Strategic Priority #1
Building and Diversifying Audience

Maintain more than half-a-million visitors annually while seeking to expand, reach and curate deeper, more meaningful experiences through world-class programming.

Objective A: Geographically, socioeconomically, and racially broaden audiences to insure inclusivity and long-term health of the Garden as the city and region’s population continues to grow more diverse.

- Key Tactics
  - Consider timely special discounts to attract specific audiences (ex. Gen Y, Students, Military).
  - Freshen-up Concert series with younger, more diverse musicians who historically sell-out venues while keeping core Baby Boomer audience with their favorite concerts.
  - Measure diversity throughout the year via smartphone survey offered at visitor center exit (Atlanta).
  - Explore ways to attract Latino American audiences that make up 45% of Gainesville’s population.
  - Invest with Alexander Babbage to survey for broadening audiences while crafting most efficient messages.
  - Explore ways to go deeper with current diverse audiences to encourage more visits.

Objective B: Build audiences while also being focused on cultivation and retention.

- Key Tactics
  - Continue investment in market research to determine most effective retention programs and monitor net promoter score for any significant swings; react accordingly.
  - Create richer, more meaningful experiences through experiential programming.
  - Leverage the Garden’s exciting expansion projects to encourage trial and repeat visitation and asking for the membership order.
  - Maintain strong brand momentum for Atlanta and Gainesville.
Strategic Priority #1
Building and Diversifying Audience

Continued

- Objective C: Leverage significant “Nourish & Flourish” garden expansions to generate increased visitation and promote value to the community as a leading regional cultural attraction and top-rated botanical garden nationwide.
  - Key Tactics
    - Successfully open Gainesville Garden to new audiences in Hall County and North Georgia, May 2015 to meet visitation of 25,000 in year one.
    - Heavily market Children’s Garden renovation among current membership and new family audiences
    - Promote new expansion of GardenHouse event center and Linton’s in the Garden/Longleaf, Jan 2016; invest in advertising campaign for new restaurant.
    - Capture attention from five million annual visitors to Piedmont Park with new Skyline Gardens opening in 2017, sculpture tower icon, prominent Garden signage, etc.

- Objective D: Continue to promote powerful exhibitions and programs for which the Garden is renowned.
  - Key Tactics
    - Invest in significant marketing spends behind the major summer exhibitions.
    - Investigate possibility for refreshing some long-term exhibitions (Orchid Daze, Scarecrows, Cocktails).
    - Leverage 5th anniversary of Garden Lights, Holiday Nights in 2015 and provide incentive program for 22% of people who have been all four years prior.
    - Extend Atlanta Blooms! into new gardens but also into new longer spring season and “own” it like no one else can. (note: put on hold due to value engineering of azalea/hydrangea investments onsite)
    - Exceed visitation goals Gainesville/N. GA for LEGO Connects exhibition, Fall 2015.
Objective E: Provide excellent customer service and reinforce as a way of doing business.

Key Tactics

- Implement secret shopper service to provide valuable feedback for key front line teams (VSE, Café, Gift Shop, Horticulture, Operations).
- Host regular customer service trainings for staff throughout year.
- Launch new POS and ticketing system in spring 2015.
- Refresh brand identity for enhanced awareness and excellence.
- Cross train new team in Gainesville and provide support when required to show strong teamwork.
- With significant staff growth expected practice excellent internal relations among staff and reinforce this quarterly in All Staff meetings.
- Hire, nurture and retain an exceptional visitor experience manager by fall 2015
## Strategic Priority #1
### Building and Diversifying Audience

<table>
<thead>
<tr>
<th>Key Measurements and Milestones</th>
<th>Frequency of Analysis/Dates of Completion</th>
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<tbody>
<tr>
<td>Review marketing allocations and investments for continuing increases no less than 10% per year.</td>
<td>Annually every fall</td>
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<tr>
<td>Review market research to measure impact on diversity growth 3-5% by 2017 (25% growth for African-American).</td>
<td>2x per year</td>
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<tr>
<td>Monitor visitor experience with maintaining a net promoter score of 65 or more (Alexander Babbage, web survey, zip data, social media, etc.).</td>
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<tr>
<td>Monitor diversity of media hits and track website traffic from key sources.</td>
<td>Monthly</td>
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<tr>
<td>Analyze visitation stats from Flash Report for meeting budgeted numbers.</td>
<td>Daily, Monthly, Quarterly</td>
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<tr>
<td>Track participation in key areas: classes, restaurant patrons for growth</td>
<td>2x per year</td>
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<tr>
<td>Membership profiles mined from Gateway/Raiser’s edge</td>
<td>Annually</td>
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