40.6% Male (https://www.collegefactual.com/colleges/drew-university/student-life/diversity/)
Race / Ethnicity	Drew University: 51.2% White 12.8% Non-Resident Alien 10 % Hispanic/Latino 8.6% Black (https://www.collegefactual.com/colleges/drew-university/student-life/diversity/)
Income	In 2015–16, the median income for full-time dependent students with income was \$3,900. The median independent student earned \$13,880 over the year (http://collegeaffordability.urban.org/covering-expenses/working-during-college/#/working_at_the_minimum_wage)
Education	<ul style="list-style-type: none"> -Some College. Either Bachelor’s or Master’s students. -High School Graduate

Family Status / Life Stage	Single Adults
Residence Location	Fairleigh Dickinson University, Drew University, College of Saint Elizabeth have 81% of students living on campus (1). All located in Madison, New Jersey
Work Location	Full time students who study on campus.
Place of origin	New Jersey: 62.9% New York: 8.3% Massachusetts: 5.6% Connecticut: 4.8% (https://www.collegefactual.com/colleges/drew-university/student-life/diversity/)
Preferred Recreational area	Prefer indoors, suburban, metropolitan, recreational areas.
Attitude/expectation about arts and culture	More inclined to attend sporting events on campus. Open to attending art and culture events. Generally, has a positive view.
Attitude/expectation about your organization	College students are aware of the organization. Theatre students are inclined to participate in their educational programs such as internships, and apprenticeships. We do want to see more students attending performance.
Interests	Sporting Events Arts and Culture Community events Career enhancing opportunities Education Networking.
Personal Values	Values meaningful motivation Challenges the hierarchy status-quo Places importance on relationships with superiors Intuitive knowledge of technology Open and adaptive to change Passion for learning Free-thinking and creative Values social interactions in the workplace (https://www.indeed.com/career-advice/interviewing/10-millennial-generation-characteristics)
How large is this target group (estimate in actual numbers / % of total potential customer / or % of the total area population)	Drew University: 2,110 Fairleigh Dickinson University: 3,500 College of Saint Elizabeth: 2,110 Total: 7,720 (https://www.univstats.com/)

<p>How easy or difficult will it be to reach this group?</p> <p>What do you have to change or add to your product to serve their needs?</p>	<p>It should be fairly easy to reach this audience. We will use our contacts at these universities to spread the word about our programming and events we plan on holding in order to attract college students.</p> <p>We have to do events and offer ticket prices that will attract this segment. College students want to feel welcomed and a part of the organization and if they see their peers there, they will be more inclined to come back.</p>
<p>What are you selling?</p>	<p>-Cultural Richness -Lavish, rich, productions of beautifully written works</p>
<p>Message.</p>	<p>Classical theatre is accessible for everyone of all ages and backgrounds. Although these works were written in a time way before our own, you too may see a piece of yourself in the work we do onstage.</p>
<p>Support</p>	<p>- Shakespeare too lived through a pandemic. In fact, he wrote King Lear, Macbeth, and Anthony and Cleopatra during the Bubonic Plague. https://www.newyorker.com/culture/cultural-comment/what-shakespeare-actually-wrote-about-the-plague</p> <p>- “William Shakespeare is the world’s greatest playwright and poet. He is also the greatest psychologist, because he reflected human nature as he observed it, not as it was later theorized to be.” https://winsleys.wordpress.com/2016/12/19/why-shakespeare-is-important-for-young-people/</p> <p>- “Shakespeare believed in individual uniqueness, in human rights and dignity, and in the universality of human consciousness. His works cannot be captured by any cultural, religious, political, ethnic, or other identity group that divides people.”- Themes that this generation are passionately fighting for to this day. https://winsleys.wordpress.com/2016/12/19/why-shakespeare-is-important-for-young-people/</p>
<p>Tone</p>	<p>- Fun - Dramatic - Powerful - Lavish - Accessible - Cool/ trendy/hip</p>
<p>Images</p>	



Colors:



Marketing Mix

Marketing Mix	Target Audience Segment	Notes
Product		
<p><u>Core Product</u> -Tickets to plays produced throughout the season</p>	<p>- College students attending surrounding universities who are inclined to attend arts and culture events and are looking for community with their peers</p>	<p>Being in such close proximity to Drew University, Fairleigh Dickinson University, and College of St. Elizabeth, we believe there is great potential here to increase the level of participation and engagement of college students with our organization. The hope of this goal is to bring more young people into the organization early and then in turn have them participate within the organization throughout their adult life.</p>
<p><u>Augmented Products</u> -Opportunities for community and fellowship. -Heavily discounted ticket prices for college students. - Educational and Pre-Professional opportunities</p>	<p>- We will increase participation of college students attending local universities by hosting community and fellowship events throughout the season. - Make college students aware of our educational pre-professional artistic and administrative opportunities. - Show what we truly offer college students and make them feel welcome.</p>	<p>- Social opportunities involving community and fellowship are very important to college students. They want to feel like they belong and are welcome in the organization. They are seeking fellowship with those who share their same values and appreciation for the arts. - As college students engage with our organization, we want them to become aware of the many benefits the Shakespeare Theatre of New Jersey offers college students. We offer heavily discounted ticket prices for college students throughout our regular season. We also offer pre-professional artistic and administrative opportunities for students such as classical acting training, apprenticeships, and internships.</p>
<p>Benefits that product provides consumers</p>	<p>-Entertainment. -Educational enrichment - Pre-Professional/ Professional training</p>	<p>-All programming the organization offers benefits unique to the individual and/or educational</p>

	<ul style="list-style-type: none"> - New experiences with peers - Affordability - Ability to see classical works performed professionally. -Expanding upon their knowledge of Shakespeare and Classical Theater. 	<p>organization. Our position as a classical theatre production and education company sets us apart in a competitive landscape as one of the only professional theatres in the area to offer this type of programming.</p> <ul style="list-style-type: none"> - Our organization offer many benefits for college students. We want to make them aware of these opportunities by specifically making efforts, targeting them, to invite them to participate with our organization.
Place		
<p>Venue Location: The F.M. Kirby Shakespeare Theatre-Madison, New Jersey</p> <p>Visible? Yes, located on the campus of Drew University</p> <p>Comfortable for target? Yes, the venue is located in close proximity to each university. It is a safe, suburban, metropolitan town.</p> <p>Pro's: Within short driving and/or walking distance of all surrounding universities. Free parking onsite.</p> <p>Con's: While being located on a college campus has a safe, spacious value, we are not located directly in town center.</p>	<ul style="list-style-type: none"> - Our theatre is easily accessible for college students in the surrounding area. - Within walking or a short driving distance to all targeted universities. 	<ul style="list-style-type: none"> - Organization also has an outdoor stage, located on the campus of College of St. Elizabeth and an Education, Production, and Administrative Center in Florham Park. All within short driving distance of each other and our surrounding universities. - We are not in town center, which could be a potential disadvantage for college students looking to make dining out as part of their theatrical experience.
<p>Ticket Distribution</p> <p>Does it make sense for target audience? Yes</p>	<ul style="list-style-type: none"> - Tickets can be purchased and picked up at our box office. - Tickets can also be ordered over the phone and online 	<ul style="list-style-type: none"> - Box Office menu on website outlines all the available ways to purchase tickets as well as all related policies. - If our organization wanted to really make it even more accessible for college students, we may want to consider selling tickets directly on each college campus

Price		
What are the “costs” of attending for consumer (beyond ticket price)	<ul style="list-style-type: none"> - Transportation (Uber or Lyft possibly) - Meal - Giftshop and Bar service available onsite. - Ticketing surcharges. - Additional costs associated with college student programs and events 	<ul style="list-style-type: none"> - Parking is free onsite. - While we plan to host community and fellowship events for college students, in an effort to increase their participation with our organization, I do not believe it is feasible for the organization to offer certain events (like a wine tasting or a mixer, for example), for free. We will do our best to keep the cost of these additional programs relatively low.
Is price important to target? Why? Yes	<ul style="list-style-type: none"> - College students are attracted to events with a small price tag. - College students may not be working full time jobs during their educational years and may not have a large, flexible income to spend on leisurely activities. 	<ul style="list-style-type: none"> - We understand price is an important factor for college students deciding to participate and engage with our organization.
What is Ticket Price for target? • What is competitor price?	<ul style="list-style-type: none"> - \$20-\$35 - Mayo Performing Arts Center- Morristown, NJ: Student rush price: \$20 	<ul style="list-style-type: none"> - Organization is conscious to offer ticket prices respectful of a college student’s budget. - Offers a variety of buying and price options for both individual ticket and subscriptions. - MAYO is a presenting theater of all different performing arts events. Student rush depends on popularity of event or performer.
Will you offer Discount – how much, when, for who?	<ul style="list-style-type: none"> - 30 Under 30: \$30 tickets for anyone under 30 - Drew/FDU/St. E's: Drew, Fairleigh Dickinson, and Saint Elizabeth Staff & Faculty receive 10% off the price of the original ticket price. - Drew/FDU/St. E's Previews: PREVIEWS ONLY. Drew, Fairleigh Dickinson, and Saint Elizabeth Staff can purchase \$15 tickets. - Student Rush: 30 minutes before curtain, any student with a valid ID can purchase 	<ul style="list-style-type: none"> - Although the organization does already offer discounts for college students, the goal of this proposal is to increase their participation with the organization by making them more aware of what we do, and the programs we offer. - One of these efforts may include offering a set college student discount for all performances, not just specific performances or at a

	<p>a rush ticket for \$15 - subject to availability, cash only.</p> <ul style="list-style-type: none"> - **Per the organization website 	<p>small discount as the current model suggests.</p>
Promotion (will cover in more depth in week 6, complete as best you can for now)		
<p>What is message? The Shakespeare Theatre of New Jersey is for everyone, especially college students.</p>	<ul style="list-style-type: none"> -College students can often feel intimidated by the idea of attending classical theatre. - Want to show that classical theater can be entertaining, culturally enriching, and rewarding. - Highlight the themes and values that classical playwrights, like Shakespeare, wrote about and how they relate to today's audiences. - Highlight the educational opportunities we offer beyond performances - Attending the theatre can be an enjoyable experience for college students. 	<ul style="list-style-type: none"> - Main goal of promotion is to increase the level of participation among college students. - Participation includes college students not just attending performances on a more frequent basis, but also taking advantage of our educational and pre-professional offerings for them.
<p>How will you deliver it to the target?</p>	<ul style="list-style-type: none"> - Social Media (Facebook, Instagram Twitter, Snap Chat, Tik-Tok) - Connecting with university English, Theatre, and History departments to display promotional materials for our organization at school. - Forming a mailing list of college students through ticket sales and attendance at events. 	<ul style="list-style-type: none"> - Social Media is the most important marketing tool in today's market. College students want to engage with the brands they follow. We will use social media to promote our efforts. - University Liberal Arts departments can also help spread the word of our events, directly to the students who may be interested in them. - As we continue in our progress of achieving this goal, we will formulate a college student's email list to keep them connected and engaged with the organization.
People		
<p>Who will interact with target?</p>	<ul style="list-style-type: none"> - Marketing Director and team - Professional Staff - University Department Chairs and Faculty; specifically liberal arts chairs (English, Theatre, History) 	<ul style="list-style-type: none"> -Have staff members present at performances and/or special events to interact with segment and gather their impressions of the organization and collect data. - Marketing team will follow up with participants after they attend events.

		<p>- College Liberal Arts Departments will play an integral role in helping us get the word out to college students. We will encourage them to display and handout marketing materials on our behalf, and possibly offer incentives (extra credit, incorporating our season into their lesson plans somehow, etc) to attend events at our organization</p>
<p>Are there special considerations or training that needs to be provided?</p>	<p>- No special considerations or training need to be made for college students.</p>	<p>- Our goal at this time is to increase participation of college students. Unless we get even more segmented (for example, LGBTQIA college students), then we may need to invest in sensitivity/ diversity training of our staff.</p>

Market Positioning

Main Competitors	Adjectives that describe competitors benefits:
1. The MAYO Performing Arts Center- Morristown, New Jersey	<ul style="list-style-type: none"> - Community - Dynamic programing - Educational - Inclusive - Entertaining
2. The Paper Mill Playhouse- Millburn, New Jersey	<ul style="list-style-type: none"> - Theatrical - Culturally Enriching - Premier works - Creative outlet -Educational
3. The State Theater of New Jersey- New Brunswick, New Jersey	<ul style="list-style-type: none"> - Diverse - Family oriented - Accessible for - Educational - Affordable

Similarities: All three organizations offer programing geared towards a diverse, family based, New Jersey middle class audience. The MAYO Performing Arts Center and the State Theater are presenting houses, and present all different types of performances from theatre, to dance, to orchestras, cultural performances, and beyond. Paper Mill Playhouse on the other hand is devoted to producing both premiers and revivals of musical theatre works. All three organizations share a common goal of offering education programs for both adults and students. There is a clear effort, based on the programing organizations have planned throughout their season, and their price range to attract families to their organization.

Therefore, the common needs of a New Jersey Middle Class audience are diverse and entertaining programing across all spectrums and disciplines of the performing arts, family friendly and affordable, and educational offerings.

Positioning statement –

For college students, The Shakespeare Theatre of New Jersey is a culturally enriching, artistic experience which provides classic artistry and dramatic storytelling of classical plays unlike Paper Mill Playhouse which provides premier and revival productions of musical theatre works.

Notes	
<p>Marketing Objective: To increase the participation of local college students with our organization by 25% in two years after reopening.</p>	<p>With being in such close proximity to Drew University, Fairleigh Dickinson University, College of St. Elizabeth, and County College of Morris, we will connect with these institutions to increase participation of college students at our organization by 25% in two year after reopening.</p>
<p>Outputs: What are the numeric outputs that would indicate that you had met the goal?</p> <p>Benchmark 1: 10% in year one Benchmark 2: 15% in year two Total of 25% in two years.</p>	<p>Having two benchmarks to hit will keep our organization on track to hit our 25% goal in two years.</p> <p>After year one, we will evaluate the efforts and progress we have made, which will inform us as we move forward into year two. If there are events that are working to bring this audience segment into the organization, we will continue to do so, and evaluate if the cost is worth the result.</p>
<p>Measurables: How will you collect the data? Where will you store it?</p> <p>We will collect data through surveys both at events and when through our online ticketing system.</p> <p>We will store it on our department server.</p>	<p>Staff will be present at events to collect data and feedback from students attending the event. We will find out more about this segment and what they are looking for from our organization</p> <p>Through our online ticketing survey, and/or our box office, we can track both age and what school the student is purchasing their ticket from. From this we can see which University is drawing the most ticket sales from, and which university we may need to do a little bit more outreach from.</p> <p>The data will be collected and organized into spreadsheets and save on our department server.</p>
<p>When will you measure it?</p> <p>We will asses our data after each event. We will then take a look half way through each year and at the end of each year to evaluate how we are doing.</p>	<p>By assessing measuring our data after each event, we will have a better sense of how we can improve and prepare for the next one. Measuring halfway through the year will give us a sense as to if we will be able to hit or surpass our benchmark and then reassess and re-evaluate our goals if necessary.</p> <p>At the end of each year, we will be able to determine if we hit our goal or not. We will also get a stronger sense as to how we can continue to improve our efforts to reach college students.</p>
<p>Who will measure it?</p> <p>The marketing director and staff will measure the data</p>	<p>The staff will be present at all events to collect data and survey participants. All box office surveys will be sent to the marketing director and be added to the data collection accordingly.</p> <p>The marketing director will evaluate the results, based on council and</p>

	insight from the marketing staff and will evaluate the next steps in the project.
<p>Who will you share your findings with?</p> <p>We will share our finding with the Artistic Director, Bonnie J. Monte, the General Manager Robert Worshinski, and the Board of Trustees</p>	<p>We will periodically update the leadership of our institution with our progress. We will emphasize why it is important to reach this audience segment, and the efforts we are making to increase their participation.</p> <p>At the end of each year, we will share our results, measurements of success and areas of improvement for the future</p>

Increase College Student Participation at the STNJ- October 2021- December 2022 Action Plan			
Task / Item	When	Who	Notes
Meeting about initiative	Oct-21	Marketing Department	Discuss ideas, plan for the first year, our goals, and our reasons for trying to increase participation of college students.
Schedule outreach event for the upcoming spring semester	Oct-21	Marketing Department and Events Liaison	Plan two social events for college students to invite them to participate in our organization for first year. For Spring 2022, the event will be a post-show mixer on 2/12/2022 Valentine's Day weekend. For Fall 2022, a Shakespeare Trivia Night planned for October 1, 2022. There will be a promo code associated with each event that students can use to purchase tickets and will allow us to track the response.
Design marketing materials for spring event and spring season	Oct-21	Graphic Designer	Discus graphic design options that will appeal to college students to advertise spring programing
First Draft of graphic design of marketing materials due	Nov-21	Graphic Designer and Marketing Director	Marketing Director has final approval. Materials will include one flier and one postcard highlighting the production season and the mixer event for college students in February. Include even promo code on each.
Begin planning Event One: Valentine's Day post-show mixer, to be held prior to 2/12/2022 performance.	Nov-21	Events Liaison	Schedule event for February 12, 2022. Mixer will take place post show. There will be a special promo code for college students for this evening's performance. Their ticket price will include admission to the show and admission to the post-show mixer. Students will have the

			opportunity to mingle with organizational staff and cast of the performance they just saw.
Finalize marketing materials graphic design	1-Dec	Graphic Designer and Marketing Director	Sign off on materials.
Research contacts in Theatre, English, and History Department Faculty at prospective universities.	Dec-21	Intern	Fairleigh Dickinson University, Drew University, College of St. Elizabeth, County College of Morris.
Print Marketing Materials	Dec-21	Intern	Materials include postcards and fliers to be distributed to universities upon their return from winter break. Materials will include information about our regular season and information about our college student mixer.
Begin Social Media campaign for mixer	Jan-22	Intern	Intern will work with marketing department to work on social media campaign for mixer night. Intern will be expected to post two times per week about the event leading up to the date.
Reach out to university contacts	Jan-22	Marketing Director	Email university contacts to share information about our events with them. Inform them an intern will be dropping off fliers for them to hang around their universities and postcards to for students to take.
Print Materials Drop Off	Jan-22	Intern	Intern will drop up marketing materials to university contacts. University contacts will be notified to expect the materials ahead of time.

Promo Code sale for College Student Mixer and performance open up	Jan-22	Box Office and Marketing Department	Promo Code Sale will open up for college students looking to purchase tickets to special performance with mixer following the show.
Design survey for participants	Jan-22	Marketing Department	Design survey for college guests to fill out regarding what they're interested in in terms of the arts and social outings. What they think of our institution already, and what they are looking for from us. Come up with a raffle drawing prize to encourage entries. Survey design will be used for all future college student events.
Order materials for mixer	Feb-22	Intern	Napkins, glasses, table cloths
Communicate with Bar Service about event	Feb-22	Events Liaison	Communicate with Bar Service ordering beer, wine, soda, mock/cocktails for the event. Have bartenders on staff for one hour of paid overtime after the show for event.
Order food for event	Feb-22	Events Liaison	Order light refreshments for event.
Confirm event set up with building operations	Feb-22	Events Liaison	Confirm with building operations what the set up will look like for the event
Invite organizational staff to event	Feb-22	Events Liaison	Invite staff to the mixer to mingle with guests and gather their impressions about our organization.
Purchase prize for survey drawing	Feb-22	Intern	\$25 Amazon Gift card, money in budget

Finalize event plans	1-Feb	Events Liaison and marketing department	Finalize all plans including arrival times, set up, confirming bartenders and staff, check in, start time, goals for the evening survey distribution, raffle prize
Launch Social Media Advertisement for event	5-Feb	Marketing Director and Intern	Money in budget
Post Show Mixer 2/12/22	12-Feb	Events liaison, marketing department, and organizational staff	Follow event plan for the evening, Accumulate surveys and impressions of our organization from guests.
Post-Mortem Meeting	14-Feb	Event liaison, marketing department, organizational staff	Gather to share thoughts, data, survey results, what we can improve on. Are we on track to achieve our goal? Look at survey results and plan how we proceed accordingly.
Guest Thank You	16-Feb	Marketing Director	Email guests a thank you for attending. Include information about upcoming season, memberships and subscriptions
Add email addresses of event attendees to email list	16-Feb	Intern	
Email attendees about our programing and educational offerings for the remainder of the season	3/1/2022-May 2022	Marketing Director	Include information about college students discount and our summer educational/pre-professional offerings. Twice a month, email list with reminders and updates.
Mid-Year Evaluation	1-Jun	Marketing department	Discuss where we are currently at in our first year. See if planning the mixer event, and actively emailing our college student attendees made any significant impact on their participation within our organization. Is there anything in our survey results that we could do for next year.

Design marketing materials specifically for college students for the fall semester	1-Jul	Graphic Designer and Marketing Director	
Finalize Marketing materials graphic design	1-Aug	Graphic Designer and Marketing Director	
Print Marketing Materials	8-Aug	Intern	Materials include postcards and fliers to be distributed to universities upon their return for the fall semester. Materials will include information about our regular season and information about our student event night.
Reach out to university contacts	15-Aug	Marketing Director	Email university contacts including liberal arts department chairs and faculty members about upcoming season and special event for college students. Notify them an intern will drop off print materials for them to distribute to students.
University Drop Off	15-Aug	Intern	Intern will drop up marketing materials to university contacts. University contacts will be notified to expect the materials ahead of time.
Begin planning Shakespeare Trivia Night	18-Aug	Events Liaison and marketing department	Discuss event ideas for trivia event that will take place after October 1, 2022 performance. Prize for winning team will be comp tickets to a future performance.
Open ticket sales for college students' Performance/Trivia Night	1-Sep	Marketing department and box office	Promo Code Sale will open up for college students looking to purchase tickets to either event.
Invite previous attendees to trivia celebration	1-Sep	Marketing Director	
Begin Social Media campaign for trivia celebration	1-Sep	Intern	Intern will work with marketing department to work on social media campaign for mixer night. Will be expected to post two times per week about the event leading up to the date.

Pull email list of attendees from mixer event	1-Sep	Marketing director	Email previous attendees about upcoming trivia event
Drop off marketing materials for trivia event at universities	8-Sep	Intern	Drop off fall programming postcards and fliers highlighting Shakespeare trivia night. Include promo code on materials
Decide who will host event	8-Sep	Events Liaison	Discuss who on staff, or which actor in our acting company will act as host for the event.
Research Shakespeare Trivia	15-Sep	Intern	Trivia will include Shakespeare's work and influence in pop culture (movies, musicals, inspired by work)
Confirm event set up with building operations	22-Sep	Events Liaison and Building Operations	
Invite organizational staff to event	23-Sep	Marketing department	Invite staff to event to mingle with guests and gather their opinions about the organization.
Order food and materials for event	24-Sep	Events Liaison	Order light appetizers and drinks for trivia night. Order paper goods
Print surveys and purchase prize	24-Sep	Intern	Use the same surveys as previous event and purchase prize \$25 Amazon gift card as incentive for guests to fill it out.
Launch Social Media Advertisement	24-Sep	Marketing Director and Intern	Money in budget
Print vouchers for comp ticket prize for trivia winners	25-Sep	Intern	
Finalize Trivia Questions	27-Sep	Intern and Marketing Department	
Email and print trivia questions for host	28-Sep	Intern and Marketing Department	
Finalize event plans	9/31/2022	Event Liaison, marketing department	Finalize all plans including arrival times, set up, confirming host, check in, start time, schedule for the evening, goals for the evening survey distribution, raffle prize.

Shakespeare Trivia Celebration	1-Oct	Event liaison, marketing department, organizational staff	Follow event plan for the evening, Accumulate surveys and impressions of our organization from guest. Draw survey prize. Award voucher for comp tickets to winner(s) of trivia contest
Post-Mortem Meeting	4-Oct	Event liaison, marketing department, organizational staff	Discuss how everyone felt the event went. Discuss survey results, impressions, and data.
Add email addresses of event attendees to email list	4-Oct	Intern	
Follow up thank you	3-Oct	Marketing Director	Send thank you email to event participants for attending the events.
Add email addresses of event attendees to email list	4-Oct	Intern	
Email college students email list about all upcoming events and offerings	October-December 2022		Keep list updated on performances, college students discount and educational/pre-professional offerings. Email at least twice a month.
Follow Up meeting. First Year Evaluation	1-Nov	Marketing team	Discuss if the events we hosted have had an impact on college student participation. Evaluate areas such as, tickets sold to college student, interest and participation in educational and pre-professional programs have increased. Look to survey results from both events and plan for next year accordingly, based of of those results.
Begin Planning Spring Semester	1-Nov	Marketing team	Begin planning event for Spring Semester

Post Show Mixer Budget (Spring)			
	PROJECTED	ACTUAL	Notes
Income			
Ticket Sales	\$1,925	\$2,100	60 Tickets sold at \$35 each. Price includes admission to the show and 2 drink tickets for post-show mixer following.
Total Income	\$1,925	\$2,100	
Expenses			
Graphic Designer	\$0	\$0	Designer in house. Part of salary
Printing	\$100	\$42	Printed at Vista Print
- Postcard	\$50	\$17	250 Printed on glossy 4x6 Cardstock
- Fliers	\$50	\$25	Standard color copies
Supplies	\$50	\$45	Paper goods
Drinks from Bar Service	\$300	\$200	Beer, Wine, Soda, Mock/Cocktails
Bar Tenders Fee (3)	\$75	\$75	3 Bartenders at \$25 for one hour
Food	\$125	\$100	Refreshments
Social Media Paid Advertisement	\$50	\$50	One week prior to event
Survey Prize	\$25	\$25	Amazon Gift card
Total Expenses	\$725	\$537	
Profit / (Loss)	\$1,200	\$1,563	

Trivia Night (Fall)			
	PROJECTED	ACTUAL	Notes
Income			
Ticket Sales	\$2,100	\$2,800	80 Tickets sold at \$35 each. Price includes admission to the show and 2 drink tickets for post-show mixer following.
Total Income	\$2,100	\$2,800	

Expenses			
Graphic Designer	\$0	\$0	Designer in house. Part of salary
Printing	\$100	\$42	Printed at Vista Print
- Postcard	\$50	\$17	250 Printed on glossy 4x6 Cardstock
- Fliers	\$50	\$25	Standard color copies
Supplies	\$75	\$50	Papergoods
Drink from Bar Service	\$250	\$200	Beer, Wine, Soda, Mock/Cocktails
Bar Tenders Fee (2)	\$50	\$50	2 Bartenders at \$25 for one hour
Food	\$125	\$100	Refreshments
Social Media Paid Advertisement	\$50	\$50	One week prior to event
Survey Prize	\$25	\$25	Amazon Giftcard
Trivia Host	\$75	\$75	Paid for one hour
Total Expenses	\$750	\$592	
Profit / (Loss)	\$1,350	\$2,208	

Year One Totals		
	PROJECTED	ACTUAL
Total Income (Spring Mixer)	\$1,925	\$2,100
Total Income (Fall Trivia)	\$2,100	\$2,800
Year One Total Income	\$4,025	\$4,900
Total Expenses (Spring Mixer)	\$725	\$537
Total Expenses (Fall Trivia)	\$750	\$592
Year One Total Expenses	\$1,475	\$1,129
Profit / (Loss) (Spring Mixer)	\$1,200	1,563
Profit / (Loss)	\$1,350	\$2,208
Year One Total Profit	\$2,550	3,771