

Fall 2022

Client Project

Project Overview

You are a team of marketing consultants who have been hired by Lauren Joyner, executive director of [Dance Project](#), a non-profit resident organization of the Greensboro Cultural Center. Dance Project offers classes, workshops, events, and performance opportunities to make dance accessible to all people. The organization strives to ensure access, equity, and belongingness to all who interact with them.

Dance Project would like to increase the enrollment of their adult classes. You have been tasked with developing a brief IMC plan with three distinct promotion or campaign ideas to help attract and enroll adult dance students.

About the Client

Dance Project's mission is to cultivate the field of modern dance in North Carolina, nurturing a community of artists, audiences, and students by providing opportunities for training, performance, collaboration, and employment. Our vision is to build a stronger community through dance. For more than 30 years, the non-profit Dance Project has been inspiring, educating, and entertaining Greensboro and the state through the NC Dance Festival, a statewide tour of NC choreography; the School, our community dance studio in the Cultural Center; and the Van Dyke Dance Group, maintaining the repertory of Jan Van Dyke. We strive to provide professional quality dance with a community feel, because we believe that great dance is for everyBODY, and we work to make dance affordable and available to as many people as possible. More info: danceproject.org

Beginning of Project

QUESTIONS:

1. What makes an employee stand out for American Fiber & Finishing?
 - a. Small community, dysfunctional family
2. What does a typical day look like for a qualified and skilled employee?
 - a. (from sheet given in class): The converting floor is the primary work location for about half of the workers. On the converting floor workers take master rolls of semi-finished goods and cut, fold and package products to meet customer needs.

The track operators take folded cloth and apply resins to increase the tackiness of cloth to pick up particulate matter from surfaces. Starching operators apply starch to fabric to create a stiff hand suitable for book bindings, furniture making, etc.

3. What makes AF&F stand out from other textile companies and how is that a benefit to employees?
 - a. Weekends off
 - b. 2 week paid vacation
 - c. Health Insurance
4. **Does AF&F offer any advantages to employees?**
 - a. Bonus for name of another employee
 - b. If they both make it 60 days they get a bonus
 - c. About \$200 for referral bonus to the current employee and after 60 days for new employees
5. What pay should new employees expect?
 - a. 13-15 an hour (Full-time)
 - b. Do full time bc the employees want full time and overtime
 - c. They're willing to change pay
 - d. Trying to cross train to give them more money
 - e. Offer health insurance (employer pays portion of premium)
 - f. Employee assistance programs
6. Do they give raises?
 - a. 3% in Jan and 2% in April this year
 - b. Under pressure to meet 8%
7. Is it flat or tall?
 - a. Pretty flat
8. What hours would new employees most likely work?
 - a. 7-3:30 monday through friday
 - b. Stable schedule
9. Do any of your lower level jobs require your employees to hold a Bachelor's degree or diploma?
 - a. No they literally just have to be breathing
 - b. Most have a degree or are working towards a degree
 - c. No high school diploma requirement
10. Working conditions
 - a. Some parts from 1880
 - b. Not dangerous and not dangerous equipment
 - c. Safety guards in place
 - d. Heavy lifting is biggest thing
 - e. Max weight for anyone to lift is 40 lbs
11. Renovations
 - a. Some but not large scale
 - b. Wives running company now but the guys would just write a check; wives have different perspective
 - c. They're looking at this as a cash cow and don't have interest in investing a lot
 - d. Not at place where they wanna invest a lot bc it could go away at any moment

12. Boeing
 - a. Largest consumable supplier to Boeing
13. Sustainability?
 - a. Don't spray acetone anymore
 - b. Changed their resin
 - c. Found new formula and can be disposed of in household trash rather than burned
 - d. Very focused on footprint of what's left behind
 - e. Steer Boeing towards cotton bc it's okay to burn cotton
14. Timeline
 - a. 1 factory in china
 - b. Opened new one in india
 - c. Shipping crisis started
 - d. Spread to india and couldn't ship to west coast
 - e. Went to mexico
 - f. Even though it's a little more expensive, transportation makes it cheaper
15. Average worker age
 - a. About 50
16. Management
 - a. Working as a team

Questions from other groups: Manufacturing In-person jobs

- Carol Ann Whitt
- VP of Sales and Product Development
- What they sell for airplanes (Primary Market) 80%:
 - Maintain integrity of outer skin of airplane when building it
 - \$500,000-\$600,000 for each layer of paint used
 - Use wipers and different types of cotton gauze to apply the paint
- Health and Beauty Division (Secondary, 20%)
 - Cotton pads for makeup and other products
- Employment Opportunities
 - Most goods are imported from other countries like India, Mexico, and other second-third world countries
 - Import in semi-finished goods/materials
 - **Tack Cloth** specifically for Aerospace Jobs (made in US)
 - **Starched goods** for the bookbinding industry, on the uptick right now (made in US)
 - Sky Organics sold through Amazon (green products)
- 2 Pockets of labor
 - Cotton ball makers
 - Converteres
- Don't offer \$18 an hour bc they're a commodity product
- Don't offer opportunity to get paid tomorrow
 - Have to wait 2 weeks for a paycheck

- Training
 - Can be a very expensive endeavor
 - Want to avoid having to train people constantly
- Other employers in the area (Average Age of employee: 50)
 - Compete mostly with retail and fast food (Chick-fil-a)
 - **Clayton Homes in Mt. Gilliet (Richfield, NC)**
 - 30 mins away
 - Pay rates are ab \$23 an hour to start
 - Lose the most employees to them
 - Collins and Aikman (May have sold-out/changed names)
 - Maybe 20 mins from AF&F
 - \$18 an hour
 - Fiberon (New London, NC)
 - Stanley Black and Decker (Stanfield, NC)
 - Their biggest competitor is almost done
 - Couldn't weather the storm of covid
- Use Indeed, but may not be the best platform for other workers besides managers
- Labor is the hardest type of person to find to do the job and maintain employees in
- No public transport in the area, everyone drives to work and is not often reliable nor do they want to travel long distances
- No way for lower level employees to communicate with the higher-ups in this company (More of a flat structure organization)
 - Have a supervisor but that's it
 - Supervisors aren't on floor bc they're in administrative work
- Not aware of employee moral for the most part
 - Smaller company allows for close knit community
- Biggest complaints
 - They don't pay enough
 - They could get a lot more at other companies
- She said she feels as though there's a certain fear element so people don't really wanna talk to her
- No job fairs for publicity purposes

Deliverables

1. SWOT Analysis - perform a SWOT analysis for the company as an employer. Please provide a SWOT graphic, but also at least one paragraph of written explanation for each element (strength, weakness, etc.).
2. Value Proposition - identify the company's value proposition to employees and potential employees. Provide specific examples.

3. Target Market/Persona - who is the company targeting for employment? Create one buyer persona that addresses the demographics, psychographics, lifestyle, pain points, communication preferences, etc. of the ideal target employee. This should be represented graphically, like the activity we completed in class. Students may use an online template or create their own design. Provide a written description of your persona.
 - a. Target for employment
 - i. Entry level individuals, no diploma required, gender neutral
 - b. Buyer Persona
 - i. Demographics
 - ii. Psychographics
 - iii. Lifestyle
 - iv. Pain points
 - v. Communication preferences
 - c. Graph
4. Perceptual Map - will position the company, along with 5-6 other local employers, on a perceptual map. First, determine what categories or characteristics will be used to compare the firms. For example, along the x-axis you may plot “high pay ↔ low pay,” and along the y-axis, you could plot “flexible schedule ↑ rigid schedule” (these are just examples. Think about characteristics that are key to the firm’s value proposition.

Integrated Marketing Communications: Dance Project NC

	Audience	Messaging	Communication Objectives	Channels	Communication Type	Defining Success
Campaign/ Promotion Idea 1	College students around Greensboro, and their families from Greensboro	To get the word out, give flyers to students already enrolled in classes and have them hand them out to various sources (family members, businesses, other schools, etc.)	Students who are attending UNCG and other college campuses close to Greensboro are the perfect people to market to. The universities have a lot of young adults, which is the market we're trying to target. Since they're close to Greensboro, they would be more inclined to come back for more classes. They could also send out emails to their parents and friends. Make the email list and text messages optional.	Word-of-Mouth	Flyers: On the flyer, have a QR code that links to a website where the business can sign in to say that they have hung up the flyer.	Dance Project can use the information from this website to see how many businesses have the flyer up, and approximate how many people are potentially seeing the flyer, using Google Analytics to gather specifics about our customers.
				Social Media	Posts/Comments on Dance Project's Social Media accounts (TikTok, YouTube, Twitter, Instagram)	The flyer can prompt the viewers to check out the social media pages for Dance Project to get further information on it. After distributing the flyers we can calculate the gain in comments, views, retweets, and likes on different social media accounts.
				Campus News for UNCG	UNCG's News Page/Newspaper advertising the Dance Studio's webpage (https://news.uncg.edu/). Have the news page post the flyer so people can see it on their website.	The news page will get a lot of traffic from the UNCG students and we can have them send us the statistics on the views the flyer gets through a google form connected to Google Analytics.
Campaign/ Promotion Idea 2	Young Adults around Greensboro	Utilize multiple popular social media platforms for festival advertisements with hashtags to help get the word out. #RollingintheDP #ProjectYourself	This would allow people to not only see the dance studio, but the festival specifically leads to a way to actually seeing the results of said class.	Instagram	Pictures, posts, or videos from the festival while using the new the hashtag.	A sizable amount of views/likes on said post or if hashtag starts to trend online.
				Facebook	Utilizing Meta's/Facebook's ad system to get proper messaging across using the new hashtags to bring in new viewers. Also having a survey to ask how people heard about Dance Project.	The survey can tell us how people have gained the information about Dance Project and the most effective marketing tactics. We can use this for future marketing.
				TikTok	TikTok videos from the Dance Project NC page showcasing the dancers, using the YouTube Shorts videos as well as more personal content explaining the dancer's motivations and desires.	The amount of views the TikTok gets relative to the number of total students the studio gets.
				YouTube	YouTube Shorts using the Hashtags in our messaging.	The amount of views the YouTube short gets since the actual (or majority) audience is the Greensboro area.
Campaign/ Promotion Idea 3	Young Adults to Seniors around Greensboro	Offer private classes for adults and a certain number of guests of their choice (friends and family) to any type of dance that's offered by Dance Project.	This will give parents/adults an option to have fun on a day or night out to get some exercise in, relieve stress, and not feel the pressure of knowing how to dance with those who are technically trained. This is meant to be light hearted and a fun time with friends and family.	Word-of-Mouth	Flyers: We can use the same logic as the handing out of flyers from the campaign idea 1.	People who request/attend the private classes can tell us if they saw the flyer and if that's how they gained the knowledge of the private classes.
				Instagram	We can post about the classes on the DP Instagram page and include a sign up to put email list in the comment. People can sign up to receive emails about regular and private classes.	We can calculate the number of people who signed up for the email after the post. We can also include a button in the email that people can click on to say if they would be interested in private classes.
				Facebook	Social media posts – reel videos & posts. Older generations of adults are more present on Facebook so this is a good place to use.	The amount of views, reposts, and shares on reel videos will show us what type of content is most appealing to the offer of

CREATIVE BRIEF

Client	Greensboro Culture Center
Project	Dance Project
Date	12/5/2022
Prepared By	Gisselle Garcia

Key description of the project

(1-3 sentences describing the business/audience pain point and the proposed solution.)

<p>What problem are we solving?</p>	<p>The Dance organization would like to increase the volume of adult participation in their respective classes through means of advertising campaigns and other methods.</p>
<p>Who is the audience we are problem-solving for?</p>	<p>Primary Audience/Persona: Adult dancers of all skill ranges.</p> <p>Secondary Audience/Persona: Young professionals with difficult time schedules.</p> <p>Tertiary Audience/Persona: Older people who want to regain mobility/health benefits/social benefits and who want to have community building.</p>
<p>What insight do we have about our audience?</p>	<p>Dance Project is open to all people of any age. They want to provide an all-inclusive dance experience for anyone who feels they have the dancing spirit. The range of skills here include people who have never danced before to professional dancers that have been dancing for years. The classes they offer accommodate for these ages and dance abilities. There are currently 130-160 youth students attending a year with 78 adult dancers in the fall of 2019. There are also 55 currently; the current goal is to <u>match or exceed the 78</u> number by the end of the fiscal year (June 30, 2023).</p>
<p>What facts and emotional reasons will make people take action through the brand?</p>	<p>What are their pain points?</p> <ul style="list-style-type: none"> • People don't want to be as busy as they were before the pandemic • Intimidation; People with less skill than other dancers feel intimidated • Physical space can be a barrier (parking garage, big building, location is pedestrian, not a lot of visibility from the street)

	<ul style="list-style-type: none"> ● Parents making up for lost time during the pandemic or have restructured their lives/schedules ● Still masking ● Some adult classes are 13+ so they have teens in them - some adults may be put off
<p>What are the key points that need to be communicated to the audience?</p> <p>What will make them believe us?</p>	<ol style="list-style-type: none"> 1. Judgment-Free Zone <ol style="list-style-type: none"> a. Separating the classes for the adults from the teens. All ages are welcome to join. 2. Financially Affordable <ol style="list-style-type: none"> a. Not a private institution, costumes are provided, and they offer scholarships. 3. Variety <ol style="list-style-type: none"> a. Large selection of classes for individuals to choose from. Many different styles of dance, such as ballet, jazz, modern, pointe, tap, and afro rhythms) 4. Online Classes <ol style="list-style-type: none"> a. They offer Zoom classes to those who don't have time to make it to the studio or are still trying to be health conscious.

What channels and tactics will we use to communicate the message?

List of the required deliverables

- Match or exceed the 78 number by end of the fiscal year (June 30, 2023)
 - Channels and tactics:
 - Teen to young adult (13-25)
 - TikTok, Instagram, Youtube
 - Millennials (27-41)
 - Facebook, TikTok, Instagram
 - Gen X (42-57)
 - Email, Mail, Facebook, Youtube, Radio
 - Seniors (57+)
 - TV, Email, Radio
 - Retain about 20% of adult students from semester to semester
 - Channel and tactics:
 - Young adult
 - Good teachers, More affordable, Connections across the state, Collab with local colleges
 - Millennials
 - Good timing with working schedule, Making new relationships, Zoom classes
 - Gen X
 - Tailor classes to students wants/needs, Ask them what

	<p>they would like from their classes</p> <ul style="list-style-type: none"> ■ Seniors <ul style="list-style-type: none"> ● Get opinions from this group on the difficulty level of the classes, Surprise choreographer
<p>What should be the tone of the messaging? What words describe the brand?</p>	<p>The tone of our messaging is going to be Straight-Forward. Straight-Forward messaging is where basic information is given about the product to make it as appealing to as wide of a demographic as possible. This is a dance studio that is open and inclusive to everyone, regardless of their skill level. We want to be down-to-earth and make dance approachable for everyone, but have it still be professional at the same time. We also want to increase retention by making the messaging appeal more to social media trends.</p> <p>The words that describe this brand are:</p> <ul style="list-style-type: none"> ● Approachable ● Affordable ● Professional ● Diversity
<p>What action do we want people to take after viewing the communication materials?</p>	<p>Go to Dance Project and participate in dance classes, more specifically targeted for adult students.</p> <p>Tell other people who dance about this opportunity and spread our message through the word-of-mouth method.</p>
<p>What are the goals of the project? How will we measure success?</p>	<p>The final goal is to increase the number of adult dancers for the studio, as well as increase the retention rate of said adult dancers. With each class, we will count the</p>

	number of regular dancers and new dancers. 3-6 months after the target launch date, we will have the participants answer a survey about their demographic, their reason for coming to class, and how they heard about Dance Project.
What brand guidelines should we be aware of? What mandatory information must be included in the communication?	Every marketing tactic we put out needs to have the logo, so people can get more acquainted with our brand. Radical inclusivity is one of the main priorities of Dance Project. If you can't afford it, they will find a way for you to be included. Lastly, Dance Project allows people with disabilities to participate in classes (no dance elitism).
Who is the competition? (most of these are located within the same Dance Studio)	<ol style="list-style-type: none"> 1. Greensboro Ballet 2. Artistic Motion 3. Dance Center of Greensboro 4. Breaking Out

*theoretical dates for this section.

Target Launch Date	02/03/2023
Timeline	First Draft Delivery: 12/09/2022 Second Draft Delivery: 12/23/2022 Final Draft Delivery: 01/17/2023
Approvals	First Draft Feedback: 12/16/2022 Approval/Final Feedback: 01/03/2023 Final Approval: 01/24/2023

IMC PLAN RECOMMENDATIONS

Intro:

When we first heard about Dance Project, we had many ideas on different marketing tactics we could use to increase their class attendance. Of course with how social media dominates the marketing world nowadays, we immediately thought of various sources to use in order to reach different target audiences. We wanted to reach out to people in the Greensboro area on various social media platforms, but we also wanted to include the approach of word-of-mouth. Even though most marketing is online now, word-of-mouth marketing can be just as effective if done the right way. Our promotion ideas are predominantly focused on social media, but we threw in a couple options for a more personal, at home marketing campaign. The three campaign ideas we came up with include: handing out flyers to those who attend the classes, a couple specific hashtags for people to use when posting about Dance Project, and offering private classes for those who would like a more personal experience.

Campaign/Promotion Idea 1:

With the Greensboro Culture Center being located in Greensboro, the first promotion idea is targeted towards college students around Greensboro as well as their families that are from the area. This promotion strategy focuses more on getting the word out about the Greensboro Cultural Center's Dance Project by handing out flyers to students who are already enrolled in their classes. This method prioritizes students who are attending the University of North Carolina at Greensboro (UNCG) as well as other college campuses within the area due to the proximity, thus making these colleges the perfect market. With these universities having a large young population of young adults, which is our target market, they would be more inclined to return to the classes and attend regularly due to the close location of the Greensboro Culture Center. The main forms of communication include word-of-mouth, social media and campus news for UNCG and other campuses. Another form of communication would be by sending out emails to their parents as well as their friends. However, the email list and text messages would be optional.

In order to define our measures of success for this initial promotion idea, Dance Project can use the information from their website to see how many businesses have their flyer up, as well as approximate the amount of people who are potentially seeing the flyer or even use Google Analytics to gather specific information about our customers. The fliers can prompt people to view their social media pages in order to further collect information. Once all flyers are distributed, calculations can be made to determine the gain in comments, views, retweets, and likes across all Dance Project social media pages. UNCG's newspage will receive a lot of traffic from their students, so what can be done is gather the statistics from the newpage in terms of views the flyer gets through a Google form that will be connected to Google Analytics.

Campaign/Promotion Idea 2:

The second promotion idea utilizes the application of social media in various ways where they not only capitalize on online trends, but they are also using the already established publicity

of the Greensboro arts festival. This promotion uses the more local nature of social media when used on a small scale while also having the potential to spread the information via word-of-mouth. Also, the plan for this specific promotion is to not only advertise the dance studio but the traffic that the other organizations have in this festival giving a good number of people who will be exposed to the information by being associated with the festival. The main point of this promotion is to bring in people who are already in the Greensboro area and have some connection to programs in said area.

Measuring success for this promotion depends on the number of views as well as the likes the post gets on their respective social media sites. In addition to the consumer feedback on the post (comments), we will also be asking the new members how they heard about the dance studio, to see if the method is effective. Now this specific channel of communication was used to catch the eye of consumers who are interested in dance since the built-in algorithm these cities have will have an effect on who sees it, and based on that we should have some people who potentially would want to start classes.

Campaign/Promotion Idea 3:

Our third promotion idea is to offer private classes for adults ranging from young adults to seniors also allowing them to invite a certain number of guests, whether it's friends or family, to participate in a dance class with them. Another incentive for this private class is that whoever signed up for the private class gets to choose their style of dance based on what Dance Project offers. This will allow for the parents/adults and seniors a great alternative to get some exercise in without feeling the pressure of being around those who are younger/may have more dance experience. This is just a way to get your body moving while being in the comfort of your friends and family.

To advertise this idea we decided to go by word of mouth, instagram, and facebook. We chose these three specifically because older adults have less knowledge with social media, but for the younger adults we included instagram as another way for these private dance classes to be advertised. With word-of-mouth we decided to go off of the same idea used in campaign 1, having QR codes on the flyers in order to keep count of what businesses have put up the flyers. Those who signed up for a private class, will be able to tell employees at Dance Project how they heard about the private classes. Instagram is directed towards young adults and will be used by posting on Dance Projects Instagram page including an email sign up. This will help Dance Project see the amount of people signing up for classes offered, either public or private. In the email after signing up there will also be a link provided for Dance Project to calculate the number of people signing up for private classes. Lastly, we are using facebook which is directed towards young adults - seniors, but mainly seniors who have been using facebook longer than the younger generation. Facebook will be used to make posts and reels (short videos) made by Dance Project to get the word out about private classes being advertised. With the amount of reposts and shares, these posts and videos will show Dance Project how interested people are in private dance classes.

Conclusion:

Overall, we feel that with these ideas, it will help bring awareness and bring an increased, consistent attendance to the Dance Project studio in Greensboro. Being able to balance the use of social media and in-person advertising will be essential for this plan to work in order to stay connected with the community. Even if there is a short amount of time between when the plan needs to be implemented and getting the results, we have ways that we can track those results effectively, utilizing different analytics programs like Google Analytics, Microsoft Excel, and Tableau. We also hope, through this advertising campaign, that Dance Project can thrive in the ever-changing landscape of dance studios.