



INDIANAPOLIS ACADEMY OF MUSIC MARKETING PLAN

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INTRODUCTION

This year marks the 30th anniversary of the Indianapolis Academy of Music (IAM). IAM should be as well known in the community as the New World Youth Orchestra, the International Violin Competition, and the Indianapolis Children's Choir. It is not merely awareness that we are after but a 'brand' that will differentiate us from all others thus setting us up for success. As Hayes Roth says in the article "Nonprofits in Jeopardy:"

With less money forthcoming from corporate, government, and individual donors, the basic rules of good branding weigh more heavily than ever. A nonprofit with a clearly differentiated brand promise, a track record for executing it, and a culture with a well-defined sense of purpose is better placed to survive economic turmoil than one that has given little thought to its branding.

We must begin by asking, "What *is* our story?" Listed here are three ingredients that will be considered in this marketing plan:

- Clearly differentiated brand promise
- Executing this brand promise
- A well-defined sense of purpose

MISSION STATEMENT

"A nonprofit with a clearly differentiated brand promise...is better placed to survive economic turmoil than one that has given little thought to its branding."

At present there are three versions of a mission statement (brand promise), the most recent established in 2006:

- 1) The Indianapolis Academy of Music promotes the study of classical music through exceptional string instruction that enhances or exceeds that which is provided in the average school classroom and meets the educational and social needs of its students, who are representative of Indianapolis's diverse community.
- 2) The Indianapolis Academy of Music nurtures and develops the youth of our diverse community through exceptional string instruction and music appreciation.
- 3) To foster the development of a diverse community of children and adolescents through classical music appreciation and exceptional string instrument instruction.

Goal: The academy will work with its board of directors in establishing a sound mission statement that will clearly define the mission and identity of the Indianapolis Academy of Music.

BRANDING

The IAM is not merely interested in creating a flashy logo but an identity. A good logo is a start, but a strong identity requires a clear mission statement, a strategy for success and a strong leader backed by a team of committed individuals such as parents and board members who are willing to devote heart, time, and cash and who are willing to take ownership of the academy and its mission.

Below are the two versions of the new IAM logo I designed that have been accepted.



Goal: The academy should appoint a strong leader as well as a team of volunteers who are willing to devote time and energy to the organization.

RESPONSIBILITY

A leader with experience and a sense of ownership of the organization will be an asset to the academy. The academy should start from the top down and consider as top priority the appointment of a strong leader as well as a team of volunteers who are willing to devote some time and energy to the organization. Clearly defined objectives and responsibilities, high-level leadership and a committed, enthusiastic team will helpin “communicating the brand idea internally through engagement processes that help employees, volunteers, donors, and partners align behind a common, clearly articulated purpose” (Roth).

TARGET MARKET

The target, or market audience, for the IAM are the parents of students ages three to eighteen living in the Indianapolis metropolitan area to fit into the academy’s main objective to attract and retain more students. From the current Web site:

The IAM offers a unique educational experience for students ages three and up to study the violin, viola, and cello. Students are provided with a broad program of both Suzuki- based and traditional instruction by highly qualified artistic faculty specially trained in and dedicated to the education of young people.

The range of achievement of the students runs from beginning through advanced levels.

An important aspect of a young student's training is the presence, support, and encouragement of a parent at private and group lessons and in daily practice. As a student advances, the lesson times are expanded and theory, orchestra, and master classes are added.

The IAM is a non-profit organization and is committed to promoting equality. We welcome students of all cultural, ethnic and economic backgrounds.

The secondary or convergent market would include the arts community at large, more specifically the music community, for a broader awareness of the academy’s existence, purpose and place in the community. Increased visibility will result in greater student recruitment and funding and partnering potential.

SERVICES

It is necessary to conduct market research to understand our market and to identify the services they require. At the same time, inventory the services you currently offer and identify new services we wish to provide. Determine what it will take to provide these services in terms of staff, expertise, and costs.

At present the IAM provides both Suzuki-based and traditional instruction in violin, viola, and cello. The academy offers individual (private) as well as group lessons for students ages three to eighteen. Students will also perform in concerts and recitals. There are also opportunities to participate in master classes by guest teachers.

Parents of students, as in the Suzuki tradition, are encouraged to participate in every aspect of the student's learning process and are welcome to learn the instrument alongside their child at no extra cost. From the Web site:

The range of achievement of the students runs from beginning through advanced levels. An important aspect of a young student's training is the presence, support, and encouragement of a parent at private and group lessons and in daily practice. As a student advances, the lesson times are expanded and theory, orchestra, and master classes are added.

MARKETING AND PROMOTIONAL STRATEGIES

The key for successful marketing is understanding what makes someone want to use or buy services and what type of marketing strategy they respond to. This requires us to learn needs, problems, industry trends, and buzzwords. To get up to speed for a particular business market, read trade journals and attend professional conferences to meet prospective users or buyers in person. Become active in various groups whenever possible and form strategic alliances. Find out what works best for the markets we serve.

Basic marketing strategies include the following:

- Network, in person and electronically, by participating in discussion groups online where target markets congregate. Social networking sites such as Facebook, Twitter, Flickr, and MySpace will quickly increase excitement and awareness of the academy, attract potential students, and drive potential clients and donors to the IAM Web site.
- Web presence. The IAM currently has a Web site at www.indianapolisacademyofmusic.com. The Web site will be redesigned to better showcase the academy's services and goals as put forth in this survey. The first priority, however, is to boost Web presence and priority in search engine results. Currently the IAM does not appear on the first page of results when searching for common keyword searches. This is easily remedied by the use of Meta Keywords imbedded in the coding of the Web site. The current Web site provider, Weebly, allows Meta Tags. Weebly also offers Twitter and Facebook badges, guestbook, calendar, and many other features that the academy could take advantage of in order to increase the Web site's appeal.
- The IAM is also hosting the IAM Festival sponsored by the Suzuki Association of the Americas and hosts a Web site at <http://indyamfest.weebly.com>.
- Direct marketing involves sending out sales letters, capability brochures, flyers, or special

offers on a regular, repeated basis to the same group of prospects. Direct marketing can only work if we speak the language of our target market and contact them regularly.

- Advertise in print media or directories, often with a specific offer to reap the benefit of an immediate response or sales. Advertising lends credibility (image advertising) and, like direct marketing, must be continuous.
- Write articles for local media or professional journals and newsletters that describe the benefits of the IAM services. Media interest may center on the 30th anniversary of the IAM.
- Send out publicity and press releases through local newspapers, radio, and television stations.
- Programs that increase awareness about IAM's services: master classes, public concerts at Arts Garden and Indiana History Center.
- Participate in IAM Festival through the Suzuki Association of the Americas August 1-6, 2010.
- Direct or personal selling is the one-on-one selling, often on site at a prospect's office or company. Direct sales are a particularly costly form of marketing since we only reach one person at a time. However, if we present our services to a group of people at a company, such as people from a particular department or several department heads, direct sales can be beneficial.
- Participate in trade shows at the local or regional level.

Local media outlets:

- Print: *Indianapolis Star*, *Indianapolis Monthly Magazine*, *Carmel Magazine*, *Indy's Child*, *NUVO Newsweekly*.
- Radio: WFYI's "The Art of the Matter," WICR's Fine Arts Society, "Arts Exchange" or "Conversations"
- Television: WISH, WTHR, WFYI, WXIN, WRTV

When a strategy works, repeat it. But if it fails, and we have done it right, drop it. The ability to develop and implement each of the strategies above requires learning and honing new skills. It will most likely be necessary to read marketing and sales books, attend courses or workshops, or hire consultants and specialists to assist us as necessary.

THE COMPETITION

In order to position the IAM in relation to its competition, included here are the academy's closest competitors and what they have to offer in comparison.

- Private teachers offer individual lessons and possibly recitals but not likely to offer group lessons, chamber ensembles, and concerts.
- Butler University Community Arts School offers private and group lessons as well as chamber

ensembles taught by trained Butler students.

- IUPUI Music Academy offers a string ensemble course for ages 12 and up that includes violin, viola, cello, and bass where “students acquire performance skills and learn about musicianship and string ensemble literature including duet, trio, quartet, and string orchestra repertoire. Students are expected to participate in all rehearsals and concerts.” Students are admitted by audition only.

The IAM provides many services that the competition does not:

- Suzuki-based as well as traditional instruction
- The academy is a not-for-profit organization
- The academy offers chamber music during the school year
- The IAM has been serving the community for 30 years

SUMMARY AND RECOMMENDATIONS

IAM must establish the following before any type of fundraising campaign is begun:

- Mission statement
- Identity
- Marketing / promotion

Establishment of these three areas will enable us to better understand and tell our story to the community. Once we have communicated to the public what a valuable asset IAM has become to the community over the last 30 years, we will be in a stronger position for raising capital.

I also recommend that we emphasize our alliance with the Suzuki Method, considering we are the only Suzuki academy in Central Indiana.

Complete document available upon request