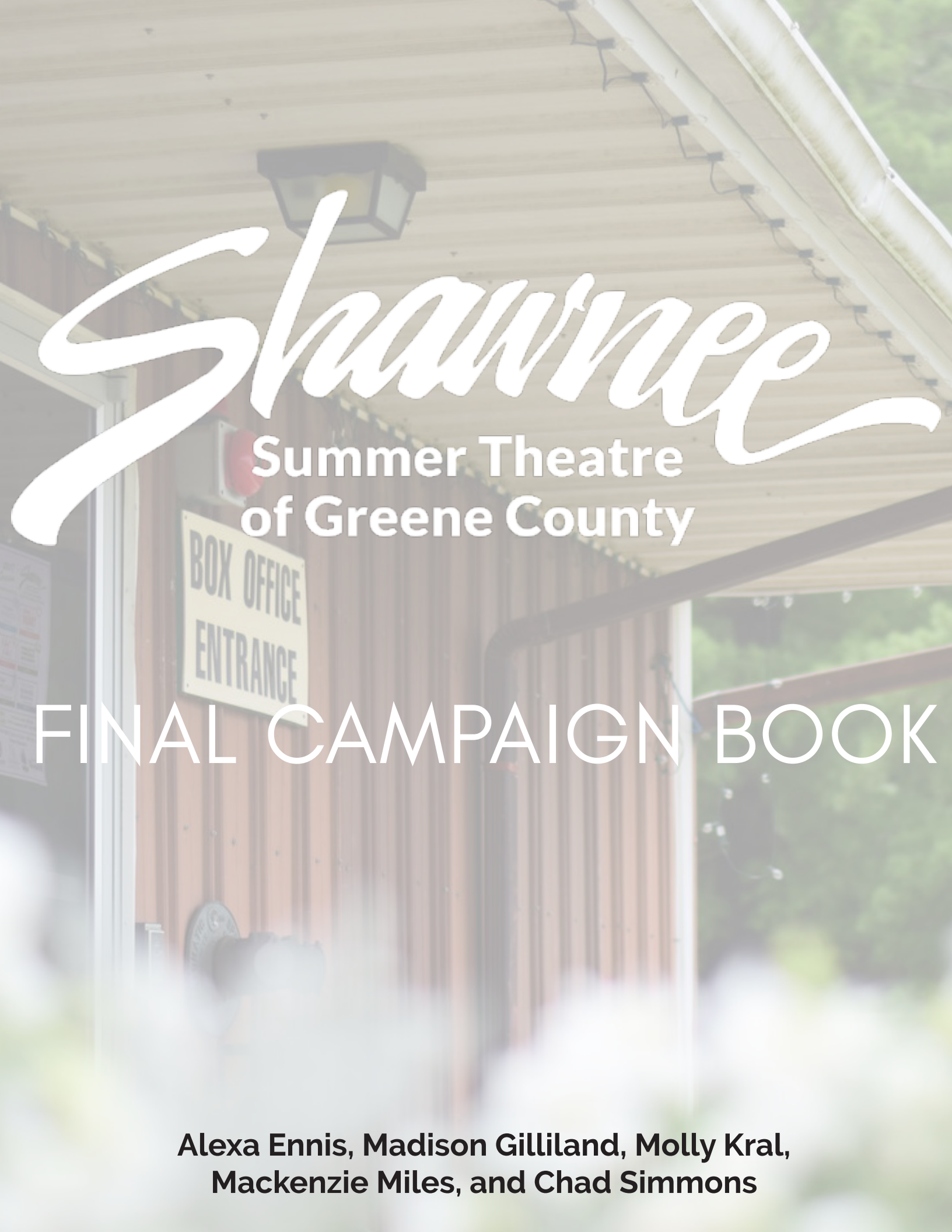

FINAL CAMPAIGN BOOK

**Alexa Ennis, Madison Gilliland, Molly Kral,
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EXECUTIVE SUMMARY

The purpose behind our engagement with Shawnee Theatre was to better understand their wants, needs, and goals in order to help their organization flourish and to be successful. This report details the process we followed in order to produce realistic/effective recommendations. After the initial client visit and visiting the theatre, our team researched the internal and external environment of the organization, as well as the public perception of the theatre. With this, we produced a S.W.O.T. analysis and a problem statement which would later guide us in our research.

To gather our qualitative research, we conducted two focus groups on Nov. 5 and 6 with the Board of Directors at Shawnee Theatre. The purpose of this research was to better understand how the board members perceived their organizations and what they thought worked well and what did not work well. It also gave us a better idea of how the members thought Greene County residents viewed the theatre. To gather our quantitative research, we created and disseminated a 37 question survey to individuals who attended the Chris Cakes fundraiser on Nov. 9. The survey focused on demographics, community involvement, familiarity, attendance, strengths and weaknesses of the theatre, and entertainment preferences.

Our qualitative research showed five main themes: family, perceptions, community connection, variety, and sports. Each of these themes plays a major role in the way Shawnee Theatre operates. We found that the theatre is a place for families, specifically children. Alicia Holt referred to Shawnee as “someplace they [children] felt like they belonged and could excel.” The data also shows that there is a common misconception in terms of the quality of the Shawnee’s shows. Former member Bri Lindsey explained that she often has to remind individuals that it is professional theatre and not community theatre. The conversation led us to understand that people come to Shawnee to gather and socialize with others in the community. Sporting events occupy a majority of families and prevent them from attending the theatre.

After conducting our quantitative research, we found that 86.36% of respondents have a positive view of Shawnee Theatre. The data also shows that the majority of people prefer to receive their information through word-of-mouth communication; however, this can be related to other effective communication channels. The survey also showed that 21.64% of respondents would like to see Shawnee offer family-related weekend events, leading us into our tactics.

From the understanding of the situation and the gathering of our research, we were able to create goals, objectives, and strategies that help line out the communication campaign. After we completed these tasks, we were able to produce a series of effective tactics.

SITUATION OVERVIEW

Shawnee Summer Theatre of Greene County is a 60-year old professional theatre in Bloomfield, Greene County, Indiana. Founded by H. Adrian Rehner in 1960, the theatre started productions in a bar and quickly grew to become notable for its top-of-the-line productions, costumes, and company. Shawnee Theatre became well-known through the community, county, and state as a professional theatre, and attracts aspiring actors from across the country to come perform during its summer productions.

The main situation is the inability to maintain steady year-round profits. This is inhibiting the theatre from doing what its goals and missions are: updating the amenities, producing shows audiences want to see, and hiring a full-time staff member.

SITUATION ANALYSIS

Internal Organization

The theatre's mission statement says the theatre is "dedicated to making the best of American theatre available and accessible to the Greene County Community...keeping our ticket prices low to maintain accessibility to the arts for all in the Green County Community" (Shawnee Theatre). To maintain this accessibility, the theatre relies on charitable donations through fundraisers, endowments, and individual donations. This also allows the theatre to be a registered 501(c)(3) organization, exempting them from taxes. Shawnee's operations are carried out by 26 board members, all of whom come from different towns in Greene County. Jack Terrell, the board's president, oversees all aspects of the theatre such as day-to-day activities, profits, and marketing.

The theatre's performance looks at its services. The season starts at the end of may and goes through the first week of August, producing six high-quality shows over a seven-week period. The shows run at evening Thursday through Saturday and at a matinee on Sunday. The theatre can expect between $600 and $1,700 in ticket sales depending on the popularity and familiarity of the show (Shawnee Summer Theatre of Greene County). The theatre sees highest sales in musicals, yet these are also the most expensive to produce. Currently, the theatre runs utility expenses at around $1,300 per month. A

big portion of this comes from its biggest fundraiser in November, the Festival of Trees, which brings in between $11,000 and $16,000. The theatre also sells program books, generating around $6,000 (Terrell, 2019). Individual tickets coast $15, while a mix-and-match flex pass for six shows costs $60. The theatre produces a youth summer camp, with prices ranging from $75-$100 (Shawnee Theatre). It is important to note that the theatre is not failing; rather, it needs to promote its services, raise awareness with the public, take advantage of its strengths, and highlight its successes over 60 years.

The structure of the organization is conscious of its PR activities in the community by maintaining a positive relationship with patrons through its long-standing impact and meaningfulness in Bloomfield. Responses to the survey conducted show that people in Bloomfield want the theatre to succeed, and value the history of the theatre, but have little interest in proactively helping the theatre. Also, PR is not an integral part of the board's structure. While the theatre has a visually-appealing website, and strong Facebook and Instagram presence, it is not a top priority to keep messages on these platforms going.

External Organization

Competitors: Sports events and teams particular the basketball team seems to be a competitor for gaining community involvement and funds. Terrell mentioned in the initial meeting that they don't even attempt to hold fundraising events at the same time that the basketball team holds theirs as he knows it's more likely that they'll donate to the basketball team. In a rural community sports are a popular pastime one that takes up the time of children, parents and community members. An example of this preference of sports over arts is apparent on the Facebook pages of Shawnee Theatre which currently has 2,552 likes and 2,562 followers whereas the Greene County Sports Network, which does broadcasting and media production for Greene County sports teams, has 10,291 likes and 10,297 followers. This is just one example of where the community interest is.

Opposition: At this point there doesn't appear to be an obvious opposition. Those that are aware of Shawnee Theatre are proud of its existence and its long history. This source of pride brings back people like Bri Lindsey the Theatre's producing artistic director back to Greene county to contribute to the theatre that gave them their start. (Walker G. 2017) There needs to be more research conducted with community members to determine why exactly there is a disconnect between the community of Greene county and the theatre. The theatre is heavily reliant on fundraising and sponsors in order to keep the doors open if there is something about Shawnee Theatre that

isn't aligned with sponsors vision of the theatre they can choose to stop contributing. The community overall is something to be considered when deciding on any changes to make to the theatre as they're the ones supplying the funds, attending events and participating in the performance and production of the shows. In order for Shawnee Theatre to remain a staple in the community they must keep their values aligned with those in the community.

External Impediments: Currently the environment is may be on the decline in terms of demographic information. According to the census bureau Greene County has seen a 3.5% decrease in population since 2010, the causation for this is still unknown. Although there has been a decrease in population, the community has still been able to maintain long standing events such as the Linton Freedom Festival, the Bloomfield Farmers' Market and Shawnee Theatre's Festival of Trees.

Green County Demographics: Population of 32,261
- $45,153 median income (Community Profile)
- Majority (59%) of the population between ages 18 and 65 (Community Profile)
- Government, construction and retail are the top three industries (Community Profile)
- Religious area (Jack Terrell)
- Lots of sports centered activities

The town is limited in finances so community members are particular about where they invest their funds. According to Terrell there has been a recent influx of new families inside Greene County, so these are individuals who may have an interest in making their mark and becoming integrated within the community. If Shawnee Theatre develops the right strategic plan an important target audience would be these families. In the future there is potential for more community involvement and perhaps an increase in interest in the performing arts.

Impediments:

Residents: lack of awareness of Shawnee Theatre, lack of interest in attending shows and/or donating to Shawnee Theatre

Regulators: no alcohol sales, shows must abide by capacity codes, building must be maintained/up to code

Political: avoid producing shows that could threaten/attack the political ideology specific to Greene County

Financial and Economic: lack of funding from the community to produce multiple musicals, which a survey found is what the community has the most
interest in (Terrell), community members may not be able to afford/ willing to purchase tickets for shows, community members may have reluctance to donate money to the theatre, royalties and rights to shows

Surrounding Areas:
- larger cities nearby to do a variety of things
- locations where more than one thing can be accomplished
  - grocery shopping, movies, shopping

In order to overcome these impediments and interest in performing arts or an interest in supporting a part of Greene County history. Community members need to feel a desire or need to keep Shawnee Theatre open, this can be done through volunteering, donating, attending shows and spreading the word about ST to their peers.

Public Perception

It appears that the older members of the community are most likely to be aware of the theatre as Terrell described the most common patron being an white farmer over the age of 60. The large portion of the population in Greene County is between the ages of 18 and 65, so it may be assumed that there is a lack of awareness of Shawnee Theatre.

The reputation overall is fairly positive; ST has a 4.6 out of 5 star rating on Google reviews and the majority of the 51 comments left on Google reviews are positive, they touch on the production quality and its long standing history within the community. There are very few 1 to 2 star ratings and none of them touch on what about the theatre they found lacking. Many of the patrons have been attending for years and Bri Lindsay even mentions in an interview, there is a couple that has been purchasing tickets for 60 years (Marlatt, T. 2019).

For those aware of the Theatre it is a staple within the community and an outlet for creativity that aims to include the entire community. This keeps many patrons returning and willing to donate their money and time. This perception of the Theatre has made it possible for the theatre to remain open for 60 years.

Articles and TV spots about the theatre and its shows are generally positive usually mentioning ST's longevity within the community and raving about the quality of the shows and recommending them to their readers and listeners (Marlat, T. 2019) (Walker, G. 2017).

Through group discussions it appears that we all agree that there is a disconnect between ST and the community of Greene County.

There doesn't appear to be a change in reputation as ST has remained consistent in their fundraising endeavors and their performances there just appears that for some there is no reputation or at least one good enough to drive new community members into the theatre.

It will be necessary to generate awareness of the shows, the activities that patrons specifically children can participate in, which Terrell mentioned allows children to basically produce and execute their own play, and the overall importance of performing arts and what benefits come from being involved with a part of Greene County history.

SWOT TABLE

S

- Pride of Bloomfield and Greene County
- Deep-rooted and enriched history
- Loyal patrons
- Positive public perception
- 26 dedicated board members
- Committed volunteers
- Family and kid-friendly
- Value of ticket prices for quality of shows

W

- Low funding (donations and grants only)
- Lack of awareness throughout town and county
- No full-time staff
- Main operation May-August
- Inability to reach different age groups
- Lack of engagement
- Word-of-Mouth reliance

O

- Theatre rental/variety of use for space
- Year-round productions
- Full-time staff member
- Growth of social media presence
- Rebranding of theatre (i.e. logo, slogan)
- Youth engagement (technical roles, social media internship)
- Relationship building with tourism board and Indiana University

T

- Conflicting sports and school schedules/events
- High roaylty fees to produce popular shows
- Nearby cities (i.e. Linton, Bloomington) offer other recreational activities (movies, sports, nature)
- General lack of interest in theatre and arts
- Declining population (main demographic 60+)

PROBLEM STATEMENT

There is a lack of awareness, connection, and unity between Shawnee Theatre and the community.

74%

View Shawnee as important to the community

40%

See a personal connection to Shawnee

28%

Showed interest in becoming involved with Shawnee

63%

Hear about Shawnee events through “word-of-mouth”

50%

That have not attended an event expressed interest in learning more

KEY PUBLICS

There are three main types of key publics in all PR situations: audiences, markets, and stakeholders. In terms of Shawnee Theatre, an audience is the audience that attends the shows the theater produces. They merely go to the theatre to watch a show, either once, twice, or multiple times, but they have no other interaction with the theatre. According to the survey data, more than half of the respondents attended between three and eight shows within the past two years; however, many show little interest in becoming involved with the theatre outside of attending, even though 95% of respondents view the theatre in a positive way. The market is who Shawnee is directing their marketing towards, especially with fundraisers and donations. The survey data shows that a third of respondents were between the ages 51-64 years, while more than a quarter were older than 65 years, and almost 70% of the respondents were female. This shows the theatre's current market: middle-aged to older and female. While it is important to keep this current market in mind for the campaign, it is also necessary to shift the focus to a new target market. The survey data in conjunction with answers from the focus group questionnaire show that the theatre needs to target those in Bloomfield and Greene County who are 35 years and younger, are married, and have at least one child. Not even 5% of the respondents were between 26-35 years old, and only 1% were between 18-25 years old. Almost 70% were married, and almost 50% have one to two children. This market will help transition the theatre to a new demographic and establish a long-lasting relationship with them, and will help support the theatre's mission and objectives.

The new target market falls in-line with a new type of young family that is emerging in the U.S. According to Mintel Reports, these parents want more family time together, especially in regards to sharing experiences. This includes cultural and outdoor activities, as many parents are working long hours and children are spending more time in front of screens. The report shows that families feel they increase quality time with one another with these cultural activities because it makes parents feel like they are maximizing time with their children. Essentially, they want time spent with their children to be rewarding. For organizations, it's important to capitalize on quality bonding, broadening the kids' horizons, and making memories as a family (Mintel, 2019). Almost half of respondents showed interest in family-oriented activities, so the theatre can take advantage of this opportunity to attract the younger families in town and reach the target market.

Lastly, stakeholders in the theatre are the board members, volunteer staff, and actors. The theatre has 26 board members, with their names and respective roles below:

Jack Terrell - President
Tom Jochim - Vice President
Alicia Holt - Secretary
Pam Poe - Co-Treasurer
Cam Trampke - Co-Treasurer

Allen Toon - Board member
Ashley Burch-Ryan - Board member
Bill Cady - Board member
Candice Ray - Board member
Cris Floyd - Board member
Don Heintzman - Board member
Jacob Helms - Board member
Jean Ressler - Foundation Board member
Jessica Toon - Board member
Laura Helms - Board member
Mark Thomas - Board member
Marlen Flynn - Board member
Robert Rehener - Foundation Board member
Sally Batterton - Board member
Austin Hamang - Board member

The board members have no term-limit, however, the officers' terms are up at the end of 2019. Volunteer staff include Bri Lindsey, Bretteny Beverly, and Danielle O'Connor. Lindsey is the theatre's Producing Artistic Director, Beverly the Associate Artistic Director, and O'Connor the Company Manager. The actors are recruited from across the country before the summer season and many have been a part of the company for multiple years in a row.

POSITIONING STATEMENT

For adults aged 26-32, Shawnee Theatre offers a variety of activities, both family friendly and socially adaptable which serve to engage the community with the theatre and provide opportunities for the theatre to engage with the community.

GOALS

Goal #1: Facilitate more revenue throughout the year.

This goal addresses the issue that the theatre has struggled with sustaining revenue year-round. They are constantly scrabbling for fundraisers and donations to keep up with off-season utility expenses and to produce the upcoming six summer shows. Finding alternative ways to maintain growth would help the theatre hire a full-time staff member, give them opportunities to upgrade and expand the facilities, and allow them to produce more shows in the off-season. The survey data and focus group answers give insight that not only does the community want to see more variety in the shows and entertainment offerings, but the board members want to provide more to the community as well. The only way these can be obtained is through the goal of sustaining revenue year-round. It would allow for more flexibility in the productions and would allow for improvements to the theatre to make it a more enjoyable experience for all.

Goal #2: Create more community engagement.

The second goal of the campaign is to address the issue of lack of awareness and engagement in Bloomfield. The community recognizes the historical value of the theatre, but have little involvement to maintain the theatre. This is mainly due to the misunderstanding of what it means to be a professional theatre and how impactful it is to have one in a small Indiana town. The biggest goal of the campaign is to share the theatre's voice with the community and create a new relationship with them because it will lead to the first goal of long-lasting growth.

OBJECTIVES

Objective #1: Raise awareness of Shawnee Theatre.

Time Specific: Changing the public's awareness of Shawnee Theatre and its professional quality productions will begin immediately. It will take time to change the views of the Greene County community and is important to the continued success and expansion of the theatre in the years to come. By May 2020, the start of the summer season, strategies and tactics will be in place to begin gathering awareness in the community.

Measurable: This change to Shawnee Theatre's current communication strategies will increase traffic to the theatre from the surrounding county, as well as other regions in Indiana. We estimate an increase in attendance at Shawnee's productions by 15% by the end of the summer 2020 season if strategies are implemented properly.

Objective #2: Increase interest and participation of younger community members.

Time Specific: This engagement will take time to change the perspective of an entire demographic segment, so we estimate it will take until the 2021 summer season to fully develop this objective through changing how the theatre engages with its audience.

Measurable: Two measurable events should be added to Shawnee Theatre's schedule before the summer production schedule begins. The theatre needs to create programming fit for a night out, potentially a wine night, beer tasting, dinner and a show event designed for parents, and also a family night, potentially showing a movie, having a meet and greet with the cast, or putting together a dinner. These events would cater to different audiences and show the dynamic elements of the theatre to the community.

Objective #3: Increase Shawnee Theatre's community involvement.

Time Specific: We hope to begin implementing this community involvement in January, and have the community expecting a Shawnee Theatre presence at their events before the end of the summer 2020 season. This would begin over the winter and allow board members to engage with prospective audiences at community events through Greene County.

Measurable: We ask that each board member attend at least 1 event before the beginning of the summer 2020 season on behalf of Shawnee Theatre. It should be noted that there is a difference between going to an event, and being present to represent Shawnee Theatre and connecting with community members.

STRATEGIES

Strategy #1: Educate the public about the professionality of Shawnee Theatre.

While conducting a focus group with the Board of Directors, several members voiced that there are individuals within the community that don't know Shawnee Theatre is professional. The misconceptions that Shawnee is just "community theatre" leads to negative thoughts/opinions about the theatre and decreases attendance. By combating these misconceptions, Shawnee has the opportunity to show the community that they produce professional and quality shows. Educating the public about the quality of the shows will restore confidence in the theatre and the community. Once people are aware of the quality they are receiving/paying for, it is more likely they will attend a show or attend more shows.

Strategy #2: Generate content that is relatable to the target audience.

By creating content that is relatable to the target audience, Shawnee Theatre is showing what they value as an organization. When consumers know that their values align with those of the organization, they are more likely to become involved. According to the survey, 63 percent of respondents say they attended an event after hearing about it from another individual in the community; however, this form of communication is hard to promote due to its organic nature. However, platforms like Facebook and Instagram are on the rise and are the perfect opportunity for Shawnee to be creative and generate content that demonstrates who they are and attracts interest. Creative content also has the power to educate individuals and allows Shawnee to create meaningful relationships. This strategy allows Shawnee to talk with the target audience, get feedback, and build brand awareness.

Strategy #3: Push Shawnee Theatre (as a whole) to be more present in the community.

According to survey question #26, several individuals mentioned that Shawnee Theatre would be better if they were more involved with the community. By engaging with other organizations and projects in the community, Shawnee Theatre will show that they value where they live and the people who live there. Showing that they care about the success of other organizations will allow them to build meaningful relationships. Building these relationships can lead to more support, donations, and sponsorships from within the community. Not only will the theatre gain financial support, but they might also experience an increase in traffic and attendance. People like to support those who support others. Being involved in the community can also raise company morale and brand awareness. If residents see that Shawnee Theatre values other organizations within the community, they are able to gain a better sense of what they value. As mentioned above, individuals are more likely to support an organization where both of their values align. In general, Shawnee Theatre will be viewed more positively and greatly benefit from being a team player.

MESSAGING

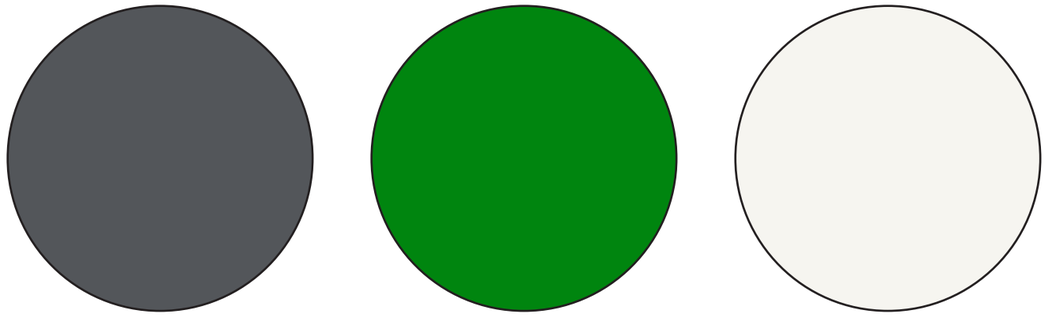
Connect. Continue.

Unique Selling Position:

Shawnee isn't a theatre, it is a place to gather and create memories and traditions while taking in history and stories. Shawnee is a living entity within the community, not just a brick and mortar location. It's connecting the new target public and continuing the pride of the theatre.

Brand Image:

Brand guidelines help maintain consistency across all platforms and establish a new brand voice. Below are the color guides to be used in all media platforms (i.e. flyers, mailings, brochures) and examples of captions and hashtags to be usied in media



53565A #00850F #f6f5f0

Hashtags:

#ShawneeProfessionalTheatre #ConnectContinue
#BloomfieldIndiana #VisitGreeneCounty

Tone of Voice:

Warm, Friendly, Personable - like Shawnee is part of the family

Content Brand:

Maintain consitency in filters/colors, balance promotion with community-builidng content, and build relationships with small businesses in Bloomfield.

TACTICS

Tactic #1: *Connect. Continue.*
Connect to other community members, art, ideas, cultures, and experiences through Shawnee. Continue traditions, growth, discovery and conversation within Shawnee Theatre as well as the opportunities it offers.

Tactic #2: Weekly Events

"_____ with the Stars"
Trivia, cooking/eating, dancing, etc.

• Tues./Wed. before the play runs host this event in the lobby with a chance to meet a few cast members and center the event around the upcoming play with themed music, decorations, costume contests, miniature press conference.
• Get the kids and families involved as well as board members.
• Give something to look forward to outside of the show itself.
• Elevates the actors to a "celebrity" level so people know they are professionals.

Tactic #3: Showcase Actors and Crew
• Word of mouth, Facebook, and fliers in various places
• Takeovers on Instagram
• Choose an actor and crew member each week (if possible) and have a 1- 2min video recorded or a photo
• Create a simple black and white brochure version of the spotlight each week with space for a sponsor/ad o hand out at the show
• Hold a post-show questioning - Revamp that idea and either during the weekly planned event or post-show have a few actors hang around and answer questions as themselves and in character

Tactic #4: Promotional Content
• Create an overarching brand or style for social media posts (using distinct Shawnee colors/logos)
• Make sure posting is consistent and often

Tactic #5: Community Involvement
• Establish a strong presence and reputation in the community
• Have board members volunteer or participate in local fundraisers,

events, and causes recognized as agents of Shawnee
• One day during summer & winter seasons
• The board members need to meet at the beginning, middle, and end of the season establishing, maintaining, and reviewing how the direction and vision for Shawnee were executed
• Public forum for the community to discuss items rather than adjusting their plans without guidance

TIMELINE

Pre-Season:

• Begin highlighting the upcoming plays, actors, and crew
• Start pushing season tickets and flex vouchers harder
• Promote and participate in a community event as a group
• Introduce the theme of: Connect. Continue.

During Season:

• Implement the events and programs
• Print and pass out brochures
•Keep consistent branding and messaging through social media/other mediums
•Another scheduled “Shawnee in the Community” day with the crew and actors

Post-Season:

• Reaffirm the season’s theme of “Connect. Continue.”
• Build off momentum of season through fundraising and continued community involvement
• Now is the time to take feedback and analyze how the strategy for the season worked
• Begin planning and strategizing for the next season

BUDGET

Volunteer T-shirts: $8-12 ea. (50 members = $40-$120) This does not account for a fundraising campaign to get t-shirts, also selling them as Shawnee merchandise, or offering sponsorship placement on the back)

Printing fliers or inserts: 12 cents ea. B&W, 40 cents ea. Color. (640 pages = $72 and $256) This does not account for advertising or sponsors offsetting any cost.) [Office Depot]

Materials for events: This is hard to estimate since each event is unique. Events such as “dancing with the cast,” meet and greets, and simple activities that can use materials on hand are nearly a $0 cost. Events that involve catering or an outside facilitator/source will require planning and pre-sold tickets/reservations.

EVALUATION

15%

Increase in attendance by end of Summer 2020 season

2%

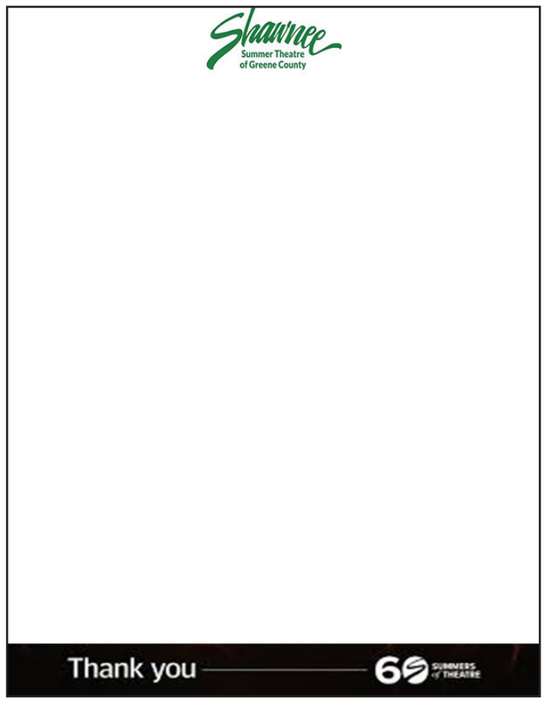
Grow following on social media in a 6 month period, reaching around 500 by the end of Summer 2020 season

20

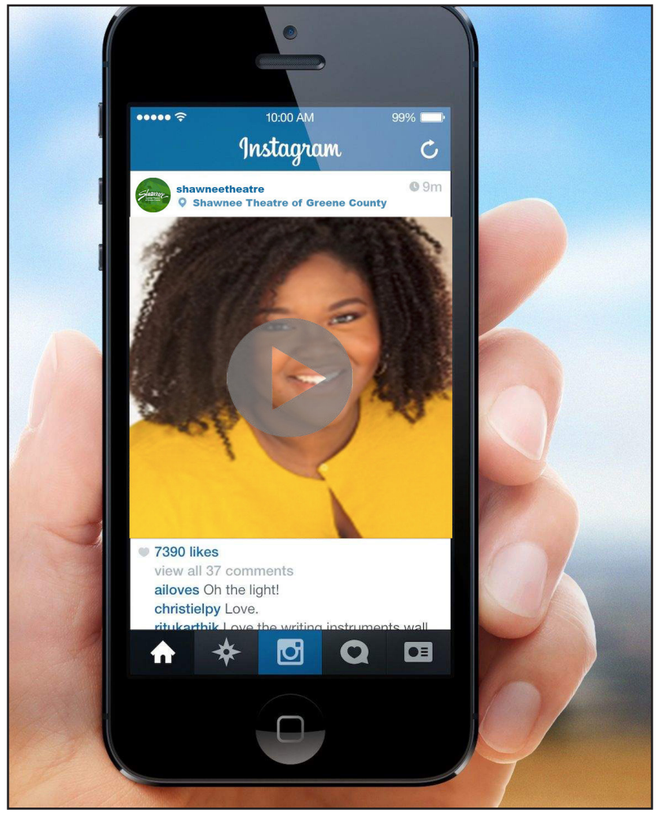
Total number of community events attended by board members by end of 2020

IMPLEMENTATION

An example of the volunteer shirts for Shawnee board members to wear.



An example of the new branded press releases.



Example of Instagram Video:

Hi everyone! My name is Bretteney Beverly and I am the Producing Artistic Director here at Shawnee Theatre. I work on the staging performances, rehearsing with the actors, and have a lot of say in the shows that Shawnee Theatre puts on each year. In my free time, I enjoy spending time with family, friends, and my pit bull, Boss Lady. Thank you for supporting Shawnee Theatre and I hope to see you at the theatre soon.

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CONTRIBUTION