

**Report to the Heritage, Arts and Culture Committee – March 2020**  
**Marketing update from communication officer.**

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In March 2019 Communications officer and marketing officer Becky Walsh created a researched Marketing report for the Museum and the Blakehay Theatre. After the report, a SWOT analysis was conducted with Matthew Hardy, Sarah Pearse and Sally Health.

The SWOT meeting was part of a transformation process. The goal is to find ways to save time and generate sustainable income for both the Museum and the Theatre.

The phases of transformation:

**Discover**

Meetings, desk research, observations.

**Define**

Analysis (Google, Facebook etc), documentation, reporting on research.

**Develop**

Carry research insights into ideation, exploration and validation.

**Deliver**

Creation of deliverables working together as a team.

All aspects of the delivery stage have been ongoing from April 2019, so we are almost a year down the line. With taking this time frame into consideration, we have been analysing the information gathered in the form of social media. Including google analytics for the Blakehay.

We have learnt a vast amount about our audience. Where they come from, age-range and when they engage with marketing content. These insights have to lead us to discover the relevant, actionable and previously unrealised reality about our target market and how to best reach them as a result of deep, subjective data analysis. Understanding who your audience is means that you can create effective targeted marketing. This means you are using the language and addressing the needs of your audience. This understanding impacts your choices on the kinds of shows and events you put on and how you speak to the audience about them.

Depending on where you are living and what you do with your day, the average person sees 5,000 ads a day. Whatever the exact number of ads YOU see every day, one thing remains clear: the amount is enormous. So it should not surprise us that at the end of the day we cannot recall even a tiny amount of them all. Psychologists call this a state of ambivalence.

This state happens for two reasons. First, the human brain cannot absorb and digest that much information. It just can't. Second, the supersaturation of ads has resulted in a phenomenon of ambivalence. Essentially, most of us have learned to ignore advertising, unless it means something to us personally, and that's what makes this data so important.

If you want to get your message out in a noisy world you have understood 'why' the audience would want to come and you, more importantly, have to explain 'why' in your marketing.

People spend money because of one or more of three reasons:

A - What they are paying for solves a problem

B - It's beautiful

C - Or it says something about the buyers and adds to their identity

For us –

A - What they are paying for solves a problem, can be 'something to do with the kids' 'An interesting night out' etc.

B - It's beautiful – Includes our buildings as well as the events and layout of them. However, this is normally thought to be about people buying beautiful objects for the home.

C - It says something about the buyers and adds to their identity. This is where we have had the most success. This has been a focus for the events/shows themselves and in the mission statements that have been created for both venues.

Having a clear identity for both venues, a clear reason as to why a person should want to come to an event and then the targeting the marketing which focuses directly on interested audiences.

Since using this method, results for Blakehay Theatre have been included selected live shows breaking even and selling out at the Museum.

In addition, The Blakehay Theatre won Weston Chamber of Commerce Award for 'Best Evening Out'.

*"Judges felt this was a long-standing and iconic theatre at the heart of Weston's cultural life with universal appeal. It's willingness to support performers and bring new works to Weston and act as a creative hub was particularly impressive".*

And Weston Museum won 'Love Weston' award.

***"Recent changes and schedule of events make the museum a great place to go for locals and visitors to Weston. It's willingness to working with volunteers demonstrates a commitment to engaging and supporting the local community".***

As mentioned in the theatre managers last HAC report. The last five shows have all covered the cost of the fee to bring these to the theatre. This has been through learning our audience base, better marketing strategy and using a dynamic pricing structure for ticket sales. This is a great success after only 18 months of programming, as most theatres, would not get to this position until at least 3-5 years of programming in this way.

In light of this past year's success for both the Blakehay Theatre and Weston Museum, communications officer Becky Walsh in collaboration with manager's from both venues has created a marketing strategy for both venues.

### **What's not been working for the Museum**

- Radio advertising. However, we are keeping the focus on free radio features with BBC Radio Bristol and Wave FM.
- Paid for print media
- Visit Weston website with only 670 directed to the Museums site from Visit Weston. We compared the promised marketing package with the actual service and found multiple shortfalls. Tourism manager has kindly agreed on a discount of 20% if we stay on the same package. This will be reviewed with analytics through-out the year.
- Visit Somerset
- Lack of time due to commitments of individual job roles.
- The current brochure, which will now be a seasonal leaflet.

### **What's not been working for the Blakehay Theatre**

- Radio advertising. However, we are keeping the focus on free radio features with BBC Radio Bristol and Wave FM.
- Paid for print media
- Visit Weston website with only 631 directed to the Theatres site from Visit Weston. We compared the promised marketing package with the actual service and found multiple shortfalls. Tourism manager has kindly agreed on a discount of 20% if we stay on the same package. This will be reviewed with analytics through-out the year.
- Visit Somerset
- The current brochure will be made smaller and include paid for advertising.

### **Members are requested to:**

Approve the marketing strategies for both venues.

MARKETING STRATEGY \_\_\_\_\_

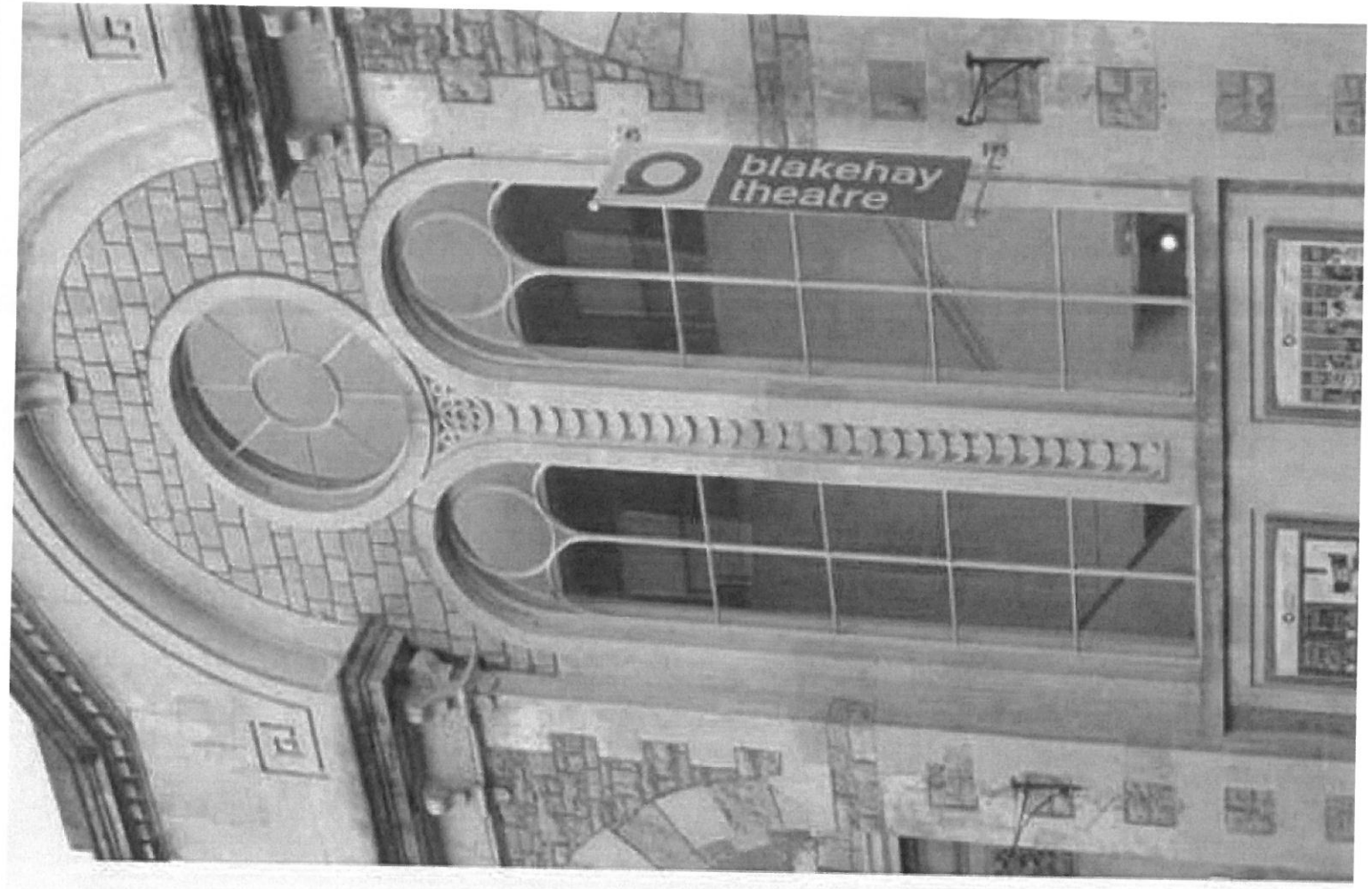


**BLAKEHAY  
THEATRE**

WESTON-SUPER-MARE



**Weston-super-Mare**  
Town Council





## Blakehay Theatre Marketing Strategy

OFFERING A STIMULATING AND INCLUSIVE PROGRAMME AT THE  
HEART OF WESTON'S CULTURAL LIFE, APPEALING TO THEATREGOERS  
OF ALL GENERATIONS

## Our Mission

The Blakehay Theatre's mission is to be leading the way in this zeitgeist for Weston-super-Mare.

We create theatre for the whole community, bringing national, popular shows and trending subject matters onto the stage.

To promote a creative hub for artists and performers in the local area, and a cultural home for fans of the arts.

To make the most of a beautiful venue by using all of its spaces for artistic endusers that is inclusive to everyone including sensory theatre.

Our program includes local and regional theatre, music and dance as well as community classes, events, and classic cinema showings.



## The Blakehay Theatre derives an income from:

- Custom hires of three performances spaces - The studio, the main theatre and the bar.
- The bar area is available for hire as a training space, for parties and events as well as a meeting room.
- The studio is available for hire for hourly classes, community events and as a training space.
- Main theatre is available for hire for seminars, for rehearsals and any private events.
- Ticket sales from bought in Live Shows to the theatre, film showings in the studio as well as other events.
- Commission sales from selling others work such as sales from art exhibitions.
- Using 'ticket source' as a ticketing solution for other venues in Weston-super-Mare.
- Community classes.
- Blakehay Buddy Membership.
- Gift Vouchers.
- Takings from the bar.
- Fundraising by the theatre Volunteers.

## What needs marketing:

- The existence of the Blakehay Theatre itself.
- Shows, events and classes in all three venues.
- The hire of all three venues.
- Art Exhibitions.
- Volunteering.
- Gift vouchers.
- Buddy membership.
- Coffee mornings.

Weston-super-Mare has a growing diverse demographic, with an expanding student population and an influx of home buyers coming from cities such as Bristol. As a town, it is shaking off its reputation as being an outdated seaside town, with its entertainment venues only serving tourists.

Ambition	Timescale	Success would be
1.1 For the Blakehay Theatre to become a zeitgeist for cultural development and dramatic arts in the town. Providing modern facilities for the performing, visual arts and community activities.	0 to 5 years	To create Theatre for the whole community, bringing national popular shows and trending subject matters, onto the stage.
1.2 Marketing the Blakehay Theatre so that it becomes a recognised venue for regular drama, comedy, musical and other productions of performing arts.	0 to 5 years	Increased use of the theatres facilities with a growing number of shows and events.
1.3 Attract funding for adapted performances for people with special educational needs and create inclusive performances whenever possible.	0 to 5 years	Creation of an inclusive creative community.
1.4 To create a uniquely diverse program of locally produced and touring work.	0 to 5 years	Working alongside a growing number of partners who use the venue to attract a growing audience.
1.5 Update and evolve the website.	1 Year	Make the Blakehay website compliant with Public Sector Website Accessibility and Compliance.  Continue with SEO.
1.6 We will continue to grow the Facebook page and continue outreach to Facebook groups.	0 to 5 years	Easy navigation and an attractive look. Grow page likes from 1,235 to 5,000.
1.7 We will continue to build a working relationship between the Tobacco Factory Theatre and the Arnolfini, both of which are in Bristol, and the Blakehay Theatre.	0 to 2 year	We hope that by building a relationship with these venues we will bring audiences and performances from Bristol into Weston-super-Mare.
1.8 We are building a working relationship with the developer of the Student Accommodation being built in Wadham Street opposite the theatre.	0 to 1 year	Having the opportunity to market performances and events to the students living in the accommodation. Creating a working relationship for use of both venues in terms of their dance space and our theatre.
1.9 We are looking to work with more partners to be able to be part of a culture for Weston-super-Mare.	0 to 5 years	Working alongside 'Culture Weston' in their ambition for Heritage Arts and Culture in Weston-super-Mare.



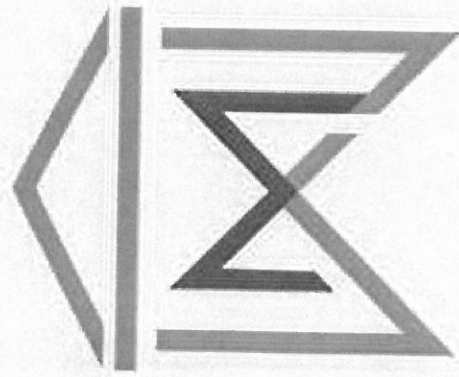
1.10 To strengthen social cohesion through running and supporting activities, events, festivals, youth initiatives and clubs alongside managing Town Council facilities and shared spaces for the community.	0 to 5 years	Running a range of outreach through creating and being part of events in the town.
1.11 Increased community event programme within Weston-super-Mare and Town Centre (both directly put on by the Town Council or supported by the Town Council).	0 to 5 years	Taking opportunities as they arise and being flexible in our approach.
1.12 Continue to use multimedia such as film production to promote us as a venue.	0 to 5 years	More film production. Marketing on a psychology level, using image and film in order to create the emotive marketing that stands out in a world saturated with adds.
1.13 Bringing print marketing design in house.	0 to 1 year	This is the house style for everything written that the Blakehay Theatre distributes that is seen by the public or profession. It is essential that a theatre has a 'voice' style so that it can maintain branding.
1.14 Expand our newsletter audience and target with Ticket source	0 to 1 year	Currently restricted to the free Mailchimp newsletter. We will invest in growing this list to target our newsletter to more people.
1.15 Study analytics and target audience	0 to 5 years	We will continue to use analytics to observe our growing audience and make sure our marketing is on an expanding target.

### **From Weston Town Council's Strategy – Heritage, Arts and Culture**

To work with local community and partners to ensure that the town of Weston-super-Mare has growing opportunity for Heritage, Arts and Culture.

This marketing strategy is a 'living document' and will be developed and referred to as we move forward with our plans.

MARKETING STRATEGY \_\_\_\_\_



WESTON  
MUSEUM



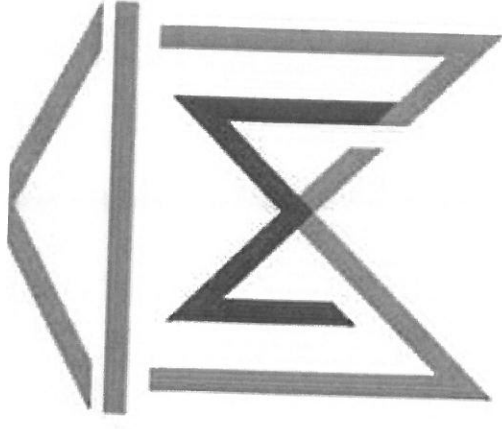
Weston-super-Mare  
Town Council

GASLIGHT

WESTON  
MUSEUM

WESTON  
MUSEUM





## Weston Museum Marketing Strategy

DISCOVER THE HISTORY OF WESTON-SUPER-MARE AT WESTON MUSEUM.  
HOUSED IN A BEAUTIFUL AND DISTINCTIVE HISTORIC BUILDING.  
WE TELL THE STORY OF THE TOWN AND THE SURROUNDING AREA  
FROM PREHISTORIC TIMES TO THE PRESENT DAY.

# Our Mission

The Museum is dedicated to being a social and educational hub for the people of Weston and its visitors. You can come to learn, relax or just have fun! The North Somerset Council museum collection contains around 50,000 individual objects.

The newly refurbished museum also allows our guests to grab lunch, hire a space for a meeting or even a party in the courtyard.

Museums do not have to be dull and dusty, in fact, Weston Museum encourages a hands on approach to history. We also work closely with local schools and community groups to help support the Weston of today and grow the Weston of tomorrow.

Our diverse volunteering programme also gives you the chance to get involved.

Diversity is key! Our William Mable Gallery allows us, for the first time, to host exhibitions suitable for the world stage. We've already been able to display items from the Imperial War Museum and The British Museum. The content of this gallery changes throughout the year, so there is always something new at Weston Museum.

Weston Museum's free admission means that the Museum is truly for everyone and is quickly becoming a popular destination among tourists as one of Weston's top attractions.

Once you know your history you understand more of who you are, you learn from the past and find ways to predict the future and even help create a better one.

## Weston Museum:

- We believe your children learn in multiple ways, we create experiences rather than a view through a dusty closed case.
- We believe the heritage of Weston-super-Mare needs preserving for our families and the families of the future.
- We believe education cannot be contained to the classroom.
- We believe every community needs a creative voice and we provide a free space for that voice, in our Museum.
- We believe parents need a space out of the home that's free where they can enjoy being with their children and meeting other parents.
- We proved a unique space full of natural light that you can come and work on your laptop and enjoy good coffee.
- We believe in diversity and inclusion, we want to be a hub for the community to come and enjoy events, meet new people and learn something new.
- We believe in being welcoming and friendly.

Marketing needs a message and that message needs to come in one united voice. No matter which department within the museum you are connected to the values of the Museum needs to be expressed over and over again.

All of the 'we believe' comes down to this:

Weston Museum is committed to, our west country heritage, to adult and children's education, to serving and being socially inclusive to our community and visitors to our town. We believe in our unique experiences in a beautiful location.

This is branding and it's so much more than a fancy logo, it's what you stand for and it becomes the theme of everything you do and your marketing voice.

Marketing isn't some abstract action to promote one event. It's the smile from the person on the desk, it's the polite conversation as a coffee order is taken, it's how our volunteers talk about their work outside the museum. We need to show up as ambassadors and spread the word. Until we hear our audience say it back to us - 'What I love about the museum is...' Once we reach this tipping point the reviews will sell our events better than any marketing we could ever do. Once we are there we just need to keep building on our excellence.



## The Museum derives an income from:

- Gift shop sales.
- Clara's Café and Catering
- Two hire spaces:
- Learning room and the courtyard
- Hire all spaces after hours (Door entry charge can apply)
- In house events Donations

Education: The museum's educational and event provision is overseen by the learning & events officer with support from learning and events volunteers. Volunteers are essential.

This is both a Primary and Secondary Revenue stream - education packages are marketed to schools and organisations, and events bring visitors to the museum. There are two kinds of school bookings:

- Off the museum site where the educational team go to the school and delivers a learning session.
- In the museum, where the school comes to the museum to learn.

Schools booking and hiring of handling boxes to schools is also an income stream.

## What needs marketing:

- The existence of the Museum itself
- In house exhibitions and events
- Room hire of both spaces
- Gift shop
- Clara's Café
- Wedding receptions
- Education
- School awareness of what's on offer
- Education for home educated kids
- Rusty club

The museum houses multiple departments all of which serve the community of Weston-super-Mare in terms of its heritage, education, catering, retail, social engagement and entertainment.

All of this needs marketing.

Ambition	Timescale	Success would be
<p>1.1 Create &amp; distribute a seasonal brochure outlining Museum's services and upcoming events</p> <p>1.2 Market the Museum's educational opportunities so that it becomes a nationally recognised venue for education.</p>	<p>Seasonal</p> <p>0 to 5 years</p>	<p>Seeing the brochure in many places around the town.</p> <p>Create educational films on our YouTube channel to help us become a 'go to' place to learn about the history of the South West. This in turn markets the museum nationally, making it a destination for tourism.</p> <p>We are looking to invest in a high-quality film camera (£800) in order to continue with our marketing films and also to create YouTube educational films. These educational films can bring in revenue from YouTube from advertising once a volume of viewers has been reached. It will also present the Museum as a place of educational interest on a national level for the South West.</p>
<p>1.3 More in-person partnership outreach to have a presence at events such as the 'Weston collective' events at the Sovereign Centre.</p> <p>We will also be using our asset of the 'Adventure play park' which is popular in the summer months. This will help to raise awareness of events at the Museum, by using the gazebo and having 'handling boxes'.</p> <p>We will also talk to the VIC about have the gazebo out at strategic points in the summer season.</p>	<p>0 to 5 years</p>	<p>Creation of an inclusive community, by going out and finding the people who might not think to come to a Museum.</p>
<p>1.4 Weston Museum (as a result of National Lottery Heritage Funding) will be maintained as a diverse community resource, whilst maintaining its Museum focus and access to heritage and learning.</p>	<p>0 to 5 years</p>	<p>Working alongside a growing number of partners who use the venue to attract a growing audience</p>
<p>1.5 Update and evolve the website.</p> <p>At the moment the Museum website does not have Google analytics as it's based on a picture theme. Work is being done</p>	<p>1 Year</p>	<p>Make the Museum website compliant with Public Sector Website Accessibility and Compliance.</p>

<p>on the website to make analytics possible and one this has been done we will look at SEO which has worked for the Blakehay Theatre.</p>		<p>The website is in immediate need of an update. Easier navigation and an attractive look.</p> <p>After update add Google analytics.</p> <p>After update add SEO.</p> <p>Grow page likes from 3,739 to 5,000.</p>
<p>1.6 We will continue to grow the Facebook page, Instagram, and Twitter followings and continue the outreach to Facebook groups.</p>	<p>0 to 5 years</p>	
<p>1.7 We will continue to build a working relationship with our partners.</p>	<p>0 to 2 year</p>	<p>Successful collaborations would bring more cohesion to events in, and around Weston including the Museum to be part of a bigger picture for the town. This will include working alongside 'Culture Weston' in their ambition for heritage arts and culture in Weston-super-Mare.</p>
<p>1.8 To strengthen social cohesion through running and supporting activities, events, festivals, youth initiatives and clubs alongside managing Town Council facilities and shared spaces for the community.</p>	<p>0 to 5 years</p>	<p>Running a range of outreach through creating and being part of events in the town.</p>
<p>1.9 Increased community event programme within Weston-super-Mare and Town Centre (both directly put on by the Town Council or supported by the Town Council.)</p>	<p>0 to 5 years</p>	<p>Taking opportunities as they arise and being flexible in our approach.</p>
<p>1.10 Continue to use multimedia such as film production to promote us as a venue.</p>	<p>0 to 5 years</p>	<p>More film production. Marketing on a psychology level, using image and film in order to create the emotive marketing that stands out in a world saturated with ads.</p>
<p>1.12 Continue to have print marketing design in house.</p>	<p>0 to 1 year</p>	<p>This is the house style for everything written that the Museum distributes that is seen by the public or profession. It is essential that the Museum has a 'voice' style so that it can maintain branding.</p> <p>We will no longer do 'paid for' paper advertising as this doesn't work. Instead we will look at in house design and printing, such as the new trifold flyer. We will look at a distribution company for the flyer or use casual staff and volunteers for outreach.</p>

1.14 Expand our newsletter audience and target with Ticket Source and create regular targeted newsletter mail outs.	0 to 1 year	Bi-weekly newsletters. With a growing mailing this list to target our newsletter to more people and connect with existing customers
1.15 Study analytics and target audience.	0 to 5 years	We will continue to use analytics to observe our growing audience and make sure our marketing is on an expanding target. Google analytics will be added once we have a suitable website.
1.16 The Museum to be the best tourist attraction in the Town centre, whilst developing itself as an arts and cultural destination for the benefit of both the local community and visitors to the town.	0 to 5 years	We will see a growth in visitors to the Museum and will monitor where they have heard about the Museum.
1.17 Increased use of the hire space with a growing number of events and education sessions, with adequate resources to support.	0 to 5 years	More bookings of hire spaces and the completion of the new hire space.
1.18 Current volunteer programme extended and an increase in number of active volunteers.	0 to 5 years	See an increase in number of active volunteers.

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