

CREATIVE RESOURCES

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PUBLIC RELATIONS

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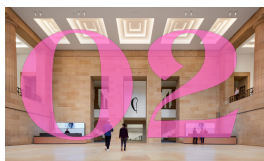
Philadelphia
Museum of
Art



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EXECUTIVE SUMMARY



The Philadelphia Museum of Art has strong leadership and values, and has created an impressive name for themselves in the Philadelphia community. We want to enhance the strengths of the museum, while making necessary adjustments and updates so that the organization can be as successful as possible. We will be focusing both on the business side of things though ticket sales, reputation, and ROI, as well as the communication side of things, both externally through the Philadelphia community, and internally through the employees. There is going to be an improved focus on internal communication to grow employee relations in hopes of creating greater workplace democracy. The more successful communication between different departments and levels of administration, the more cohesive the museum's messages will be. An emphasis on community relations, with local businesses and minority communities, will be executed with commissioned bell sculptures and cultural art classes. Achieving our goals will benefit not just the Museum of Art, but the Philadelphia community as a whole.



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SITUATION ANALYSIS



Client Background/Purpose:

Throughout their own media channels, the Philadelphia Museum of Art states their commitment to being the cultural heart of Philadelphia. The mission of the institution is to partner with the community and museums around the globe to preserve, enhance, interpret, and expand the reach of its great collections and art in general (PMOA, n.d. (c)). The museum has roots as a teaching institution and the belief that the arts can positively transform society.

Industry Happenings/Market:

According to the National Awareness, Attitudes, and Usage Study (NAAU), 38% of adults in the US fall into the unlikely visitor category for cultural organizations, such as museums (“They’re Just Not,” 2019). The study specifies the top three barriers to visitation as preferred alternative leisure activities, attitude affinity perceptions, and negative precedent experience. Since time is limited, potential museum-goers will only go if the museum is preferred to alternative activities.

The notion that cultural organizations are largely for educated, wealthy, and white visitors can be off-putting to diverse audiences. Finally, past experiences at museums, such as boring or obligated trips during school as a child, can prove a “lifetime barrier to engagement,” (“They’re Just Not,” 2019). The NAAU study, with over 196,000 respondents and counting, displays the need to make cultural organizations such as the Philadelphia Museum of Art more entertaining, accessible, and linked with positive experiences.

Media/Community Relations:

The Philadelphia Museum of Art is forthcoming in the information and collaboration they have with the public. The Philadelphia Museum of Art hosts a Newsroom page on its official website which features press releases, information on upcoming exhibitions, and the latest headlines in popular news outlets that pertain to the museum and art in Philadelphia (PMOA, n.d. (b)). In their 2022 Impact Report, the museum outlines a variety of art programs which bring together the community. These groups include the Veterans Empowered Through Art (V.E.T. Art), Teen Sketch Club & and Teen Media Programs, and involvement with Philadelphia public and charter schools (PMOA, 2022). There has also been an increase in funds towards African American artists and female artists, showing the museum's continued goal of being a cultural center for all of Philadelphia.



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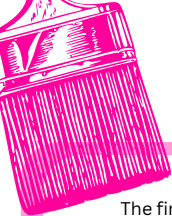
Internal Relations & Communication:

This past October the Philadelphia Museum of Art was the setting of a union strike as museum employees fought against poor working conditions with long hours and little pay. The workers unionized and demanded better conditions, marching in front of the building with picket signs (Marin, 2022). In response, the museum management locked down all email accounts, deactivated participating employees' badges, and locked the parking garage (Marin, 2022). In the end, the museum conceded and worked with the unionized workers to meet their demands. The most notable changes were the 14% increase of pay over three years, minimum wage increase from \$15 to \$16.75, four weeks of paid parental leave, and a reduction in healthcare costs (Marin, 2022). Other than the news surrounding this event, made public by the unionized workers, there is not much information from the Philadelphia Museum of Art on how internal relations between executives and employees are conducted on a day-to-day basis behind the scenes.

Key Competitors:

The Philadelphia Museum of Art has both in-city and national competitors. The Institute of Contemporary Art, the Pennsylvania Academy of the Fine Arts, the Barnes Foundation, Philadelphia's Magic Gardens, and the Woodier Art Museum are all Philadelphia based museums and cultural organizations (A comprehensive guide, 2022). On a national level the Philadelphia Museum of Art competes with the Metropolitan Museum of Art, the Art Institute of Chicago, the National Gallery of Art, and the Museum of Fine Arts in Boston (Faith, 2017). The Philadelphia Museum of Art is one of the largest in the city of Philadelphia, with over 200 galleries. The building itself is considered an architectural achievement, and much of the content of the museum focuses on American History. It was chartered in 1876 at the Centennial Exposition and celebrates 100 years since the creation of the Declaration of Independence (PMOA, n.d. (a)). The Rodin Museum, a part of the Philadelphia Museum of Art, is a tribute to one of the most famous French sculptors, and hosts the largest collection of his work outside of his museum which is located in Paris (Rodin Museum, n.d.).





SITUATION ANALYSIS

Earnings & Sales:

The financial reports of the Philadelphia Museum of Art are made publicly available through annual financial statements. During the pandemic, museums reported experiencing pandemic related financial losses, with the average being over \$791,000 (“Museum Facts & Data”, 2022). The Philadelphia Museum of Art in particular received a grant from the U.S. Small Business Administration as a part of the American Rescue Plan Act of 2021. The museum utilized the entire \$5 million grant to fund existing salaries and benefits of its employees (PMOA, 2022 (b)). In the museum’s latest financial report, which covered June 2021 to June 2022, the public can see the Philadelphia Museum of Art’s financial position, spending activities, and expenses. The report shows that between June 2021 and June 2022 the museum had around \$44 million in operating revenue, or money that the company generates from its primary business activities (PMOA, 2022 (b)). The museum is recovering from the pandemic and starting to profit from in-person business again.

Media/Social Media Audit:

By analyzing the Philadelphia Museum of Art’s main social media channels- Instagram, Twitter, Facebook, and Youtube- we have determined how the organization has utilized social media in the past and what kind of social media spurs the most engagement with its audience. The Philadelphia Museum of Art has the largest amount of followers on Instagram at 429k, with Twitter and Facebook following with around 250k each. The museum’s Youtube has 5.02k subscribers. The continuity between all of the accounts except for Youtube is good. Posts go to all platforms so they are seen by a wider audience, while Youtube is used for longer content and educational videos. Engagement through comments, likes, and reposts is highest on Instagram. Mentions of the museum across social channels consist of mostly reposts of museum art or exhibits and pictures of people during their visit to the museum, both of which act as neutral and/or positive exposure. Social media channels controlled by the museum are consistent in posting around once a day to keep followers involved and aware of any news.

In terms of news and external media channels, the Philadelphia Museum of Art hosts its own Newsroom page on its website. The newsroom features press releases, information on upcoming exhibitions, and the latest headlines in popular news outlets that pertain to the museum and art in Philadelphia (PMOA, n.d. (b)). When using SEOs, most results display the museum’s owned media channels or information about the museum itself, with the only negative news spread recently being coverage of the union strike.



BUSINESS & PR OBJECTIVES

We have split our objectives into two separate entities, one being business focused and one being communication focused, all with the goal to improve the Philadelphia Museum of Art. One business objective we have for the organization is to increase ticket sales. Using various tactics, we aim to increase attendance at the museum's exhibits so that more revenue is generated. On top of that, we believe that building the museum's reputation is of the utmost importance. The more positive reputation that the organization and its exhibits have, the more people it will bring in. Hopefully as a result, this would also lead to higher ticket sales as well. Our last business objective is to obtain a higher return on investment for the museum. We aim to get to a point where the exhibits that the museum holds pay for themselves. This would allow for more security, as well as creativity and advancement for the organization.

One communication objective that we have for the Philadelphia Museum of Art is to increase diversity in attendance. This would essentially build a community for the museum and increase awareness and popularity. Hopefully with an increased reputation, the museum will be able to reach more diverse communities that do not currently have a place or a voice in the museum industry. Another communication objective is to improve internal communication among the employees. We believe that successful companies start from within, and before we can reach externally, we must improve communication across sectors of the organization. Lastly, we will be aiming to generate buzz for the museum and increase its popularity and presence in the media. In turn, this will help our business objectives such as ticket sales and return on investment. Getting the word out is the first step to increasing popularity and attendance at exhibits.

EMPLOYEES

Because of the strikes that occurred in October 2022, we are going to prioritize employee relations. Based on the research, we are going to ensure that the employees of the museum feel as though their needs are being heard and implemented.

LOCAL BUSINESSES

One key research takeaway was that the Philadelphia Museum of Art prides itself on community relations, specifically they “hold the belief that the arts can positively transform society,” (Philadelphia Museum of Art [PMOA], n.d.(a)). The museum’s 2022 Impact Report displays the Veterans Empowered Through Art program, the Teen Sketch Club and Teen Media Programs, involvement in local public and charter schools, and other ways in which the organization is affiliated with bettering its community, (PMOA, 2022). Increasing these community relationships in creative ways can not only increase Museum attendance but improve local businesses looking to rebound from the pandemic.

MINORITY COMMUNITIES

Based on research from the National Awareness, Attitudes, and Usage Study (NAAU), 38% of adults in the United States are “unlikely visitors to cultural organization” (such as the Art Museum), because of other preferred alternative leisure activities, attitude affinity perceptions, and negative precedent experiences (“They’re Just Not,” 2019). Essentially, large groups of minorities, such as people of color, underprivileged, etc. feel like they do not belong at an institution that does not resonate with their culture. Overcoming barriers of entry for minoritized communities will increase a feeling of acceptance and good will.

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NEWSLETTER

To help grow positive morale within the museum's employees after the strike the previous fall, we will start holding quarterly Town Hall meetings. This will give the executive team an opportunity to share the important decisions being made face to face with the employees. This will also allow an open discussion for employees to air any grievances. Another way for internal communication to be improved is to create a monthly newsletter that will be send out to all stakeholders and employees with updates concerning the Museum. Success will be measured through direct interaction and questioning, and surveys sent through email to employees.

*See Appendix A for an example newsletter.

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COCKTAIL HOUR

Employee morale will also be boosted by hosting a complimentary company cocktail hour at one of the local establishments in the city. These will take place a mile away at Kite & Key with a shuttle service hired for transportation. This helps the employees to feel a sense of unity with each other and gives the Museum an opportunity to partner with a local business. Stakeholders and all Museum employees will be invited. This serves as the Museum recognizing its employees for their hard work and provides a casual way to get to increase fellowship within the company.

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EXECUTION



COMMUNITY BELLS

To specifically interact with the community, local artists will be commissioned to paint liberty bell sculptures with Philadelphia-specific elements. For example, painted bells could include logos of the Philadelphia 76ers or include popular food like cheesesteaks. After the bells are painted, they would be displayed around the city for everyone in the community to appreciate. For example, bells would be placed outside Pat and Genos, Lincoln Financial Field, Love Park, etc.*

The bells promote not only the art museum, but also the artists who created them. This increased exposure would foster community relations and be beneficial for all parties involved. In addition, the bells would be promoted by Philadelphia tourists, business patrons, influencers, everyday social media users, etc. as they photograph and share the art. Fox29 would also cover the story, prompting locals to find all the bells throughout the city - a “must-see” spots.

*See Appendix B for examples of bells.

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CULTURAL ART LESSONS

Artists of different ethnicities, religions, sexualities, etc. will be invited to host art classes for all ages to improve minority communities' sense of belongingness at the Philadelphia Museum of Art. Holding weekly classes with artists such as Asata Maisé, Keyonna Butler, Antionette Coward-Gilmore, and Mark Wong. Each of these artists is a Philadelphia local with a unique background and culture, who would share their expertise with museum goers. The classes would not be restricted by art-type. For example, classes could range from finger painting, sculpting, jewelry, leatherwork, murals, etc. to increase inclusivity. This wide variety of classes stimulates participation for niche audiences that may have not felt previously welcome. The classes would be reasonably priced, ranging from \$20-\$100 per class. Package deals could be negotiated with each artist based on their preference and budget. These parameters allow all parties to choose a class/type that fits their preferences and budget.

These classes will be advertised by local media outlets such as Fox29 and the Philadelphia Enquirer. They will be especially marketed to audiences looking to get more involved in their community, and looking to learn more about their own culture, or maybe another! In addition, the artists hosting the classes would post about their sessions on social media, further solidifying a relationship with the Philadelphia Museum of Art and the community at large. The classes offer an opportunity for artists to grow their patron network, and will benefit the Museum's attendance.

MONITORING & EVALUATION

It is important to identify the ways in which we will be assessing this campaign so that we are able to measure its success. The most important way that we will be evaluating the campaign is through ticket sales, in the amount of dollars earned, or number of tickets sold, in the event that attendance is free. Likewise, the money earned from ticket sales, while taking into account the cost of the exhibits and other museum expenses, is also how we will measure return on investment.

To measure the diversity of attendance, we will provide attendees with a brief survey that identifies their race and ethnicity, as well as other questions such as socioeconomic background and gender, so that we can track diversity levels at each exhibit over time.

Similarly, as guests leave the museum, they will be prompted to fill out a questionnaire that allows them to rank their attitudes towards the museum and their time spent at the exhibit, as well as leave any necessary comments. This will allow us to analyze the reputation of the museum. Furthermore, this questionnaire can be posted on the Philadelphia Museums of Art's website and media channels so that those who do not attend the museum or attend virtually can express their opinions as well.

We will pull out data from media sources to measure how much the Philadelphia Museum of Art is mentioned. Whether that be positive or negative, the goal is to generate buzz for the museum and increase media exposure.

To measure our success with internal communication, we will utilize the same questionnaire strategy that we provide for the public. This will be a more extensive questionnaire, as we want to be specific and thorough so that employee's comments and concerns are met. We will also track factors such as employee turnover rate to ensure that the museum is progressing and the employees are happy.

We are Creative Resources Public Relations and we are an independent PR agency that helps its clients evolve through research and strategy. We promote inclusion in order to create an open workplace that is welcoming to all. We treat our clients with respect and ensure their success by communicating with them directly, forming attainable goals, and protecting their brand. By building authentic connections, we develop a close relationship with our clients to fully understand who they are. We are driven by creativity and are constantly thinking of new ways of promoting to distinguish our clients and engage the public.

MEET THE TEAM



Caleigh Beaton

CHIEF OF MARKETING &
COMMUNICATIONS

Caleigh is from West Newbury, Massachusetts, just north of Boston where she has spent most of her career. After completing her undergraduate education from Villanova University in 2015, Caleigh began her career in Boston doing political public relations. She has since worked for many firms and has acquired her masters in communications at Villanova. Caleigh is the current Chief Communications and Marketing Officer at CRPR. When not working, Caleigh enjoys spending time with family and friends, being active, reading, and cooking. She loves helping people and has a desire to learn from those around her, which is evident when she works with clients.



Ryan Fitzsimmons

VP OF PUBLIC RELATIONS

Ryan is from Doylestown, Pennsylvania, and graduated from Villanova in 2016, with a degree in communications and minors in business and marketing. After graduating, she launched her career in marketing in New York City, and has since worked at a variety of agencies to gain experience in the public relations industry. At CRPR, she serves as the Vice President of Public Relations, where she combines her passion for advocacy and equality to support the work of a variety of clients. When she's not working, Ryan enjoys participating in her local soccer intramural league and spending time with family and friends. She is thrilled to be part of CRPR as she continuously strives to help others in her community and beyond.



Claire Burgoon

SENIOR MEDIA
RELATIONS SPECIALIST

Claire is from Marriottsville, MD, and graduated from Villanova University in 2015 with a degree in communication. Since then she has built a career around public relations and internal communication, working for agencies in and near Washington, D.C. She earned a master in strategic communication at Georgetown University before moving to the Philadelphia area. At CRPR, Claire serves as a Senior Media Relations Specialist. Outside of work, Claire enjoys reading and spending time with friends and family. She loves working with others and helping clients reach their goals, which she gets to do daily at CRPR.



Risa Fitter

SENIOR PUBLIC
AFFAIRS SPECIALIST

Risa is from Tulsa, Oklahoma and has been practicing Public Relations since graduating from Villanova in 2015. She has spent the majority of her time since graduating working for several agencies and steadily growing her reputation before opening her own agency with her colleagues. She now serves as a Senior Public Affairs Specialist at CRPR. In her spare time, Risa enjoys traveling, watching new movies, and volunteering. She looks forward to growing her career at her new agency and always continuing to learn.



Employee Newsletter

Message from the CEO

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Updated Health Policy

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Featured Employee

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Appendix B



76ers themed bell,
located outside
the Wells Fargo
Center

Philly cheesesteak
themed bell,
located outside
Pat and Genos.



LOVE sculpture
themed bell,
located in Dillwoth
Park.

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