

acca

AUSTRALIAN CENTRE FOR
CONTEMPORARY ART



Marketing Plan

ARTS MARKETING

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Table of Contents

The Creative Exhibition	3
ACCA: The Institution	3
Situation Analysis	4
Marketing Mix	6
Market Segmentation	7
Audience Development Strategy	8
Digital Technology & Social Media	9
Timeline	10
Budget Plan	11
Performance Indicators	12
Bibliography	13

The Creative Exhibition

The creative product offering to be showcased at the Australian Centre of Contemporary Art (ACCA), Melbourne is an exhibition titled “Split Realities” which explores issues that form the current cultural exchange occurring across the digital world. Themes of identity form a core part of this exhibition and it situates itself in the era of transformations in digital technologies, natural environments and the relationships between these entities.

This exhibition will feature Australian and International artists working with traditional and emerging digital technologies and explores the marriage of these artistic processes in the current era of contemporary art. With ACCA expanding its digital frameworks for presentation of artistic practices, this exhibition embraces these changes and works to act as a conversation starter in the cultural community that ACCA engages in.

This exhibition will be part of the ACCA’s exhibition season that focuses on bringing works that has a ‘Big Picture Focus’. With a myriad of virtual and interactive programs stemming from this exhibition, audiences at ACCA can embrace, engage and reflect with the changed occurring in our fast-paced society.

ACCA: The Institution

The Australian Centre for Contemporary Art (ACCA) is a renowned arts organisation situated in the Melbourne Arts Precinct. It serves as a dynamic platform for Australian and international artists to present and create contemporary art that connects and challenges the audience.

The institution’s ethos lies in supporting the artistic community while leading the wider critical cultural discourse. By putting accessibility of contemporary art at the forefront of its values, ACCA provides an open and inclusive space for its diverse range of audiences. As a non-collector institution, the physical space acts as a conduit for ephemerality and innovation in contemporary art culture.

Situation Analysis

SWOT ANALYSIS

Based on Internal and External factors

STRENGTH

- **REPUTATION & RECOGNITION:** The institution is locally and internationally recognised; has a history of showcasing cutting-edge contemporary art and encourages artistic experimentation through commissioned works.
 - **LOCATION:** Situated in the heart of Melbourne and amongst the vibrant art scene provides the opportunity for a diverse audience base
 - **CURATORIAL PRACTICES:** The innovative and thought-provoking works curated by the exhibition push boundaries and challenge conventional notions, which makes the institution a critical part of the artistic community
 - **COMMUNITY ENGAGEMENT:** The provision of educational programs, workshops, events with each exhibition that has a focus on inclusivity and accessibility encourages audience engagement.
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WEAKNESS

- **LIMITED PHYSICAL SPACE:** The gallery is limited in its ability to host large-scale exhibitions and accommodate the growing audience.
 - **EXTERNAL FUNDING DEPENDENCE:** Due to a large percentage of funding being dependent on support from the government and donations, the institution is vulnerable to funding fluctuations hindering the curatorial and decision-making processes.
 - **ACCESSIBILITY:** Due to limited funding, there are limitations in providing accessible tools for the growing audience demographics.
 - **COMPETITIVE ARTS LANDSCAPE:** This necessitates a need to continuously innovate and create points of differentiate from competing institutions.
 - **HIGH OPERATING COSTS:** These operational expenses include staff salaries, exhibition production costs and overall maintenance.
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OPPORTUNITIES

- **DIGITAL EXPANSION:** ACCA'S Digital Wing is developing digital platforms for virtual exhibitions, and digital outreach initiatives to collaborate with international artists and also engage with new audiences by going beyond the physical limitations.
 - **ARTISTIC INNOVATION:** With emerging trends in contemporary art, interdisciplinary collaborations, and experimental formats and a demand from new audiences seeking innovative cultural experiences, the institution will need to keep investing in emerging artists.
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THREATS

- **CHANGES IN GOVERNMENT BUDGET AND POLICIES:** Can lead to financial challenges and restrictions in artistic expression which would impact operations and programming.
 - **DIGITAL TECHNOLOGICAL DISRUPTION:** Change in digital consumption habits and disruption of traditional modes of art engagement urges the institution to get ahead of the curve.
 - **HEALTH CRISES:** As evidenced by the pandemic, health crisis can impact operations by decline in visitor attendance, and a need to adapt programming and safety protocols to mitigate these changes.
 - **NEGATIVE PUBLICITY:** Controversial public opinion remains a constant threat.
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Situation Analysis

C-PEST ANALYSIS

- COMPETITION**
- Public contemporary art institutions like The Ian Potter Museum of Art, The Centre for Contemporary Photography, 200 Gertrude Street Gallery, and the Linden St Kilda Centre for Contemporary Art in Melbourne offer a diverse range of exhibitions, collections, and programs that sit in competition with ACCA's product offering.
 - Regional, Metropolitan and Commercial galleries also showcase contemporary art by local and international artists and offer competition in regards to artists, audiences and funding streams.
 - Artist-run initiatives provide platforms for experimental and innovative experiences that stand in contrast to mainstream arts institutions and are often collaborative and innovative with their modes of presentation.
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- POLITICAL**
- Change in government policies, priorities, and funding allocations can impact financial stability and the institution's execution ability.
 - Compliance with regulations related to cultural institutions, taxation, employment, and health and safety standards can affect operations and resource allocation.
 - Censorship issues can influence content and themes of exhibitions, which hinders expression of artistic freedom.
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- ECONOMIC**
- Changes in government funding, corporate sponsorships, private donations can impact operational stability of the institution.
 - Inflation, recession, changes in labour costs, flux in utility prices can affect ACCA's operating expenses, impacting budgeting and resource allocation decisions.
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- SOCIAL**
- Addressing social issues and providing educational programs that engage local and diverse communities while focusing on incorporating diversity, equity and accessibility in programming and outreach efforts, can enhance ACCA's impact in the creative community.
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- TECHNOLOGICAL**
- Leveraging technology for virtual exhibitions, online programming, and digital outreach campaigns can enhance accessibility and going beyond the physical space.
 - Data analytics and technology for audience insights, marketing strategies and operational efficiencies can support in the optimization in resource allocation for the institution.
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Marketing Mix

THE 4 P'S

PRODUCT

- ACCA's primary product offering is its exhibitions and programs, which showcase contemporary art from Australian and international artists. The exhibitions usually feature a mix of both ACCA-commissioned works and pre-existing artworks. These exhibitions are curated in terms of four exhibition seasons in a year, which are as follows: Influential Australian Artist Series; International Artist Series; New Curatorial Positions; Big Picture Focus. The proposed exhibition would be curated under the Big Picture Focus season.
- These exhibitions are accompanied by public and educational programs which include educational workshops, guided tours, artist talks, special events, and collaborations.
- The institution publishes exhibition catalogues and exhibition related merchandise as well.
- ACCA also houses a coffee shop in their premises and offer a venue rental service for their gallery spaces.

PLACE

- ACCA's physical space in Melbourne's Art Precinct, situated in Southbank, is the primary point of contact for their audience, and the model for the gallery space is a *Kunsthalle*, which means 'Art hall' in German.
- The place is designed for temporary art exhibitions and are built in a way that it can be reconfigured for exhibitions.
- ACCA maintains a digital presence through its website and social media channels, and is currently in the process of developing its Digital Wing, which could be a core component in the execution of the proposed exhibition.

PRICE

- ACCA exhibitions are always free, and as such the proposed exhibition would employ the free entry structure, as it is the institution's mission to provide accessibility to art for everyone.
- Artist books, exhibition catalogues, merchandise and other art publications can be purchased in the gallery shop.

PROMOTION

- Promotional tactics employed by ACCA include advertising campaigns across print, digital, and social media channels.
 - The institution also employs public relations activities, such as press releases, media interviews, and artist spotlights to help generate buzz and media coverage.
 - Podcasts and video content are created in conjunction with the showcased exhibitions.
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Market Segmentation

SEGMENTS	EXPLORERS	EXPRESSIONISTS	IDEALISTS
Customer Characteristics			
Demographics	<ul style="list-style-type: none"> • Aged 18-35 • Gender diverse • Diversity in ethnicity 	<ul style="list-style-type: none"> • Aged 25-45 • Balanced gender representation • Diverse cultural roots 	<ul style="list-style-type: none"> • Ages above 40 • Higher female demographic than males • Higher ratio of white population
Socio-Economic	<ul style="list-style-type: none"> • Students, young professionals or early-career individuals • Varying levels of income 	<ul style="list-style-type: none"> • Artists, educators, mid-career professionals • Mid to Upper-mid Income levels 	<ul style="list-style-type: none"> • Established professionals, families with children, retirees • Income levels range from Upper-mid to High
Psychographics	<ul style="list-style-type: none"> • Seeks new and innovative cultural and creative experiences • Interacts frequently with creative events and promotions 	<ul style="list-style-type: none"> • High engagement with cultural experiences with a priority in emotional connect • Highly values expression of personal ideas and artistic exploration 	<ul style="list-style-type: none"> • Communal traditional and cultural experiences • Strong personal values • Involved in philanthropy and supporting the arts community
Preferred communication method	<ul style="list-style-type: none"> • Social Media platforms • Online forums and communities • Offline groups and clubs 	<ul style="list-style-type: none"> • Social Media platforms • Offline groups and clubs • Subscription newsletters 	<ul style="list-style-type: none"> • Social Media platforms • Offline groups and clubs • Print media

Target Market

The primary target market for the proposed exhibition is the Explorers segment, as the exhibition is focused on incorporating newer technologies into the exhibition presentation format and is also a relevant cultural topic that heavily influences this segment. The Explorers seek new and innovative experiences which is a key element in the development of this exhibition.

The secondary target market is the Expressionists segment as their personal values lie in tandem with the thematic arch of the proposed exhibition program.

Audience Development Strategy

- Targeted marketing campaign to the Explorers segment using social media advertising, email newsletters, print advertising and digital platforms.
- Collaboration with cultural influencers or audience members from the segment to connect at a nuanced level with the audience
- Introducing audio guide and interpretation services to enhance accessibility for non-English speakers and audience members with visual or hearing impairment.
- Implementation of inclusive language, tools, imagery in marketing materials and communication throughout all the platforms.
- Educational programs and workshops are a core part of the exhibition structure at ACCA, and thus, will remain a part of the audience development strategy.
- Digital presence through engaging content on digital platforms, interactive experiences such as Augmented Reality based communications and AR/VR tools for physical and virtual exhibitions.
- Live-streamed guided exhibition tours and digital archives providing accessible and immersive experiences for remote audiences will be a core inclusion.
- Events to gain audience feedback through surveys and focus groups will be a part of the strategy to gain an understanding about their experience and preferences.

Digital Technology and Social Media

FOR IDENTIFICATION OF MARKETING STRATEGIES

- Gathering audience insights such as interests, and engagement patterns specific to the target market through digital analytics tools from website traffic, social media engagement, and online interactions, will help in audience profiling which will allow for building targeted marketing strategy.
- Social listening tools will be used to monitor conversations and trends in contemporary art culture, identify emerging interests and discussion themes, and to also gather information surrounding audience sentiment towards the organisation and the exhibition promotional campaigns.

IMPLEMENTATION OF MARKETING STRATEGIES

- By adopting digital technologies for creation of multimedia content, which forms a part of the Digital Wing development process and including augmented reality based activations for immersive experiences, virtual guided tours of exhibitions and exhibitions on virtual platforms, the exhibition will strive to capture the interest of a diversified audience while building off of the strategy for the Explorer consumer segment.
- Promotion and community engagement through social media platforms by sharing announcements about exhibitions and associated programs and events will form the core online marketing strategy which will assist in forming and moderating online communities where audience members can connect and share experiences about contemporary art and cultural issues.
- Geotargeted ads in high footfall areas will also be an area of promotion that will involve the use of digital technology in offline marketing tools.

Timeline for Marketing Plan

Planning and Strategy Development

JUNE - OCTOBER 2024

- Conducting market research to develop a comprehensive marketing strategy
- Identifying potential sponsors, partners and influencers for collaboration.

Content Creation

NOVEMBER 2024 - JANUARY 2025

- Development of branding and visual identity for the exhibition
- Content creation for promotional materials and media kit

Initiating Promotional Efforts

FEBRUARY - JULY 2025

- Exhibition announcements and teaser campaigns.
- Distribution of press release to major media outlets.
- Targeted email marketing and digital marketing
- Outdoor advertising around high traffic areas around Melbourne

Final Promotions before Event Launch

AUGUST - OCTOBER 2025

- Increase in frequency of social media content, engagement events and usage of broadcast media.
- Distribution of final press release with detailed exhibition information.
- Final test of digital platforms for launching of virtual exhibition.

Exhibition Launch & Continued Engagement

OCTOBER - NOVEMBER 2025

- Hosting of opening event, media night and grand public opening
- Monitoring and analysing Performance Indicators to assess effectiveness of marketing campaign.

Budget Plan

Proposed budget

This proposed budget plan is an estimation of the required expenses in the development of the “Split Realities” exhibition.

EXPENSES	ESTIMATED COST (AUD)
Artist’s Fees and Royalties	\$120,000
Artwork Shipping and Handling	\$30,000
Installation and Setup	\$50,000
Digital Platform Development and Equipments	\$80,000
Marketing and Promotion	\$50,000
Public Programs and Workshops	\$30,000
Insurance	\$15,000
Miscellaneous	\$15,000
TOTAL ESTIMATED COST	\$390,000

Performance Indicators

PLATFORMS	PERFORMANCE INDICATOR
ONLINE MARKETING	
ACCA Website	<ul style="list-style-type: none"> • Website traffic: number of visitors that are unique or regular; page view; session duration • Source of traffic: Organic search, social media, referrals, direct traffic • Conversation rate for Click-through actions such as newsletter signups or event registrations • Bounce rate to measure effectiveness of landing pages and audience engagement
Digital Media Platforms (Instagram, Facebook, X, YouTube)	<ul style="list-style-type: none"> • Follower growth over a certain period of time • Engagement metrics: Likes, Comments, Shares, Reposts, Mentions • Reach of the social media content and frequency of impressions • Click-Through Rate on posts, ads, and call-to-action buttons
Subscription / Email marketing	<ul style="list-style-type: none"> • Open Rate to measure effectiveness of subject line and email content • Click-Through Rate for embedded links
Digital Advertising	<ul style="list-style-type: none"> • Impressions of the digital ads to targeted audience • Click-Through Rate on digital ads
OFFLINE MARKETIING	
Exhibition	<ul style="list-style-type: none"> • Attendance: Number of audience members for the exhibition and associated programs and events • Feedback through audience surveys and Net Promoter Score to measure visitor loyalty and recommendation likelihood
Print and Broadcast Media	<ul style="list-style-type: none"> • Impressions – Number of mentions and features of the exhibition and program • Sentiment Analysis through tone of media coverage

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