



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).
 - Strategically broaden marketing outreach to new audiences with blockbuster exhibitions including Munro 2015, Chihuly 2016 and Curious Garden 2017, Imaginary Worlds 2018. Explore drive markets advertising plan for 2016 effort.
 - 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.



Strategic Priority #1

Building and Diversifying Audience

Continued

- 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

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